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*"Rummaging in the government's attic"*

Description of document: United States Agency for Global Media (USAGM)  
Transition Briefings for the Incoming Biden Administration  
2020

Requested date: 01-January-2021

Release date: 10-March-2022

Posted date: 09-December-2024

Source of document: Freedom of Information Act Request  
The Broadcasting Board of Governors (BBG)  
FOIA/Privacy Act Officer  
Office of the General Counsel  
330 Independence Avenue, SW, Suite 3349  
Washington, DC 20237  
Fax: (202) 260-4394  
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U.S. AGENCY FOR  
GLOBAL MEDIA

330 Independence Avenue SW | Washington, DC 20237 | [usagm.gov](http://usagm.gov)

Office of the General Counsel  
Freedom of Information Act Office

March 10, 2022

Via email

**RE: Request Pursuant to the Freedom of Information Act – FOIA21-032**

This letter is in response to your Freedom of Information Act (FOIA) request dated January 1, 2021 to the U.S. Agency for Global Media (USAGM), which the Agency received on the next business day. In your request, you asked for

*“A digital/electronic copy of each transition briefing document (late 2020) prepared by USAGM for the incoming Biden Administration.”*

The Agency has completed its search for and review of records responsive to your request. This is a partial response to your request. We have enclosed 637 pages of documents.

For further assistance or to discuss any aspect of your request, you may contact me at [foia@usagm.gov](mailto:foia@usagm.gov) or 202-920-2448. You also may contact USAGM’S FOIA Liaison, Stephen McGinley, with questions about pending FOIA matters at [smcginley@usagm.gov](mailto:smcginley@usagm.gov) or 202-920-2366. Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer:

Office of Government Information Services National Archives  
and Records Administration  
8601 Adelphi Road-OGIS  
College Park, Maryland 20740-6001  
E-mail: [ogis@nara.gov](mailto:ogis@nara.gov);  
Telephone: 202-741-5770  
Toll free: 1 877-684-6448  
Facsimile: 202-741-5769





Finally, if you are not satisfied with this response to your request, you may file an administrative appeal with the Agency by writing to: Chairperson, Access Appeal Committee, USAGM, Suite 3349, 330 Independence Avenue, SW, Washington, DC 20237. Your appeal must be postmarked or transmitted by facsimile to 202-203-4548 within 90 days of the date of this letter.

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 or at [foia@usagm.gov](mailto:foia@usagm.gov).

Sincerely,

A handwritten signature in blue ink, appearing to read "James McLaren".

James McLaren  
Acting Deputy General Counsel

Enclosure

# POSITION DESCRIPTION (Please Read Instructions on the Back)

2. Reason for Submission <input checked="" type="checkbox"/> Redescription <input type="checkbox"/> Reestablishment		3. Service <input checked="" type="checkbox"/> Hdqtrs <input type="checkbox"/> Field		4. Employing Office Location Washington, DC		5. Duty Station Washington, DC		1. Agency Position No. E-2044 (IBES20171)	
Explanation (Show any positions replaced) Updates E-2040 (IBES20040)		7. Fair Labor Standards Act <input type="checkbox"/> Competitive <input type="checkbox"/> Excepted (Specify in Remarks) <input checked="" type="checkbox"/> SES (Gen.) SES (CR)		8. Financial Statements Required <input checked="" type="checkbox"/> Executive Personnel <input type="checkbox"/> Employment and Financial Interest		9. Subject to IA Action <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		6. OPM Certification No.	
15. Classified/Graded by a. Office of Personnel Management b. Department Agency or Establishment c. Second Level Review d. First Level Review e. Recommended by Supervisor Initiating Office		Official Title of Position Chief Financial Officer		11. Position is <input checked="" type="checkbox"/> Supervisory <input type="checkbox"/> Managerial <input type="checkbox"/> Neither		12. Seniority (b) (6) (b) (6) (b) (6) (b) (6)		13. Competitive Level Code (b) (6)	
16. Organizational Title of Position (if different from official title)				Pay Plan ES		Occupational Code 560		Grade 00	
18. Department, Agency, or Establishment Broadcasting Board of Governors a. First Subdivision International Broadcasting Bureau b. Second Subdivision Office of the Chief Financial Officer				c. Third Subdivision d. Fourth Subdivision e. Fifth Subdivision				14. Agency Use Initials Date	
19. Employee Review - This is an accurate description of the major duties and responsibilities of my position.				Signature of Employee (optional)					
20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that				this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.					
a. Typed Name and Title of Immediate Supervisor Richard M. Lobo Director, International Broadcasting Bureau		b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)							
(b) (6)		Date		Signature		Date			
Classification/Job Grading Certification. certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.				22. Position Classification Standards Used in Classifying/Grading Position					
Typed Name and Title of Official Taking Action Donna S. Grace Director, Office of Human Resources									
(b) (6)		Date 07/25/13		Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.					
23. Position Review		Initials		Date		Initials		Date	
a. Employee (optional)									
b. Supervisor									
c. Classifier									
(b) (6)		e qualification requirements		(b) (6)		SES.		Richard M. Lobo	
25. Description of Major Duties and Responsibilities (See Attached)									

## CHIEF FINANCIAL OFFICER, ES-560

(b) (6)

### INTRODUCTION

This position requires access to Top Secret information

The incumbent of this position directs the Office of the Chief Financial Officer, for the Broadcasting Board of Governors (BBG) and, as such, is the principal Budget Officer and Financial Management Officer for the BBG, and its entities, the International Broadcasting Bureau (IBB), Voice of America (VOA), Office of Cuba Broadcasting (OCB), and the grantees Radio Free Europe (RFE/RL), Radio Free Asia (RFA), and Middle East Broadcasting Network (MBN), and serves as the principal advisor to the IBB Director, the Board of Governors, the Directors of VOA and OCB, the heads of the grantees, and other key BBG officials on budget and financial matters. She or he also provides customer-oriented financial support services to the elements and staff of the BBG.

The BBG is one of the largest global, multimedia broadcast organizations in the world, operating 24 hours a day, 7 days a week, generating and distributing programming in 59 languages to an estimated weekly audience of 165 million people via radio, TV, the Internet, and other media. The BBG consists of the IBB, VOA and OCB and its grantees RFE/RL, RFA and MBN. The BBG employs over 3500 Federal and non-Federal employees and thousands of contractors in locations throughout the world.

### DUTIES AND RESPONSIBILITIES

- The incumbent plans, coordinates, and directs all phases of the formulation, presentation, justification, and execution of the BBG's total budget, assuming full responsibility for ensuring that all budgetary planning is based upon and adequately implements BBG's programs.
- Directs the preparation of budgetary estimates and justifications for internal BBG review and the annual OMB and Congressional budget presentations ensuring that the BBG's total submission represents a cohesive, well-integrated budget.
- Directs the planning and preparation of BBG's resource request presentations to the Office of Management and Budget, the Congressional Appropriations Committees, the Senate Foreign Relations Committee, and the House International Relations Committee in close consultation with the Deputy Director and the Director of Communications and External Relations.
- Briefs the IBB Director and other top BBG officials in preparation for the hearings before the appropriate Executive and Congressional bodies and serves as BBG's support witness on resource administration.

- Provides the Board, the Director of IBB, entity heads, and other senior officials with essential information in a timely manner to enable them to make informed budgetary decisions.
- Leads and manages the staff of the Office in providing customer-oriented services to meet the often unique operational requirements of the elements and staff of the BBG. Ensures that the staff is agile, skilled, diverse, motivated, customer-oriented, and well-led, with the competencies and support needed to accomplish the Office's goals and serve its customers.
- In close consultation with and under the oversight of the CIO, develops financial systems instructions and financial training programs for all of BBG's Federal components; plans and develops accounting systems for domestic and overseas application; provides technical fiscal training, instructions, advice and assistance to domestic and overseas offices; reviews BBG's fiscal operations to assure efficient and economical performance; and works collaboratively with other elements of the BBG in the development of total, integrated financial management systems to meet their often unique operational requirements.
- Oversees the administration of the payroll of domestic staff and leave accounting program for BBG's Federal components; certification and review of domestic vouchers; review of all BBG's domestic claims (except contract claims under the purview of contract officer); maintains central ledgers, including special records on overseas monthly accounts; prepares periodic statements reflecting BBG's financial position; and maintains allotments and related records for all domestic entities.
- Acts as principal advisor to the IBB Director and Deputy Director, the IBB Chief of Staff, the Board of Governors, the VOA Director, the OCB Director, and the heads of the grantee organizations, RFE/RL, RFA, and MBN, and other BBG operating officials on highly specialized finance and accounting problems that arise as a result of BBG's domestic or overseas activities and on the financial implications of program proposals.
- Reviews proposed legislation for budgetary implications and participates in discussions, negotiations, and planning with other senior officials to respond to and/or implement legislative changes.
- Plays a pivotal role in implementing the budgetary and financial aspects of the BBG's newly adopted strategy of centralizing leadership direction, streamlining management and support functions, and eliminating duplication throughout US International Broadcasting.
- Carries out responsibility for implementing the budgetary and financial aspects of the delegation of new authority to the Director. Acts as a principal advisor to the IBB Director and the Board of Governors in developing and implementing related plans.



## **SUPERVISORY RELATIONSHIPS**

The incumbent reports directly to the Director, International Broadcasting Bureau, who reports to the nine-member Broadcasting Board of Governors. The IBB Director provides general guidance in terms of policy and objectives to be achieved. The incumbent consults with the IBB Deputy Director on activities affecting programming issues, with the IBB Chief of Staff on management and administrative issues, and with the Director of Communications and External Relations on matters involving Congress, such as the presentation and discussion of the BBG's budget. The incumbent is expected to use the full range of executive skills and abilities in order to achieve objectives and is delegated the necessary authority to carry out responsibilities on behalf of the Director and the Board. Performance is evaluated in terms of effectiveness in achieving established objectives.

## **EXECUTIVE CORE QUALIFICATIONS**

Leading Change: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment. Competencies: Creativity and Innovation, External Awareness, Flexibility, Resilience, Strategic Thinking, Vision.

Leading People: This core qualification involves the ability to lead people toward meeting the organization's vision, mission and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. Competencies: Conflict Management, Leveraging Diversity, Developing Others, Team Building.

Results Driven: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. Competencies: Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, Technical Credibility.

Business Acumen: This core qualification involves the ability to manage human, financial, and information resources strategically. Competencies: Financial Management, Human Capital Management, Technology Management.

Building Coalitions: This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, or international organizations to achieve common goals. Competencies: Partnering, Political Savvy, Influencing/Negotiating.

## **CHIEF FINANCIAL OFFICER, ES-560**

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## Evaluation Statement

Organizational Location: US Agency for Global Media; Office of the Chief Financial Officer  
Position Description Number: E-2044  
Present Classification: Chief Financial Officer; ES-0560-00  
Requested Classification: Chief Financial Officer; ES-0560-00

### Reference:

- a. General Schedule Supervisory Guide; June 1998
- b. Handbook of Occupational Groups and Families; December 2018

### Background:

This position serves as the Chief Financial Officer for the U.S. Agency for Global Media. The incumbent is responsible for leading and managing the budget formulation, presentation and execution and all financial operations, including analysis, accounting, payroll, and travel, for the agency. The organization includes two divisions headed by GS-15 level managers, one of which is further divided into units with GS-14 supervisors and non-supervisory analysts and specialists at grades from GS-09 through GS-14.

### SES Determination:

The position supervises a staff of over 25 to 30 specialists in multiple financial occupations through subordinate supervisors and managers. Comparison to the General Schedule Supervisory Guide, reference (a), as indicated below, results in a point level significantly exceeding the point level for GS-15.

- Factor Level 1-5 -- 900 points -- The position oversees two subordinate managers, each of whom is equivalent to or exceeds the illustration of level 1-4 of a position, which "directs administrative activities conducted throughout, or covering the operations of, the agency's headquarters or most of its field establishment. These positions directs agency-wide budget and financial operations programs, respectively for the USAGM headquarters and its entire field operations. This position is constructed as equating to level 1-5 on the basis of overseeing multiple level 1-4 manager positions.
- Factor Level 2-3 -- 350 points - The position reports to the Deputy and Director USAGM, both of which are SES or equivalent, and the latter is a politically appointed position.
- Factor Level 3-4a -- 900 points -- The position exercises delegated authority to oversee the overall planning, direction, and execution of multiple programs.
- Subfactor Level 4A-4 -- 100 points -- Contacts include executives, senior congressional staff, and high-level officials of other agencies.
- Subfactor Level 4B-4 -- 125 points, - Purpose of contacts is justify, defend, negotiate, or settle matters involving significant or controversial issues, including formulating and presenting the agency budget to Congress.
- Factor Level 5-8 -- 1,030 points -- Base level is GS-13 or higher.

- Factor Level 6-6b – 1,325 points – Manages GS-13 and above through subordinate managers.
- Special Situations include Shift Operations, Constantly Changing Deadlines, and Changing Technology.
- Total points of 4,730 is well above the total required for GS-15 of 4,055

The position is also equivalent in stature and responsibility to the agency's other SES positions including the Director, Office of Management Services and Director of Technology Services and clearly meets the requirements for evaluation as SES.

#### **Series and Title Determination:**

The position oversees a workforce of positions classified in multiple financial occupations, including GS-GS-0501, 0510, and 0560 as defined in the Series Definitions for these series in reference (b). The primary function and highest graded series are positions in the Budget Analysis Series, GS-0560. This is selected for the evaluation of the position. The title ***Chief Financial Officer*** is descriptive of the duties that are performed by the incumbent.

#### **General vs. Career Reserved Determination:**

Career Reserved positions are those, which, as defined in law, are "to ensure impartiality, or public's confidence of impartiality of government." Career reserved positions include positions the principal duties of which involve day-to-day operations, without responsibility for, or substantial involvement in, the determination or public advocacy of the major controversial policies of the Administration or agency. This position is involved with the agency's day-to-day management of financial programs and does not have substantial responsibility for, or involvement in, the determination or public advocacy of the major controversial policies of the Administration. Consequently, the position meets the criteria for Career reserved and does not should not be designated as "General."

#### **Summary Classification:**

The position is evaluated as Chief Financial Officer, ES-0560-00.

Supervisory/Management Code

Code Determination: 2

#### ***Summarize Reason for Supervisory/Management Code Determination:***

Position requires the exercise of supervisory or managerial responsibilities. This is also the code most commonly used for Senior Executive Service (SES) positions.  
Code Determination: 8888

BUS Code

#### ***Summarize Reason for BUS Code Determination:***

FLSA Determination

The position is not included in the bargaining agreement because it is supervisory and managerial.

Code Determination: Exempt

***Summarize Reason for FLSA  
Determination:***

The position meets the criteria for exemption under the Executive exemption as defined in 5 CFR 551.205 and the Administrative criteria as defined in 5 CFR 551.206.

(b) (6)

HR Specialist

# Position Designation Record

Agency	BROADCASTING BOARD OF GOVERNORS		
Position Title	Chief Financial Officer		
Position Description			
Series and Grade/Pay Band	ES-00		
Position Description Number	E-2044		
Designator's Name & Title	(b) (6)	-- Management and Program Analyst	

## Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (6)			SF 86

## Summary

### National Security

National Duties	Degree of Potential for Compromise or Damage
Requires eligibility for access to classified information	Exceptionally Grave Damage Position requires eligibility for access to Top Secret or "Q" level information

### Suitability

No Public Trust duties selected

# POSITION DESCRIPTION (Please Read Instructions on the Back)

1. Agency Position No.

E520193

6. OPM Certification No.

2. Reason for Submission

Redescription ☒ New  
Reestablishment ☐ Other

3. Service

☒ Hdqtrs ☐ Field

4. Employing Office Location

Washington, D.C.

5. Duty Station

Washington D.C.

7. Fair Labor Standards Act

(b) (6)

8. Financial Statements Required

☒ Executive Personnel Financial Disclosure ☐ Employment and Financial Interest

9. Subject to IA Action

(b) (6)

Explanation (Show any positions replaced)

10. Position Status

☐ Competitive  
☐ Excepted (Specify in Remarks)  
☒ SES (Gen.) ☐ SES (CR)

11. Position Is

☒ Supervisory  
☐ Managerial  
☐ Neither

12. Sensitivity

(b) (6)

13. Competitive Level Code

14. Agency Use

8888

15. Classified/Graded by

Official Title of Position

Pay Plan

Occupational Code

Grade

Initials

Date

a. Office of Personnel Management

b. Department, Agency or Establishment

Chief Strategy Officer

ES

0301

00

Cee

12/12/19

c. Second Level Review

d. First Level Review

e. Recommended by Supervisor or Initiating Office

16. Organizational Title of Position (if different from official title)

17. Name of Employee (if vacant, specify)

Vacant

18. Department, Agency, or Establishment

U.S. Agency for Global Media

c. Third Subdivision

a. First Subdivision

Office of the Chief Executive Officer

d. Fourth Subdivision

b. Second Subdivision

e. Fifth Subdivision

Employee Review. This is an accurate description of the major duties and responsibilities of my position.

Signature of Employee (optional)

20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that

this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

a. Typed Name and Title of Immediate Supervisor

John Lansing

CEO (b) (6)

b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)

Signature

Date

7/17/19

Signature

Date

21. Classification/Job Grading Certification. I certify that this position has been classified/graded as required by Title 5 U.S. Code in accordance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.

22. Position Classification Standards Used in Classifying/Grading Position

Typed Name and Title of Official Taking Action

Carroll Ellis Cobb

Director, Office of Human Resources

Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.

Signature

Date

12/12/19

23. Position Review

Initials

Date

Initials

Date

Initials

Date

Initials

Date

Initials

Date

a. Employee (optional)

b. Supervisor

Classifier

(b) (6)

concurs with qualification requirements  
Marie E. Lennon

(b) (6)

properly classified as SES  
John Lansing

25. Description of Major Duties and Responsibilities (See Attached)

**Chief Strategy Officer – ES-0301-00**  
**Senior Executive Service (SES)**

## **INTRODUCTION**

The Chief Strategy Officer (CSO) reports directly to the Chief Executive Officer (CEO) of the U.S. Agency for Global Media (USAGM). The CSO oversees and leads USAGM's engagement in the interagency, strategic planning, strategic initiatives, and positioning within the broader U.S. government and with key stakeholders. It is the responsibility of the CSO to lead USAGM efforts to become a more strategically-relevant agency within the national security, foreign affairs, and global media spaces. Primarily, this mandate will in practice resolve in six key lines of effort: (1) overseeing the workflow and enhanced engagement of the Office of Policy and Research (OPR); (2) leading the development, execution, and ongoing sustainment of agency-wide strategic initiatives on the CEO's behalf; (3) representing the CEO and working closely with USAGM's five networks to maximize their strategic collaboration and impact; (4) overseeing the Office of Internet Freedom (OIF) and the agency's Internet Freedom programs; (5) overseeing the Office of Editorials and the agency's legislative requirement to have programming which "includes ... clear and effective presentation of the policies of the United States Government and responsible discussion and opinion on those policies, including editorials, broadcast by the Voice of America, which present the views of the United States Government;" and (6) overseeing the agency's global affiliates and distribution strategies. The CSO is responsible for formalizing – and serving as the chief representative of – the inter-network coordination of USAGM's strategic-planning processes, including strategic development, consensus-building across the five networks and the USAGM offices, instituting change toward new synergies across the USAGM, and establishing greater transparency and accountability for those people carrying out USAGM's mission. Incumbent maintains a close working relationship with the Office of Chief Financial Officer in order to harmonize USAGM strategy with its annual budget requests and expenditures. Incumbent catalyzes, solicits, and coordinates strategic input, to build collaborative approaches to key policy issues, and to ensure resource and content coordination among the networks. Incumbent drives inter-network collaboration down across USAGM's five networks. Incumbent focuses on accelerating USAGM's performance and impact through cohesive strategy planning and execution, knowledge management, and the implementation of a USAGM audience dashboard for evaluating impact and effectiveness. Incumbent manages the USAGM's Office of Policy and Research, Office of Editorials, Office of Internet Freedom, as well as business development's strategies with an emphasis on data, metrics, analytics, and affiliate relations and development. Incumbent leads USAGM's engagement with key areas of the U.S. interagency, external media partners and affiliates, and other media and journalism stakeholders.

## **MAJOR DUTIES**

1. Serves as the primary strategic advisor to the Chief Executive Officer, responsible for addressing critical changes in the competitive landscape, global marketplace and external media environment.



- Represents the CEO, and agency, in public and private meetings, including with key stakeholders, before Congress, across the interagency, and during Board meetings.
  - Appears before Congressional stakeholders as needed, including testimony before Congress.
  - Leads the development, execution, and ongoing sustainment of agency-wide strategic initiatives on the CEO's behalf, through a bottom-up approach through the USAGM five networks and USAGM offices. This includes formalizing and leading the strategic planning process, focusing on long term trends and outlook, and competitive intelligence.
  - Facilitates the execution of the strategy by working collaboratively with CEO Office, the network leadership, office directors to ensure that the strategy is communicated and easily understood by all throughout USAGM. Ensures that strategic actions are completed at various levels to achieve desired results.
  - Ensures that appropriate metrics are in place to measure performance and progress towards strategic goals, including use of big data, analytics and metrics for audience segmentation.
  - Engages stakeholders and potential domestic and international private sector and civil society counterparts to implement new partnerships and forward-thinking about opportunities and risks for the global media agency.
  - Leads the development and implementation of consistent practices and strategic frameworks across USAGM.
  - Oversees the development and implementation of a knowledge management infrastructure and leads in the management of USAGM knowledge as a strategic asset to further the USAGM's goals.
  - Leads OPR on continuing to lead USAGM's approach to measurement and evaluation with a focus on demonstrating effectiveness.
  - Leads business development team to ensure greater strategic engagement with affiliates.
  - Works alongside USAGM public affairs and congressional teams to engage Congress, think tanks, and external stakeholders as needed.
  - Ensure strategic coordination, while directing new programming and finding content synergies across USAGM and oversee implementation and operational adoption within the five networks and the USAGM headquarters staff.
2. Manages the staff of senior analysts and specialists and operations of the Office of Policy and Research, Office of Editorials, and Office of Internet Freedom through subordinate supervisors.
- Makes decisions on work problems presented by subordinate supervisors and other key personnel.
  - Interviews candidates for positions; selects or approves selection of nonsupervisory personnel; and participates in selection of supervisory and other key personnel.
  - Assures reasonable equity of performance standards and rating techniques developed by subordinates; evaluates subordinate supervisors; and serves as the reviewing official on evaluations of nonsupervisory employees rated by subordinate supervisors.
  - Reviews and approves serious disciplinary actions involving nonsupervisory subordinates; effects minor disciplinary measures and initiates disciplinary action in more serious cases involving subordinate supervisors and key personnel.
  - Furthers equal employment opportunity (EEO) goals by taking steps to accomplish EEO objectives and by adhering to nondiscriminatory employment practices.
  - Exercises equivalent delegated supervisory responsibilities.

## **SUPERVISORY RELATIONSHIP**

The incumbent reports to the CEO, who provides general policy direction. Incumbent is expected to use the full range of executive skills and abilities to achieve desired goals and objectives on incumbent's own initiative and is delegated the authority needed to carry out incumbent's responsibilities on behalf of the CEO. Performance is evaluated in terms of effectiveness in achieving established objectives.

## **EXECUTIVE CORE QUALIFICATIONS**

**Leading Change:** The ability to bring about strategic change, both within and outside the organization, to meet organizational goals, including the ability to establish an organizational vision and to implement it in a continuously changing environment. Includes the competencies of Creativity and Innovation, External Awareness, Flexibility, Resilience, Strategic Thinking, and Vision.

**Leading People:** The ability to lead people toward meeting the organization's vision, mission, and goals, including the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. Includes the competencies of Conflict Management, Leveraging Diversity, Developing Others, and Team Building.

**Results Driven:** The ability to meet organizational goals and customer expectations; including the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. Includes the competencies of Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, and Technical Credibility.

**Business Acumen:** The ability to manage human, financial, and information resources strategically. Includes the competencies of Financial Management, Human Capital Management, and Technology Management.

**Building Coalitions/Communications:** This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals. Includes the competencies of Partnering, Political Savvy, and Influencing/Negotiating.

## **PROFESSIONAL/TECHNICAL QUALIFICATIONS**

### ***Essential***

- **News Broadcast Operations in a National Security and Foreign Policy Environment -**  
Expert knowledge of broadcast news organization and operations, equivalent to that of a major television news network, such as ABC, CBS, CNN, FOX, NBC, or MSNBC, and expert knowledge in media management, public policy, and related fields, including knowledge of analytical and evaluative methods, combined with broad comprehensive knowledge of domestic and international affairs and the foreign policy objectives of the U.S.;



and thorough familiarity with the details of current issues in international relations and with the broad strategic interests of the United States, including experience working with interagency partners such as the National Security Council and U.S. Department of State to oversee transitioning the agency to become more strategically-relevant within the national security, foreign affairs, and global media spaces.

- **Strategic Management and Planning, Programming, and Budgeting** - Mastery of advanced strategic management and organizational principles and practices along with a comprehensive knowledge of planning, programming, and budgeting regulations, guidelines and process to prepare long-range (5 year) and short-range planning guidance in accordance with broad agency program policies and objectives and to evaluate legislation and initiatives for projected impact upon the agency's programs or resources.
- **Global Media Research** - Advanced degree and experience in research methods related to global media research, including mastery of research and evaluation design.
- **Internet Freedom** - Mastery of Internet Freedom and circumvention technologies, including key international actors and organizations operating in this space.

***Desirable***

- **Strategic Analysis** - Ability to apply a variety of strategic frameworks to analyze problems and to guide and develop solutions and to lead the entire range of problem-solving from problem definition to analysis, recommendation, and development of implementation plans.
- **Communication** - Ability to translate and communicate complex topics in a variety of forums, tailoring communications to effectively fit and influence the targeted audience; strong executive presence, presentation and communication skills; and ability to work collaboratively with key internal and external leaders, partners, suppliers and customers and to bridge cultural boundaries and norms, to overcome barriers and improve outcomes, and to influence on a global and virtual stage, demonstrating leadership and empowerment.

## **Evaluation Statement**

Organizational Location: U.S. Agency for Global Media  
Present Classification: NA  
Requested Classification: Chief Strategy Officer – ES-0301-00

### **References:**

- a) Position Classification Flysheet for Miscellaneous Administration and Program Series, GS-0301; January 1979
- b) Handbook of Occupational Groups and Families; May 2009

### **Background:**

The purpose of the Chief Strategic Officer position is to help transition the agency to be more “strategically relevant in national security, foreign affairs, and global media spaces.” The incumbent manages and oversees the Office of the Policy and Research, Office of Editorials, and the Office of Internet Freedom, as well as business development’s strategies.

### **SES Determination:**

The position supervises the Office of the Policy and Research, Office of Editorials, and the Office of Internet Freedom, as well as business development’s strategies. The position is organizationally equivalent to several other SES level positions in the agency, including the Chief Financial Officer, the General Counsel, and the Director of Management Services. These positions are approximately equivalent to the subject position in terms of the number and grades of subordinates and the number and grades of subordinate supervisors. Based on the above, the subject position is appropriate for classification as SES.

### **Series and Title Determination**

The position is included in the Miscellaneous Administration and Program Series, GS-0301 based on the definition of that series in reference (a). This series includes positions the duties of which are to perform, supervise, or manage nonprofessional, two-grade interval work for which no other series is appropriate. The position includes functions that are partially covered by multiple series for which none are completely appropriate. Based on series definitions in reference (b), these series include the Foreign Affairs series, GS-0130; the International Relations series – GS-0131, the Intelligence series, GS-0132, the Management and Program Analysis series, GS-0343, and the General Arts and Information Series, GS-1001. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative and program principles, policies, and objectives, as well as knowledge of the operations and functions of a news broadcasting organization. The title Chief Strategy Officer is descriptive of the functions that are performed.

## General vs. Career Reserved Determination

This position is a General SES position. The Chief Strategy Officer has substantial involvement in overseeing and leading USAGM's engagement in the interagency, strategic planning, strategic initiatives, and positioning within the broader U.S. government and with key stakeholders. It meets the criteria for Career reserved, as defined below:

Career Reserved include positions, the duties of which involve day-to-day operations, without responsibility for or substantial involvement in the determination or public advocacy of the major controversial policies of the Administration or of Broadcasting or scientific, highly technical or professional positions where the duties and responsibilities of the specific position are such that it must be filled by a career appointee to ensure impartiality or the public's confidence in impartiality, of the Government; or other positions requiring impartiality, or the public's confidence in impartiality as determined by the Director in light of the mission of Broadcasting. Career reserved positions may be filled only by career appointees.

**Summary Classification** – The position is evaluated as Chief Strategy Officer, ES-0301-00.

(b) (6)

Position Classification Specialist

<b>Supervisory/ Management Code</b> <b>2</b>	<b>Code Determination:</b> <b><i>Summarize Reason for Supervisory/Management Code Determination:</i></b> Position requires the exercise of supervisory or managerial responsibilities. This is also the code most commonly used for Senior Executive Service (SES) positions.
<b>BUS Code</b> <b>8888</b>	<b>Code Determination:</b> <b><i>Summarize Reason for BUS Code Determination:</i></b> The position is not included in the bargaining agreement because it is supervisory and managerial.
<b>FLSA Determination</b> <b>Exempt</b>	<b>Code Determination:</b> <b><i>Summarize Reason for FLSA Determination:</i></b> The position performs supervisory and managerial duties. It meets the criteria for exemption under the Executive exemption as defined in 5 CFR 551.205 and the Administrative exemption as defined in 5 CFR 551.206.

May 15, 2019

## Position Designation Record

Agency BROADCASTING BOARD OF GOVERNORS  
Position Title CHIEF STRATEGY OFFICER  
Position Description  
Series and Grade/Pay Band ES-301  
Position Description Number ES20193  
Designator's Name & Title (b) (6) SR HR Specialist

## Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (5)			SF 86

## Summary

### National Security

National Duties	Degree of Potential for Compromise or Damage
Requires eligibility for access to classified information	Exceptionally Grave Damage Position requires eligibility for access to Top Secret or "Q" level information

### Suitability

No Public Trust duties selected

# POSITION DESCRIPTION (Please Read Instructions on the Back)

1. Agency Position No.  
ES20183  
6 OPM Certification No.

2. Reason for Submission <input type="checkbox"/> Redescription <input checked="" type="checkbox"/> New <input checked="" type="checkbox"/> Hqtrs <input type="checkbox"/> Field <input type="checkbox"/> Reestablishment <input type="checkbox"/> Other		3. Service <input checked="" type="checkbox"/> Hqtrs <input type="checkbox"/> Field		4. Employing Office Location Washington, DC		5. Duty Station Washington, DC		6. Financial Statements Required <input checked="" type="checkbox"/> Executive Personnel Financial Disclosure <input type="checkbox"/> Employment and Financial Interest		7. Substantive Action (b) (6)	
Explanation (Show any positions replaced)				8. Position Status <input type="checkbox"/> Competitive <input type="checkbox"/> Excepted (Specify in Remarks) <input type="checkbox"/> SES (Gen.) <input checked="" type="checkbox"/> SES (CR)		9. Position is <input checked="" type="checkbox"/> Supervisory <input type="checkbox"/> Managerial <input type="checkbox"/> Neither		10. Sensitivity (b) (6)		11. Competitive Level Code (b) (6)	
15. Classified/Graded by				Official Title of Position		Pay Plan		Occupational Code		Grade	
a. Office of Personnel Management				Deputy Director for Operations		ES		0301		00	
b. Department, Agency or Establishment										Initials Date	
c. Second Level Review										cc 8/28/18	
d. First Level Review											
e. Recommended by Supervisor or Initiating Office											
16. Organizational Title of Position (if different from official title)						17. Name of Employee (if vacant, specify)					
18. Department, Agency, or Establishment				Broadcasting Board of Governors		c. Third Subdivision					
a. First Subdivision						d. Fourth Subdivision					
b. Second Subdivision						e. Fifth Subdivision					
19. Employee Review-This is an accurate description of the major duties and responsibilities of my position.						Signature of Employee (optional)					
20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.											
a. Typed Name and Title of Official Taking Action John F. Chief E Signature Date 5/31/18						b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)					
21. Classification/Job Grading Certification. I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.						22. Position Classification Standards Used in Classifying/Grading Position					
Typed Name and Title of Official Taking Action Carroll Ellis Cobb Director, Office of Human Resources Signature (b) (6) Date 8/28/18						Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.					
23. Position Review				Initials Date		Initials Date		Initials Date		Initials Date	
a. Employee (optional)											
b. Supervisor											
c. Classifier											
(b) (6) concurs with the qualifications requirements.											
Marie E. Lennon											
25. Description of Major Duties and Responsibilities (See Attached)											

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OF 8 (Rev. 1-85)  
U.S. Office of Personnel Management  
FPM Chapter 295

FOIA21-032 020



Position requires eligibility for access to Sensitive Compartmented Information (SCI), other intelligence-related Special Sensitive information, or involvement in Top Secret Special Access Programs) (SAP)

(b) (6)

## **DEPUTY DIRECTOR FOR OPERATIONS**

### **INTRODUCTION**

The Deputy Director for Operations serves as the number three Broadcasting Board of Governors (BBG) official and manages all day-to-day operations of the agency on behalf of the CEO. This includes directly overseeing the Office of Management Services (OMS), the Office of Technology, Services, and Innovation (TSI), and the agency Chief Risk Officer (CRO); serving as the lead agency coordinator on all major, cross-cutting initiatives requiring day-to-day oversight; and ensuring the efficient and effective functioning of the BBG senior staff.

### **MAJOR DUTIES**

1. Oversee and manage OMS and TSI. On behalf of the CEO, provide constant, high-level focus on the priority issues covered by this area of the agency, including problem solving as necessary. This includes workforce planning and training that enables the agency to meet its strategic goals and ensure a continued talent pipeline; regular improvements to the agency's IT infrastructure and security, as well as radio and television broadcast infrastructure; and responding to and closing out as quickly as possible all recommendations from the Office of Inspector General and the U.S. Government Accountability Office.
2. Oversee and manage the agency's CRO, including ensuring the agency puts in place an effective Enterprise Risk Management system.
3. Serve as agency lead on implementing cross-cutting, major projects, including:
  - Oversee the agency's modernization and reform agenda.
  - Facilitate the efficient and effective functioning of the BBG's senior staff, including by working closely with each member of senior staff to ensure timely completion and operational fulfillment of tasks and projects directed by the CEO and/or Deputy Director, working closely with the agency's CEO and Deputy Director to shape meeting agendas, and running meetings on behalf of the CEO and/or Deputy Director when necessary.
  - Work with senior staff to craft and implement internal management and operational reforms, and to manage organizational changes throughout the agency as directed.
  - Develop a strategy for succession planning across the agency. Work with entities on workforce planning and reporting. Identify strategic personnel and other management challenges facing the agency and entities.
  - Attends all Board meetings and calls.
4. In coordination with the CEO, provides direction and oversight to BBG professional, administrative, and technical staff in the Office of Management Services (OMS), the Office of Technology, Services, and Innovation (TSI), and the agency Chief Risk Officer (CRO):
  - Participates in recruitment and selection of key staff members, with full managerial, work planning and human resource responsibilities.

- Evaluates organizational structure and determines management policies and direction and keeps employees informed of management goals and objectives; approves multiyear plans developed by key subordinates.
- Oversees the planning, direction, and timely execution of significant government programs, including the development and assessment of strategic plans, goals and objectives.
- Develops budget and manpower requirements, keeping within the framework of budgetary limitations and guiding policies.
- Establishes performance standards for, and evaluates performance of, key subordinates; assures reasonable equity and consistency of performance evaluations prepared by managers and supervisors throughout BBG; and assures equity in the assessment of contractor capability and contractor completed work.
- Assures consistent emphasis on EEO and affirmative action.

Performs other duties as assigned by the CEO.

## **SUPERVISORY RELATIONSHIPS**

Report directly to the CEO, who provides broad direction. The incumbent is expected to use the full range of senior executive skills and abilities in order to achieve objectives on his or her own initiative and is delegated sufficient authority to carry out responsibilities. Performance is evaluated in terms of effectiveness in achieving established objectives.

## **EXECUTIVE CORE QUALIFICATIONS**

### **Essential:**

- **Leading Change:** This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision to implement it in a continuously changing environment.
- **Leading People:** This core qualification involves the ability to lead people toward meeting the organizations vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.
- **Results Driven:** This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.
- **Business Acumen:** This core qualification involves the ability to manage human financial, and information resources strategically.
- **Building Coalitions/Communication:** This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, or international organizations to achieve common goals.

## **PROFESSIONAL / TECHNICAL QUALIFICATIONS**

**Essential:**

- Functional knowledge of the principles and practices of the administrative and operational aspects of U.S. international media, particularly within BBG.
- Skill in developing and conveying ideas and negotiating points of view involving complex issues.
- Full grasp of all essentials of international broadcasting.
- Expert knowledge of and experience in international affairs and the foreign policy objectives of the United States and related issues with regard to international broadcasting.
- Wide range of professional relationships across, and established experience working within, the U.S. foreign policy, national security, and public diplomacy interagency environment.
- Experience in successfully representing organizations at the executive level in a variety of situations, e.g., with government agencies, international organizations, and private sector companies.
- In-depth knowledge of issues facing the Agency and its elements and the goals, strategies, politics, and priorities of the CEO and Board.
- Comprehensive knowledge of the mission, function, goals, organizational structure, and operations of the Broadcasting Board of Governors.



## **Evaluation Statement**

Organizational Location: Broadcasting Board of Governors  
Present Classification: NA  
Requested Classification: Deputy Director for Operations

### **Reference:**

OPM Handbook of Occupational Groups and Families; Series Definition for Miscellaneous Administration and Program Series, GS-0301; May 2009

### **Background:**

This position serves as the Deputy Director for Operations of the Broadcasting Board of Governors (BBG); reports directly to the Chief Executive Officer/Director and Deputy Director, BBG; and acts as the third in command and a principal adviser to the CEO and deputy. The Deputy Director for Operations oversees the Office of Management Services (OMS), the Office of Technology, Services, and Innovation (TSI), and the agency Chief Risk Officer (CRO); serving as the lead agency coordinator on all major, cross-cutting initiatives requiring day-to-day oversight; and ensuring the efficient and effective functioning of the BBG senior staff.

### **SES Determination:**

The position meets the criteria for SES in that it supervises at least three SES positions, including the Chief of the Office of Management Services (OMS), the Office of Technology, Services, and Innovation (TSI), and the agency Chief Information Officer (CIO). The position also supervises the agency Chief Risk Officer (CRO), the Chiefs of Human Resources (HR) and of Contracting and several other positions, which are GS-15 positions.

### **Series and Title Determination:**

The position a variety of organizations with positions classified in HR – GS-0201, Program Analysis – GS-0334, Public Affairs – GS-1035, Contracting – GS-1101, Computer and information management – GS-2210, Engineering, GS-0800, and multiple other series. The Miscellaneous Administration and Program Series is considered the best series available to cover this diverse grouping of mostly administrative occupations. The title Deputy Director for Operations is determine to reflect the work that is performed.

### **General vs. Career Reserved Determination:**

This position meets the criteria for Career reserved. Career Reserved include positions, the duties of which involve day-to-day operations, without responsibility for or substantial involvement in the determination or public advocacy of the major controversial policies of the Administration or of Broadcasting or scientific, highly technical or professional positions where the duties and responsibilities of the specific position are such that it must be filled by a career appointee to ensure impartiality or the public's confidence in impartiality, of the Government; or other

positions requiring impartiality, or the public's confidence in impartiality as determined by the Director in light of the mission of Broadcasting. Career reserved positions may be filled only by career appointees. This description is directly related to the work performed by this position.

**Summary Classification:**

The position is evaluated as Deputy Director for Operations, Broadcasting Board of Governors, ES-0301-00.

Supervisory/Management Code  2	Code Determination:  <i><b>Summarize Reason for Supervisory/Management Code Determination:</b></i> Position requires the exercise of supervisory or managerial responsibilities. This is also the code most commonly used for Senior Executive Service (SES) positions.
BUS Code  8888	Code Determination:  <i><b>Summarize Reason for BUS Code Determination:</b></i> The position is not included in the bargaining agreement because it is supervisory and managerial.
FLSA Determination  Exempt	Code Determination:  <i><b>Summarize Reason for FLSA Determination:</b></i> The position coordinates all production requirements with show editors and technical staff. It meets the criteria for exemption under the Executive exemption as defined in 5 CFR 551.205.

# Position Designation Record

Agency BROADCASTING BOARD OF GOVERNORS  
Position Title Deputy Director for Operations  
Position Description  
Series and Grade/Pay Band ES-0301-00  
Position Description Number ES20183  
Designator's Name & Title (b) (6) Senior Human Resources Specialist

## Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (6)			SF 86

Label	Points
Total Initial Position Designation Points from Step 2	100
Adjusted Position Designation Points from Step 3	100

## Summary

### National Security

National Duties	Degree of Potential for Compromise or Damage
Other duties that could otherwise bring about a material adverse effect on national security The incumbent of this position performs duties related to U.S. National Security, as well as overseeing the creation, production, and editing of information which is broadcast to mission critical target areas as part of the U.S. public diplomacy and foreign relations.	Significant or Serious Damage <ul style="list-style-type: none"><li>Other duties, when there is the potential to cause significant or serious damage to national security;</li></ul>

### Suitability

Duties	Degree of Potential for Compromise or Damage
Government operations – rulemaking, policy, and major program responsibility (includes regulation or policy making, directing, implementing, advising and audits)	Severe impact One or more of the following: <ul style="list-style-type: none"><li>Senior management duties or assignments that do not rise to the level of an automatic High-Risk condition</li><li>Substantial responsibility for approving</li></ul>

## Duties

## Degree of Potential for Compromise or Damage

regulations and/or rule-making agendas for significant government programs impacting the public's trust

Independent responsibility for planning or approving continuity of government operations

Sets policy for significant government programs impacting the public's trust

Independent agency spokesperson concerning delicate controversial matters impacting the public's trust

Serves in advisory role to senior agency officials who complete one or more of the above duties

Protection of government information technology systems (supervision or control of information technology systems, authority to bypass significant technical and operational security controls for general support systems, or access to major applications – the scope of these duties exceed that of ordinary or routine computer use)

Severe impact

One or more of the following:

Develops/directs/implements/ administers agency computer security programs, including risk analysis/threat assessment without technical review

Disburses or authorizes disbursement of \$10 million per year or greater from computer systems

Major responsibility for the direction, planning, design, testing, maintenance, operation, monitoring, and/or management of systems hardware or software

Automated access to a system during operation or maintenance or preparation of data for entry into a computer system in any way that creates high risk for causing severe damage or realizing significant personal gain (for example, the ability to independently manipulate data)

## Adjustment for Scope of Program and Correlation to Extent of Impact

### Program Scope and Impact

### Impact

Adjustment for Scope of Program and Correlation to Extent of Impact

Worldwide or government-wide impact  
Program operations have potential to affect the entire government or have global implications. Misconduct or damage would have potential for a national to international impact of a broad nature on the United States government or other countries and/or the individuals or private entities affected by the Government.

### Level of Supervision

### Ability to act independently

Adjustment for level of supervision or other controls

Limited or no supervision - ability to act independently in almost all areas almost all of the time

Occasional review from a perspective of major policy issues by a superior who likely has no relevant expertise in the technical aspects of the duties performed.

# Position Designation Record

Agency	BROADCASTING BOARD OF GOVERNORS		
Position Title	Deputy Director for Operations		
Position Description			
Series and Grade/Pay Band	ES-0301-00		
Position Description Number	ES201183		
Designator's Name & Title	(b) (6)	Management and Program Analyst	

## Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (6)			SF 86

## Summary

### National Security

National Duties	Degree of Potential for Compromise or Damage
Requires eligibility for access to classified information	Inestimable Damage Position requires eligibility for access to Sensitive Compartmented Information (SCI), other intelligence-related Special Sensitive information, or involvement in Top Secret Special Access Programs) (SAP)

### Suitability

No Public Trust duties selected



# POSITION DESCRIPTION (Please Read Instructions on the Back)

T. Agency Position No.

E-1602 (IBES20151)

6. OPM Certification No.

## 2. Reason for Submission

☐ Redescription ☒ New  
☐ Reestablishment ☐ Other

Explanation (Show any positions replaced)

## 3. Service

☒ Hdqrs ☐ Field

## 4. Employing Office Location

Washington, DC

## 5. Duty Station

Washington, DC

## 7. Fair Labor Standards Act

(b) (6)

## 8. Financial Statements Required

☒ Executive Personnel ☐ Employment and Financial Interest

## 9. Subject to IA Action

(b) (6)

## 10. Position Status

☐ Competitive  
☐ Excepted (Specify in Remarks)  
☒ SES (Gen.) SES (CR)

## 11. Position Is

☒ Supervisory  
☐ Managerial  
☐ Neither

## 12. Sensitivity

(b) (6)

## 13. Competitive Level Code

(b) (6)

## 14. Agency Use

## 15. Classified/Graded by

## Official Title of Position

a. Office of Personnel Management

b. Department, Agency or Establishment

Director of Management Services

ES

301

00

(b) (6)

12/18/15

c. Second Level Review

d. First Level Review

e. Recommended by Supervisor or Initiating Office

## 16. Organizational Title of Position (if different from official title)

## 17. Name of Employee (if vacant, specify)

## 18. Department, Agency, or Establishment

Broadcasting Board of Governors

## a. First Subdivision

International Broadcasting Bureau

## b. Second Subdivision

Office of Management Services

## c. Third Subdivision

## d. Fourth Subdivision

## e. Fifth Subdivision

Signature of Employee (optional)

19. Employee Review-This is an accurate description of the major duties and responsibilities of my position.

20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that

this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

## a. Typed Name and Title of Immediate Supervisor

John F. Lansing

Chief Executive Officer and Director, BBG

## b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)

Signature (b) (6)

Date

Signature

Date

21. I certify that this position is classified by Title 5, U.S. Code, as required by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.

## 22. Position Classification Standards Used in Classifying/Grading Position

## Typed Name and Title of Official Taking Action

Carroll Ellis Cobb

Director, Office of Human Resources

Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.

## 23. Position Review

a. Employee (optional)

b. Supervisor

c. Classifier

24. Re (b) (6)  
 Chs

with the qualification requirements  
 Marie E. Lennon

(b) (6)  
 Po

as SES.  
 John F. Lansing

## 25. Description of Major Duties and Responsibilities (See Attached)

## **DIRECTOR, OFFICE OF MANAGEMENT SERVICES**

### **INTRODUCTION**

This position requires access to Top Secret information

(b) (6)

The incumbent serves as the Director of the Office of Management Services of the International Broadcasting Bureau (IBB) of the Broadcasting Board of Governors (BBG) and as principal advisor to the BBG's Chief Executive Officer (CEO) and Director on all human capital, administrative and management matters.

### **MAJOR DUTIES**

Serves as Director of the Office of Management Services, directing the operations of the Offices of Human Resources, Civil Rights, Contracts, Security, Workforce Support and Development, Administration, and a staff of program and policy analysts that provide analytical, project management, program evaluation and policy development services to the Agency.

Acts as the CEO's principal advisor and agent in developing and implementing administrative and management policies, programs, and projects and making decisions on administrative and management issues.

Serves as BBG's Human Capital Officer and Workforce Planning and Oversight Officer with responsibility for strategies, plans, programs, and services that define and monitor the make-up of the Agency's workforce, including contractors, and provides the Agency's components with agile, skilled, diverse, satisfied and well-led workforce needed to accomplish its missions and goals.

Plans and oversees the integration of the activities of IBB's administrative components in supporting the BBG's broadcast entities. Specifically, the activities of the Offices of Human Resources, Civil Rights, Contracts, Security, Workforce Support and Development, Administration, and policy development and program evaluation services.

Manages staff through subordinate managers, ensuring staff members have the direction, guidance, authority, training, tools, facilities, resources, opportunities, and feedback needed to perform effectively and grow professionally, consistent with EEO and Merit System principles and administrative requirements.

Manages the offices' financial, technical and material resources and contracts and develops and maintains associated internal controls to ensure their proper and efficient use.

Monitors the administrative and management-related activities of the Voice of America, Office of Cuba Broadcasting and other IBB components including Offices of the Chief Financial Officer, the General Counsel, Communications and External Relations, Technology, Services and Innovation, Digital and Design Innovation, Research and Assessment, Strategy and Development, Performance Review, and Policy and takes action in consultation with the CEO and Office Heads involved as appropriate to address issues or problems which arise.

Provides related advice to the CEO, VOA, OCB and IBB Office Directors, the Executive Director, and the Board of Governors and its members.

### **SUPERVISORY RELATIONSHIPS**

The incumbent reports to the CEO of the BBG, who reports directly to the nine-member Broadcasting Board of Governors. The incumbent is expected to use the full range of executive skills and abilities in order to achieve objectives and is delegated the necessary authority to carry out responsibilities on behalf of the CEO. Performance is evaluated in terms of effectiveness in achieving established objectives.

### **EXECUTIVE CORE QUALIFICATIONS**

#### **Leading Change**

This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

#### **Leading People**

This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

#### **Results Driven**

This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

#### **Business Acumen**

This core qualification involves the ability to manage human, financial, and information resources strategically.



### Building Coalitions

This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

## **PROFESSIONAL/TECHNICAL QUALIFICATIONS**

### **ESSENTIAL**

Expert knowledge of and experience in the administrative and managerial aspects of international broadcasting operations and practices.

Comprehensive in-depth knowledge of the mission, functions, organizations, structures and operations of federally-funded international broadcasting.

Skill in envisioning and implementing improved organizational operations.

Experience in acting as a change agent and driving force for organizational change.

## **Evaluation Statement**

Organizational Location: US Agency for Global Media; Office of Technology, Office of Management Services  
Present Classification: NA  
Requested Classification: Director of Management Services

### **Reference:**

- a. General Schedule Supervisory Guide; June 1998
- b. Handbook of Occupational Groups and Families; December 2018
- c. Position Classification Flysheet for Miscellaneous Administration and Program Series, GS-0301; January 1979

### **Background:**

This position serves as the U.S. Agency for Global Media Director of Management Services. The incumbent is responsible for leading and managing multiple subordinate organizations that perform a variety of administrative support functions for the agency. These include the Office of Civil Rights responsible for Equal Employment Opportunity; the Office of Human Resources; the Office of Security; the Office of Contracts; the Workforce Support and Development Office; and the Office of Administration. Most of the organizations are headed by GS-15 level managers and are further divided into divisions and branches.

### **SES Determination:**

The position supervises a staff of over 75 specialists in multiple occupations through subordinate supervisors and managers. It supervises a sizable organization, including at more than ten subordinate positions that are classified at the GS-15 level. Comparison to the General Schedule Supervisory Guide, reference (a), as indicated below, results in a point level significantly exceeding the point level for GS-15.

- Factor Level 1-5 -- 900 points -- The position oversees several subordinate managers, each of which is equivalent to or exceeds the illustration of level 1-4 of a position, which "directs administrative activities conducted throughout, or covering the operations of, the agency's headquarters or most of its field establishment. These positions directs agency-wide HR, Security, and Contracting programs for the USAGM headquarters and its entire field operations. This position is constructed as equating to level 1-5 on the basis of overseeing multiple level 1-4 manager positions.
- Factor Level 2-3 -- 350 points - The position reports to the Deputy and Director USAGM, both of which are SES and the latter is a politically appointed position.
- Factor Level 3-4a -- 900 points -- The position exercises delegated authority to oversee the overall planning, direction, and execution of multiple programs, i.e., HR, Contracting, Security, and other administrative programs for the agency.

- Subfactor Level 4A-4 -- 100 points – Contacts include executives, senior congressional staff, and high level officials of other agencies.
- Subfactor Level 4B-4 -- 125 points, - Purpose of contacts is justify, defend, negotiate, or settle matters involving significant or controversial issues, including awarding contracts in potentially adversarial situations, such as award protests.
- Factor Level 5-8 – 1,030 points – Base level is GS-13 or higher.
- Factor Level 6-6b -- 1,325 points – Manages GS-13 and above through subordinate managers.
- Special Situations include Shift Operations, Constantly Changing Deadlines, and Changing Technology.
- Total points of 4,730 is well above the total required for GS-15 of 4,055

The position is also equivalent in stature and responsibility to the agency's other SES positions including the Chief Financial Officer (CFO) and Director of Technology Services and clearly meets the requirements for evaluation as SES.

#### **Series and Title Determination:**

The position oversees a workforce of positions classified in multiple administrative occupations, including GS-0080, 0201, 0260, 0343, 1102, and 1810 as defined in the Series Definitions for these series in reference (b). This combination of series clearly falls within the definition of the GS-0301 series as defined in reference (c). The title *Director of Management Services* is descriptive of the position.

#### **General vs. Career Reserved Determination:**

Career Reserved positions are those, which, as defined in law, are "to ensure impartiality, or public's confidence of impartiality of government." Career reserved positions include positions the principal duties of which involve day-to-day operations, without responsibility for, or substantial involvement in, the determination or public advocacy of the major controversial policies of the Administration or agency. This position is involved with the agency's day-to-day management of various administrative programs and does not have substantial responsibility for, or involvement in, the determination or public advocacy of the major controversial policies of the Administration. Consequently, the position meets the criteria for Career reserved and does not need to be designated as "General."

#### **Summary Classification:**

The position is evaluated as Director of Management Services, ES-0301-00.

Supervisory/Management Code	Code Determination: 2
	<i><b>Summarize Reason for Supervisory/Management Code Determination:</b></i>
	Position requires the exercise of supervisory or managerial responsibilities. This is also the

	code most commonly used for Senior Executive Service (SES) positions.
BUS Code	Code Determination: 8888
	<b><i>Summarize Reason for BUS Code Determination:</i></b>
	The position is not included in the bargaining agreement because it is supervisory and managerial.
FLSA Determination	Code Determination: Exempt
	<b><i>Summarize Reason for FLSA Determination:</i></b>
	The position meets the criteria for exemption under the Executive exemption as defined in 5 CFR 551.205 and the Administrative criteria as defined in 5 CFR 551.206.

# Position Designation Record

Agency	BROADCASTING BOARD OF GOVERNORS		
Position Title	Director of Management Services		
Position Description			
Series and Grade/Pay Band	ES-00		
Position Description Number	E-1602		
Designator's Name & Title	(b) (6)	– Management and Program Analyst	

## Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (6)			SF 86

## Summary

### National Security

National Duties	Degree of Potential for Compromise or Damage
Requires eligibility for access to classified information	Exceptionally Grave Damage Position requires eligibility for access to Top Secret or "Q" level information

### Suitability

No Public Trust duties selected



# POSITION DESCRIPTION (Please Read Instructions on the Back)

1. Agency Position No.  
**5170240**

## 2. Reason for Submission

☐ Redescription ☒ New  
☐ Reestablishment ☐ Other

Explanation (Show any positions replaced)

## 3. Service

☒ Hdqtrs ☐ Field

## 4. Employing Office Location

Washington, DC

## 5. Duty Station

Washington, DC

## 6. OPM Certification No.

## 7. Fair Labor Standards Act

(b) (6)

## 8. Financial Statements Required

☐ Executive Personnel Financial Disclosure ☐ Employment and Financial Interest

## 9. Subject to IA Action

(b) (6)

## 10. Position Status

☒ Competitive  
☐ Excepted (Specify in Remarks)  
☐ SES (Gen.) ☐ SES (CR)

## 11. Position Is

☒ Supervisory  
☐ Managerial  
☐ Neither

## 12. Sensitivity

(b) (6)

## 13. Competitive Level Code

(b) (6)

## 14. Agency Use

8888

## 15. Classified/Graded by

Official Title of Position

## Pay Plan

## Occupational Code

## Grade

## Initials

## Date

a. Office of Personnel Management

b. Department, Agency or Establishment

Director Office of Security

GS

0080

15

c. Second Level Review

d. First Level Review

e. Recommended by Supervisor or Initiating Office

## 16. Organizational Title of Position (if different from official title)

## 17. Name of Employee (if vacant, specify)

## 18. Department, Agency, or Establishment

Broadcasting Board of Governors

## c. Third Subdivision

## a. First Subdivision

Office of Management Services

## d. Fourth Subdivision

## b. Second Subdivision

Office of Security

## e. Fifth Subdivision

19. Employee Review-This is an accurate description of the major duties and responsibilities of my position.

Signature of Employee (optional)

20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that

this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

## a. Typed Name and Title of Immediate Supervisor

Marie Lennon

Director of Management Services

## b. Typed Name and Title of Higher Level Supervisor or Manager (optional)

(b) (6)

Date

3. 29.18

Signature

Date

21. Classification/Job Grading Certification. I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.

Typed Name and Title of Official Taking Action

## 22. Position Classification Standards Used in Classifying/Grading Position

Signature

Date

Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.

## 23. Position Review

Initials

Date

Initials

Date

Initials

Date

Initials

Date

Initials

Date

a. Employee (optional)

b. Supervisor

c. Classifier

## 24. Remarks

Position is at the full performance level.

## 25. Description of Major Duties and Responsibilities (See Attached)

**SUPERVISORY SECURITY SPECIALIST**  
GS-0080-15  
PD# V170240

**INTRODUCTION**

This position is located in the International Broadcasting Bureau (IBB), Office of Management Services (OMS), Office of Security. The incumbent reports directly to the Director of the Office of Management Services, a Senior Executive Service (SES) member, who reports directly to the Chief Executive Officer and Director of the Broadcasting Board of Governors.

**DUTIES**

The Director, Office of Security, is responsible for the overall security operation. This includes the following specific duties:

Has broad responsibility for the development and continuation of the Bureau's security program that has its basis in Federal statutes and executive orders. The Director serves as an advisor to the Director of Management Services, the BBG CEO and Director, and members of the Broadcasting Board of Governors on all security matters while maintaining appropriate liaison with other federal, state, and local agencies.

Identifies and formulates security management and operating policies for the BBG. Develops and implements security plans in response to national and international issues commensurate with the BBG's mission.

Performs as the authoritative advisor for all security issues. Briefs the Director and other senior executives on sensitive personnel security investigations and counterintelligence issues, frequently on very short notice. Serves as the Director's advisor or designee at hearings before the Foreign Service Grievance Board, Merit Systems Protection Board, and the District Court on sensitive adverse security matters.

Assesses the impact of security policy issues on internal agency operations and ensures that security considerations have been recognized in the decision making process on all policy issues.

Has overall responsibility for security decisions affecting employment with the Agency and eligibility for access to classified information. This is a crucial function since BBG, IBB, and VOA has the delegated authority by the Office of Personnel Management (OPM) to render security determinations.

Ensures that the appropriate coordination among senior bureau officials (e.g., the Director, Office of Human Resources, Office of General Counsel, etc) is accomplished regarding any security clearance suspensions and revocations.

Incumbent must be prepared to respond to concerned parties and their attorneys to explain the security actions, regulations, and laws supporting the decisions made in the event of adverse personnel actions, Congressional inquiries, appeals to the MSPB, and/or court actions.

Must be able to work in a highly diverse Agency comprised of numerous employees and contractors from foreign countries and different cultures including those from areas hostile to the U.S.

Develops confidential studies and reports on controversial and sensitive issues.

Coordinates administrative and policy matters of mutual concern between the Department of State and BBG ensuring effective development of objective plans, policies, and procedures for overseas personnel and property. Serves as the BBG representative on the Overseas Security Policy Board (OSPB) of the National Security Council.

Supervises and evaluates the performance, and activities of the Chiefs of the Investigations/Adjudications Division, the Physical Security Division, as well as other subordinate professional investigators, personnel security specialists, team leaders, staff assistants, and other support personnel. Employs disciplinary measures as required and recommends appropriate courses of action. Formulates policies and procedures appropriate to the two divisions of the Office of Security. Provides guidance and training to managers and staff in the conduct of investigations, adjudications, physical security operations, and identifies developmental needs for office personnel.

The Physical Security Division is responsible for the safeguarding of classified material at all of the Bureau's domestic and overseas establishments, affording protection to Bureau personnel and seeing to the integrity of BBG property and equipment.

The Investigations/Adjudications Division processes all personnel inquiries, utilizing the resources of other federal agencies as appropriate as well as its own investigative staff and Contract Investigator Program. The Division also applies analysis to raw investigative data, produces security rationale in individual cases, and issues or denies security clearances. In addition, it processes requests for security information under the Freedom of Information and Privacy Acts (FOIA and PA).

Exercises overall management and responsibility of adjudications. Reviews investigative files of Bureau applicants and employees and takes/recommends appropriate security and suitability action. This function entails reviewing the security files of Bureau employees and approving or denying travel and assignment to certain designated countries, promotions of Foreign Service Officers, awards, and requests for Sensitive Compartmented Information (SCI), "Q" clearances, verifying security clearances of Bureau employees to other facilities, (DOD, NATO, IN, the White House, etc), final approval for criteria country assignments and travel. This is one of many counterintelligence functions. Also, overall supervision of appropriate actions in response to security-related FOIA and PA requests to insure they are reasonable and in accordance with the letter of the law and regulations.

Exercises overall management and responsibility of security investigations, which consists of but is not limited to: direction and coordination of background investigations, (particularly special inquiries) timeliness of service, appropriateness of coverage, resolution of issues, coordination of counterintelligence investigations and matters.

This includes direct involvement with counterintelligence investigations and FBI assistance, guidance of staff investigators to maximize utilization of resources, and monitoring of completed cases to ensure quality and completeness.

Responsible for ensuring that Office of Security operations are in compliance with all federal statutes, Executive Orders, agency policies and procedures in the area of personnel security. Keeps abreast of changes in Executive Orders, laws, regulations, standards, and programs that have a bearing on the overall personnel security and investigation program of the IBB and bring to the attention of higher authorities as necessary.

Manages the agency's financial resources allocated to security assets. Prepares and updates a 5-year security budget plan that is used by Security and CFO to formulate the security maintenance and repair resources. The plan must be designed to provide required and necessary protection for the agency's domestic and overseas facilities and personnel.

Maintains overall management of the classified Security File Room and initiate actions relative to the retirement and destruction of security files.

Personally handles certain specialized assignments such as counter-intelligence and special sensitive investigations requiring the investigative expertise of the Office Director.

Serves as the security representative for the OMS Director and BBG CEO in all security matters.

**KNOWLEDGE REQUIRED BY THE POSITION      LEVEL 1-8      1550 POINTS**

In order to provide guidance to subordinates and to insure that investigations and adjudications are appropriately conducted, the Office Director must have:

Thorough, comprehensive knowledge of the myriad executive orders, public laws, personnel manuals, rules and regulations governing personnel security investigations, special inquiries, criminal matters, and other related investigative functions.

Extensive knowledge of counterintelligence as it pertains to personnel security, investigations, foreign service, and national security.

General knowledge of the FOIA and PA relating to the conduct of investigations and to the content, processing, and disclosure of records.

Expert knowledge of laws, Executive Orders, and regulations governing the classification, declassification, reproduction, dissemination and storage of national security information and material.

Knowledge of file and material retirement and destruction schedules.



Extensive knowledge of investigative techniques, scopes of, and criteria for, investigations conducted by the various investigative staffs that serve BBG/IBB.

Thorough knowledge of the functions, responsibilities and organizations of other security, intelligence, counterintelligence, computer security, and investigative activities in the federal government together with other elements of BBG, IBB.

Extensive knowledge and experience of overseas security operations, including OSPB requirements for U.S. facilities overseas, security surveys and inspections, security equipment, and its operation.

Mastery of professional and practical skills, functions, responsibilities, principles, concepts, and methodology of the entire spectrum of the Investigative-Counterintelligence Personnel Security field to guide subordinates to make security decisions, and to use knowledge in developing new policies, procedures, and concepts.

Extensive and highly specialized knowledge of all countries which pose a critical counterintelligence threat. Must have experience in recognizing, thwarting or neutralizing penetration, harassment and entrapment operations mounted against the Bureau personnel by hostile foreign intelligence services in order to provide guidance and to reach proper decisions relative to the initial hire or subsequent assignment of Bureau personnel that is made necessary by the world-wide scope of agency personnel operations, caused by the hiring of aliens, recent emigrants, and the special problems relative to the Bureau's overseas activities.

Knowledge of administrative training and development procedures and statistical record keeping methods to supervise and control the routine affairs of the office.

<b>SUPERVISORY CONTROLS</b>	<b>LEVEL 2-5</b>	<b>650 POINTS</b>
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The Office Director reports to the Director of Office Management Services. The Office Director is responsible for carrying out all aspects of his/her duties.

In addition to the decision making function regarding investigations, counterintelligence matters, security clearances and certification actions, the Office Director also plans, coordinates and implements new projects and programs based upon policy guidance from the Director of Office Management Services and/or the BBG CEO and Director.

<b>GUIDELINES</b>	<b>LEVEL 3-5</b>	<b>650 POINTS</b>
-------------------	------------------	-------------------

Guidelines for this position include a number of broadly stated Executive Orders, Public Laws, National Security Directives, U.S. Codes and 5 CFR, which require extensive interpretation. Executive Orders 10450 and 12968, the primary U.S. Government directives regulating the granting and adjudication of security clearances, are especially broad and nonspecific. As a result, and because of the complexity and often contradictory and ambiguous nature of the material being reviewed, the incumbent must constantly make derivative interpretations and judgments.



In many instances the Office Director must be prepared to provide direction where none previously existed. A high degree of judgment must be exercised to determine when there should be deviation from normal practices.

### **COMPLEXITY**

### **LEVEL 4-6**

**650 POINTS**

The duties of the Office Director are extremely varied and range in complexity from the routine administrative and managerial skills required to run the Office on a day-to-day basis, to the highly technical and specialized decision making responsibilities that are inherent in the personnel security, counterintelligence, investigative and physical security fields.

The Office Director reviews, for technical accuracy and conformance to directives, final investigative reports, evaluations of employees and applicants, and physical security surveys and inspections. Security decisions require thorough analysis of all relevant data which is often not consistent or comprehensive.

The incumbent must be cognizant of the priority of the level of security clearance required, the complexity of the case, the requirements of Agency facilities, the capabilities and current workload of the staff, and the applicable governing regulations. Special problems are involved in the investigation of cases involving criminal actions, serious security issues, or serious derelictions of duty on the part of employees/contractors. The Security Director must be able to direct and guide these types of inquiries.

### **SCOPE AND EFFECT**

### **LEVEL 5-6**

**450 POINTS**

Personnel security and Physical security programs are essential to the mission of BBG. The programs are mandated by Public Law and Executive Orders and directly impact administrative procedures and employee actions.

All BBG personnel must undergo an investigation prior to being appointed to a sensitive position with the organization. In addition, the incumbent periodically conducts a program of updating employees' investigations and clearance.

The incumbent's duties are essential to the mission of BBG/IBB. The Bureau is required under Executive Order 10450 to conduct personnel security investigations on all employees and applicants.

### **PERSONAL CONTACTS AND THEIR PURPOSE**

### **LEVEL 6/7 4d**

**330 POINTS**

Programs require a broad range of interagency contacts, including union and management officials, interagency contacts (Department of State, CIA, FBI, and OPM), dealing with local government representatives, and private contractors and attorneys.

The solicitation of information (frequently from uncooperative sources), the explanation and justification of programs and policies, briefings, cooperation with other official entities, are all required.

<b><u>PHYSICAL DEMANDS</u></b>	<b><u>LEVEL 8-1</u></b>	<b><u>5 POINTS</u></b>
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The work is mostly sedentary.

<b><u>WORK ENVIRONMENT</u></b>	<b><u>LEVEL 9-1</u></b>	<b><u>5 POINTS</u></b>
--------------------------------	-------------------------	------------------------

Work is usually performed in an office setting. Some domestic and foreign travel may be required.

TOTAL = 4,290

(GS-15 RANGE 4,055-UP)

(Grade Determination= GS-15)

# Position Designation Record

Agency	BROADCASTING BOARD OF GOVERNORS		
Position Title	Director Office of Security		
Position Description			
Series and Grade/Pay Band	GS 0080 15		
Position Description Number	V170240		
Designator's Name & Title	(b) (6)	Management and Program Analyst	

## Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (6)			SF 86

## Summary

### National Security

National Duties	Degree of Potential for Compromise or Damage
Requires eligibility for access to classified information	Inestimable Damage Position requires eligibility for access to Sensitive Compartmented Information (SCI), other intelligence-related Special Sensitive information, or involvement in Top Secret Special Access Programs) (SAP)

### Suitability

No Public Trust duties selected

(IBES 20192)

**POSITION DESCRIPTION** (Please Read Instructions on the Back)

2. Reason for Submission <input type="checkbox"/> Redescription <input checked="" type="checkbox"/> New <input checked="" type="checkbox"/> Hdtre <input type="checkbox"/> Field <input type="checkbox"/> Reestablishment <input type="checkbox"/> Other Explanation (Show any positions replaced)				3. Service		4. Employing Office Location Washington, DC		5. Duty Station Washington, DC		1. Agency Position No. <b>E320192</b>		6. OPM Certification No.			
7. Fair Labor Standards Act (b) (6)				8. Financial Statements Required <input checked="" type="checkbox"/> Executive Personnel Financial Disclosure <input type="checkbox"/> Employment and Financial Interest				9. Subject to Action (b) (6)							
10. Position Status <input type="checkbox"/> Competitive <input type="checkbox"/> Excepted (Specify in Remarks) <input type="checkbox"/> SES (Gen.) <input checked="" type="checkbox"/> SES (CR)				11. Position Is <input checked="" type="checkbox"/> Supervisory <input type="checkbox"/> Managerial <input type="checkbox"/> Neither		12. Sensitivity (b) (6)		13. Competitive Level Code (b) (6)							
14. Agency Use															
15. Classified/Graded by		Official Title of Position		Pay Plan		Occupational Code		Grade		Initials		Date			
a. Office of Personnel Management															
b. Department, Agency or Establishment		Executive Director		ES		0301				(b) (6)		6/26/19			
c. Second Level Review															
d. First Level Review															
e. Recommended by Supervisor or Initiating Office															
16. Organizational Title of Position (if different from official title)				17. Name of Employee (if vacant, specify)											
18. Department, Agency, or Establishment U.S. Agency for Global Media				c. Third Subdivision											
a. First Subdivision				d. Fourth Subdivision											
Second Subdivision				e. Fifth Subdivision											
19. Employee Review: This is an accurate description of the major duties and responsibilities of my position.				Signature of Employee (optional)											
20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.															
a. Typed Name and Title of Immediate Supervisor John F. Lansing Chief Executive Officer and Director				b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)											
Sig (b) (6)				Date 11.20.18				Signature				Date			
21. Certification. I certify that this position is required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.				22. Position Classification Standards Used in Classifying/Grading Position											
Type (b) (6)				Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.											
Director CHR				Date 6/26/19											
23. Position Review				Initials		Date		Initials		Date		Initials		Date	
a. Employee (optional)															
b. Supervisor															
Classifier															
(b) (6)															
B concurs with the qualification requirements				Pos properly classified as SES											
Marie E. Lennon				John Lansing											

## 25. Description of Major Duties and Responsibilities (See Attached)

NSN 7540-00-634-4285

Previous Edition Usable

50013-106

1-85)  
Office of Personnel Management  
Center 295

FOIA21-032 045



**Executive Director  
ES-301**

**INTRODUCTION**

This position requires access to Top Secret information

(b) (6)

The U.S. Agency for Global Media's (USAGM) Executive Director serves as the agency's Executive Secretary and a core member of the Chief Executive Officer's (CEO) senior management team. The incumbent is responsible for coordinating the workflow of the agency internally, and standing up and overseeing an Executive Secretariat staff, among other Executive Secretary functions. The incumbent also oversees and leads all of the agency's Board operations as well as CEO Office staff.

**MAJOR DUTIES**

1. Serves as agency's Executive Secretary. The incumbent is responsible for coordinating the workflow of the agency internally; serving as the liaison between the agency's offices and networks and the CEO Office; handling the agency's relations with the White House, National Security Council, and other national security agencies through their respective Executive Secretaries and/or related officials; and standing up and supervising a new Executive Secretariat staff for the agency that will be part of the CEO Office and responsible for, among other tasks, organizing and archiving all agency documents and correspondence; improving processes around tasking written products and templates for creating these products; enforcing quality control around all written products and processes for their approval with the CEO and Deputy Directors; and organizing all CEO's and Deputy Directors' travel, including preparation materials. The incumbent also:
  - Carries out management functions and facilitates the CEO's responsibilities for formulating, coordinating, and communicating major policy decisions;
  - Provides an effective executive communications and decision-making capacity to enable the CEO to successfully articulate and advance the agency's mission;
  - Assists the CEO in the day-to-day management of the agency and its activities. Manages regular reporting by all Senior Staff and network heads to the CEO. The incumbent plays a key role in setting the CEO's agenda and decision-making process. Leads, conveys, and promotes the CEO's directions and vision in transforming the agency's strategy and content and reforming its operations to adapt to an increasingly challenging global media environment. Makes requests for information, tasks of external inquiries, monitors of programming highlights, and reviews and analyzes monthly reports by Senior Staff and the heads of the agency's five networks;
  - Organizes and formulates agendas for regular CEO meetings with the network heads and Senior Staff, including ensuring appropriate staff coverage of all meetings and tasking of action items, as well as continuity of these meetings when the CEO is on travel or the CEO position is vacant;
  - Works closely with the CEO to facilitate direction to professional and technical staff. Participates in recruitment and selection of Senior Staff members and network heads, advising on organizational structure, resources planning, and performance management. Ensures consistent emphasis on EEO and affirmative action and timely completion of



performance reviews. Ensures all agency senior staff comply with performance management system/process, establishing performance standards, completing performance reviews, providing regular feedback, and applying guidelines for themselves and their staffs. Additionally, works closely with relevant senior staff and human resources officials to implement and improve the Senior Executive Service performance management system/process; and

- Oversees special projects as appropriate, including organizing and executing staff retreats, topic-specific summits, and ad hoc working groups focusing on key issues affecting or impacting the agency and its workforce.
2. Leads all operations of the agency's governing Board, including managing the preparations of and agendas for all Board meetings, conference calls, and notation votes; overseeing the logistics of all Board meetings; and serving as the primary liaison for all Board members with the CEO and other Senior Staff. This also includes assisting with the operations of the three grantee networks' Boards when needed and as appropriate. The incumbent supervises and utilizes Executive Secretariat and other CEO Office staff in carrying out these duties.
  3. Supervises all CEO Office staff, including at least two Special Assistants and one Administrative Assistant. This includes all recruitment, hiring, work requirements, and adjusting assigned duties as required by the CEO's priorities, as indicated below.
    - Plan work to be accomplished by subordinates, set and adjust short-term priorities, and prepare schedules for completion of work;
    - Assign work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees;
    - Develop performance standards and evaluate work performance of subordinates;
    - Give advice, counsel, or instruction to employees on both work and administrative matters;
    - Interview candidates for positions in the unit; select or recommend appointment, promotion, or reassignment to such positions;
    - Hear and resolve complaints from employees, referring group grievances and more serious unresolved complaints to a higher level supervisor or manager;
    - Affect minor disciplinary measures, such as warnings and reprimands, recommending other action in more serious cases;
    - Identify developmental and training needs of employees, providing or arranging for needed development and training;
    - Exercise significant responsibilities in dealing with officials of other units or organizations, or in advising management officials of higher rank;
    - Direct a program or major program segment with significant resources (e.g., one at a multimillion dollar level of annual resources);
    - Find ways to eliminate or reduce significant bottlenecks and barriers to production, promote team building, improve business practices, improve production, and increase the quality of the work directed; and
    - Take appropriate actions to support Equal Employment Opportunity and Affirmative Action.

## **SUPERVISORY RELATIONSHIPS**

The incumbent reports to the CEO who provides broad direction. The incumbent is expected to use the full range of senior executive skills and abilities in order to achieve objectives on own initiative and is delegated sufficient authority to carry out responsibilities. Performance is evaluated in terms of effectiveness in achieving established objectives.

## **EXECUTIVE CORE QUALIFICATIONS**

### **ESSENTIAL**

- **Leading Change:** This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.
- **Leading People:** This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.
- **Results Driven:** This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.
- **Business Acumen:** This core qualification involves the ability to manage human, financial, and information resources strategically.
- **Building Coalitions/Communications:** This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, or international organizations to achieve common goals.

## **PROFESSIONAL/TECHNICAL QUALIFICATIONS**

### **ESSENTIAL**

- Expert knowledge of the mission, function, organization, structure and operations of the federally-funded international media.
- Expert judgment and critical thinking skills, demonstrated through leadership of complex projects and management of competing priorities in a dynamic, fast-paced environment.
- Expert collaboration and consensus building skills as demonstrated by the ability to work across multiple organizations and with personnel at all organizational levels.
- Expert, demonstrated interpersonal, leadership and managerial capabilities, including the ability to effectively direct tasking, assess and manage performance, and support personal and professional development of all levels of personnel.
- Expert knowledge of and experience in international affairs and the foreign policy objectives of the U.S. and related issues with regard to international broadcast programming, including a sound understanding of U.S. international media and its impact of foreign policy.

## **Evaluation Statement**

Organizational Location: US Agency for Global Media  
Present Classification: NA  
Requested Classification: Executive Director

### **Reference:**

Position Classification Flysheet for Miscellaneous Administration and Program Series, GS-0301; January 1979

### **Background:**

This position serves as the U.S. Agency for Global Media Executive Secretary. The incumbent is responsible for coordinating the workflow of the agency internally; serving as the liaison between the agency's offices and networks and the Office of the Chief Executive Officer (CEO); handling the agency's relations with the White House, National Security Council, and other national security agencies through their respective Executive Secretaries and/or related officials; and standing up and supervising a new Executive Secretariat staff for the agency that will be part of the CEO Office and responsible for, among other tasks, organizing and archiving all agency documents and correspondence; improving processes around tasking written products and templates for creating these products; enforcing quality control around all written products and processes for their approval with the CEO and Deputy Directors; and organizing CEO and Deputy Directors' travel.

### **SES Determination:**

Although the position does not supervise a large staff through subordinate supervisors and managers, it meets the criteria for SES in that it is a senior executive advisor to the agency's CEO and its governing board. It is equivalent in stature and responsibility to the agency's other SES positions including the Chief Financial Officer (CFO), Chief Information Officer (CIO), and Chief Human Capital Officer (CHCO).

### **Series and Title Determination:**

The position supports the CEO and governing board in the overall administration of the agency and coordinating administration of the agency with senior officials in the Office of the White House, the National Security Council, and other national security agencies. This work encompasses a variety of administrative occupations including Government Information Series, GS-0306, Records and Information Management Series, GS-0308, Administrative Officer Series, GS-0341, and Management and Program Analysis Series, GS-0343. Liaison with National Security Council and agencies also includes some tasks generally associated with the Foreign Affairs Series, GS-0130 and International Relations Series, GS-0131. This combination of diverse administrative and program series is clearly included in the Miscellaneous Program and Administrative Series, GS-0301. The title Executive Director is descriptive of the work that is performed.

## **General vs. Career Reserved Determination:**

Career Reserved positions are those which, as defined in law, are "to ensure impartiality, or public's confidence of impartiality of government." Career reserved positions include positions the principal duties of which involve day-to-day operations, without responsibility for, or substantial involvement in, the determination or public advocacy of the major controversial policies of the Administration or agency. This position is involved with the agency's day-to-day operations and does not have substantial responsibility for, or involvement in, the determination or public advocacy of the major controversial policies of the Administration. Consequently, the position meets the criteria for Career reserved and does not need to be designated as "General."

## **Summary Classification:**

The position is evaluated as Executive Director, ES-0301-00.

Supervisory/Management Code

Code Determination: 2

### ***Summarize Reason for Supervisory/Management Code Determination:***

Position requires the exercise of supervisory or managerial responsibilities. This is also the code most commonly used for Senior Executive Service (SES) positions. \_\_\_\_\_

BUS Code

Code Determination: 8888

### ***Summarize Reason for BUS Code Determination:***

The position is not included in the bargaining agreement because it is supervisory and managerial.

FLSA Determination

Code Determination: Exempt

### ***Summarize Reason for FLSA Determination:***

The position coordinates all production requirements with show editors and technical staff. It meets the criteria for exemption under the Executive exemption as defined in 5 CFR 551.205 and the Administrative criteria as defined in 5 CFR 551.206.

# Position Designation Record

Agency BROADCASTING BOARD OF GOVERNORS  
Position Title Executive Director  
Position Description  
Series and Grade/Pay Band ES-0301-00  
Position Description Number ES20192  
Designator's Name & Title (b) (6), Senior Human Resources Specialist

## Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (6)			SF 86

## Summary

### National Security

National Duties	Degree of Potential for Compromise or Damage
Requires eligibility for access to classified information	Exceptionally Grave Damage Position requires eligibility for access to Top Secret or "Q" level information
Other duties that could otherwise bring about a material adverse effect on national security Performs duties related to the U.S. National Security of the United States by serving as the liaison between the agency's offices and networks and the CEO office, and handling the agency's relations with the White House, National Security Council, and other national security agencies.	Significant or Serious Damage <ul style="list-style-type: none"><li>Other duties, when there is the potential to cause significant or serious damage to national security;</li></ul>

### Suitability

No Public Trust duties selected



# POSITION DESCRIPTION (Please Read Instructions on the Back)

1. Agency Position No.

E20045

2. Reason for Submission

- ☐ Redescription ☒ New  
☐ Reestablishment ☐ Other

Explanation (Show any positions replaced)

3. Service

- ☒ Hdqrs ☐ Field

4. Employing Office Location

Washington, DC

5. Duty Station

Washington, DC

6. OPM Certification No.

7. Selection Standard(s)

(b) (6)

8. Financial Statements Required

- ☒ Executive Personnel Financial Disclosure ☐ Employment and Financial Interest

9. Subject to IA Action

(b) (6)

10. Position Status

- ☐ Competitive  
☐ Excepted (Specify in Remarks)  
☒ SES (Gen.) ☐ SES (CR)

11. Position Is

- ☒ Supervisory  
☐ Managerial  
☐ Neither

12. Sensitivity

(b) (6)

13. Competitive Level Code

(b) (6)

14. Agency Use

8888

15. Classified/Graded by

Official Title of Position

Pay Plan

Occupational Code

Grade

Initials

Date

a. Office of Personnel Management

b. Department, Agency or Establishment

General Counsel

ES

905

00

(b) (6)

9/29/17

c. Second Level Review

d. First Level Review

e. Recommended by Supervisor or Initiating Office

16. Organizational Title of Position (if different from official title)

17. Name of Employee (if vacant, specify)

David Kligerman

18. Department, Agency, or Establishment

Broadcasting Board of Governors

c. Third Subdivision

a. First Subdivision

Office of General Counsel

d. Fourth Subdivision

b. Second Subdivision

e. Fifth Subdivision

19. Employee Review-This is an accurate description of the major duties and responsibilities of my position.

Signature of Employee (optional)

20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that

this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

a. Typed Name and Title of Immediate Supervisor

John F. Lansing

Chief Executive Officer and Director, BBG

Signature

(b) (6)

Date

9/6/17

b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)

Signature

Date

21. I certify that this position is classified in accordance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.

22. Position Classification Standards Used in Classifying/Grading Position

Typed Name and Title of Official Taking Action

Carroll Ellis Cobb

Director, Office of Human Resources

Information for Employees. The standards and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.

23. Position Review

Initials

Date

Initials

Date

Initials

Date

Initials

Date

Initials

Date

a. Employee (optional)

b. Supervisor

c. Classifier

(b) (6)

I concur with the qualification requirements  
Marie E. Lennon

I am designated as SES General  
John F. Lansing

25. Description of Major Duties and Responsibilities (See Attached)

NSN 7540-00-834-4265

Previous Edition Usable

5008-106

OF 8 (Rev 1-85)  
US Office of Personnel Management  
FPM Chapter 295 FOIA21.032 052

## **INTRODUCTION**

This position requires access to Top Secret information

(b) (6)

The incumbent serves as the General Counsel and chief legal officer to the nine-member Broadcasting Board of Governors (BBG) and to the Director, International Broadcasting Bureau and his/her staff. In this capacity, the incumbent manages the Office of the General Counsel, directs the legal affairs of the agency, and provides legal support to the BBG.

## **MAJOR DUTIES**

1. Serves as legal advisor to the Board and to the IBB Director and his/her staff, rendering authoritative legal opinions, oral and written, on an exceptionally broad range of complex legal issues and problems requiring knowledge and experience in many diverse legal practice areas.
  - Advises on probable impact of new or revised legislation and recommends Board and/or Agency course of action. Advises on laws, regulations, Congressional legislation, etc. which may affect the BBG's mission and function. Answers questions over interpretation of legal authorities and represents the Board on legal matters pertaining to the interpretation and execution of its enumerated, unique and complex statutory authorities.
  - Drafts or reviews Board policies and procedures relating to its multiple and complex authorities and functions, and assures compliance with all pertinent laws and regulations, including, among others, the Ethics in Government Act, the Government in the Sunshine Act, the Freedom of Information Act, and the Privacy Act.
  - Participates with the Board, the IBB Director, and other high-ranking officials in overall policy formulation and program planning for the Agency. Provides advice and guidance on all aspects of the Agency's operations and resolves legal and policy problems pertaining to the non-military radio, television and digital media broadcasting services of the US Government and their related domestic and overseas activities.
  - Drafts or reviews proposed legislation affecting the Board's relationships with the entities it oversees, including the grantee organizations. Drafts or reviews charters and enabling legislation for special entities as may be required by the Board to pursue specific goals or achieve specific objectives. Reviews the implementing plans and procedures for these entities for legal adequacy and sufficiency.
  - Evaluates new and proposed legislation and foreign affairs initiatives to identify those that may impact on the Board, the Agency, and the entities it oversees. Develops analyses of these and formulates and recommends policy options, implementing procedures and possible resources.
  - Reviews proposed contracts, memoranda of understanding, and other agreements involving matters pertaining to non-delegable authorities of the Board to assure that such agreements are adequately drawn to protect the interests of the U.S. and the BBG. Represents the Board as necessary in contract disputes.
2. Serves as the principal liaison between the BBG, the Justice Department, and the Department of State on all legal matters relating to the interpretation and enforcement of international agreements and treaties. Represents the BBG in dealing with those Departments on these and all similar issues.
3. In coordination with the Deputy General Counsel, provides direction to a professional and technical staff.

- Participates in recruitment and selection of key staff members, with full managerial, work planning and human resource responsibilities.
- Evaluates organizational structure and determines management policies and direction and keeps employees informed of management goals and objectives.
- Develops budget and manpower requirements, keeping within the framework of budgetary limitations and guiding policies.
- Ensures consistent emphasis on EEO and affirmative action.

## **SUPERVISORY RELATIONSHIPS**

The incumbent reports to the IBB Director, and as appropriate, the Board, who provides only general policy direction. He/she is expected to use the full range of executive and legal skills and abilities to achieve desired goals and objectives on his/her own initiative and is delegated the authority to carry out his/her responsibilities on behalf of the Director and the Board. The incumbent has full authority to plan and develop legal strategies and to develop negotiations postures and positions in furtherance of BBG plans and initiatives. The work is complex due to the unique, complex, multiple statutory authorities of the Board and its dual status as a federal entity and the Board of Directors of nonfederal, corporate grantees. Performance is evaluated in terms of effectiveness in achieving established objectives, the results achieved, and the furtherance of the mission of the BBG and its constituent entities.

## **EXECUTIVE CORE QUALIFICATIONS**

**Leading Change:** The ability to bring about strategic change, both within and outside the organization, to meet organizational goals, including the ability to establish an organizational vision and to implement it in a continuously changing environment. Includes the competencies of Creativity and Innovation, External Awareness, Flexibility, Resilience, Strategic Thinking, and Vision.

**Leading People:** The ability to lead people toward meeting the organization's vision, mission, and goals, including the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. Includes the competencies of Conflict Management, Leveraging Diversity, Developing Others, and Team Building.

**Results Driven:** The ability to meet organizational goals and customer expectations, including the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. Includes the competencies of Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, and Technical Credibility.

**Business Acumen:** The ability to manage human, financial, and information resources strategically. Includes the competencies of Financial Management, Human Capital Management, and Technology Management.

**Building Coalitions/Communications:** This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals. Includes the competencies of Partnering, Political Savvy, and Influencing/Negotiating.

## PROFESSIONAL/TECHNICAL QUALIFICATIONS

### ESSENTIAL

- Graduation from an American Bar Association accredited law school and current possession of an active bar membership in good standing which permits the practice of law in the United States.
- Experience in a senior legal position in an organization with demonstrated proficiency in analyzing complex and novel legal problems and formulating solutions by application of sound and thorough legal analysis.
- Expert research and writing skills to ensure that written opinions have sound precedent value and can withstand scrutiny by opposing interests.
- Demonstrated ability to think broadly and strategically, including the ability to translate long term goals and objectives into short term tactical plans and operational activities.
- Knowledge of comprehensive and relevant Federal laws and court decisions, Comptroller General Decisions, and similar policies and procedures related to a broad range of administrative functions such as contracting, personnel, and security, as well as radio, television and digital media communications.
- Broad knowledge of the principles, practices and techniques of journalism and mass communications.
- Demonstrated ability to successfully provide legal advice and opinions at the executive level, including experience in conveying complex legal information in an easily understood way to a Board of Directors whose knowledge base of the subject in question may be limited in scope.

### DESIRABLE:

- Comprehensive knowledge of the mission, function, goals, organizational structure, and operations of the Broadcasting Board of Governors and its entities.



## **Evaluation Statement**

Organizational Location: Broadcasting Board of Governors; International Broadcasting Bureau;  
Office of General Counsel  
Present Classification: NA  
Requested Classification: General Counsel

**Reference** – Position Classification Standard for General Attorney Series, GS-0905; May 1974.

### **Background:**

The purpose of the General Counsel position is to serve as the primary legal advisor in the agency and to oversee the operation of the Office of General Counsel. The incumbent serves as the General Counsel and chief legal officer to the nine-member Broadcasting Board of Governors (BBG) and to the Director, International Broadcasting Bureau and his/her staff. In this capacity, the incumbent manages the Office of the General Counsel, directs the legal affairs of the agency, and provides legal support to the BBG.

### **SES Determination:**

The position is established to help transition the agency to be more “strategically relevant in national security, foreign affairs, and global media spaces.” The position supervises the Office of the General Counsel, including subordinate supervisors and several GS-15 Attorneys. The position is organizationally equivalent to several other SES level positions in the agency, including the Chief Financial Officer and the Director of Management Services. Both of these positions are approximately equivalent to the subject position in terms of the number and grades of subordinates and the number and grades of subordinate supervisors. Based on the above, the subject position is appropriate for classification as SES.

### **Series and Title Determination**

The position requires that the incumbent be a professional attorney and the work clearly falls under the series definition for the General Attorney Series, GS-0905, as described in the referenced Position Classification Standard. The position serves as the head of the Office of General Counsel and the title General Counsel is descriptive of the function of the position within the organization.

### **General vs. Career Reserved Determination**

This position is a General SES position. The General Counsel has substantial involvement in public advocacy of the major controversial policies of BBG. It does not meet the criteria for Career reserved, as defined below:

Career Reserved include positions, the duties of which involve day-to-day operations, without responsibility for or substantial involvement in the determination or public advocacy of the major controversial policies of the Administration or of Broadcasting or scientific, highly technical or professional positions where the duties and responsibilities of the specific position are such that it must be filled by a career appointee to ensure impartiality or the public's confidence in impartiality, of the Government; or other positions requiring impartiality, or the public's confidence in impartiality as determined by the Director in light of the mission of Broadcasting. Career reserved positions may be filled only by career appointees.



**Summary Classification** – The position is evaluated as General Counsel, ES-0905-00.

**Supervisory/ Management  
Code  
2**

**Code Determination:**

***Summarize Reason for Supervisory/Management Code  
Determination:***

Position requires the exercise of supervisory or managerial responsibilities. This is also the code most commonly used for Senior Executive Service (SES) positions.

**BUS Code  
8888**

**Code Determination:**

***Summarize Reason for BUS Code Determination:***

The position is not included in the bargaining agreement because it is supervisory and managerial.

**FLSA Determination  
Exempt**

**Code Determination:**

***Summarize Reason for FLSA Determination:***

The position performs supervisory and managerial duties. It meets the criteria for exemption under the Executive exemption as defined in 5 CFR 551.205 and the Professional exemption as defined in 5 CFR 551.207.

(b) (6)

Position Classification Specialist  
May 31, 2017

# Position Designation Record

Agency	BROADCASTING BOARD OF GOVERNORS		
Position Title	General Counsel		
Position Description			
Series and Grade/Pay Band	ES-00		
Position Description Number	E-20045		
Designator's Name & Title	(b) (6)	-- Management and Program Analyst	

## Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (6)			SF 86

## Summary

### National Security

National Duties	Degree of Potential for Compromise or Damage
Requires eligibility for access to classified information	Exceptionally Grave Damage Position requires eligibility for access to Top Secret or "Q" level information

### Suitability

No Public Trust duties selected

BBG

2019 NOV -8 PM 4:51

**GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
MIDDLE EAST BROADCASTING NETWORKS, INC.**

OCFO

**FAIN: MN01-20-GO-00001**

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Initial Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	Continuing Resolution	N/A	(b) (4)		N/A

In addition to the Grant Funds allocated pursuant to Article VI of the FY 2019 Grant Agreement in October 2018, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of [REDACTED] to MIDDLE EAST BROADCASTING NETWORKS, INC for operations during FY 2020, as made available pursuant to the Continuing Appropriations Act, 2020, Division A of P.L. 116-59 (September 27, 2019).

With the additional amount granted under this agreement, the total amount available is [REDACTED]. It is anticipated that additional amounts will be made available to MBN for operations during FY 2020 as soon as such funds become legally available.

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**MIDDLE EAST BROADCASTING  
NETWORKS, INC.**

(b) (6)

BY

Alberto M. Fernandez  
President

DATE

11/6/2019

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)

BY

Grant K. Turner  
CEO & Director

DATE

11/8/2019

**MBN FY 2020  
Monthly Plan**

BBG

					2019 NOV -8 PM 4:51
	OCT	NOV 1-21	NOV 22-30	NOV	DEC
<b>Salaries &amp; Benefits</b>	(b) (4)				Q1
Salaries					
Benefits					
<b>TOTAL, Salaries &amp; Benefits</b>					
<b>General Operating Expenses</b>					
Pers Svc Contractors/Consultants					
News and Video Content					
Licenses/Legal					
Program Acquisition					
Production Support					
Technical Support & Translation					
Travel					
Advertising and Outside Promotions					
Rent, Utilities					
Equipment					
Hardware and Software Maintenance					
Administration					
<b>TOTAL, GOE</b>					
<b>SUBTOTAL, MBN FY20 Funds Available</b>					
<b>Recoveries from Prior Year Obligations</b>					
<b>TOTAL, MBN FY20 Grant</b>					

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to MBN's Operations for October 01, 2019 through October 31, 2019 in the amount of (b) (4) in "Recoveries from Prior Year Obligations" will be applied to Salaries. Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY 2020. FY 2020 annual budgets will be distributed when a full-year appropriation is enacted and the FY 2020 USAGM Program Plan is finalized. Initiation of new programs (aka "New Starts") is prohibited under the Continuing Resolution (CR). Please spend prudently during the CR period.



**FINANCIAL PLAN APPROVAL**

(b) (6)

Grand K. Turner | U.S. Director

11/8/2019  
Date

BSG

2019 DEC -9 AM 11:49

**AMENDMENT 001 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
MIDDLE EAST BROADCASTING NETWORKS, INC.**

CCFO

FAIN: MN01-20-GO-00001

GRANT FUNDS TABLE

	FY 2020 PROGRAM PLAN	Previous Award Total	Current Award	New Award Total	Currency gain/(loss) (Informational)
<b>FUNDING</b>	Continuing Resolution	(b) (4)			N/A

In addition to the Grant Funds granted in the FY 2020 Grant Agreement, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of [REDACTED] to MIDDLE EAST BROADCASTING NETWORKS, INC for operations during FY 2020, as made available pursuant to the Continuing Appropriations Act, 2020, Division A of P.L. 116-59 (September 27, 2019) and P.L. 116-69 (November 21, 2019).

With the additional amount granted under this agreement, the total amount available is [REDACTED]. It is anticipated that additional amounts will be made available to MBN for operations during FY 2020 as soon as such funds become legally available.

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**MIDDLE EAST BROADCASTING  
NETWORKS, INC.**

(b) (6)  
BY [REDACTED]

Alberto M. Fernandez  
President

DATE 12/6/2019

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)  
BY [REDACTED]

Grant K. Turner  
CEO & Director

DATE 12/9/19



**MBN FY 2020  
Monthly Plan**

BSG

2019 DEC -9 AM 11:49						
		OCT	NOV 1-21	NOV 22-30	NOV	DEC
						Q1
<b>Salaries &amp; Benefits</b>	(b) (4)					
Salaries						
Benefits						
<b>TOTAL, Salaries &amp; Benefits</b>						
<b>General Operating Expenses</b>						
Pers Svc Contractors/Consultants						
News and Video Content						
Licenses/Legal						
Program Acquisition						
Production Support						
Technical Support & Translation						
Travel						
Advertising and Outside Promotions						
Rent, Utilities						
Equipment						
Hardware and Software Maintenance						
Administration						
<b>TOTAL, GOE</b>						
<b>SUBTOTAL, MBN FY20 Funds Available</b>						
<b>Recoveries from Prior Year Obligations</b>						
<b>TOTAL, MBN FY20 Grant</b>						

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to MBN's Operations for November 01, 2019 through November 30, 2019 in the amount of [REDACTED]. Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY 2020. FY 2020 annual budgets will be distributed when a full-year appropriation is enacted and the FY 2020 USAGM Program Plan is finalized. Initiation of new programs (aka "New Starts") is prohibited under the Continuing Resolution (CR). Please spend prudently during the CR period.



FINANCIAL PLAN APPROVAL

(b) (6)

Grant K. Turner | CEO & Director

12/9/19

BBG

2020 JAN 30 PM 4:58

**AMENDMENT 002 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
MIDDLE EAST BROADCASTING NETWORKS, INC.**

OCFO

FAIN: MN01-20-GO-00001

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	<b>PENDING</b>	(b) (4)			N/A

In addition to the Grant Funds granted in the FY 2020 Grant Agreement, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of (b) (4) to MIDDLE EAST BROADCASTING NETWORKS, INC ("Non-Federal Entity") for operations during FY 2020.

WHEREAS, pursuant to the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2020 of the Consolidated Appropriations Act of 2020, H.R. 1865 / H. Res.765, (Div. G, P.L. 116-94, December 20, 2019) and the corresponding Explanatory Statement (165 Cong. Rec. H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126), USAGM must submit operating and spend plans related to the expenditure of funds appropriated under that Act;

WHEREAS, funding has been requested by the Non-Federal Entity ("NFE") to maintain operations until necessary consultations occur, including with the Congress, and such plans are finalized.

The Parties hereby agree as follows:

1. This grant provides the NFE with funding made available under the Consolidated Appropriations Act, 2020, (Div. G, P.L. 116-94).
2. This grant amendment provides the NFE with an additional (b) (4)
3. Funding is provided pursuant to the requirements and limitations of Div. G, P.L. 116-94 and all other applicable laws and regulations and the terms and conditions of the Grant Agreement.

With the additional amounts granted under this agreement, the total amount USAGM has granted to the NFE for FY 2020 is (b) (6)

(b) (6) in International Broadcasting Operations Funds (IBO) appropriated in fiscal year 2020, and already granted during the FY'20 Continuing Resolution Period(s).

**FY 20 GRANT AGREEMENT** | Amendment 002 to Preliminary Amendment – FAIN: MN01-20-GO-00001

BBG

2020 JAN 30 PM 4: 58

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

OCFO

**MIDDLE EAST BROADCASTING  
NETWORKS, INC.**

BY

Alberto M. Fernandez  
President

DATE 1/24/20

**U.S. AGENCY FOR GLOBAL MEDIA**

**International Broadcasting Bureau**

BY

Grant K. Turner  
CEO & Director

DATE 01/30/2020

BBG

**MBN FY 2020  
Monthly Plan**

2020 JAN 30 PM 4:58

	OCT	NOV 1-21	NOV 22-30	DEC	Q1	JAN	FEB	MAR	Q2	FY20 Plan
<u>Salaries &amp; Benefits</u>	(b) (4)									
Salaries										
Benefits										
<b>TOTAL, Salaries &amp; Benefits</b>										
<u>General Operating Expenses</u>										
Pers Svc Contractors/Consultants										
News and Video Content										
Licenses/Legal										
Program Acquisition										
Production Support										
Technical Support & Translation										
Travel										
Advertising and Outside Promotions										
Rent, Utilities										
Equipment										
Hardware and Software Maintenance										
Administration										
<b>TOTAL, GOE</b>										
<b>SUBTOTAL, MBN FY20 Funds Available</b>										
<b>Recoveries from Prior Year Obligations</b>										
<b>TOTAL, MBN FY20 Grant</b>										

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to MBN's Operations for December 01, 2019 through February 29, 2020 in the amount of [REDACTED] for operations as made available under the Consolidated Appropriations Act, 2020 Division G of P.L. 116-94 signed December 20, 2019. Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY 2020. FY 2020 annual budgets will be distributed when the Program Plan is finalized. Please spend prudently during the pending approval of the FY 2020 Program Plan



US AGENCY FOR  
GLOBAL MEDIA

UNITED STATES  
DEPARTMENT OF  
COMMERCE

**FINANCIAL PLAN APPROVAL**

(b) (6)

Grant K. Turner | CEO & Director

Date



**AMENDMENT 003 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
MIDDLE EAST BROADCASTING NETWORKS, INC.**

**FAIN: MN01-20-GO-00001**

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	<b>PENDING</b>	(b) (4)	(b) (4)	(b) (4)	N/A

In addition to the Grant Funds granted in the FY 2020 Preliminary Grant Agreement, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of [REDACTED] to MIDDLE EAST BROADCASTING NETWORKS, INC ("Non-Federal Entity") for operations during FY 2020, as made available pursuant to the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2020 of the Consolidated Appropriations Act of 2020, H.R. 1865 / H. Res.765, (Div. G, P.L. 116-94, December 20, 2019) and the corresponding Explanatory Statement (165 Cong. Rec. H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126) ), USAGM must submit operating and spend plans related to the expenditure of funds appropriated under that Act;

WHEREAS, funding has been requested by the Non-Federal Entity ("NFE") to maintain operations until necessary consultations occur, including with the Congress, and such plans are finalized.

With the additional amounts granted under this agreement, the total amount USAGM has granted to the NFE for FY 2020 is (b) (4) [REDACTED]

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**MIDDLE EAST BROADCASTING  
NETWORKS, INC.**

(b) (6) [REDACTED]  
BY [REDACTED]

Alberto M. Fernandez  
President

DATE 3/19/20

**U.S. AGENCY FOR GLOBAL MEDIA**

**International Broadcasting Bureau**  
(b) (6) [REDACTED]

BY [REDACTED]

Grant K. Turner  
CEO & Director

DATE 3/30/2020



**MBNFY 2020  
Monthly Plan**

	OCT	NOV 1-21	NOV 22-30	DEC	Q1	JAN	FEB	MAR	Q2	FY20 Plan
<b>Salaries &amp; Benefits</b>	(b) (4)									
Salaries										
Benefits										
<b>TOTAL, Salaries &amp; Benefits</b>										
<b>General Operating Expenses</b>										
Pers Svc Contractors/Consultants										
News and Video Content										
Licenses/Legal										
Program Acquisition										
Production Support										
Technical Support & Translation										
Travel										
Advertising and Outside Promotions										
Rent, Utilities										
Equipment										
Hardware and Software Maintenance										
Administration										
<b>TOTAL, GOE</b>										
<b>SUBTOTAL, MBN FY20 Funds Available</b>										
<b>Recoveries from Prior Year Obligations</b>										
<b>TOTAL, MBN FY20 Grant</b>										

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to MBN's Operations for March 01, 2020 through March 31, 2020 in the amount of (b) (6). These amounts are based on the approved Program Plan, pursuant to the Consolidated Appropriations Act, 2020 Division G of P.L. 116-94 signed December 20, 2019.



**FINANCIAL PLAN APPROVAL**

(b) (6)

3/30/2020

Grant K. Turner | CEO & Director

Date

BBG

2020 JAN 30 PM 5:02

**GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
OPEN TECHNOLOGY FUND**

OCFO

FAIN: OT01-20-GO-00001

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Appropriated in FY 2019</b>	<b>Appropriated in FY 2020</b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>
<b>Open Technology Fund</b>	PENDING	(b) (4)				
<b>Internet Freedom</b>	N/A					
<b>TOTAL FUNDING</b>	PENDING					

**Preamble**

This Grant Agreement ("Agreement") is between the **U.S. AGENCY FOR GLOBAL MEDIA**<sup>1</sup> (hereinafter "USAGM") and **OPEN TECHNOLOGY FUND**, a nonprofit organization incorporated in the District of Columbia (hereinafter "Non-Federal Entity"), each a "Party" and collectively the "Parties." USAGM enters into this Agreement under the authority provided by the U.S. International Broadcasting Act of 1994, as amended, 22 U.S.C. §§ 6201 et seq. (the "International Broadcasting Act") and other authorization or appropriation acts that provide authority for such activities.

**The Catalog of Federal Domestic Assistance (CFDA) Number for USAGM is 90.500.**

**The DUNS Number for the Non-Federal Entity is 117206256.**

**The Federal Award Identification Number (FAIN) for this Award for Financial Assistance is OT01-20-GO-00001.**

**WHEREAS**, USAGM is the United States Government agency responsible for non-military U.S. Government-funded international broadcasting pursuant to the authorities set forth in the International Broadcasting Act;

<sup>1</sup> On August 22, 2018, the Broadcasting Board of Governors (BBG) officially changed its name to the U.S. Agency for Global Media (USAGM).

WHEREAS, the purpose of the activities supported by the International Broadcasting Act is to “promote the right of opinion and expression, including the freedom ‘to seek, receive, and impart information and ideas through any media and regardless of frontiers,’ in accordance with Article 19 of the Universal Declaration of Human Rights;” Id. § 6201 (1) the Non-Federal Entity shall accordingly support Internet Freedom activities to enable USAGM journalists to disseminate, and its audiences to receive, international broadcasting consistent with the standards, principles, and goals of the International Broadcasting Act of 1994, as amended, 22 U.S.C. 6201 et seq. (“Act”).

WHEREAS, USAGM’s mission is “to inform, engage, and connect people around the world in support of freedom and democracy;”

WHEREAS, USAGM seeks to find tools to facilitate the provision and receipt of news and information to countries that have limited or no access to free press and media, and, in furtherance thereof;

WHEREAS, the United States Congress has defined the scope of USAGM Internet Freedom funding as being dedicated to “tools and techniques to securely develop and distribute USAGM digital content; facilitate audience access to such content on websites that are censored; coordinate the distribution of USAGM digital content to targeted regional audiences; and to promote and distribute such tools and techniques, including digital security techniques” and that such funds are also “made available for the research and development of new tools or techniques;”

WHEREAS, in furtherance of this mission and as authorized by the International Broadcasting Act, USAGM makes and supervises a grant to the Non-Federal Entity to advance Internet Freedom overseas through the research, development, and implementation of technologies that enable secure and unrestricted access to news and information on the internet, consistent with the scope and limitations of the authorization for such activities in our annual appropriation act and other provisions of law;

WHEREAS, USAGM believes that it would be in the interests of United States International Broadcasting (USIB) and the USAGM mission to take advantage of the operational independence and flexibilities of its private nonprofit Non-Federal Entities, while giving due consideration to the requirements of the International Broadcasting Act and other federal laws and regulations that are applicable to Non-Federal Entities, including the statutory requirement that Internet Freedom funds made available be matched to the maximum extent practicable by sources other than the United States Government, including from the private sector.

NOW, THEREFORE, USAGM agrees to make, and the Non-Federal Entity agrees to accept, the grant of funds in accordance with the following provisions:

## Article I - THE GRANT

a. ~~Amount of the Grant.~~ USAGM hereby grants the amount of (b) (4) (the "Grant Funds") of no-year funds to the Non-Federal Entity for the purposes and subject to the terms and conditions stated herein. Of the amount, [REDACTED] of the no-year funds are provided by the Consolidated Appropriations Act of 2019 (Div. F, P.L. 116-6); and, \$ [REDACTED] of the no-year funds are provided by the Further Consolidated Appropriations Act, 2020, P.L. 116-94 (December 20, 2019).

(1) Of the [REDACTED] of the no-year funds provided by the Consolidated Appropriations Act of 2019 (Div. F, P.L. 116-6), at least [REDACTED] shall be used to fund anti-censorship and secure communication tools to meet Agency and Network requirements for a period starting on May 15, 2019 and lasting for at least five months. The balance shall be used to provide digital security support to the USAGM networks and to provide facilitation for the USAGM Reporters Internet Freedom Dialogue event.

(2) Of the [REDACTED] of the no-year funds provided by the Further Consolidated Appropriations Act, 2020, P.L. 116-94 (December 20, 2019), up to [REDACTED] shall be used to support Internet freedom projects. The remainder shall be used to fund OTF salaries and operations.

b. Use of the Grant Funds. The Non-Federal Entity may use the Grant Funds solely for planning and operating expenses related to advancing Internet Freedom overseas, within the meaning of paragraph c of Article I, and administration thereof. The Grant Funds are provided solely for the purposes and in the amounts approved by USAGM and as set forth in the Approved Financial Plan (as such term is defined in Article VI hereof and subject to the review procedures and adjustments described therein).

The funds made available under this grant are subject to the purposes set forth in law for USAGM's Internet Freedom funding, including the annual appropriation Act. For funds appropriated under the Consolidated Appropriations Act, 2019, section 7065 of that act defines the scope of USAGM Internet Freedom funding. For funds provided under the Consolidated Appropriations Act, 2020, section 7050 defines the scope of USAGM Internet Freedom funding. (The operative language is identical across these fiscal years.)

c. Funds provided under a partial year, Continuing Resolution (CR) are subject to the terms and conditions set forth in Article VI(a)(5) and those otherwise required under a partial year, CR.

## Article II - WORK/ PROJECTS SUPPORTED WITH GRANT FUNDS

a. The Non-Federal Entity shall use the Grant Funds to support authorized Internet Freedom activities ("the Work") pursuant to the requirement for procurement by competitive proposals in 2 CFR §200.320(d) or any other application provision of law or rule, and consistent with the relevant principles and standards set forth in the International Broadcasting Act and the strategy for USIB as determined and implemented by USAGM. Grant Funds shall be used and coordinated pursuant to Further Consolidated Appropriations



Act, 2020, section 7050(2)(A-D), including the prioritization of circumvention tools and training to support the digital safety of USAGM's journalists and audiences and the facilitation of unrestricted access to USAGM content.

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- b. The Non-Federal Entity shall carry out projects described in the Approved Financial Plan, as defined in Article VI of this Agreement. Upon USAGM's request, the Non-Federal Entity shall provide to USAGM a detailed written schedule of all of the efforts and the projects funded with the Grant Funds.
- c. All efforts shall be carried out in a manner consistent with the USAGM Internet Freedom Framework and Governance Documents.

### Article III - RIGHTS

- a. Work created by the Non-Federal entity, or by third parties on behalf of the Non-Federal entity, with funds granted under this agreement, shall be made available to the public via a free, open, and public copyright license. USAGM also reserves a royalty-free, nonexclusive and irrevocable right to reproduce, publish, or otherwise use the work for Federal purposes, without violating the free, open, public copyright license, and to authorize others to reproduce, publish, or otherwise use the work, without violating the free, open, public copyright license.
- b. Pursuant to Article III(a), the Non-Federal Entity shall make reasonable efforts to ensure that Work created by the Non-Federal entity, or by third parties on behalf of the Non-Federal entity, are not encumbered by a claim of ownership or license that would prevent the Non-Federal Entity from making such work available via a public, free, and open copyright license or that would interfere with USAGM's right to an irrevocable, non-exclusive, royalty-free right to reproduce, publish, or otherwise use the work for Federal purposes, and to authorize others to do so. However, the Non-Federal Entity may, in certain cases, support Work, or create Work, with funds granted under this agreement that the Non-Federal Entity knows, or reasonably should know, is in-part subject to a more restrictive license. In such cases, the Non-Federal Entity shall first make reasonable efforts to secure sufficient rights to grant to USAGM an irrevocable, non-exclusive, royalty-free right to reproduce, publish, or otherwise use the work for Federal purposes, and to authorize others to do so. If efforts to secure USAGM an irrevocable, non-exclusive, royalty-free right to reproduce, publish, or otherwise use the work for Federal purposes, and to authorize others to do so fail, the Non-Federal entity shall seek approval from USAGM to support the Work subject to the more restrictive license. When deciding whether to grant approval to support such Work, the Parties shall weigh the value of the Work to Internet Freedom efforts against the value of the unrestricted license.



- c. The requirement for a free, open, and public license and USAGM's right to a royalty-free, nonexclusive and irrevocable right to reproduce, publish, or otherwise use work supported ~~with funds granted under this agreement for Federal purposes shall not apply to Work~~ supported by Federal grant funds for which USAGM has already accepted a more limited license.
- d. The Parties agree that the disposition of intangible property shall occur as appropriate pursuant to 2 CFR § 200.313(e).
- e. The Non-Federal Entity hereby grants to USAGM, and USAGM hereby accepts, an irrevocable, royalty-free, fully paid-up, non-exclusive, perpetual license, during the Grant Term, and for a reasonable period of time thereafter, to use registered and unregistered trademarks owned by the Non-Federal Entity. USAGM's use of the Non-Federal Entity's trademarks shall be limited to use in conjunction with disseminating the Non-Federal Entity's materials to USAGM's audiences and for promoting the work of the Non-Federal Entity for the purpose of furthering the USAGM mission.
- f. When providing funds or project support to any USAGM affiliate, generally defined as local news networks, the Non-Federal Entity shall provide prior notification to USAGM of such support. However, in exigent circumstances, the Non-Federal Entity may provide contemporaneous notice in lieu of prior notice.

#### Article IV - COOPERATION WITH USAGM GOVERNANCE OF UNITED STATES INTERNATIONAL BROADCASTING

As a condition of its receipt and use of the Grant Funds provided hereunder, the Non-Federal Entity shall comply with USAGM's governance of USIB under the International Broadcasting Act as follows:

- a. The Non-Federal Entity acknowledges that pursuant to the International Broadcasting Act, USAGM has sole and exclusive authority to determine USIB strategy and policy, including as described in Attachment A, and that the Grant Funds are intended to promote and implement such USAGM- sponsored strategy and policy.
- b. The Non-Federal Entity's articles of incorporation, by-laws or other constitutional documents shall provide that the Board of Directors of the Non-Federal Entity may consist of some or all of the current members of the USAGM Board of Governors established under the International Broadcasting Act and other technical experts, as appropriate. The Board of Directors shall make all major policy determinations governing the operations of the Non-Federal Entity and shall appoint and fix the compensation of such managerial officers and employees of the Non-Federal Entity as it considers necessary to carry out the purposes of the Grant.

c. **The Non-Federal Entity shall comply with the processes and protocols of USAGM as follows:**

1. **The Non-Federal Entity acknowledges that USAGM has adopted certain rules of conduct to govern the participation and cooperation of the elements of USAGM-sponsored USIB. Such rules of conduct are set forth in Attachment B hereto<sup>2</sup>.**
2. **The Non-Federal Entity shall report such information to USAGM as may be reasonably requested by USAGM in the format and within the timeframe so requested. Consistent with the USAGM's desire to foster transparency as described in the "rules of the road" in Attachment A, and in order to better enable the Non-Federal Entity to provide accurate and relevant information, where possible and appropriate, USAGM's request will include information regarding the purpose of the request.**
3. **The Non-Federal Entity acknowledges that the Chief Executive Officer (CEO) of USAGM has the authority to oversee the day-to-day management of the Federal agency and to identify, evaluate, and resolve strategic trade-offs and conflicts among the entities, including the Non-Federal Entity, consistent with the Board's strategic guidelines and subject to the Board's continued oversight. The Non-Federal Entity shall use Grant Funds in a manner consistent with any such delegation.**
4. **In order to facilitate coordinated communications among the elements of USIB, the Non-Federal Entity shall provide advance notice to USAGM of any Congressional and Executive Branch communications and outreach activities undertaken with the use of the Grant Funds. Provided that nothing in this paragraph, shall require the Non-Federal Entity to seek approval for, nor prevent the Non-Federal Entity from: (i) responding to specific requests for information, documents or materials from Congress or the Executive Branch; (ii) engaging in routine correspondence or communications with Congress and/or the Executive Branch (including United States embassies); or (iii) complying with any other law. The Non-Federal Entity shall inform USAGM about such responses to requests and/or correspondence in a timely manner, consistent with law. The Non-Federal Entity acknowledges that 31 U.S.C. §1352 prohibits Non-Federal Entities from using appropriated funds to pay any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making, extension, continuation, renewal, amendment, or modification of any Federal grant. This provision shall not apply to any communications or outreach activities of any Director of the Board of Directors of the Non-Federal Entity who is a Governor of the USAGM at the time such communication or outreach activity is undertaken. Upon promulgation by USAGM, the NFE shall fully comply with Agency Congressional Engagement Guidelines.**

<sup>2</sup> Attachment B is to be understood in light of the current USAGM leadership structure, as referenced in Attachment A.

5. The Non-Federal Entity shall not disclose any information expressly designated in writing as confidential by USAGM to any third party not authorized by USAGM to receive it. ~~USAGM shall provide to the Non-Federal Entity a copy of the written~~ standards and procedures used by USAGM in designating information as confidential. The Non-Federal Entity shall require each Non-Federal Entity employee and contractor with access to USAGM-designated confidential information to enter into a written undertaking of confidentiality consistent with this paragraph. The Non-Federal Entity further agrees to take all steps reasonably necessary to protect the confidentiality of the confidential information and to prevent the confidential information from falling into the public domain or into the possession of unauthorized persons. The Non-Federal Entity shall have no obligation of confidentiality with respect to information that (A) was known to the Non-Federal Entity prior to receiving any of the confidential information from USAGM, (B) has become publicly known through no wrongful act of the Non-Federal Entity, or (C) was received by the Non-Federal Entity from a third party without restriction as to the use and disclosure of the information.
6. The Non-Federal Entity shall participate in activities of USAGM's International Broadcasting Coordinating Committee (ICC) consistent with the International Broadcasting Act as was in force as of December 1, 2015.
7. As indicated in Article II(c), all efforts shall be carried out in a manner consistent with the USAGM Internet Freedom Framework and Governance Documents.

#### Article V- MUTUAL ASSISTANCE TO PROMOTE UNITED STATES INTERNATIONAL BROADCASTING

- a. In the spirit of cooperation among USAGM-sponsored entities and in order to promote the efficient use of Grant Funds and Agency resources, USAGM and the Non-Federal Entity will use their reasonable best efforts to render assistance to each other to promote the interests of USIB and the implementation of USAGM's strategy.
- b. Upon USAGM's request, the Non-Federal Entity shall provide, or facilitate the provision of, administrative or other services or resources to USAGM or other USAGM-sponsored broadcasting entities in order to promote implementation of USAGM's strategy. Grant Funds shall be available for in-kind services to the USAGM or other USAGM-sponsored entities where cost effective and consistent with the USAGM strategic plan as determined by USAGM. USAGM shall not be required to reimburse the Non-Federal Entity for Grant Funds used to provide such in-kind services nor otherwise to supplement the Grant Funds provided hereunder. USAGM will endeavor to make such requests in a manner that does not interfere with the Non-Federal Entity's ability to discharge its responsibilities under this Agreement and, where necessary to achieve the request, to provide resources to assist the Non-Federal Entity in fulfilling such requests. The Non-Federal Entity shall notify USAGM of any expenditures it makes on provision of in-kind services to USAGM and other USAGM-sponsored entities.

- c. All assistance contemplated under this Article V shall be rendered in a manner consistent with applicable law and regulations.

## **Article VI— ADMINISTRATION OF THE GRANT**

### **a. Development and Review of the Approved Financial Plan**

1. **Definition.** As used in this Agreement, the term “Approved Financial Plan” shall mean (i) the financial plan for use of the Grant Funds that is approved by USAGM in accordance with the procedures set forth in this Article VI; (ii) any modification to such plan that is approved by USAGM during the term of this Agreement; and (iii) any proposal or modification of such proposal during a Continuing Resolution as referenced in Article VI (a) (5) below.
2. **Financial Plan Required.** Unless otherwise determined by USAGM, within 30 calendar days (or, if the same is on a U.S. federal holiday, the first business day occurring thereafter) of entering into this Agreement (or, as the case may be, any amendment to this Agreement which alters the amount or purpose of Grant Funds available), the Non- Federal Entity shall submit to USAGM a proposed detailed financial plan consistent with the strategy and purposes approved by USAGM and covering the full amount of the Grant.
3. **Financial Plan Detail.** The Non-Federal Entity’s proposed financial plan shall delineate the Non-Federal Entity’s anticipated monthly expenditures for each budget line item, anticipated monthly expenditures for programmatic and non-programmatic operational expenses, and any additional detail required by USAGM. Budget line items will be defined by USAGM in order to ensure uniformity.
  - a. In addition to other requirements specified herein, the Grantee financial plan shall include line items specific to the Technology at Scale Fund, pursuant to section Article XIII.
4. **Approval of the Proposed Financial Plan.** USAGM shall transmit any disapproval of the proposed financial plan within 30 days of its receipt from the Non-Federal Entity. If USAGM has not notified the Non-Federal Entity of its disapproval within 30 days of receiving the plan, the plan shall be deemed approved.
5. **Financial Plan during a Partial Year Continuing Resolution (CR).** If appropriations for the full year amount of the Grant Funds are not available to USAGM at the time that the Non-Federal Entity enters into this Agreement, the Non-Federal Entity shall provide, with each request for funding, an explanation of funding requirements for the period covered by the funding request and two subsequent months. Unless otherwise determined by law or approved by



USAGM, such requirements shall include only the minimum amounts of Grant Funds reasonably necessary to sustain current operations under the partial-year ~~Continuing Resolution. No later than 30 days after enactment of an appropriation~~ covering the fiscal year, the Non-Federal Entity shall submit a proposed detailed financial plan for approval in accordance with paragraphs one (1) through four (4) of this subsection. The Non-Federal Entity shall operate at a rate of obligation under its CR financial plan until USAGM approval in accordance with this paragraph.

6. USAGM will provide the Grant Funds to Non-Federal Entity by the U.S. Treasury electronic funds transfers through the Automated Clearing House System. USAGM will provide the Grant Funds to Non-Federal Entity by the U.S. Treasury electronic funds transfers through the Automated Clearing House System. USAGM will make disbursements as may be consistent with the Approved Financial Plan.

**b. Reporting and Review of Use of Grant Funds**

1. **Monthly Reports.** Unless otherwise approved by USAGM, twenty (20) days after the end of each month, except following the final month of the fiscal year, when this period shall be 30 days, the Non-Federal Entity shall provide to USAGM a report (Monthly Reports shall include a Federal Financial Report (SF-425) and Statement of Obligations and Disbursements (SOD)), for such month, of obligations and cash disbursements in U.S. dollars with the level of detail described in Article VI(a)(3), together with such additional information as USAGM may request. As requested by USAGM, the Non-Federal Entity shall justify in detail its use of Grant Funds against items defined in the Approved Financial Plan.
2. **Reporting on Mitigation of Illicit Use.** In accordance with Continuing Appropriations Act, 2019, Division C of P.L. 115- 245 (September 28, 2018), the Non-Federal Entity shall establish safeguards to minimize the use of Work supported with these grant funds for illicit purposes to the greatest extent possible ("the Safeguards"). The Non-Federal Entity shall provide USAGM an annual update of the Safeguards and shall review the risks and benefits of all supported Work in relationship to the Safeguards and report findings to USAGM upon request.
3. **Other Reviews.** The Non-Federal Entity shall prepare and submit to USAGM such other reviews and reports on expenditures and obligations as USAGM may request on a schedule to be provided periodically by USAGM.
4. **Report on Vacancies.** Not later than the 21 days after the end of each fiscal quarter, the Non-Federal Entity shall submit a report to USAGM listing personnel vacancies as of the end of the quarter. This report should be organized by division



and include the Position Title, Grade Level, Annual Salary, Date Vacant and Expected Hire Date. The provision of such report to USAGM is solely to facilitate ~~USAGM's budget planning and reporting to Congress and does not imply that the~~ Non-Federal Entity is required to seek USAGM approval to fill personnel vacancies.

5. Report on Equipment and Equipment Disposition. In accordance with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for federal Award, 2 CFR §200, the Non-Federal Entity shall submit annually to USAGM an inventory of all equipment. Requests for disposition instructions concerning property purchased with Grant Funds with an estimated fair market value (at the time of such disposition) of U.S. [REDACTED] or more must be submitted to USAGM 120 days in advance of the proposed disposition. If USAGM has not notified the Non-Federal Entity that the disposition is disapproved, the disposition will be deemed approved.
- c. The Non-Federal Entity shall maintain at its principal offices full and complete records and books of account, in accordance with generally accepted accounting principles, covering the financial details applicable to the Grant. The Non-Federal Entity shall maintain separate accountability for funds provided under this Agreement. The Non-Federal Entity shall expend these funds only on the operating costs authorized by this Agreement unless it receives prior written approval of USAGM to do otherwise.
- d. In accordance with 2 CFR §200.308, the Non-Federal Entity is required to report deviations from the Approved Financial Plan to USAGM. The Non-Federal Entity shall make reasonable efforts to provide prior notice of anticipated deviations. The Non-Federal Entity may not transfer Grant Funds among direct costs if the cumulative amount of such transfers exceeds, or is expected to exceed 10 percent of the total budget in the Approved Financial Plan unless otherwise approved by USAGM.
- e. Unless otherwise approved by USAGM, the Non-Federal Entity shall provide five (5) days advance notification of any new grants or contracts exceeding U.S. [REDACTED] and any new leases exceeding U.S. [REDACTED]
- f. Return of Funds
  1. The Non-Federal Entity shall report to USAGM at the conclusion of the first fiscal year after the effective date of this grant all unobligated funds provided under this grant.
  2. The Non-Federal Entity shall return to USAGM at the conclusion of the first fiscal year after the effective date of this grant any portion of the Grant Funds that are not required for a legally binding transaction or designated by the Non-Federal Entity for a purpose and in an amount consistent with the Approved Financial Plan.
  3. Any and all interest earned on Grant Funds provided to the Non-Federal Entity pursuant to this Agreement shall be returned to USAGM on an annual basis in accordance with the requirements of 2 CFR §200.305.
  4. Expenditures by the Non-Federal Entity that are not consistent with the Approved Financial Plan or otherwise permitted by this Agreement shall be recovered by the Non-Federal Entity and promptly refunded to USAGM.

## Article VII—REGULATORY COMPLIANCE

- ~~a. The Parties acknowledge and agree that the Parties are subject to all Federal rules and regulations pertaining to federal grants, including the following: 22 U.S.C. §§ 6201 et seq., 31 U.S.C. §§ 7502 and 1352, 41 U.S.C. § 702, the Federal Grant and Cooperative Agreement Act and implementing regulations, and 2 CFR §200.~~
- b. Allowability of costs incurred under this Agreement will be determined in accordance with 2 CFR §200, pursuant to certain clarifications specified in Attachment C and subject to any exceptions granted by authorization or appropriation laws.
  - c. The Non-Federal Entity shall comply with the covenants and other contracting provisions set forth in Attachment D.
  - d. The Non-Federal Entity shall comply with grant limitations in the International Broadcasting Act and/or any applicable appropriations statute that are expressly applicable to the Non-Federal Entity, including without limitation, those set forth in Attachment E.
  - e. The Non-Federal Entity shall deliver all required certifications identified in Attachment F upon execution of this Grant Agreement.
  - f. No Grant Funds may be used for the following purposes:
    - 1. to pay any salary or other compensation, or enter into any contract providing for the payment of salary or compensation in excess of the rates established for comparable positions under Title 5 of the United States Code, or the foreign relations laws of the United States.
    - 2. to pay first-class travel for any employee of the Non-Federal Entity, or the relative of any employee.
  - g. The Non-Federal Entity shall comply with all applicable U.S. laws and regulations, including, without limitation, the copyright laws of the United States.
  - h. In accordance with Continuing Appropriations Act, 2019, Division C of P.L. 115- 245 (September 28, 2018), the Non-Federal Entity shall only support technologies that undergo comprehensive security audits consistent with the standards established by the Bureau of Democracy, Human Rights, and Labor, Department of State to ensure that such technology is secure and has not been compromised in a manner detrimental to the interest of the United States or to individuals and organizations benefiting from programs supported by such funds.
  - i. When engaging outside the United States in activities that require the use of Grant Funds, the Non-Federal Entity shall exercise due diligence to ascertain the local laws and regulations, and other relevant local circumstances, applicable to the Non-Federal Entity's activities in the relevant country(ies) where such activities shall be undertaken.

In the event that the Non-Federal Entity or any of its employees or contractors becomes subject to any fine, imprisonment, judgment, tax, or other penalty (whether civil, ~~administrative, criminal, or otherwise~~) in any country as a result of the activities undertaken with the use of the Grant Funds, the Non-Federal Entity shall notify USAGM in writing of the same as soon as practicable, but, in all cases not later than 7-days following any such event,) and shall provide such information as USAGM may request regarding the circumstances of any such penalty.

- j. Consistent with 2 CFR §200.113, applicants and recipients must disclose, in a timely manner, in writing to the Office of Inspector General (OIG) for the Department of State and the U.S. Agency for Global Media, with a copy to the cognizant Grants Officer, all violations of Federal criminal law involving fraud, bribery, or illegal gratuities potentially affecting the Federal award. Sub-recipients must disclose, in a timely manner, in writing to the OIG and to the prime recipient (pass-through entity) all violations of Federal criminal law involving fraud, bribery, or illegal gratuities potentially affecting the Federal award. Failure to make required disclosures can result in any of the remedies described in §200.338. Remedies for noncompliance, including suspension or debarment. Disclosures must be sent to: U.S. Department of State Office of Inspector General, P.O. Box 9778, Arlington, VA 22219, Website: <https://oig.state.gov/hotline> Phone: 1-800- 409-9926 or 202-647-3320

#### Article VIII — LIMITATIONS OF USAGM OVERSIGHT

- a. The Non-Federal Entity is a private, nonprofit corporation, and nothing in this Agreement may be construed to make the Non-Federal Entity a Federal agency or instrumentality,
- b. USAGM's oversight and supervision of the Grant Funds are subject to limitations in applicable law.
- c. USAGM acknowledges and affirms the safeguards contained in the United States International Broadcasting Act of 1994 (as amended) meant to preserve the journalistic independence and integrity of USAGM programming. These safeguards include the fact that no U.S. Government official—including individual Governors, the CEO, the Secretary of State, and the Inspector General—may attempt to influence the content or editorial choices of one of the broadcasting entities in a manner that is not consistent with the highest standards of professional broadcast journalism. Nor may any U.S. Government official take any other action that may tend to undermine the integrity, journalistic credibility or independence of USAGM, the Non-Federal Entity, or Work funded by the Non-Federal Entity. In this same vein, USAGM acknowledges and affirms that those safeguards extend to the Non-Federal Entity and its work to support and defend Internet Freedom. To that end, USAGM is committed to ensuring sufficient protections from any attempt to modify or access Work funded by the Non-Federal Entity that would compromise or undermine the independence, integrity, security, privacy or effectiveness of the Work. In the event that the Non-Federal Entity reasonably believes that a breach of this Article VIII (c) has occurred, then the Non-Federal Entity shall report the breach

to the Chairperson of USAGM.

#### Article IX - FUNDRAISING AND OUTSIDE FUNDING

- a. The Parties recognize that a recurring provision of USAGM's annual appropriation provides that "funds made available pursuant to this section [GLOBAL INTERNET FREEDOM] shall be matched, to the maximum extent practicable, by sources other than the United States Government, including from the private sector." See, e.g., section 7050(a) of the Further Consolidated Appropriations Act, 2020. The Parties also recognize that the nature of grant law and regulation and the required Agency oversight over the operations of the grantee, pursuant to the Act, require the following: the Non-Federal Entity may not engage in fundraising from other sources except in accordance with an established and agreed upon "Outside Funding Acceptance and Use Policy." In addition, the Non-Federal Entity is prohibited from using any Federal funds to finance its fundraising efforts, unless authorized by the Fundraising and Outside Acceptance Policy as well as relevant law and regulations, or otherwise agreed to in writing by USAGM.
- b. Definitions for Article IX:
  - i. 1. "Outside funding" as used herein, means any funds or in-kind support provided by any outside source.
  - ii. 2. "Outside sources" as used herein, means any entity other than the USAGM, including other entities of the U.S. Government.

#### Article X - PERSONNEL SECURITY POLICY

- a. To the extent authorized and that USAGM determines that they are able, USAGM will perform security background investigations and provide appropriate clearance for the persons holding the positions listed in the letter to be provided by USAGM to the Non-Federal Entity following the signing of this Agreement. These security background investigations and clearances shall be performed at no cost to the Non-Federal Entity.
- b. With regard to those of the Non-Federal Entity's employees and contractors who are not identified in the letter to be provided pursuant to Article X (a), but who are determined by the Non-Federal Entity and USAGM to require background investigations and/or clearances, the Non-Federal Entity and USAGM shall establish an agreed upon protocol ("Protocol"), which shall be reduced to writing and confirmed in a letter agreement following the signing of this Agreement. The Protocol shall cover (i) the categories of persons for whom such investigations and/or clearances are required, (ii) the identity of the entity or entities that will perform the investigations and/or clearances and, where necessary, (iii) who shall cover the costs associated with such investigations and/or clearances.



## **Article XI — IT NETWORK SECURITY POLICY**

**Any material breach of the Non-Federal Entity's IT network security policies, or any incident that materially affects the integrity or operations of the Non-Federal Entity's IT network system, shall be reported to USAGM within twenty-four (24) hours of detection. These violations shall include, but are not limited to, the following:**

- 1. Unauthorized access to any of the social media or web site content management systems used by the Non-Federal Entity.**
- 2. Disruption or denial of service for production or distribution systems.**
- 3. Unauthorized modification or removal of the Non-Federal Entity data.**

## **Article XII - AUDITS AND INSPECTIONS**

- a. Records required to be kept in order to comply with the terms and conditions of this Agreement, including bid solicitations, evidence of shipment for commodities and procurement and service contracts, shall be maintained by the Non-Federal Entity for a period of three (3) years from the date of the submission of the final expenditure report, in a manner that will permit verification of the Non-Federal Entity's compliance with its representations, warranties, and obligations contained in this Agreement. If any litigation, claim or audit is started before the expiration of the 3-year period, the records shall be retained until such litigation, claim or audit has been resolved.**
- b. The Non-Federal Entity acknowledges the audit requirements set forth in accordance with 2 CFR §200 Subpart F.**
- c. Operations of the Non-Federal Entity, as related to use of the Grant Funds, may be audited by the Government Accountability Office in accordance with such principles and procedures and under such rules and regulations as may be prescribed by the Comptroller General of the United States. Any such audit shall be conducted at the place or business where accounts of the Non-Federal Entity are normally kept.**
- d. Representatives of the Government Accountability Office shall have access to all books, accounts, records, reports, files, papers, and property belonging to or in use by the Non-Federal Entity, pertaining to such financial transactions and necessary to facilitate an audit. Such representatives shall be afforded full facilities for verifying transactions with any assets held by depositories, fiscal agents, and custodians. All such books, accounts, records, reports files, papers, and property of the Non-Federal Entity, shall remain in the possession and custody of the Non-Federal Entity.**
- e. The Inspector General of the United States Department of State is authorized to exercise the authorities of the Inspector General Act of 1978 with respect to the Non-Federal Entity.**



- f. USAGM shall conduct an annual review to measure the Non-Federal Entity's performance in achieving the purposes of this Agreement and compliance with its terms. ~~Such reviews shall be conducted at reasonable times and upon reasonable notice to the~~ Non-Federal Entity.
- g. To ensure continuous and cooperative planning and operations hereunder, the Non-Federal Entity shall permit USAGM or its authorized representatives, including the Inspector General, to visit the Non-Federal Entity's facilities and to inspect the facilities, activities, and work pertinent to the grant, both in the United States and abroad, and to interview personnel engaged in the performance of the grant to the extent deemed necessary by USAGM. USAGM, however, shall not exercise any prepublication review of the substance of any broadcast or print publication of the Non-Federal Entity.

#### Article XIII – ENSURING SUPPORT FOR AGENCY AND NETWORK NEEDS

- a. In accordance with the purpose of the Grant Funds as stated in Article II and elsewhere herein, and in accordance with the commitment to mutual assistance in Article V, the Non-Federal Entity shall endeavor to provide solutions that meet the needs of the Agency and its Networks, if feasible, including, but not limited to, circumvention tools. The determination of needs and the determination of appropriate solutions shall be carried out in accordance with the process identified in Article XIII(b).
- b. In order to ensure that the needs of the Agency and its Networks are sufficiently identified and responded to, and that the solutions are feasible and technically viable, the Parties agree to the following measures:
  - i. a digital security professional, employed by or under contract with the Non-Federal Entity, will engage the Networks to assist in identifying and communicating needs, and
  - ii. each Network will appoint one qualified representative to participate on the Non-Federal Entity's Advisory Council. Pursuant to the Advisory Council's Bylaws, the appointed representatives will directly review, provide feedback, and rank applications submitted to the Non-Federal Entity thereby contributing to the selection and approval of tools relevant to meet the Networks' needs.

#### Article XIV - FAILURE TO COMPLY WITH THE TERMS OF THE GRANT

In the event that the Non-Federal Entity fails to comply with any material term of this Grant, then, upon the decision of the USAGM, USAGM shall have the right to suspend or terminate the Non-Federal Entity's use of the Grant Funds by providing written notice to the Non-Federal Entity. USAGM shall provide advance notice of suspension or termination, except in urgent or compelling circumstances, as determined by USAGM in its sole discretion, after which the Non-Federal Entity will have ten (10) business days to bring itself in compliance with this Agreement.

In the event USAGM suspends or terminates the Non-Federal Entity's use of Grant Funds, the Non-Federal Entity shall forthwith return any portion of the Grant Funds in its possession or control to USAGM. Any such termination or suspension shall be without further obligation by USAGM or the United States.

Article XV - POINTS OF CONTACT

For USAGM, the following person, or anyone otherwise designated by the Chief Executive Officer, shall be deemed to be the points of contact for the Non-Federal Entity with respect to the provisions of this Agreement:

John Barkhamer  
Chief Financial Officer  
Tel: (b) (6)  
Email: (b) (6)

For the Non-Federal Entity, the following persons, or anyone otherwise designated by either of them, shall be deemed to be the points of contact for the Non-Federal Entity with respect to the provisions of this Agreement:

Nathaniel Kretchun  
Treasurer  
Tel: (b) (6)  
Email: (b) (6)

Article XV - AMENDMENTS

The terms of this Agreement may be amended by mutual written consent between USAGM and the Non-Federal Entity.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day and year specified below:

**OPEN TECHNOLOGY FUND**

(b) (6)  
BY \_\_\_\_\_  
Libby Liu  
CEO

DATE 1/29/2020

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)  
BY \_\_\_\_\_  
Grant Turner  
CEO

DATE 01/30/2020

## ATTACHMENT A

NON-DELEGABLE USAGM AUTHORITIES	
1. To supervise all broadcasting activities conducted pursuant to International Broadcasting Act, the Radio Broadcasting to Cuba Act and the Television Broadcasting to Cuba Act.	
2. To review and evaluate the mission and operation of, and to assess the quality, effectiveness, and professional integrity of, all such activities within the context of the broad foreign policy objectives of the United States.	
3. To ensure that United States International Broadcasting (USIB) is conducted in accordance with the broadcasting standards and principles set forth in the Act:	
<p><u>Broadcasting Standards</u></p> <p>USIB shall –</p> <p>be consistent with the broad foreign policy objectives and the international telecommunications policies and treaties of the United States;</p> <p>not duplicate the activities of private US broadcasters or government supported broadcasting entities of other democratic nations;</p> <p>be conducted in accordance with the highest standards of broadcast journalism;</p> <p>be based on reliable information about its potential audience;</p> <p>be designed to effectively reach a significant audience;</p> <p>promote respect for human rights, including freedom of religion.</p>	<p><u>Broadcasting Principles</u></p> <p>USIB shall include --</p> <p>news which is consistently reliable and authoritative, accurate;</p> <p>a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society;</p> <p>clear and effective presentation of the policies of the United States Government and responsible discussion and opinion on those policies, including editorials, broadcast by the Voice of America, which present the views of the United States Government;</p> <p>the capability to provide a surge capacity to support United States foreign policy objectives during crises abroad;</p> <p>programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations;</p> <p>information about developments in each significant region of the world;</p> <p>a variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen;</p> <p>reliable research capacity to meet the criteria under this section;</p>

		adequate transmitter and relay capacity to support USIB activities; and training and technical support for independent indigenous media through government agencies or private United States entities.
4.	To review, evaluate, and determine, at least annually, after consultation with the Secretary of State, the addition or deletion of language services.	
5.	To make and supervise grants for broadcasting and related activities.	
6.	To allocate funds appropriated for international broadcasting activities among the various elements of the International Broadcasting Bureau and Non-Federal Entities.	
7.	To submit an annual report to the President and the Congress.	
8.	To appoint such staff personnel for the Board as the Board may determine necessary to carry out its functions.	

## ATTACHMENT B

The USAGM Board of Governors (Board) on June 3, 2011, adopted the following “rules of the road” governing Board operations and procedures and the interactions among the elements of United States International Broadcasting (USIB), namely (i) the Board; (ii) the International Broadcasting Bureau (IBB), Voice of America (VOA), and Office of Cuba Broadcasting (OCB); and (iii) USAGM’s private Non-Federal Entities Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and Middle East Broadcasting Networks (MBN) (collectively, “Non-Federal Entities”).

The Board affirmed the following general principles of USAGM governance:

- To fulfill its statutory mission, the Board requires the elements of USIB to cooperate in working toward goals established by the Board, and implemented by the IBB, in a spirit of collegiality, transparency, mutual respect, and good communication with peers and colleagues.
- The Board will endeavor to focus its attention on issues of strategic importance as required for the Board to exercise the non-delegable authorities of the Board in the United States International Broadcasting Act of 1994 (as amended).
- The Board will rely on the IBB to assist the Board in carrying out the Board’s responsibilities for decisions and oversight of U.S. international broadcasting. The Board will delegate authority to the CEO to oversee the day-to-day management of the federal agency and to identify, evaluate, and resolve strategic trade-offs and conflicts among the broadcasting entities, consistent with the Board’s strategic guidelines and subject to the Board’s continued oversight. The Board will require the federal and non-federal elements of USIB to cooperate with and assist the CEO in fulfilling these duties.
- In recognition of the collective decision-making authority of the Governors and their desire to leverage their collective talents to promote and enhance USIB, the Governors will work to avoid the creation of “fiefdoms” in respect of the individual elements of USIB or particular functions or authorities of the Board.
- The Board will require the management of the respective, federal and non-federal elements of USIB to faithfully implement and operationalize the Board’s decisions, including revised management structures intended to improve the overall efficiency of USIB, and to cooperate fully with the Committees, the CEO, and other senior USAGM officials or reporting mechanisms on which the Board relies to inform its deliberations and decision-making.



## **ATTACHMENT C**

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Allowability of costs incurred under this Agreement will be determined in accordance with 2 CFR §200 Subpart E with the following clarifications:

- a. All operating costs are determined to be direct costs. (See 2 CFR §200.413)
- b. The following expenses, insofar as they are reasonable and necessary to further the purpose of the grant, are authorized. (Relevant paragraphs of 2 CFR §200, are noted in parentheses.)
  1. Official representation expenses necessary to further the mission of Non-Federal Entity, are not to exceed the amount in the Approved Financial Plan unless otherwise authorized by USAGM. (See Department of State Standardized Regulations (DSSR), Section 300 Representation Allowances - - 330 Prohibitions)
  2. Capital expenditures for general purpose equipment. (See 2 CFR §200.439)
  3. Overtime, extra-pay shift, and multi-shift premiums. (See 2 CFR §200.430)
  4. Participant support costs (See 2 CFR §200.456)
  5. Costs of legal, accounting, and consulting services, and related costs, incurred in connection with organization and reorganization. (See 2 CFR §200.435; §200.455 & §200.462)
  6. Public information service costs. (See 2 CFR §200.421)
  7. Publication and printing costs. (See 2 CFR §200.461)
  8. Foreign travel costs as specified in the Approved Financial Plan. (See 2 CFR §200.474)
  9. The cost of advertising the availability of publications, recordings, or services of the Non-Federal Entity, subject to limitations in applicable law or regulation.

## **ATTACHMENT D**

### **1. COVENANT AGAINST CONTINGENT FEES**

The Non-Federal Entity warrants that no person or selling agency has been employed or retained to solicit or secure this Agreement upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees, bona fide established commercial or selling agencies maintained by Non-Federal Entity for the purpose of securing business. For breach or violation of this warranty, USAGM shall have the right to annul this Agreement without liability or in its discretion to deduct from the Agreement price or consideration, or otherwise recover, the full amount of such commission, percentage, brokerage or contingent fee.

### **2. EQUAL OPPORTUNITY**

During the performance of this Agreement, the Non-Federal Entity agrees that it will not discriminate against an employee or applicant for employment because of race, creed, color, sex, national origin, age, or handicap in accordance with all pertinent Federal laws and regulations prohibiting discrimination in employment including, but not limited to, Title VII of the Civil Rights Act of 1964, as amended; 42 U.S.C. 2000e, et seq.; section 504 of the Rehabilitation Act of 1973, as amended; 29 U.S.C. 794; the Age Discrimination Employment Act of 1975, as amended; and 42 U.S.C. 6101, et seq. The provisions of this paragraph shall apply to employment actions including, but not limited to, employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The Non-Federal Entity shall continue to include in all solicitations or advertisements for employees placed by or on behalf of the Non-Federal Entity language stating that "Non-Federal Entity is an equal opportunity employer committed to work force diversity."

### **3. AIR TRAVEL**

The Non-Federal Entity agrees that all travel paid for with the Grant Funds will comply with the "Fly America Act" (49 U.S.C. § 40118).

### **4. CONVICT LABOR**

In connection with the performance of work under this grant, the Non-Federal Entity agrees not to employ any person undergoing sentence of imprisonment except as provided by 18 U.S.C. 3622 and Executive Order No. 11755, December 29, 1973, as amended.

### **5. THE NON-FEDERAL ENTITY SHALL COMPLY WITH:**

- a. Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000d et seq., which prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance.

- b. Section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 794, which prohibits discrimination on the basis of handicap in programs and activities receiving Federal financial assistance.
- c. The Age Discrimination Act of 1975, as amended, 42 U.S.C. 6101 et seq., which prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance.

## ATTACHMENT E

### GRANT LIMITATIONS – OPEN TECHNOLOGY FUND

- A. The headquarters of Open Technology Fund (OTF) and its senior administrative and managerial staff must be in a location which ensures economy, operational effectiveness, and accountability to the Board.
- B. Any contract entered into by OTF shall specify that all obligations are assumed by OTF and not by the United States government.
- C. Any lease agreement entered into by OTF shall be, to the maximum extent possible, assignable to the United States Government.
- D. OTF shall make every reasonable effort to ensure that administrative and managerial costs for operation of OTF should be kept to a minimum and, to the maximum extent feasible, should not exceed the costs that would have been incurred if OTF had been operated as a Federal entity rather than as a Non-Federal Entity.

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## **ATTACHMENT F**

### **1. CERTIFICATION REGARDING LOBBYING**

The Non-Federal Entity shall sign the Certification (Attachment G) Concerning Lobbying Activities that it will comply with 31 U.S.C. § 1352 concerning the use of appropriated funds for lobbying activities. If no appropriated funds have been paid or will be paid for lobby activities, the Non-Federal Entity shall submit Standard Form LLL, "Disclosure of Lobbying Activities."

### **2. CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS**

The Non-Federal Entity shall sign the Certification (Attachment H) Regarding Drug Free Workplace Requirements: Drug-Free Workplace Act of 1988 that it will provide a drug-free workplace in accordance with the Drug-Free Workplace Act of 1988, 22 CFR 513, Subpart F.

### **3. FEDERAL DEBT STATUS**

Under OMB Circular No. A-129, the Non-Federal Entity must certify that it is not delinquent on payment of any Federal debt. The Non-Federal Entity shall sign the Certification (Attachment I) Regarding Federal Debt Status.

### **4. DEBARMENT AND SUSPENSION**

Executive Order 12549 of February 18, 1986, as clarified by Executive Order 12689 of August 15, 1989, requires uniform Federal rules on non-procurement debarment and suspension from certain transactions with the Government. The May 26, 1988 Federal Register (53 Fed. Reg. 19161) contains these rules, which, among other things, require signature by Non-Federal Entities of the Certification (Attachment J) Regarding Debarment and Suspension.

### **5. STANDARDS OF ETHICAL CONDUCT**

The Non-Federal Entity will publish written policy guidelines, as approved by USAGM, on conflict of interest and avoidance thereof. These guidelines will reflect federal laws and must cover financial interest, gifts, gratuities and favors, nepotism, political activity and foreign affiliations, outside employment, and use of company assets. These rules must also indicate how outside activities, relationships, and financial interests are reviewed by the responsible Non-Federal Entity official(s). The Non-Federal Entity will ensure that each employee is given a copy of the policy and notified that, as a condition of employment under the grant, the employee must abide by the terms of the policy.



## ATTACHMENT G

### Certification Concerning Lobbying Activities

The undersigned certifies, to the best of his or her knowledge and belief that:

- (1) No federal funds have been paid or will be paid, by or on behalf of the undersigned, to any person influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan or cooperative agreement.
- (2) No registrant under the Lobbying Disclosure Act of 1995 has made lobbying contacts on behalf of the undersigned with respect to this grant.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was made when this contract was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each failure.

Open Technology fund

(b) (6)

Libby Liu

1/29/2020

Date

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## ATTACHMENT H

### Certification Regarding Drug Free Workplace Requirements Drug-Free Workplace Act of 1988

The Non-Federal Entity certifies that it will provide a drug-free workplace by (a) publishing a statement notifying employees that the unlawful manufacture, distribution dispensation, possession or use of a controlled substance is prohibited in the Non-Federal Entity's workplace and specifying that action that will be taken against employees for violation of such prohibitions; (b) establishing a drug-free awareness program to inform employees about (1) the dangers of drug abuse in the workplace, (2) the Non-Federal Entity's policy of maintaining a drug-free workplace, (3) any available drug counseling, rehabilitation, and employee assistance programs, and (4) the penalties that may be imposed on employees for drug abuse violations (c) making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (c), (d) notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will (1) abide by the terms of the statement and (2) notify the employer of any criminal drug statute conviction for a violation occurring in the workplace not later than five days after such conviction ; (e) notifying the agency within ten days after receiving notice under subparagraph (d) (2) from an employee or otherwise receiving actual notice of such conviction; (f) taking one of the following actions with respect to any employee who is so convicted: (1) taking appropriate personnel action against such an employee, up to and including termination, or (2) requiring such an employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency; and (g) making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e), and (f).

Open Technology Fund

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Libby Liu

1/29/2020

Date

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# ATTACHMENT I

## Certification Regarding Federal Debt Status (OMB Circular A-129)

The Non-Federal Entity certifies to the best of its knowledge and belief that it is not delinquent in the repayment of any federal debt.

Open Technology Fund

(b) (6)

1/29/2020

Libby Liu

Date

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## ATTACHMENT J

### Certification Regarding Debarment and Suspension

The Non-Federal Entity certifies to the best of its knowledge and belief that its principals : (a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excided form covered transactions by any Federal department or agency; (b) have not, within a three year period preceding this grant, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state or local) transaction or contract under a public transaction; violation of Federal or state anti-trust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property; (c) are not presently indicted or otherwise criminally or civilly charged by a governmental entity (Federal, state or local) with any of the offenses enumerated in paragraph (b) of this certification; and (d) have not within a three-year period preceding this grant had one or more public transactions (Federal, state or local) terminated for cause of default.

Open Technology Fund

(b) (6)



Libby Liu

1/29/2020

Date

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**Open Technology Fund**  
**FY 2020 FINANCIAL PLAN**  
 October 1, 2019 Through March 31, 2020

OPEN TECHNOLOGY FUND	October	November	December	January	February	March	April	May	June	July	August	September	FY 2020
<b>PERSONNEL COSTS</b>		(b) (4)											
Salaries													
Benefits													
<b>Total Salaries &amp; Benefits</b>													
<b>NON-PERSONNEL COSTS</b>													
Contract Services													
Travel & Allowances													
Office Space													
General & Administrative Expenses													
Technical & Capital Expenses													
<b>GENERAL OPERATING EXPENSES</b>													
<b>SUB-TOTAL OTF</b>													
<b>TOTAL OPEN TECHNOLOGY FUND</b>													
<b>OPEN TECHNOLOGY FUND FUNDING</b>													
<b>PERSONNEL COSTS</b>		(b) (4)											
Salaries													
Benefits													
<b>Total Salaries &amp; Benefits</b>													
<b>NON-PERSONNEL COSTS</b>													
Contract Services													
Travel & Allowances													
Office Space													
General & Administrative Expenses													
Technical & Capital Expenses													
<b>Total General Operating Expenses</b>													
<b>TOTAL OTF FUNDING</b>													

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**Open Technology Fund  
FY 2020 FINANCIAL PLAN  
October 1, 2019 Through March 31, 2020**

**OFFICE OF INTERNET FREEDOM FUNDING**

**NON-PERSONNEL COSTS**

Contract Services  
Travel & Allowances  
Office Space  
General & Administrative Expenses  
Technical & Capital Expenses

Total General Operating Expenses

**TOTAL OIF FUNDING**

October	November	December	January	February	March	April	May	June	July	August	September	FY 2019
(b) (4)												

**USAGM APPROVAL STATEMENT:** USAGM Financial Plan Approval applies to Open Technology Fund for the period of January 01, 2020 through March 31, 2020 for operations as made available under the Consolidated Appropriations Act, 2020, H.R. 1865/H Res. 765, (Division G, P.L. 116-94 signed December 20, 2019 and the Explanatory Statement (165 Cong. REc. H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126). Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY20. FY20 annual budgets will be distributed when the Internet Freedom Program Plan is finalized. Please spend prudently during the pending approval of the FY 20 Internet Freedom Plan.



U.S. AGENCY FOR  
GLOBAL MEDIA

OFFICE OF THE  
DIRECTOR  
1000 PENNSYLVANIA AVE., N.W.  
WASHINGTON, D.C. 20541  
202-712-6000

**FINANCIAL PLAN APPROVAL**

(b) (6)

Grant K. Turner | CEO & Director

*01/30/2020*

0400

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**GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
OPEN TECHNOLOGY FUND**

**FAIN: OT01-20-GO-00001**

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>Open Technology Fund</b>	PENDING	<b>(b) (4)</b>			Non-Reported
<b>Internet Freedom</b>	N/A				Non-Reported
<b>TOTAL FUNDING</b>	PENDING				Non-Reported

This Agreement constitutes Amendment number one (001) (the "Amendment") to the Fiscal Year ("FY") 2020 Grant Agreement between the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") and OPEN TECHNOLOGY FUND ("Non-Federal Entity") signed in January 2020 (the "Grant Agreement"). USAGM hereby grants an additional amount of [REDACTED] of no-year funds to OPEN TECHNOLOGY FUND, up to **(b) (4)** shall be used to support Internet freedom projects. The remainder shall be used to fund OTF salaries and operations.

WHEREAS, funding has been made available pursuant to the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2020 of the Consolidated Appropriations Act of 2020, H.R. 1865 / H. Res.765, (Div. G, P.L. 116-94, December 20, 2019) and the corresponding Explanatory Statement (165 Cong. Rec. H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126), USAGM must submit Internet freedom spend plan related to the expenditure of funds appropriated under that Act;

WHEREAS, funding has been requested by the Non-Federal Entity ("NFE") to maintain operations until necessary consultations occur, including with the Congress, and such plans are finalized.

With the additional amounts granted under this agreement, the total amount USAGM has granted to the NFE for FY 2020 is [REDACTED] of which, [REDACTED] of the no-year funds are provided by

1 **(b) (4)** of the no-year funds were provided by the Consolidated Appropriations Act of 2019 (Div. F, P.L. 116-6).

the Consolidated Appropriations Act of 2019 (Div. F, P.L. 116-6); and, (b) (4) of the no-year funds are provided by the Further Consolidated Appropriations Act, 2020, P.L. 116-94.

Except as otherwise expressly provided herein, the other provisions of the FY 2020 Grant Agreement shall remain in full force and effect.

#### OPEN TECHNOLOGY FUND

(b) (6)  
BY  
Libby Liu (b) (6)  
CEO

DATE 4/22/2020

#### U.S. AGENCY FOR GLOBAL MEDIA International Broadcasting Bureau

(b) (6)  
BY  
Grant Turner  
CEO

DATE 4/29/2020

**Open Technology Fund**  
**FY 2020 FINANCIAL PLAN**  
 October 1, 2019 Through September 30, 2020

OPEN TECHNOLOGY FUND		October	November	December	January	February	March	April	May	June	July	August	September	FY 2020
PERSONNEL COSTS		(b) (4)												
	Salaries													
	Benefits													
	Total Salaries & Benefits													
NON-PERSONNEL COSTS														
	Contract Services													
	Travel & Allowances													
	Office Space													
	General & Administrative Expenses													
	Technical & Capital Expenses													
GENERAL OPERATING EXPENSES														
SUB-TOTAL OTF														
SUB-TOTAL OTF (Contract Services)														
TOTAL OPEN TECHNOLOGY FUND														
OPEN TECHNOLOGY FUND FUNDING		October	November	December	January	February	March	April	May	June	July	August	September	FY 2020
PERSONNEL COSTS		(b) (4)												
	Salaries													
	Benefits													
	Total Salaries & Benefits													
NON-PERSONNEL COSTS														
	Contract Services													
	Travel & Allowances													
	Office Space													
	General & Administrative Expenses													
	Technical & Capital Expenses													
	Total General Operating Expenses													
TOTAL OTF FUNDING														

**Open Technology Fund**  
**FY 2020 FINANCIAL PLAN**  
 October 1, 2019 Through September 30, 2020

OFFICE OF INTERNET FREEDOM FUNDING	October	November	December	January	February	March	April	May	June	July	August	September	FY 2019
NON-PERSONNEL COSTS					(b) (4)								
Contract Services													
Travel & Allowances													
Office Space													
General & Administrative Expenses													
Technical & Capital Expenses													
Total General Operating Expenses													
TOTAL OFF FUNDING													

**USAGM APPROVAL STATEMENT:** USAGM Financial Plan Approval applies to Open Technology Fund for the period of April 01, 2020 through June 30, 2020 for operations as made available under the Consolidated Appropriations Act, 2020, H.R. 1865/H Res. 765, (Division G, P.L. 116-94 signed December 20, 2019 and the Explanatory Statement (165 Cong. REC. H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept 116-126). Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY20. FY20 annual budgets will be distributed when the Internet Freedom Program Plan is finalized. Please spend prudently during the pending approval of the FY 20 Internet Freedom Plan.



**FINANCIAL PLAN APPROVAL**

(b) (6) 4/29/2020  
 Grant K. Turner | CEO & Director Date



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**GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RADIO FREE ASIA  
FOR ADDITIONAL AMOUNTS IN FY 2020**

FAIN: 1065-20-GO-00001

**GRANT FUNDS TABLE**

	FY 2020 PROGRAM PLAN	Previous Award Total	Initial Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	Continuing Resolution	N/A	(b) (4)		N/A

In addition to the Grant Funds allocated pursuant to Article VI of the FY 2019 Grant Agreement in October 2018, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of [REDACTED] to RADIO FREE ASIA for operations during FY 2020, as made available pursuant to the Continuing Appropriations Act, 2020, Division A of P.L. 116-59 (September 27, 2019).

With the additional amount granted under this agreement, the total amount available is \$3,867,501. It is anticipated that additional amounts will be made available to RFA for operations during FY 2020 as soon as such funds become legally available.

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RADIO FREE ASIA**

(b) (6)  
BY [REDACTED]  
Libby Liu (b) (6)  
President

DATE 11/6/19

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)  
BY [REDACTED]  
Grant K. Turner  
CEO & Director

DATE 11/28/2019

**Radio Free Asia**  
**FY 2020 FINANCIAL PLAN**  
 October 1, 2019 Through September 30, 2020

10/1/2019

<b>RADIO FREE ASIA</b>	October	November 1 - 21	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY 2020
<b>PERSONNEL COSTS</b>	(b) (4)													
Salaries (U.S. and Local Hires)														
Benefits														
Total Salaries & Benefits														
<b>SalBen - OTF</b>														
OTF Salaries														
OTF Benefits														
Total OTF Salaries & Benefits														
<b>NON-PERSONNEL COSTS</b>														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
<b>GENERAL OPERATING EXPENSES</b>														
<b>SUB-TOTAL RFA</b>														
<b>OTF FUNDS</b>														
OTF INTERNET FREEDOM FUNDING														
GLOBAL MANDARIN FUNDS														
OCB IAC														
OF-IAC														

**RADIO FREE ASIA**

<b>RFA Operations</b>	October	November 1 - 21	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY 2020
<b>Salaries (U.S. and Local Hires)</b>	(b) (4)													
Benefits														
<b>Total SalBen - Operations</b>														
Salaries (U.S. and Local Hires)														
Benefits														
<b>SalBen - OTF</b>														
OTF Salaries														
OTF Benefits														
<b>Total SalBen - OTF</b>														
<b>NON-PERSONNEL COSTS</b>														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
<b>GENERAL OPERATING EXPENSES</b>														
<b>TOTAL RFA OPERATIONS</b>														

**TOTAL RFA OPERATIONS**

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 U.S. AGENCY FOR  
GLOBAL MEDIA

(b) (6)

11/08/19

**AMENDMENT 001 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RADIO FREE ASIA  
FOR ADDITIONAL AMOUNTS IN FY 2020**

FAIN: 1065-20-GO-00001

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	Continuing Resolution	(b) (4)			N/A

In addition to the Grant Funds granted in the FY 2020 Grant Agreement, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of [REDACTED] to RADIO FREE ASIA for operations during FY 2020, as made available pursuant to the Continuing Appropriations Act, 2020, Division A of P.L. 116-59 (September 27, 2019) and P.L. 116-69 (November 21, 2019).

With the additional amount granted under this agreement, the total amount available is [REDACTED]. It is anticipated that additional amounts will be made available to RFA for operations during FY 2020 as soon as such funds become legally available.

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RADIO FREE ASIA**

(b) (6)

BY

Parameswaran Ponnudurai  
Acting President

DATE 12-9-2019

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)

BY

Grant K. Turner  
CEO & Director

DATE

12/9/2019



## 10/1/2019

### PERSONNEL COSTS

**Silber -OTF**

**NON-PERSONNEL COSIS**

### GENERAL OPERATING EXPENSES

**SUB-TOTAL, RFA**

DIFFUNDS  
OTF INTERNET FREEDOM FUNDING  
GLOBAL HUMAN RIGHTS FUNDS  
OCB-JAC  
OIF-JAC

TOTAL RADIO PAPER ADMS



Salaries (U.S. and Local Hires)  
Benefits  
Total Sal/Ben - Ope/Ben  
Salaries (U.S. and Local Hires)  
Benefits  
Sal/Ben - OTF  
OTF Salaries  
OTF Benefits  
Total Sal/Ben - OTF

### **WORK-PERSONNEL COSTS**

- Contract Services
- Travel & Advances
- Office Space
- General & Administrative Expenses
- Technical & Capital Expenses

**GENERAL OPERATING EXPENSES**

TOTAL RFA OPERATIONS

**TOTAL REVENUE OPERATIONS**[illegible][illegible]

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## 10/1/2019

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	October	November 1 - 21	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY2020
<b>Globex Benefits</b>														
Salaries (U.S. and Local Hires)														
Benefits														
S&B/en -Operations	*	*	*	*	-	*	*	*	*	-		-	*	*
<b>NON-PERSONNEL COSTS</b>														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
<b>SUBTOTAL</b>	*	*	*	*	-	*	*	*	*	-		-	*	*
Total General Operating Expenses	*	*	*	*	-	*	*	*	*	-		-	*	*
<b>TOTAL GLOBEX MANDATORY FUNDING</b>	*	*	*	*	-	*	*	*	*	-		-	*	*

**USAGM APPROVAL STATEMENT:** USAGM Financial Plan Approval applies to Radio Free Asia's Operations for the month of November 2019, in the amount of [REDACTED] Approval of the amounts reflected on this financial plan are not to be misconstrued as a pre-rated amount of an annual budget for FY20. FY20 annual budgets will be distributed when a full-year appropriation is enacted and the FY20 USAGM Program Plan is finalized. Initiation of new programs (aka "New Starts") is prohibited until the confining resolution (CR). Please spend prudently during the CR period.



U.S. AGENCY FOR  
GLOBAL MEDIA

1. The first step is to identify the problem.

**Grant K. Turner | CEO & Director**

Date \_\_\_\_\_

102/9/19

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**AMENDMENT 002 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RADIO FREE ASIA  
FOR ADDITIONAL AMOUNTS IN FY 2020**

FAIN: 1065-20-GO-00001

**GRANT FUNDS TABLE**

	FY 2020 PROGRAM PLAN	Previous Award Total	Current Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	PENDING	(b) (4)			N/A

In addition to the Grant Funds granted in the FY 2020 Grant Agreement, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of (b) (4) to RADIO FREE ASIA ("Non-Federal Entity") for operations during FY 2020.

WHEREAS, pursuant to the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2020 of the Consolidated Appropriations Act of 2020, H.R. 1865 / H. Res.765, (Div. G, P.L. 116-94, December 20, 2019) and the corresponding Explanatory Statement (165 Cong. Rec. H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126), USAGM must submit operating and spend plans related to the expenditure of funds appropriated under that Act;

WHEREAS, funding has been requested by the Non-Federal Entity ("NFE") to maintain operations until necessary consultations occur, including with the Congress, and such plans are finalized.

The Parties hereby agree as follows:

1. This grant provides the NFE with funding made available under the Consolidated Appropriations Act, 2020, (Div. G, P.L. 116-94).
2. This grant amendment provides the NFE with an additional \$11,731,158.
3. Funding is provided pursuant to the requirements and limitations of Div. G, P.L. 116-94 and all other applicable laws and regulations and the terms and conditions of the Grant Agreement.

With the additional amounts granted under this agreement, the total amount USAGM has granted to the NFE for FY 2020 is (b) (4)

(b) (4) in International Broadcasting Operations Funds (IBO) appropriated in fiscal year 2020, and already granted during the FY'20 Continuing Resolution Period(s).

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RADIO FREE ASIA**

(b) (6)

BY

Parameswaran Ponnudurai  
Acting President

DATE 1-27-2020

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)

BY

Grant K. Turner  
CEO & Director

DATE

01/20/2020

Page

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**Radio Free Asia**  
**FY 2020 FINANCIAL PLAN**  
 October 1, 2019 Through September 30, 2020

1/13/2020

RADIO FREE ASIA		October	November 1 - 31	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY 2020
PERSONNEL COSTS															
Salaries (U.S. and Local Hires)		(b) (4)													(b) (4)
Benefits															
Total Salaries & Benefits															
Sal/Ben-OTF															
OTF Salaries															
OTF Benefits															
Total OTF Salaries & Benefits															
NON-PERSONNEL COSTS															
Contract Services															
Travel & Allowances															
Office Space															
General & Administrative Expenses															
Technical & Capital Expenses															
GENERAL OPERATING EXPENSES															
SUB-TOTAL RFA															
OFF FUNDING															
OTF INTERNATIONAL FREEDOM FUNDING															
GLOBAL MAN DARN FUNDS															
OCB-IAC															
OIF-IAC															
TOTAL RADIO FREE ASIA															

RFA Operations	October	November 1 - 31	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY 2020
Salaries (U.S. and Local Hires)	(b) (4)													(b) (4)
Benefits														
Total Sal/Ben-Operations														
Salaries (U.S. and Local Hires)														
Benefits														
Sal/Ben-OTF														
OTF Salaries														
OTF Benefits														
Total Sal/Ben-OTF														
NON-PERSONNEL COSTS														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
GENERAL OPERATING EXPENSES														
TOTAL RFA OPERATIONS														
TOTAL READER OPERATIONS														



**AMENDMENT 003 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RADIO FREE ASIA  
FOR ADDITIONAL AMOUNTS IN FY 2020**

**FAIN: 1065-20-GO-00001**

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	<b>PENDING</b>	(b) (4)			N/A

In addition to the Grant Funds granted in the FY 2020 Preliminary Grant Agreement, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of [REDACTED] to RADIO FREE ASIA ("Non-Federal Entity") for operations during FY 2020, as made available pursuant to the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2020 of the Consolidated Appropriations Act of 2020, H.R. 1865 / H. Res.765, (Div. G, P.L. 116-94, December 20, 2019) and the corresponding Explanatory Statement (165 Cong. Rec. H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126) ), USAGM must submit operating and spend plans related to the expenditure of funds appropriated under that Act;

WHEREAS, funding has been requested by the Non-Federal Entity ("NFE") to maintain operations until necessary consultations occur, including with the Congress, and such plans are finalized.

With the additional amounts granted under this agreement, the total amount USAGM has granted to the NFE for FY 2020 is [REDACTED] Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RADIO FREE ASIA**

(b) (6)  
BY [REDACTED]

Bay Fang  
President

DATE 3/20/20

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)  
BY [REDACTED]

Grant K. Turner  
CEO & Director

DATE 3/30/2020



**Radio Free Asia**  
**FY 2020 FINANCIAL PLAN**  
**October 1, 2019 Through September 30, 2020**

1/13/2020

RADIO FREE ASIA	October	November 1 - 21	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY 2020
<b>PERSONNEL COSTS</b>	(b) (4)													
Salaries (U.S. and Local Hires)														
Benefits														
<b>Total Salaries &amp; Benefits</b>														
<b>Sal/Ben -OTF</b>														
OTF Salaries														
OTF Benefits														
<b>Total OTF Salaries &amp; Benefits</b>														
<b>NON-PERSONNEL COSTS</b>														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
<b>GENERAL OPERATING EXPENSES</b>														
<b>SUB-TOTAL RFA</b>														
<b>OTF FUNDS</b>														
OTF INTERNET FREEDOM FUNDING														
GLOBAL MANDARIN FUNDS														
OCB-IAC														
OIF-IAC														
<b>TOTAL RADIO FREE ASIA</b>														
<b>RFA Operations</b>	October	November 1 - 21	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY 2020
Salaries (U.S. and Local Hires)	(b) (4)													
Benefits														
<b>Total Sal/Ben -Operations</b>														
Salaries (U.S. and Local Hires)														
Benefits														
<b>Sal/Ben -OTF</b>														
OTF Salaries														
OTF Benefits														
<b>Total Sal/Ben - OTF</b>														
<b>NON-PERSONNEL COSTS</b>														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
<b>GENERAL OPERATING EXPENSES</b>														
<b>TOTAL RFA OPERATIONS</b>														
<b>TOTAL RFA OPERATIONS</b>														

# Radio Free Asia FY 2020 FINANCIAL PLAN

October 1, 2019 Through September 30, 2020

	October	November 1 - 21	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY2020
<b>Open Technology Fund</b>														
<b>NON-PERSONNEL COSTS</b>														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
<b>DIF INTERNET FREEDOM FUNDING</b>														
T Total General Operating Expenses														
<b>TOTAL DIF FUNDING</b>														
<b>Global Mandarin</b>														
Salaries (U.S. and Local Hires)														
Benefits														
Self Ben - Operations														
<b>NON-PERSONNEL COSTS</b>														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
<b>SUBTOTAL</b>														
T Total General Operating Expenses														
<b>TOTAL GLOBAL MANDARIN FUNDING</b>														

**USAGM APPROVAL STATEMENT:** USAGM Financial Plan Approval applies to Radio Free Asia's Operations for the periods of March 01, 2020 through March 31, 2020 for operations as made available under the Consolidated Appropriations Act, 2020, H.R. 1865/H Res. 765, (Division G, P.L. 116-94 signed December 20, 2019 and the Explanatory Statement (165 Cong. REC. H11061 at H1 1428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126). Approval of the amounts reflected on this financial plan are not to be misconstrued as a prorated amount of an annual budget for FY20. FY20 annual budgets will be distributed when the Program Plan is finalized. Please spend prudently during the pending approval of the FY 20 Program Plan.



U.S. AGENCY FOR  
GLOBAL MEDIA

UNITED STATES  
BROADCASTING  
BOARD OF  
GOVERNORS

FINANCIAL PLAN APPROVAL

(b) (6)

3/30/2020

+

Grant K. Turner | CEO & Director

Date

## 1/13/2020

[illegible][illegible]

**USAGM APPROVAL STATEMENT:** USAGM Financial Plan Approval applies to Radio Free Asia's Operations for the periods of December 01, 2019 through December 31, 2019 thru February 29, 2020 for operations as made available under the Consolidated Appropriations Act, 2020, H.R. 1865/H Res. 765, (Division G, P.L. 116-94 signed December 20, 2019 and the Explanatory Statement (165 Cong. REC, H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126). Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY20. FY20 annual budgets will be distributed when the Program Plan is finalized. Please spend prudently during the pending approval of the FY 20 Program Plan.



**U.S. AGENCY FOR  
GLOBAL MEDIA**

100% 100% 100%  
100% 100% 100%  
100% 100% 100%

## FINANCIAL PLAN APPROVAL

Grant K. Turner | CEO &amp; Director

Date \_\_\_\_\_

01/30/2020

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**AMENDMENT 004 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RADIO FREE ASIA  
FOR ADDITIONAL AMOUNTS IN FY 2020**

FAIN: 1065-20-GO-00001

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN<sup>1</sup></b>	<b>1% Investment Allocation Hold<sup>2</sup></b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	(b) (4)					None Reported

In addition to the Grant Funds granted in the FY 2020 Preliminary Grant Agreement, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of [REDACTED] to RADIO FREE ASIA ("Non-Federal Entity") for operations during FY 2020, as made available pursuant to the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2020 of the Consolidated Appropriations Act of 2020, H.R. 1865 / H. Res.765, (Div. G, P.L. 116-94, December 20, 2019) and the corresponding Explanatory Statement (165 Cong. Rec. H1 1061 at H1 1428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126) ):

Included in the FY 2020 Program Plan (See Supplemental Attachment A) are:

1. An International Broadcasting Operations ("IBO") transfer of [REDACTED] from RFA to Voice of America ("VOA") (V01 I – Broadcast Operations (BOPS)) for RFA's cost share percentage of the inflationary increase to USAGM Shared Wire Service Contract in FY 2020: USAGM's five public service media organizations have successfully centralized and streamlined procurement of content, including graphics, photographs, text, and video, from news wire services such as the Associated Press, Agence France-Presse, and Reuters. This streamlining is part of the Agency's effort to improve news production sharing across the networks that, in turn, will yield a better product and control costs. The FY 2020 funding transfers to VOA from the four networks are necessary to facilitate this joint procurement effort.
2. An IBO transfer of [REDACTED] from RFA to International Broadcasting Bureau ("IBB") (1600 – Security) for RFA's cost share percentage of the USAGM Background Investigations: USAGM is transferring [REDACTED] to the International Broadcasting Bureau (IBB) for projected background investigation costs. Based on a recommendation from the Office of the Director of National Intelligence (ODNI), USAGM began having the U.S. Department of Defense's (DoD) Defense Counterintelligence and Security Agency (DCSA) perform background investigations on USAGM employees and those employed by USAGM's Non-Federal Entities.

<sup>1</sup> FY 2020 Program Plan Submission to Congress dated February 14, 2020 was submitted with rounded totals, this amount reflects actuals.

<sup>2</sup> Agency's 1% 4<sup>th</sup> Quarter Investment Allocation Funds Hold. Entities may request approval from USAGM CEO in the 4<sup>th</sup> quarter to access funds held. Amounts will be released at the discretion of the USAGM CEO.

3. An IBO transfer of [REDACTED] from TSI (T001- TSI Operations/Broadcast Technologies) to RFA for VOA/RFA Global Mandarin Strategy: To support the expansion of digital Mandarin-language content to audiences around the world. This audience includes the extensive Chinese diaspora overseas and the growing population of Chinese citizens travelling globally for business, leisure, and education. The Mandarin Services at VOA and RFA supplement established programming from traditional radio and satellite broadcasts while enabling a pivot of USAGM efforts toward new digital and social media content for Mandarin-speakers worldwide. USAGM research suggests digital and social media to be effective channels for information-seeking people to evade government firewalls. Despite China's aggressive and widespread actions to control media and the information space inside China and regionally, both VOA and RFA have seen impressive audience reach on digital platforms. In total, USAGM content reaches 67 million people weekly in China – primarily on digital platforms. Research also indicates that VOA and RFA content is regarded as highly trustworthy among well-educated Chinese adults. Given this combined [REDACTED] investment in digital Mandarin programming across VOA and RFA, USAGM will evaluate new programming and use impact metrics to make data-driven decisions on program and content development, with the aim of successfully reaching target audiences. In addition to Mandarin, USAGM is also building on successful programming in Cantonese, Tibetan, and Uyghur, which is regularly cited by major news organizations around the world.
4. An IBO transfer of [REDACTED] from IBB Office of Policy and Research ("OPR") (1822 – Policy and Research) to RFA for North Korean Traveler Survey: A follow-on study to the USAGM's International Audience Research Project (IARP) 2017 Korean Refugee Survey questionnaire. This project is the next iteration of the 2017 survey of North Koreans, which has been useful in understanding audiences, media and technological trends and attitudes inside North Korea. NFE will conduct a sensitive population survey of 350 North Korean refugees, travelers and defectors who have recently left North Korea and are currently residing in China and South Korea; respondents should include 250 respondents reached in China and 100 respondents reached in South Korea.

In 2020, the IARP 2017 Korean Refugee Survey questionnaire will serve as the basis for the questionnaire used in this project. RFA's Department of Research, Training and Evaluation will work in coordination with the VOA Office of Research to update the research instrument for the survey.

(b) (5)





This one-time transfer to RFA is made available to the NFE for costs associated with conducting the North Korean Traveler Survey research in accordance with the terms and requirements of the Scope of Work ("SOW") provided by the USAGM (*See Supplemental Addendum #001*).

5. An IBO transfer of [REDACTED] from IBB Office of Policy and Research ("OPR") (1822 – Policy and Research) to RFA for Tibetan Refugee/Traveler Survey: A follow-on and expansion of the Tibetan Refugee and Traveler Feasibility and Development Study that was conducted in 2019. The goal is to continue building an ongoing research network that will help identify opportunities for Tibetan content creators to learn more about their audience, provide actionable insights, improve Tibetan content, enrich engagement with audiences and move nimbly to expand the impact of USAGM in all Tibetan regions. NFE proposes to hire local Tibetan interviewers in several international locations home to large Tibetan diaspora populations to conduct a convenience survey of 450 Tibetans who:
- a. Are Tibetans living in the diaspora who maintain regular contact with Tibetans living inside Tibet OR are Tibetans who live in Tibet and are traveling abroad;
  - b. There should be no screening for media use, news sharing, or interest in Tibetan affairs;
  - c. Efforts should be made to have roughly the same numbers of male and female respondents;
  - d. Efforts should be made to interview respondents hailing from all parts of Tibet.

In 2020, RFA seeks to expand on the success of the 2019 feasibility study by a) continuing to survey diaspora in communities where interviewers have already been trained and installed and b) expanding by hiring more interviewers in other countries with large Tibetan diaspora populations. The survey seeks to collect data on media use in general and international broadcasting consumption in particular among Tibetans inside Tibet and in the diaspora. The survey also probes means and methods of communication between Tibetans inside Tibet and in the diaspora, with special attention on the communication of sensitive or banned information.

(b) (5)



This one-time transfer to RFA is made available to the NFE for costs associated with conducting the Tibetan Refugee/Traveler Survey research in accordance with the terms and requirements of the Scope of Work ("SOW") provided by the USAGM (*See Supplemental Addendum #002*).

6. An IBO transfer of [REDACTED] from IBB Office of Policy and Research ("OPR") (1822 – Policy and Research) to RFA for fieldwork oversight to the Myanmar (b) (4) & Vietnam [REDACTED] Research Projects: The fieldwork oversight covers airfare and per diem for a member of RFA's Department of Research, Training and Evaluation to travel to Myanmar and Vietnam. The

estimate for each trip is based on an 8 day timeframe with an anticipated travel date occurring in August. The RFA staff member will work with local vendors to conduct focus groups in a controlled environment using industry standard research protocols. Additionally, the RFA staff member will ensure that the survey questions are properly translated and that the interviewees understand the questions. The two research efforts are a part of the USAGM's IARP Blanket Purchase Agreement (BPA) and are expected to go out for solicitation in May 2020 with an estimated award date of sometime in June 2020. A brief description and justification of the Myanmar and Vietnam projects to be reviewed are provided below:

(b) (5)



This one-time transfer to RFA is made available to the NFE for research- related travel costs and expenses associated with conducting fieldwork oversight to the Myanmar & Vietnam Research Projects in accordance with the terms and requirements of the Scope of Work ("SOW") to be available and provided by the USAGM in June 2020.

7. **Uyghur Refugee Travel Survey:**<sup>3</sup> IBO transfer from RFA in the amount of [REDACTED] to IBB Office of Policy and Research ("OPR") (1822 – Policy and Research); this transfer reverses a prior year transfer built into the base of the FY 2020 Enacted Appropriation, Program Project and Activity (PPA) level for RFA;
8. **Tibetan Refugee/Travel Survey Feasibility and Development Study:**<sup>4</sup> IBO transfer from RFA in the amount of [REDACTED] to IBB Office of Policy and Research ("OPR") (1822 – Policy and Research); this transfer reverses a prior year transfer built into the base of the FY 2020 Enacted Appropriation, Program Project and Activity (PPA) level for RFA.

With the additional amounts granted under this agreement, the total amount USAGM has granted to the NFE for FY 2020 is [REDACTED]

<sup>3</sup> Reference FY 2017 RFA-USAGM Grant Agreement – FAIN#: 1065-17-GO-00001, Amendment 015 & FY 2019 RFA-USAGM Grant Agreement – FAIN#: 1065-19-GO-00001, Amendment 012.

<sup>4</sup> Reference FY 2019 RFA-USAGM Grant Agreement – FAIN#: 1065-19-GO-00001, Amendment 012

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RADIO FREE ASIA**

(b) (6)

BY \_\_\_\_\_

Parameswaran Ponnudurai  
Acting President

DATE 06-24-2020

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)

BY \_\_\_\_\_

Michael Pack  
Chief Executive Officer

DATE 07-08-2020

Supplemental Attachment A<sup>5</sup>

U.S. Agency for Global Media Radio Free Asia (RFA) Program Plan Changes			
(S in thousands)			
Radio Free Asia	FY 2020 Program Plan	1% Deduction	FY2020 Total
<b>Programming Division</b>			
Executive Editor	(b) (4)		
<b>Program Services</b>			
Burmese Service			
Cambodian Service			
Cantonese Service			
Korean Service			
Korea DPRK TV			
Laotian Service			
Mandarin Service			
Global Mandarin			
Tibetan Service			
Uyghur Service			
Vietnamese Service			
<b>Program Offices</b>			
Bangkok Office			
Dharamsala Office			
Hong Kong Office			
Phnom Penh Office			
Seoul Office			
Taipei Office			
Yangon Office			
<b>Subtotal, Programming Division</b>			
Office of the President			
Internet Freedom Salaries (Open Technology Fund)			
Internet Freedom			
Research, Training, and Evaluation			
Technical Operations			
HQ Facilities			
Communications			
Finance			
Human Resources			
<b>Subtotal, Administration, Management, and Finance</b>			
<b>GRAND TOTAL, RFA</b>			

<sup>5</sup> Amounts in Program Plan Potluck reflect FY 2020 Appropriated Funds Only.



**Radio Free Asia  
FY 2020 FINANCIAL PLAN**  
October 1, 2019 Through September 30, 2020

	December 1-31	December 31-31	December	January	February	March	April	May	June	July	August	September	October	November	December	Total FY 2020 with FY Revisions	Total FY Revisions for Agency Priorities	FY2020 Budget Total
<b>OPERATING EXPENSES</b>	(b) (4)																	
<b>PERSONNEL</b>	(b) (4)																	
<b>TRAVEL</b>	(b) (4)																	
<b>RENTS</b>	(b) (4)																	
<b>UTILITIES</b>	(b) (4)																	
<b>TELEPHONE</b>	(b) (4)																	
<b>POSTAGE</b>	(b) (4)																	
<b>COMPUTER</b>	(b) (4)																	
<b>OTHER</b>	(b) (4)																	
<b>TOTAL OPERATING EXPENSES</b>	(b) (4)																	
<b>REVENUES</b>	(b) (4)																	
<b>TOTAL REVENUES</b>	(b) (4)																	
<b>TOTAL NET OPERATING EXPENSES</b>	(b) (4)																	
<b>TOTAL NET OPERATING EXPENSES</b>	(b) (4)																	

**MEAGN APPROVAL STATEMENT:** USAOM Financial Plan Approval applies to Radio Free Asia's Operations for the remainder of the fiscal year (April 2020 through September 2020) for operations in the amount of **(b) (6)**. There is a 1% hold of **(b) (6)** which results in a total of **(b) (6)** available through September. These amounts are made available based on the approved Program Plan ("the Plan") and under the Consolidated Appropriations Act, 2020, H.R. 1665/H. Res. 785, (Division Q, P.L. 116-94 signed December 20, 2019 and the Exploratory Statement (165 Cong. Rec. H11081 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-76, S. Rept. 116-128). This financial plan also includes additional amounts for research related projects and Uyghur activities included in operations and Global Mandarin reported separately to monitor these activities.

**US AGENCY FOR  
GLOBAL MEDIA**

**FINANCIAL PLAN APPROVAL**

**(b) (6)**

7/7/20



Radio Free Asia  
**UYGHUR LANGUAGE SERVICE**  
 October 1, 2019 to September 30, 2020

UYGHUR LANGUAGE SERVICE	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	TOTAL
Salaries	(b) (4)												
Benefits													
Salaries and Benefits													
Contract Services													
Travel & Allowances													
Operational & Direct Costs													
GGE													
GRAND TOTAL													

\*NOTE: The (b) (6) in FY20 funds received for the Uyghur Language Service will be used to fund salaries and benefits of current and any newly created positions.

INITIAL HERE  
 (b) (6)

(b) (6)

**AMENDMENT NUMBER 05 TO GRANT AGREEMENT  
FOR FY 2020 BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RADIO FREE ASIA**

**FAIN: 1065-20-GO-00001**

Project	MIPR Number	Initial Award	New Award Total	Period of Performance
"INDO-PACIFIC STABILITY"	N0003820MP0RV02	(b) (4)		2/11/20 thru 2/10/21
"BENARNEWS.ORG"	N0003820MP0RV03			4/24/20 thru 4/23/21
CVE TOTAL				

This Agreement constitutes Amendment number five (005) (the "Amendment") to the Fiscal Year ("FY") 2020 Preliminary Grant Agreement between the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") and RADIO FREE ASIA ("Non-Federal Entity") signed in November 2020 (the "Preliminary Grant Agreement"). (Unless otherwise provided for herein, capitalized terms shall have the definitions provided in the Grant Agreement.)

WHEREAS USAGM and the U.S. Indo-Pacific Command (USINDOPACOM) have entered into an interagency agreement (also known as a Memorandum of Agreement (MOA)), which sponsors projects with Radio Free Asia (RFA), a USAGM Non-Federal Entity ("NFE"), to provide accurate news and information to audiences/populations on themes not previously reached or covered by RFA.

WHEREAS USAGM is party to this MOA and direct recipient of USINDOPACOM funds, RFA, as a USAGM NFE, will be the entity executing these projects.

WHEREAS, wherever it is used in this Agreement, the term "Grant Funds" shall be construed to include the CVE Funding.

WHEREAS, when referred to collectively, USAGM and the RFA are referred to as the "Parties."

The Parties hereby agree to the following:

The U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants Radio Free Asia ("RFA") an additional amount of [REDACTED] (in Navy O&M lccM funds), providing CVE programming in accordance with the terms and requirements of the Memorandum of Agreement (MOA), Agreement number J39-20-001 between the U.S. INDO-PACIFIC COMMAND (USINDOPACOM) and the "USAGM" and the Performance Work Statement (PWS) provided to the USAGM by the U.S. INDO-PACIFIC COMMAND (USINDOPACOM), set forth as

Attachment 1 hereto. The Non-Federal Entity shall use reasonable best efforts to complete all scheduled tasks and otherwise provide CVE programming using the CVE Funding in the manner described in the PWS. The Non-Federal Entity may not materially deviate from the requirements in the PWS without approval of the USAGM and USINDOPACOM.

**Conditions pertaining to CVC Funding:**

1. The CVE Funding and expenditures made using CVE Funding shall be tracked by Non-Federal Entity separately from other Grant Funds provided under the Grant Agreement. Non-Federal Entity must maintain the ability to, and shall, provide to USAGM and PACOM an accounting of such CVE Funding upon request.
2. The amount of [REDACTED] (in Navy O&M lccM funds) is made available ("CVE Funding") under the USAGM and the USINDOPACOM Interagency Agreement (IAA) between the USAGM and the U.S. INDO-PACIFIC COMMAND (USINDOPACOM) to Non-Federal Entity for costs associated with the following Projects:
  - a. **Indo-Pacific Stability Project:** The Indo-Pacific Stability Project is focused on countering a range of instabilities in the Indo-Pacific region. RFA will add PRC-focused content on themes not currently covered by RFA and affiliate BenarNews in accordance with performance requirements. RFA will populate RFA and BenarNews.org with additional multimedia web content. RFA is to manage themes of content. RFA will produce at least 7 articles and/or multimedia features weekly on RFA websites and BenarNews.org.
    - i. The amount of [REDACTED] (in Navy FY'19 O&M funds) is made available ("CVE Funding") to Non-Federal Entity for costs associated with the "Indo-Pacific Stability Project" (formerly the Northeast Asia Stability Project);
    - ii. **Period of Performance.** The period of performance shall be from **11 February 2020 to 10 February 2021;**
    - iii. These funds shall be tracked separately by the Non-Federal Entity from other "CVE" funded efforts or projects;
    - iv. The amount of [REDACTED] (in Navy O&M lccM funds) is made available under the USINDOPACOM's Theater Campaign MISO Program Interagency Agreement (IAA) between the USAGM and the Department of Defense ("DOD"), U.S. Indo-Pacific Command ("USINDOPACOM") to Non-Federal Entity for costs associated with the following Budget:

**Indo-Pacific Stability Project Budget:**

Capability Items	Resource Items	Cost Estimate	Actual Budget
PRC-focused service	Web editing service Journalist service Multi-media technical support Operational direct costs Total	(b) (4)	
Performance Metrics	WebTech analytical services		
External Liaison	1 External liaison and travel		
	Basic service total		



- b. **Project BenarNews.org:** Project BenarNews.org is focused on countering radical sentiment and fundraising for extremist groups such as ISIS and al-Qaeda in the Indo-Pacific region. Project BenarNews.org will consist of an English homepage, a Philippines page, and separate language-specific pages in Bahasa Indonesia, Bahasa Malaysia, Bengali and Thai. Project BenarNews.org content, by providing a full and accurate depiction in its coverage, will be focused on presenting alternate or relevant information countering pro-extremist content that is flooding this cyberspace.

- i. The amount of (b) (4) (in Navy O&M lccM funds) for costs associated with the Project "BenarNews.org,"
- ii. Period of Performance. The period of performance shall be from 24 April 2020 to 23 April 2021;
- iii. These funds shall be tracked separately by the Non-Federal Entity from other "CVE" funded efforts or projects.
- iv. The amount of (b) (4) (in Navy O&M lccM funds) is made available under the USINDOPACOM's Theater Campaign MISO Program Interagency Agreement (IAA) between the USAGM and the Department of Defense ("DOD"), U.S. Indo-Pacific Command ("USINDOPACOM") to Non-Federal Entity for costs associated with the following Budget:

**BenarNews Project Budget:**

Performance Objective	Standard	Performance Threshold	Budget
<b>PRS # 1</b> RFA shall operate website(s).	RFA maintains websites with no loss of continuity of performance.	Fewer than 10 comments from readers about technical/content errors upon FOC.	(b) (4)
<b>PRS # 2</b> RFA shall ensure availability of websites	RFA provides operational websites with continuously refreshed content which are accessible by target audiences.	99% availability with 2-hour response after notification in the event of an issue.	
<b>PRS # 3</b> RFA shall provide website technical response and respond to site intrusions.	RFA website technical team shall respond within 2 hours of notification and/or completely refresh website(s) within 30 minutes after discovery of intrusion.	2-hour response time met and/or website refreshed within 30 minutes after intrusion discovery for 99% of intrusion instances.	
<b>PRS # 4</b> RFA shall develop daily website content and publish on schedule.	RFA develops and publishes website content consisting of up to 10 original content items per production day or at least 30 articles and/or multimedia features weekly.	Publication rate at least 90% (accounting for breaking news and other environmental and political factors).	
<b>PRS # 5</b> RFA shall obtain and maintain a network of native/indigenous content contributors (stringers).	RFA identifies, develops, obtains and maintains a network of native/indigenous content contributors with backgrounds in journalism, politics, academics, security, culture, entertainment, and other aspects of Overseas Contingency Operations (OCO) which appeal to identified regional target audiences.	Representation rate of 99% of countries where stringers reside/ (number of countries in target area - countries located on islands, with populations less than 1 million, or for which legal, political or environmental factors prevent stringer recruitment).	
		<b>Total</b>	

With this increase, the total amount of these "CVE" funds granted under this FY 2020 Grant Agreement to RFA to fund such "CVE" efforts is [REDACTED]

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RADIO FREE ASIA**

(b) (6)  
BY \_\_\_\_\_

Parameswaran Ponnudurai  
Acting President

DATE JUNE 29, 2020

**U.S. AGENCY FOR GLOBAL MEDIA**

(b) (6)  
BY \_\_\_\_\_

Michael Pack  
Chief Executive Officer

DATE 7/16/20



Radio Free Asia  
 Better News Line Item Budget  
 FY20 BUDGET  
 April 24, 2020 through April 23, 2021

	Sept 20 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 1 21 2021	TOTAL
<b>Better News</b>									
3800 Regular Salaries	(b) (4)								
US SALARIES									
4300 Local News									
TOTAL SALARIES									
7800 US Benefits									
8311 US Benefits									
TOTAL BENEFITS									
TOTAL SALARIES & BENEFITS									
4302 FOREIGN CONSULTANTS									
4307 OPERATIONAL DIRECT COSTS									
4310 STROGERS									
4333 EDIT CONSULT									
4346 TRANSLATION SERVICES (TIC)									
TOTAL CONTRACT SERVICES									
4400 TRAVEL									
TOTAL TRAVEL									
4401 OFFICE RENT & STORAGE									
TOTAL OFFICE SPACE									
4705 COMMUNICATIONS									
4710 ADVERTISING									
4740 WEB SITE CONTRACT									
TOTAL ADMIN & GENERAL									
4780 TECHNICAL EXPENSES									
TOTAL TECHNICAL									
<b>TOTAL BUDGET</b>									

**DECLARATION APPROVAL STATEMENT:** USA GRANT (in accordance with) has approved and adjusted funds made available for "Counterintelligence and Information Operations" (CIVIL) for RFA for costs associated with providing programming for the 2020-2021 fiscal year. The project is in accordance with the terms and requirements of performance Work Requirements provided to the USAGM by the U.S. Department of Defense (DoD) (USAGM/COM) under MOU agreement number 33-20-001 in the amount of (b) (6).

(b) (6)

U.S. AGC - RFA  
 - FBI/DOJ

7/6/20

U.S. AGC - RFA  
 - FBI/DOJ

**Radio Free Asia**  
**Indo-Asia Stability Project Line Item Budget**  
**FY20BUDGET**  
**February 11, 2020 through February 10, 2021**

	Feb 11-20	March	April	May	June	July	August	September	October	November	December	January	Feb 1-19	TOTAL
3900 Indo-Asia	(b) (4)													
Regular Salaries														
US SALARIES														
TOTAL SALARIES														
7800 US Benefits														
TOTAL BENEFITS														
TOTAL SALARIES & BENEFITS														
4302 FOREIGN CONSULTANTS														
4302 OPERATIONAL DIRECT COSTS														
TOTAL CONTRACT SERVICES														
4400 TRAVEL														
TOTAL TRAVEL														
TOTAL BUDGET														



FINANCIAL PLAN APPROVAL

(b) (6)

7/16/20

(Michael P. L. J. C. Jr.) Executive V.P. for

Date

**USAGM APPROVAL STATEMENT** USAGM Financial Plan Approval applies funding to the amount of \$1,000,000 received via an (MOA) Memorandum of Agreement (number 139 20 001) between USINOPACOM and USAGM for Radio Free Asia (RFA) to conduct programming for the "Indo Asia Stability Project" to counter violent extremism (CVE). The amount provided will support broadcast journalist services and operational direct costs. The period of performance for this agreement is from February 11, 2020 - February 10, 2021.

**Radio Free Asia**  
**Indo-Asia Stability Project Line Item Budget**  
**FY20 BUDGET**  
**February 11, 2020 through February 10, 2021**

	Indo-Asia	Feb 11-29 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	Feb 1-10 2021	TOTAL
3900	Regular Salaries	(b) (4)													
	US SALARIES														
	TOTAL SALARIES														
7900	US Benefits														
	TOTAL BENEFITS														
	TOTAL SALARIES & BENEFITS														
4302	FOREIGN CONSULTANTS														
4307	OPERATIONAL DIRECT COSTS														
	TOTAL CONTRACT SERVICES														
4400	TRAVEL														
	TOTAL TRAVEL														
	TOTAL BUDGET														

**USAGM APPROVAL STATEMENT:** USAGM Financial Plan Approval applies funding in the amount of [REDACTED] received via an (MOA) Memorandum of Agreement Number J39-20-001 between USINDOPACOM and USAGM for Radio Free Asia (RFA) to conduct programming for the "Indo-Asia Stability Project" to counter violent extremism (CVE). The amount provided will support broadcast journalist services and operational direct costs. The period of performance for this agreement is from February 11, 2020 – February 10, 2021.



**FINANCIAL PLAN APPROVAL**

Michael Pack | Chief Executive Officer

Date

**Radio Free Asia**  
**Benar News Line Item Budget**  
**FY20 BUDGET**  
**April 24, 2020 through April 23, 2021**

	<b>BenarNews</b>	<b>April 24 - 30 2020</b>	<b>May 2020</b>	<b>June 2020</b>	<b>July 2020</b>	<b>August 2020</b>	<b>September 2020</b>	<b>October 2020</b>	<b>November 2020</b>	<b>December 2020</b>	<b>January 2021</b>	<b>February 2021</b>	<b>March 2021</b>	<b>April 1 - 23 2021</b>	<b>TOTAL</b>
3900	Regular Salaries	(b) (4)													
	US SALARIES														
4308	Local Hires														
	<b>TOTAL SALARIES</b>														
7800	US Benefits														
4311	LH Benefits														
	<b>TOTAL BENEFITS</b>														
	<b>TOTAL SALARIES &amp; BENEFITS</b>														
4302	FOREIGN CONSULTANTS														
4307	OPERATIONAL DIRECT COSTS														
4315	STRINGERS														
4333	EDIT CONSULT														
4346	TRANSL'N-W/ SS#(DOMESTIC)														
	<b>TOTAL CONTRACT SERVICE</b>														
4400	TRAVEL														
	<b>TOTAL TRAVEL</b>														
4601	OFFICE RENT & STORAGE-US														
	<b>TOTAL OFFICE SPACE</b>														
4705	COMMUNICATIONS														
4716	ADVERTISING														
4746	WEB SITE CONTRACT														
	<b>TOTAL ADMIN &amp; GENERAL</b>														
4700	TECHNICAL EXPENSES														
	<b>TOTAL TECHNICAL</b>														
	<b>TOTAL BUDGET</b>														

**USAGM APPROVAL STATEMENT:** USAGM Financial Plan Approval applies to funds made available for "Countering Violent Extremism" (CVE) for RFA for costs associated with providing programming for the BenarNews.org Project in accordance with the terms and requirements of Performance Work Requirements provided to the USAGM by the U.S. Indo-Pacific Command (\*USINDOPACOM\*) under MOU agreement number J39-20-001 in the amount of (b) (4)

**USAGM APPROVAL STATEMENT** USAGM Financial Plan Approval applies to Radio Free Asia's Operations for the remainder of the fiscal year (April 2020 through September 2020) for operations in the amount of (b) (4). There is a 1% hold of (b) (4) which results in a total of (b) (4) available through September. These amounts as made available based on the approved Program Plan (the "Plan") and under the Consolidated Appropriations Act, 2020, H.R. 1685/H Res. 765, (Division G, P.L. 116-94 signed December 20, 2019) and the Explanatory Statement (165 Cong. Rec. H1061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126). This financial plan also includes additional amounts for research related projects and Uyghur activities included in operations and Global Mandarin reported separately to monitor those activities.



Date \_\_\_\_\_



BSG

**GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RFE/RL, INC.  
FOR ADDITIONAL AMOUNTS IN FY 2020**

2019 NOV -8 PM 4:54

DCFO

FAIN: 1060-20-GO-00001

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Initial Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	Continuing Resolution	N/A	(b) (4)		N/A

In addition to the Grant Funds allocated pursuant to Article VI of the FY 2019 Grant Agreement in October 2018, the **U.S. AGENCY FOR GLOBAL MEDIA** ("USAGM") hereby grants an additional amount of [REDACTED] to RFE/RL, INC. ("RFERL") for operations during FY 2020, as made available pursuant to the Continuing Appropriations Act, 2020, Division A of P.L. 116-59 (September 27, 2019).

With the additional amount granted under this agreement, the total amount available is [REDACTED] (b) (4). It is anticipated that additional amounts will be made available to RFE/RL for operations during FY 2020 as soon as such funds become legally available.

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RFE/RL, INC.**

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

BY [REDACTED] (b) (4)  
Stephanie Schmitt  
Acting Chief Financial Officer  
& Assistant Treasurer

BY [REDACTED] (b) (4)  
Grant K. Turner  
CEO & Director

DATE 5 NOV 2019DATE 11/08/2019

BEG

2010 NOV -8 PM 4:54

**RFE/RL, Inc.**  
**FY 2020 Financial Plan - CR**  
**Monthly Funding Requirements**  
 in US\$

OCFO

	Oct	Nov 1-11	Nov 22-30	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY 2020
<b>Operations</b>	(b) (4)													(b) (4)
Employee Salaries														
Employee Benefits														
Fees & Outside Services														
Travel														
Rent & Utilities														
Licenses, Royalties, Copyrights														
Technical														
News & Information														
Representation														
Conferences														
General & Admin. Costs														
Subtotal FY 2020 Operations														
<b>FY 2020 Funding Requirements</b>														

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to Radio Free Europe/Radio Liberty's Operations for the month of October 2019, in the amount of [REDACTED]. Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY20. FY20 annual budgets will be distributed when a full-year appropriation is enacted and the FY20 USAGM Program Plan is finalized. Initiation of new programs (aka "New Starts") is prohibited under the continuing resolution (CR). Please spend prudently during the CR period.



U.S. AGENCY FOR  
GLOBAL MEDIA

Don't let  
disinformation  
define our  
future.

FINANCIAL PLAN APPROVAL

(b) (4)

Grant K. Turner | CEO & Director

11/08/2019  
Date

B3G

**RFE/RL, Inc.**  
**FY 2020 Financial Plan - CR**  
**Current Time Break-out**  
*in US\$*

2017 NOV -8 PM 4: 54

	Oct	Nov 1-31	Nov 22-30	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY 2020
<b>Operations</b>	(b) (4)														(b) (4)
Employee Salaries															
Employee Benefits															
Fees & Outside Services															
Travel															
Rent & Utilities															
Licenses, Royalties, Copyrights															
Technical															
News & Information															
Representation															
Conferences															
General & Admin. Costs															
<b>Subtotal FY 2020</b>						-	-	-	-	-	-	-	-	-	
Carryover - TBD															
<b>FY 2020 Current Time Break-out</b>						-	-	-	-	-	-	-	-	-	

INITIAL HERE  
 (b) (4)  
 4/8/29

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**AMENDMENT 001 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RFE/RL, INC.  
FOR ADDITIONAL AMOUNTS IN FY 2020**

OCT 9

FAIN: 1060-20-GO-00001

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	Continuing Resolution	(b) (4)			

In addition to the Grant Funds granted in FY 2020 Grant Agreement, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of [REDACTED] to RFE/RL, INC. ("RFERL") for operations during FY 2020, as made available pursuant to the Continuing Appropriations Act, 2020, Division A of P.L. 116-59 (September 27, 2019) and 116-69 (November 21, 2019).

With the additional amount granted under this agreement, the total amount available is (b) (4). It is anticipated that additional amounts will be made available to RFE/RL for operations during FY 2020 as soon as such funds become legally available.

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RFE/RL, INC.**

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

BY (b) (4)  
Stephanie Schmidt  
Acting Chief Financial Officer  
& Assistant Treasurer

(b) (4)  
BY [REDACTED]  
Grant K. Turner  
CEO & Director

DATE 5 Dec 2019DATE 12/6/2019

<sup>1</sup> Reported on RFE/RL Foreign Currency Loss Report - October 31, 2019.

**RFE/RL, Inc.**  
**FY 2020 Financial Plan - CR**  
**Monthly Funding Requirements**  
in US\$

Operations	Oct	Nov 1-21	Nov 22-30	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY 2020
Employee Salaries	(b) (4)														(b) (4)
Employee Benefits	(b) (4)														(b) (4)
Fees & Outside Services	(b) (4)														(b) (4)
Travel	(b) (4)														(b) (4)
Rent & Utilities	(b) (4)														(b) (4)
Licenses, Royalties, Copyrights	(b) (4)														(b) (4)
Technical	(b) (4)														(b) (4)
News & Information	(b) (4)														(b) (4)
Representation	(b) (4)														(b) (4)
Conferences	(b) (4)														(b) (4)
General & Admin. Costs	(b) (4)														(b) (4)
Subtotal FY 2020 Operations	(b) (4)														(b) (4)
FY 2020 Funding Requirements	(b) (4)														(b) (4)

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to Radio Free Europe/Radio Liberty's Operations for the month of November 2019, in the amount of (b) (4). Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY20. FY20 annual budgets will be distributed when a full-year appropriation is enacted and the FY20 USAGM Program Plan is finalized. Initiation of new programs (aka "New Starts") is prohibited under the continuing resolution (CR). Please spend prudently during the CR period.



US AGENCY FOR  
GLOBAL MEDIA

OFFICE OF THE  
DIRECTOR  
400 10th St  
N.W.  
Washington, DC 20541

**FINANCIAL PLAN APPROVAL**

(b) (6)

Grant K. Turner | CEO & Director

Date

12/6/19

DEC 9 2019

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**RFE/RL, Inc.**  
**FY 2020 Financial Plan - CR**  
**Current Time Break-out**  
*in US\$*

	Oct	Nov 1-21	Nov 22-30	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY 2020
<b>Operations</b>	(b) (4)														(b) (4)
Employee Salaries															
Employee Benefits															
Fees & Outside Services															
Travel															
Rent & Utilities															
Licenses, Royalties, Copyrights															
Technical															
News & Information															
Representation															
Conferences															
General & Admin. Costs															
<b>Subtotal FY 2020</b>						-	-	-	-	-	-	-	-	-	
<b>Carryover - TBD</b>															
<b>FY 2020 Current Time Break-out</b>						-	-	-	-	-	-	-	-	-	



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2020 JAN 24 AM 10:56

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**AMENDMENT 002 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RFE/RL, INC.  
FOR ADDITIONAL AMOUNTS IN FY 2020**

**FAIN: 1060-20-GO-00001**

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	<b>PENDING</b>	<b>(b) (4)</b>			

In addition to the Grant Funds granted in the FY 2020 Grant Agreement, the **U.S. AGENCY FOR GLOBAL MEDIA** ("USAGM") hereby grants an additional amount of [REDACTED] to **RFE/RL, INC.** ("Non-Federal Entity") for operations during FY 2020.

WHEREAS, pursuant to the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2020 of the Consolidated Appropriations Act of 2020, H.R. 1865 / H. Res. 765, (Div. G, P.L. 116-94, December 20, 2019) and the corresponding Explanatory Statement (165 Cong. Rec. H11061 at H11428, December 17, 2019) and Report(s) (H. Rcpt. 116-78, S. Rept. 116-126), USAGM must submit operating and spend plans related to the expenditure of funds appropriated under that Act;

WHEREAS, funding has been requested by the Non-Federal Entity ("NFE") to maintain operations until necessary consultations occur, including with the Congress, and such plans are finalized.

The Parties hereby agree as follows:

1. This grant provides the NFE with funding made available under the Consolidated Appropriations Act, 2020, (Div. G, P.L. 116-94).
2. This grant amendment provides the NFE with an additional [REDACTED]
3. Funding is provided pursuant to the requirements and limitations of Div. G, P.L. 116-94 and all other applicable laws and regulations and the terms and conditions of the Grant Agreement.

With the additional amounts granted under this agreement, the total amount USAGM has granted to the NFE for FY 2020 is [REDACTED]

[REDACTED] in International Broadcasting Operations Funds (IBO) appropriated in fiscal year 2020, and already granted during the FY'20 Continuing Resolution Period(s).

<sup>2</sup> Reported on RFE/RL Foreign Currency Loss Report - December 31, 2019.

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RFE/RL, INC.**

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)

(b) (6)

BY \_\_\_\_\_  
Stephanie Schmidt  
Acting Chief Financial Officer  
& Assistant Treasurer

BY \_\_\_\_\_  
Grant K. Turner  
CEO & Director

DATE 23 Jan 2020

DATE 01/24/2020

BI

2020 JAN 24 AM 0:56

CO

GRANT AGREEMENT | Amendment 002 to Preliminary Agreement - EAFN: 1060-20-GO-00001

**RFE/RL, Inc.**  
**FY 2020 Financial Plan - CR**  
 Monthly Funding Requirements  
*in US\$*

	Oct	Nov 1-31	Nov 12-30	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY 2020
<b>Operations</b>	(b) (4)														(b) (4)
Employee Salaries															
Employee Benefits															
Fees & Outside Services															
Travel															
Rent & Utilities															
Licenses, Royalties, Copyrights															
Technical															
News & Information															
Representation															
Conferences															
General & Admin. Costs															
<b>Subtotal FY 2020 Operations</b>															
<b>FY 2020 Funding Requirements</b>															

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to Radio Free Europe/Radio Liberty's Operations for the periods of December 01, 2019 through December 31, 2019 thru February 29, 2020 for operations as made available under the Consolidated Appropriations Act, 2020, H.R. 1865/H. Res. 765, (Division G, P.L. 116-94 signed December 20, 2019 and the Explanatory Statement (165 Cong. REC. H11061 at H11426, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126). Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY20. FY20 annual budgets will be distributed when the Program Plan is finalized. Please spend prudently during the pending approval of the FY 20 Program Plan.



(b) (6)

Charm A. Turner | CCO & HR Officer

01/24/20

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## AMENDMENT 003 TO THE GRANT AGREEMENT

BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RFE/RL, INC.

2020 MAR 13 PM 2:09

FOR ADDITIONAL AMOUNTS IN FY 2020

OCFO

FAIN: 1060-20-GO-00001

GRANT FUNDS TABLE

IAA Number	Previous Award Total	Initial Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING SINLECI7YVAAF1	N/A	(b) (4)		N/A

This Agreement constitutes Amendment number three (003) to the Fiscal Year ("FY") 2020 Preliminary Grant Agreement between U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") and RFE/RL, INC ("Non-Federal Entity") signed in November 2019 (the "Preliminary Grant Agreement").

The USAGM hereby grants RFE/RL, INC. ("Non-Federal Entity") an amount of [REDACTED] (section 632(b) of the Foreign Assistance Act of 1961, as amended) in support of efforts to leverage their audience base in Afghanistan and the FATA to provide support for the Department of State ("DoS"), Bureau of International Narcotics and Law Enforcement's ("INL") counter-narcotics objectives through a media and social awareness project focused on generating public dialogue among Dari- and Pashto-speaking audiences around the threat of illicit narcotics to local communities and the Afghan public.

The amount of [REDACTED] (in DoS FY-15/16 funds) is made available ("632(b) Funding") under the Afghanistan Interagency Agreement (IAA) between the USAGM and the Department of State ("DoS"), Bureau of International Narcotics and Law Enforcement ("INL") to Non-Federal Entity for costs associated with the following Budget:

Radio/TV and Web Content (RFE/RL)	Unit	Sub-Total Year One	Sub-Total Year Two	Total
Caravans of Poison				
Editor for Radio Weekly Show	(b) (4)			
Producer for Weekly Radio Show				
Radio News reports on Azadi Target Area for 52 Weekly shows (4 per week)				
Freelance Reports for 52 Weekly Shows (4 per week)				
Placement on radio stations				
Administration				



Radio/TV and Web Content (RFE/RL)	Unit	Sub-Total Year One	Sub-Total Year Two	Total
<b>Did you Know Multimedia Campaign</b>				
Project Manager (Kabul)	(b) (4)			
Cameramen				
Video Editors				
Regional Reporters (48 packages a month @ \$300)				
Video producer				
Producer/editor Social Media (Prague)				
Producer /editor Packages (Prague)				
Art Lords Project (with VOA)				
Vox pops				
PSAs - payments to experts/celebrities				
PSAs- Placements on TV and radio				
Advertising and Promotion				
<b>Equipment and Technical</b>				
Edit stations (Kabul and Prague)	(b) (4)			
Graphics Equipment and Software				
Upgraded Internet Kabul-Prague				
Travel to/from Prague-Kabul				
<b>TOTAL</b>				

The amount of [REDACTED] (in DoS FY-15/16 funds) is made available ("632(b) Funding") to Non-Federal Entity for costs associated with providing programming in accordance with the terms and requirements of the USAGM/INL Afghanistan IAA Work Plan provided to the USAGM by the Department of State, Bureau of International Narcotics and Law Enforcement's ("INL"). The 632(b) Funding and expenditures made using 632(b) Funding shall be tracked by Non-Federal Entity separately from other Grant Funds provided under the Grant Agreement.

RFE/RL, INC. agrees to the terms and conditions of the Interagency Agreement Work plan, a copy of which is attached. The Period of Performance (POP) is from October 1, 2019 and shall continue until June 30, 2021. The prior year remaining award balance against IAA Number SIN17YVAAFI in the amount of [REDACTED] in fiscal year 2018 funding is hereby made available through June 30, 2021.

Funds were initially awarded in the amount of [REDACTED] through the FY2018 Grant Agreement (FAIN#: 106-18-GO-00002), Amendment 010 with a period of performance ("POP") through July 15, 2019. The POP was amended through the FY2018 Grant Agreement (FAIN#: 106-18-GO-00002), Amendment 015 with a POP end date of September 30, 2019.

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RFE/RL, INC.**

(b) (6)  
BY [REDACTED]  
Stephanie Schmidt  
Acting Chief Financial Officer  
& Assistant Treasurer

DATE 26 Feb 2020

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)  
BY [REDACTED]  
Grant K. Turner  
CEO & Director

DATE 3/2/2020

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2020 MAR 3 PM 2:09

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# RFE/RL, Inc.

Financial Plan October 2019 thru September 2020

(Monthly Funding Requirements)

\$ in thousands

## Afghanistan - Counter-Narcotics Programming - Year 1

Employee Salaries  
Employee Benefits  
Fees & Outside Services  
Travel  
Rent & Utilities  
Licenses, Royalties, Copyrights  
Technical  
News & Information  
Representation  
Conferences  
General & Admin. Costs  
Total

Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
(b) (4)												

USAGM APPROVAL STATEMENT: Per Agreement between the USAGM and the Department of State, Bureau of International Narcotics and Law Enforcement's ("INL"), USAGM Financial Plan Approval applies to the approved budget for Year 1 (above) for the USAGM/INL Afghanistan IAA effort aka "Afghanistan Anti-Narcotics" program in the amount of [REDACTED]. The amount of [REDACTED] (in DoS FY-15/16 funds) is made available by ("632(b) Funding") to the NFE for costs associated with providing programming in accordance with the terms and requirements of the USAGM/INL Afghanistan Inter-Agency Agreement and Work Plan provided to the USAGM by the Department of State, Bureau of International Narcotics and Law Enforcement's ("INL"). The 632(b) Funding and expenditures made using 632(b) are to be tracked and reported separately by the NFE from other Grant Funds provided under the Grant Agreement. The Period of Performance (POP) is from October 01, 2019 through June 30, 2021 (Funds will be disbursed in line with Financial Plan).



U.S. AGENCY FOR  
GLOBAL MEDIA

WFO 512-574100  
BPO 632(b) INL  
632(b) INL  
632(b) INL

FINANCIAL PLAN APPROVAL

(b) (6)

Grant K. Turner | CEO & Director

Date

3/2/2020

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**RFE/RL, Inc.**  
**Financial Plan October 2019 thru September 2020**  
**(Monthly Funding Requirements)**

\$ in thousands

**Afghanistan - Counter-Narcotics Programming - Year 1**

**Caravans of Poison**

Editor for radio Weekly Show  
 Producer for Weekly Radio Show  
 Radio News reports on Azadi Target Area (52 weekly shows) (4 per week)  
 Freelance Reports for (52 weekly shows) (4 per week)  
 Placement on Radio Stations  
 Administration  
 Total Caravans of Poison

**Did you Know Multimedia Campaign**

Project Manager (Kabul)  
 Cameramen  
 Video Editors  
 Regional Reporters (48 packages per month @\$300)  
 Video Producer  
 Producer/Editor Social Media (Prague)  
 Producer/Editor Packages (Prague)  
 Art Lords Project (with VOA)  
 VoxPops  
 PSAs - payments to experts/celebrities  
 PSAs - placements on TV and radio  
 Advertising and Promotion  
 Total Did you Know Multimedia Campaign

**Equipment and Technical**

Edit stations (Kabul and Prague)  
 Graphics Equipment and Software  
 Upgraded Internet Kabul-Prague  
 Travel to/from Prague-Kabul  
 Total Did you Know Multimedia Campaign  
 Grand Total

Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-------

(b) (4)												

**RFE/RL, Inc.**  
**Financial Plan October 2020 thru September 2021**  
**(Monthly Funding Requirements)**

\$ in thousands

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
<b>Afghanistan - Counter-Narcotics Programming - Year 2</b>	(b) (4)												
Employee Salaries													
Employee Benefits													
Fees & Outside Services													
Travel													
Rent & Utilities													
Licenses, Royalties, Copyrights													
Technical													
News & Information													
Representation													
Conferences													
General & Admin. Costs													
<b>Total</b>													

**USAGM APPROVAL STATEMENT:** Per Agreement between the USAGM and the Department of State, Bureau of International Narcotics and Law Enforcement's (INL), USAGM Financial Plan Approval applies to the approved budget (above) for the USAGM/INL Afghanistan IAA effort aka "Afghanistan Anti-Narcotics" program in the amount of [REDACTED]. The amount of [REDACTED] in DoS FY-15/16 funds) is made available ("632(b) Funding") to NFE for costs associated with providing programming in accordance with the terms and requirements of the USAGM/INL Afghanistan Inter-Agency Agreement and Work Plan provided to the USAGM by the Department of State, Bureau of International Narcotics and Law Enforcement's (INL). The 632(b) Funding and expenditures made using 632(b) are to be tracked and reported separately by the NFE from other Grant Funds provided under the Grant Agreement. The Period of Performance (POP) is from October 01, 2019 through June 30, 2021 (Funds will be disbursed in line with Financial Plan).



**FINANCIAL PLAN APPROVAL**

(b) (6)

Grant K. Turner | CEO & Director

Date

3/2/2020

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**RFE/RL, Inc.**  
**Financial Plan October 2020 thru September 2021**  
**(Monthly Funding Requirements)**

\$ in thousands

**Afghanistan - Counter-Narcotics Programming - Year 2**

Oct    Nov    Dec    Jan    Feb    Mar    Apr    May    Jun    Jul    Aug    Sep    Total

**Caravans of Poison**

Editor for radio Weekly Show  
 Producer for Weekly Radio Show  
 Radio News reports on Azadi Target Area (52 weekly shows) (4 per week)  
 Freelance Reports for (52 weekly shows) (4 per week)  
 Placement on Radio Stations  
 Administration  
 Total Caravans of Poison

(b) (4)

**Did you Know Multimedia Campaign**

Project Manager (Kabul)  
 Cameramen  
 Video Editors  
 Regional Reporters (48 packages per month @ \$500)  
 Video Producer  
 Producer/Editor Social Media (Prague)  
 Producer/Editor Packages (Prague)  
 Art Lords Project (with VOA)  
 Vox Pops  
 PSAs - payments to experts/celebrities  
 PSAs - placements on TV and radio  
 Advertising and Promotion  
 Total Did you Know Multimedia Campaign

**Equipment and Technical**

Editorial stations (Kabul and Prague)  
 Graphics Equipment and Software  
 Upgraded Internet Kabul-Prague  
 Travel to/from Prague-Kabul  
 Total Did you Know Multimedia Campaign  
 Grand Total



2020 MAR 23 PM 11



## BBG/INL Afghanistan IAA Work Plan

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### COUNTERNARCOTICS RADIO PUBLIC INFORMATION PROPOSAL FOR AFGHANISTAN

OCFO

#### **"Cultivating New Opportunities through Public Awareness: A Joint Counternarcotics Initiative of INL, RFE/RL's Radio Azadi and Radio Mashaal, and VOA's Radio and TV Ashna"**

#### **I. INTRODUCTION**

INL supports Afghan government and civil society efforts to increase public understanding of and dialogue around the illicit drug trade in Afghanistan, as well as the damage it poses to Afghans' daily lives, local communities, and the nation. Surveys show that Afghans believe the high rate of drug use among young people leaves a large percentage of the population unproductive, while the drug trade undermines security in Afghanistan and neighboring countries.

Radio Free Europe/Radio Liberty (RFE/RL) and Voice of America (VOA) propose to continue leveraging their audience base in Afghanistan and the Afghanistan-Pakistan border region to support INL's counternarcotics objectives through a media and social awareness project. RFE/RL is a grantee of the United States Agency for Global Media (USAGM) that produces radio programming in Dari and Pashto for Afghanistan (Radio Azadi) and in Pashto for the Afghanistan-Pakistan border region (Radio Mashaal). VOA is a federal component of USAGM. Radio is the most popular medium and primary source of information both in Afghanistan and the Afghanistan-Pakistan border area, and television is growing fast. The VOA's Radio Azadi is the leading media outlet in Afghanistan, reaching more than 25 percent of the Afghan population with its radio, video and Internet programs.

According to a 2018 media survey by D3, VOA is a leader in informing Afghans about the dangers of opium and the efforts to curb drug trafficking. Via TV Ashna, Radio Ashna and digital platforms, VOA informs, engages and connects audiences on addiction, treatment and alternative livelihoods. TV Ashna airs six nights a week on RTA, the national TV network, while Radio Ashna reaches an estimated 8.5 million listeners in urban and rural areas. VOA's Afghan web and social media platforms have more than seven million followers, mainly youth. RFE's Radio Mashaal has extremely high trust and credibility ratings, and reaches more than 8 percent of the adult population of the Federally Administered Tribal Areas in Pakistan (FATA) each week.

The IAA between INL and USAGM (then known as the Broadcasting Board of Governors, or BBG) began in 2017. INL provided BBG with [REDACTED] in funding to manage radio and TV programming by VOA and RFE/RL in Afghanistan, later adding [REDACTED] and deobligating (b) (4) [REDACTED] for a net increment of [REDACTED] and total funding to date of (b) (4) [REDACTED]. Under this amendment to the IAA, INL will double the period of performance from one to two years and will provide [REDACTED] total ([REDACTED] to USAGM for RFE/RL and [REDACTED] to VOA).

#### **II. PROJECT DESCRIPTION**

## BBG/INL Afghanistan IAA Work Plan

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### Summary Description

OCFO

RFE/RL and VOA propose to leverage their audience base in Afghanistan and the FATA to provide support for INL's counternarcotics objectives through a media and social awareness project focused on generating public dialogue among Dari- and Pashto-speaking audiences around the threat of illicit narcotics to local communities and the Afghan public. Broadcasts will last for 24 months. The Period of Performance (POP) is 24 months.

### Strategic Context

INL's long-term objective under this project is to support positive change in Afghan public opinion and behavior among the Radio Azadi and Radio Mashaal listening audiences to reduce the supply of and demand for illicit drugs in Afghanistan. This project supports the U.S. Administration's South Asia Strategy and supports the following goals and objectives of the INL Functional Bureau Strategy:

- (U) Goal 2 – Reduce instability in strategically vital regions and strengthen the resilience of partners facing malign influence.
- (U) Objective 2.1 – Improve the capacity of vulnerable countries to deliver citizen security and maintain rule of law in order to prevent and address non-state, criminal, and terrorist threats to national and regional stability.

This IAA also supports the goals of the INL/FO approved Afghanistan Country Plan, by spreading messages that promote the following objectives:

- *Goal 1: Decrease cultivation of opium poppy*
- *Goal 2: Decrease production and trafficking of opiates*
- *Goal 3: Reduce demand for illicit drugs and increase provision of treatment for users*

### Core Project Deliverables

**The specific overarching goal of this project is to conduct a counternarcotics media campaign in southern and eastern Afghanistan through RFE/RL's Radio Azadi and Radio Mashaal and VOA's Radio and TV Ashna, resulting in an increase in news, debate, discussion, and educational entertainment on the topic of illicit narcotics on radio, TV and social media.**

This initiative will be implemented through several component activities, including:

1. Increased daily news reporting on Radio Azadi and Radio Mashaal (RFE/RL) on illicit narcotics;
2. Production and broadcast of a weekly 30-minute counternarcotics radio magazine program on Radio Azadi (*Caravan of Poison*) (RFE/RL);
3. Production of video pieces by RFE/RL for placement on local TV stations and the web, including social media;
4. Weekly stories on VOA's Radio Ashna and television Ashna programs on narcotics-related issues, including crime, health, social issues, and agriculture;

## BBG/INL Afghanistan IAA Work Plan

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5. Weekly talk/call-in radio program in Dari and Pashto languages focusing on social and political issues related to criminal justice, addiction and drug smuggling;
6. Production of three 30-minute documentaries to air on RTA and VOA-affiliated TV channels addressing youth and addiction, treatment and rehabilitation, and alternative livelihoods to drugs; and
7. Producing and airing Public Service Announcements (PSAs) featuring Afghan music and sports celebrities on TV Ashna.
8. RFE/RL's Radio Azadi will expand its reach with a multimedia "Did You Know?" campaign, which will engage audiences around the idea that opium cultivation is destroying Afghanistan. "Did You Know?" Public Service Announcements will include PSAs placed on national and regional TV and radio stations, in addition to segments titled "Ask the Doctor" and "Ask a Religious Leader."
9. Training (RFE with VOA) will cover reporting best practices, safety and security training, and video recording and editing skills.

### Framework of the Initiative

Radio Azadi is deeply rooted in the rural areas of Afghanistan, especially in the areas where most illicit poppy cultivation is taking place. Meanwhile, Radio Mashaal in the Pashto language is more focused on the border region, a major drug trafficking route. Using the market penetration Radio Azadi and Mashaal possess in these regions, they can provide a means of large-scale dissemination of information through a medium that enjoys unique and rare levels of public trust and credibility in Pashto-speaking regions of Afghanistan. Given that the main focus of the program is in the Pashto-speaking areas, the majority of RFE/RL broadcasting will be in Pashto (85-90%). The remaining content will be in Dari, allowing RFE/RL to target people across the country and account for ethno-linguistic sensitivities in the country.

### Methodology and Timeline

All radio broadcasts will be transmitted by USAGM's robust radio network, including 15 FM transmitters throughout Afghanistan, as well as medium-wave and shortwave broadcasting. While the primary focus of this initiative is the listening audience of Radio Azadi and Radio Mashaal, social media is an increasing focus, potentially serving as a mechanism for connecting with audiences on counternarcotics issues, encouraging them to send in comments, concerns, and personal stories connected with the problems surrounding Afghanistan's drug trade. The VOA's Facebook pages in Dari and Pashto have over 7.3 million followers and are some of the largest social media platforms in Afghanistan. Given the rise in accessibility of the Internet, RFE/RL programming in this IAA will continue to operate over video programming for the web and TV.

Working cooperatively with RFE/RL, VOA will continue to produce a minimum of three stories weekly on anti-narcotics-related issues to be aired across Afghanistan on TV Ashna, which is carried by the state broadcaster. RFE/RL will continue to run radio news shows and the *Caravan of Poison* radio show, and will add additional video and TV programming related to narcotics in Afghanistan.



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### III. PERFORMANCE GOALS AND MEASUREMENTS OF EFFECTIVENESS

The specific overarching goal of this project is to increase news, debate, discussion, and educational entertainment on the topic of illicit narcotics on VOA and RFE/RL products.

USAGM will provide Quarterly Reports on all VOA and RFE/RL activities.

#### Component 1: Increase Daily news reporting on Radio Azadi and Radio Mashaal on Illicit Narcotics

**Description:** RFE/RL will continue to increase narcotics reporting and dialogue in southern and eastern Afghanistan. Radio Azadi and/or Radio Marshaal will produce daily stories.

**Methodology:** In addition to using existing reporters, RFE/RL may add stringers in key provinces of Afghanistan and along the Afghanistan-Pakistan border area. Reports may include news, analysis, snapshots of public opinion (known as "vox pops," and interviews with community leaders. Reports will emanate from main demographic hubs and rural areas, depending on security.

#### **Performance Goals**

1. Regular, daily news reporting about illicit crop cultivation and narcotics production, trafficking, health, and consumption. Four reports per week.
2. Human interest stories and interviews on illicit cultivation, trafficking, and drug abuse. Four stories a week.
3. Public concern about the damage caused by the drug trade will be increased because the programming will reach more than 25 percent of the Afghan population.
4. Azadi's Facebook audience of more than 75 million will lead to an improved understanding of the dangers of narcotics, particularly among younger people engaging on social media platforms.

#### **Performance Measures**

1. At least five stories a week will focus on topics that underscore the danger of narcotics to personal health and to the Afghan society as a whole.
2. Quarterly reports show listeners reached with counternarcotics content by Radio Azadi and Radio Mashaal on Azadi FM and 15 local radio station in Kandahar and Badakhshan.

#### **Verification and Sustainability**

The increase in radio stories related to drug issues will be verified by detailed quarterly reports with logs to the funder. The program will foster sustainability by ensuring that a cadre of journalists is familiar with anti-narcotics stories and continues to cover them. Radio Azadi and Radio Mashaal programming will take into account the D3 survey, making adjustments to programming based on recommendations from survey participants.

#### Component 2: Produce and broadcast a weekly 30-minute counternarcotics radio magazine program on Radio Azadi (Caravan of Poison) (RFE/RL) during primetime hours.



## BBG/INL Afghanistan IAA Work Plan

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**Description:** RFE/RL will continue to provide a 30-minute weekly program on counternarcotics issues.

**Methodology:** RFE/RL's primetime radio distribution throughout the country on Radio Azadi, and its reach to 43% of Afghan adults, ensures that counternarcotics programming reaches the widest possible audience. The broadcast will primarily be in Pashto, with some Dari-language materials in key segments of the 30-minute program.

This dedicated magazine-style program will follow a popular format that is familiar to Radio Azadi's listeners: a mix of hard news, informative entertainment programming, and music. This highly-produced program will be the signature of the initiative, emphasizing the seriousness with which a popular radio station is tackling the pressing issue of the illicit drug trade. The program will be designed to appeal to a wide range of listeners, but also to include elements specifically targeted at younger Afghans.

(b) (5)



## BBG/INL Afghanistan IAA Work Plan

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**Component 3: Production of Video Pieces by RFE/RL for Placement on local TV Stations and the Web, including Social Media**

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**Description:** This is the only new project component under this amended IAA. Under this activity, RFE/RL will produce weekly video stories on anti-narcotics-related issues, including crime, health, social issues, and agriculture. The weekly stories will be aired on local, provincial TV stations. TV equipment, including smartphones for reporters to produce video content, will be provided to RFE/RL so reporters can launch video pieces from high narcotics-producing areas.

**Methodology:** RFE/RL will commission reports on narcotics issues from its network of TV-capable stringers in Afghanistan. The weekly stories will be incorporated into the Radio Azadi and Radio Mashaal websites, and will be aired on local, provincial stations. Additionally, RFE/RL will rent local TV stations to produce TV content and will buy airtime for this content.

**Performance Goals**

1. *Increase* regular, weekly news reporting on TV and social media on narcotics related issues, including cultivation, trafficking, and abuse.
2. *Encourage* public familiarity and awareness in Afghanistan about the drug trade by engaging broadcast listeners and those on social media. Audience shares and comments on the Radio Azadi and Radio Mashaal websites, and on Facebook will help verify the level of public interest and understanding of that issue.
3. *Increase* concern among the RFE/RL viewing audience about the dangers of narcotics.

**Performance Measures**

1. Forty-eight video reports on narcotics issues aired on local provincial TV stations per month throughout the initiative.
2. Quarterly reports showing viewers reached with counter-narcotics content by RFE/RL program on the Radio Azadi and Radio Mashaal websites, and on Facebook

**Verification and Sustainability**

The increase in stories related to drug issues will be verified by detailed quarterly reports with logs to the funder. The program will foster sustainability by ensuring that a cadre of journalists is familiar with anti-narcotics stories and continues to cover them.

**Component 4: Weekly Stories on VOA's Radio Ashna and TV Ashna Programs on Narcotics-Related Issues**

**Description:** VOA will produce three 30-minute documentaries and continue to produce weekly stories on anti-narcotics-related issues, including crime, healthy, social issues, and agriculture to be aired across Afghanistan on Radio and TV Ashna, which is carried by the state broadcaster, as well as via social media.

**Methodology:** VOA will commission reports on narcotics issues from its network of radio and TV-capable stringers in Afghanistan. The weekly VOA stories will be incorporated into the

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VOA TV Ashna flagship newscast, which airs nightly during prime time on state broadcaster RTA.

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#### **Performance Goals**

1. *Increase* regular, weekly news reporting on Radio and TV Ashna on narcotics related issues, including cultivation, trafficking, and abuse.
2. *Develop* public familiarity and interest in Afghanistan on the drug trade.
3. *Increase* concern among the VOA viewing audience about the dangers of narcotics.

#### **Performance Measures**

1. Twenty video reports per week and three 30-minute documentaries during the project on narcotics issues aired on TV Ashna, RTA and VOA-affiliated television channels in Afghanistan, which together reach nearly 100% of the potential viewing audience.
2. Quarterly reports show that Radio and TV Ashna are reaching listeners and viewers with counter-narcotics related content on U.S. government FM frequencies in eight cities across the country, including the narcotics headlands in the south and east, Kandahar, Helmand, Ningrahar and Khost, and on the Afghan Service Medium Wave signal from Kabul.

#### **Verification and Sustainability**

The increase in stories related to drug issues will be verified by detailed quarterly reports with weekly broadcast logs to the funder. The program will foster sustainability by ensuring that a cadre of journalists is familiar with anti-narcotics stories and continues to cover them. Radio and TV Ashna programming will take into account the D3 survey, making adjustments to programming based on recommendations from survey participants.

### **IV. REPORTING**

Program representatives of USAGM, VOA, and RFE/RL will report to INL on a quarterly basis on progress towards achievement of the project goal and objectives. This research component will result in a M&E report, to be provided to INL in the format requested, to include USAGM uploading reporting to an online database.

On a quarterly basis, VOA and RFE/RL will, to the extent possible, provide INL with an updated broadcast schedule for all INL-funded programming over the upcoming quarter. INL will use this schedule to conduct ad hoc media monitoring of VOA and RFE/RL's performance.

M&E Reporting will include occasional translations of USAGM stories and programs, depending on budget constraints.

### **V. BUDGET**

Provided in a separate Excel spreadsheet.

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**AMENDMENT 004 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RFE/RL, INC.  
FOR ADDITIONAL AMOUNTS IN FY 2020**

FAIN: 1060-20-GO-00001

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	<b>PENDING</b>	(b) (4)			

This Agreement constitutes Amendment number four (004) to the Fiscal Year ("FY") 2020 Preliminary Grant Agreement between U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") and RFE/RL, INC ("Non-Federal Entity") signed in November 2019 (the "Preliminary Grant Agreement").

The Parties hereby agree to the following:

- I. Article X of the FY 2019 Grant Agreement is hereby amended by striking the existing paragraph under Article X in its entirety and replacing it with a new paragraph under Article X, as follows:

**"Article X – PERSONNEL SECURITY POLICY**

a. USAGM as Independent Controller of Personal Data. Ensuring the stability of the Non-Federal Entity's operations and the security of the Non-Federal Entity's personnel is of utmost importance to USAGM and to the United States government. In particular, USAGM is committed to ensuring that the Non-Federal Entity is protected from terrorism, espionage and other crimes. Accordingly, USAGM requires that:

- (1) All employees of the Non-Federal Entity must undergo counter-intelligence background checks conducted by authorized U.S. Government agencies;
- (2) All employees or contractors of the Non-Federal Entity who occupy or apply to a national security sensitive position must undergo personnel security background investigations before beginning employment or contract, and periodically thereafter; and
- (3) All employees or contractors of the Non-Federal Entity who occupy or apply to a position that requires access to classified information, unescorted access to Federal facilities, a Federal credential, or access to Federal information systems must undergo personnel security background investigations before beginning employment or contract, or before access is granted in cases when new access requirements arise after the employee or contractor begins work, and periodically thereafter as needed.

<sup>1</sup> Reported on RFE/RL Foreign Currency Loss Report - January 31, 2020.



As a condition of receiving the Grant Funds, the Non-Federal Entity is therefore required to transmit certain personal data to USAGM so that USAGM can conduct these background checks.

USAGM hereby certifies that it is an independent controller of the personal data that the Non-Federal Entity sends to it. USAGM will at all times exercise professional judgment in the processing of the personal data of the Non-Federal Entity's employees, will comply with all applicable U.S. laws in processing the personal data, will ensure that adequate technical and organizational measures are taken for a level of security appropriate to the risk, and will have complete autonomy as to how such personal data are processed. USAGM will inform the Non-Federal Entity, based on the results of these counter-intelligence background checks, if the employment of certain employees should be terminated by the Non-Federal Entity.

b. USAGM shall be individually and separately responsible for complying with the obligations that apply to it as a controller under applicable data protection laws.

c. USAGM shall co-operate with the Non-Federal Entity, to the extent reasonably requested, in relation to any requirements under applicable data protection laws.

d. USAGM will cover the cost of the counter-intelligence background checks described in subsection (a) hereof."

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RFE/RL, INC.**

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)  
By \_\_\_\_\_  
Stephanie Schmidt  
Acting Chief Financial Officer  
& Assistant Treasurer

(b) (6)  
By \_\_\_\_\_  
Grant K. Turner  
CEO & Director

DATE 26 FEB 2020

DATE 23/02/2020

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**AMENDMENT 005 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RFE/RL, INC.  
FOR ADDITIONAL AMOUNTS IN FY 2020**

**FAIN: 1060-20-GO-00001**

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN</b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informational)</b>
<b>FUNDING</b>	<b>PENDING</b>	(b) (6)			

In addition to the Grant Funds granted in the FY 2020 Preliminary Grant Agreement, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of [REDACTED] to RFE/RL, INC. ("Non-Federal Entity") for operations during FY 2020, as made available pursuant to the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2020 of the Consolidated Appropriations Act of 2020, H.R. 1865 / H. Res. 765, (Div. G, P.L. 116-94, December 20, 2019) and the corresponding Explanatory Statement (165 Cong. Rec. H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126)), USAGM must submit operating and spend plans related to the expenditure of funds appropriated under that Act;

WHEREAS, funding has been requested by the Non-Federal Entity to maintain operations until necessary consultations occur, including with the Congress, and such plans are finalized.

With the additional amount granted under this agreement, the total amount available is [REDACTED]. It is anticipated that additional amounts will be made available to RFE/RL for operations during FY 2020 as soon as such funds become legally available.

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement shall remain in full force and effect.

**RFE/RL, INC.**

(b) (6)  
[REDACTED]  
BY [REDACTED]  
Mark Kentos  
Chief Financial Officer

DATE 3/19/20

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)  
[REDACTED]  
BY [REDACTED]  
Grant Turner  
CEO & Director

DATE 3/30/20

<sup>1</sup> Reported on RFE/RL Foreign Currency Loss Report - January 31, 2020.

**RFE/RL, Inc.**  
**FY 2020 Financial Plan**  
**Monthly Funding Requirements**  
*in US\$*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY 2020
<b>Operations</b>	(b) (4)												
Employee Salaries													
Employee Benefits													
Fees & Outside Services													
Travel													
Rent & Utilities													
Licenses, Royalties, Copyrights													
Technical													
News & Information													
Representation													
Conferences													
General & Admin. Costs													
<b>Subtotal FY 2020 Operations</b>													
<b>FY 2020 Funding Requirements</b>													

**USAGM APPROVAL STATEMENT:** USAGM Financial Plan Approval applies to Radio Free Europe/Radio Liberty's Operations for the periods of March 01, 2020 through March 31, 2020 for operations as made available under the Consolidated Appropriations Act, 2020, H.R. 1865/H Res. 765, (Division G, P.L. 116-94 signed December 20, 2019 and the Explanatory Statement (165 Cong. Rec. H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126). Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY20. FY20 annual budgets will be distributed when the Program Plan is finalized. Please spend prudently during the pending approval of the FY 20 Program Plan.



**FINANCIAL PLAN APPROVAL**

(b) (6) \_\_\_\_\_ nt  
 \_\_\_\_\_ /30/20

Grant K. Turner | CEO & Director

Date

**RFE/RL, Inc.**  
**FY 2020 Financial Plan**  
**Current Time Break-out**  
*in US\$*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY 2020
Operations	(b) (4)												
Employee Salaries													
Employee Benefits													
Fees & Outside Services													
Travel													
Rent & Utilities													
Licenses, Royalties, Copyrights													
Technical													
News & Information													
Representation													
Conferences													
General & Admin. Costs													
Subtotal FY 2020													
FY 2020 Current Time Break-out													

(b) (6)

FOIA

**AMENDMENT 006 TO THE GRANT AGREEMENT  
BETWEEN THE  
U.S. AGENCY FOR GLOBAL MEDIA AND  
RFE/RL, INC.  
FOR ADDITIONAL AMOUNTS IN FY 2020**

**FAIN: 1060-20-GO-00001**

**GRANT FUNDS TABLE**

	<b>FY 2020 PROGRAM PLAN<sup>1</sup></b>	<b>1% Investment Allocation Hold<sup>2</sup></b>	<b>Previous Award Total</b>	<b>Current Award</b>	<b>New Award Total</b>	<b>Currency gain/(loss) (Informati onal)</b>
<b>FUNDING</b>	(b) (4)					

In addition to the Grant Funds granted in the FY 2020 Preliminary Grant Agreement, the U.S. AGENCY FOR GLOBAL MEDIA ("USAGM") hereby grants an additional amount of (b) (4) (Of which, (b) (4) is provided for "Current Time TV and Digital" Operations during FY 2020) (Of which, (b) (4) is provided for "Radio Farda (Persian)" Operations during FY 2020) to RFE/RL, INC. ("Non-Federal Entity") for operations during FY 2020, as made available pursuant to the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2020 of the Consolidated Appropriations Act of 2020, H.R. 1865 / H. Res. 765, (Div. G, P.L. 116-94, December 20, 2019) and the corresponding Explanatory Statement (165 Cong. Rec. H11061 at H11428, December 17, 2019) and Report(s) (H. Rept. 116-78, S. Rept. 116-126) ):

Included in the FY 2020 Program Plan (See Supplemental Attachment A) are:

1. An International Broadcasting Operations ("IBO") transfer of (b) (4) from RFE/RL to Voice of America ("VOA") (V011 – Broadcast Operations (BOPS)) for RFE/RL's cost share percentage of the inflationary increase to USAGM Shared Wire Service Contract in FY 2020: USAGM's five public service media organizations have successfully centralized and streamlined procurement of content, including graphics, photographs, text, and video, from news wire services such as the Associated Press, Agence France-Presse, and Reuters. This streamlining is part of the Agency's effort to improve news production sharing across the networks that, in turn, will yield a better product and control costs. The FY 2020 funding transfers to VOA from the four networks are necessary to facilitate this joint procurement effort.
2. An IBO transfer of (b) (4) from RFE/RL to International Broadcasting Bureau ("IBB") (I600 – Security) for RFE/RL's cost share percentage of the USAGM Background

<sup>1</sup> FY 2020 Program Plan Submission to Congress dated February 14, 2020 was submitted with rounded totals, this amount reflects actuals.

<sup>2</sup> Agency's 1% 4<sup>th</sup> quarter Investment Allocation Funds Hold. Entities may request approval from the USAGM CEO in the 4<sup>th</sup> quarter to access held funds. Amounts will be released at the discretion of the USAGM CEO.

<sup>3</sup> Reported on RFE/RL Foreign Currency Loss Report – March 31, 2020



**Investigations:** USAGM is transferring (b) (4) to the International Broadcasting Bureau (IBB) for projected background investigation costs. Based on a recommendation from the Office of the Director of National Intelligence (ODNI), USAGM began having the U.S. Department of Defense's (DoD) Defense Counterintelligence and Security Agency (DCSA) perform background investigations on USAGM employees and those employed by USAGM's Non-Federal Entities.

3. An IBO transfer of [REDACTED] from TSI (T001 - TSI Operations/Broadcast Technologies) to RFE/RL for **RFE/RL Basement Studio Upgrades:** To assist with the basement studio upgrades and infrastructure improvements to the under-utilized basement space in the RFE/RL headquarters building in Prague, Czech Republic. These funds will be applied to the efforts of phase I/phase II of the broader basement studio build-out project, which (a) build out the HVAC and electricity, (b) removal of an existing control room booth and the rebuilding of the control room to proper standard, and (c) building a new studio and hard sets in the large, high-ceilinged room in the basement;
4. An IBO transfer of [REDACTED] from IBB Office of Policy and Research ("OPR") (I822 - Policy and Research) to RFE/RL for reimbursement for **OPR (Team) Research - Countering Disinformation:** OPR Research Team has a requirement to identify some of the central disinformation challenges and effective ways to address them to support one of the primary objectives of USAGM, which is to counter disinformation by state and non-state actors.

Countering disinformation by state and non-state actors is one of USAGM's primary objectives. The process will be research and innovation-driven, with OPR analysts using available academic literature to identify some of the central disinformation challenges and effective ways to address them. The team will then evaluate some of USAGM's key approaches to addressing disinformation and outline a set of recommendations for the future.

The goals of the research are:

- a. Conduct a broad review of the key academic and professional literature on disinformation to identify best practices - top "Do's and "Don'ts - in countering disinformation.
- b. Identify some of the central disinformation challenges in USAGM target markets.
- c. Identify and describe current USAGM efforts to address disinformation in key target markets.
- d. Using insights from best practices, evaluate current USAGM efforts to address disinformation.
- e. Using insights from best practices, suggest recommendations for USAGM to improve its ability to address and counter disinformation campaigns across various regions, language services, platforms, and/or issue areas.
- f. Identify opportunities for USAGM to take proactive and preemptive steps to reduce audiences' vulnerability to disinformation efforts.

This one-time transfer to RFE/RL is made available to the NFE for costs associated with conducting the Countering Disinformation research in accordance with the terms and



requirements of the Scope of Work ("SOW") provided by the USAGM (*See Supplemental Addendum #001*).

5. **International Studies Association (ISA) 2020 Annual Convention - March 25th - 28th, 2020 in Honolulu, Hawaii:** An IBO transfer of [REDACTED] from IBB Office of Policy and Research ("OPR") (I822 – Policy and Research) to RFE/RL for reimbursement for research related travel costs and expenses. Included in the transfer is research-related travel costs and expenses to the ISA 2020 Annual Convention by a member of RFE/RL's Research Department. This one-time transfer to RFE/RL is made available to the NFE for costs associated with attending the ISA 2020 Annual Convention; this transfer covers any non-reimbursable incurred cancellations costs from vendors due to a cancelled and/or postponed event related to the ISA 2020 Annual Convention;
6. **Central Eastern Europe Management Company (CEEMC) Repayment:** An IBO transfer of (b) (4) [REDACTED] from RFE/RL to USAGM. Per the direction of USAGM and RFE/RL's Board of Directors on September 5, 2018, (b) (4) [REDACTED] of funds were returned to USAGM in FY 2018 related to the write-off of (b) (4) [REDACTED] in unrecoverable property management payments. In FY 2019, a second payment of an additional [REDACTED] was returned. This amount accounts for the final payment of [REDACTED] to be returned in FY2020.
7. **Next TV:** IBO transfer of [REDACTED] from RFE/RL to TSI (T018 – Eurasia Regional Office); this transfer reverses a prior year transfer built into the base of the FY 2020 Enacted Appropriation, Program Project and Activity (PPA) level for RFE/RL;
8. **Current Time Graphics:** IBO transfer of [REDACTED] from RFE/RL to VOA (V010 – Eurasia Division); this transfer reverses a prior year transfer built into the base of the FY 2020 Enacted Appropriation, Program Project and Activity (PPA) level for RFE/RL;

With this increase, the total amount of funding for "Current Time" awarded in FY 2020 that are made available to RFE/RL, Inc. for "Current Time TV and Digital" Operations efforts under this FY 2020 grant is (b) (4) [REDACTED]

With this increase, the total amount of funding for "Radio Farda (Persian)" awarded in FY 2020 that are made available to RFE/RL, Inc. for "Radio Farda (Persian)" Operations efforts under this FY 2020 grant is (b) (4) [REDACTED] of which (b) (4) [REDACTED] is for "Farda" and (b) (4) [REDACTED] is for "Persian 24/7 Initiative."

With the additional amounts granted under this agreement, the total amount USAGM has granted to the NFE for FY 2020 is [REDACTED]

Except as otherwise expressly provided herein, the other provisions of the FY 2019 Grant Agreement, as amended, shall remain in full force and effect.

**RFE/RL, INC.**

(b) (6)

BY

Mark Kontos  
Chief Financial Officer

DATE 8 May 2020

**U.S. AGENCY FOR GLOBAL MEDIA  
International Broadcasting Bureau**

(b) (6)

BY

Grant Turner  
CEO & Director

DATE 5/14/2020

# Supplemental Attachment A<sup>4</sup>

## United States Agency for Global Media Radio Free Europe/Radio Liberty (RFE/RL)

	FY 2020 Enacted	Program Plan Changes	FY 2020 Program Plan	1% Investment Allocation	FY 2020 TOTAL
<b>News Division</b>					
Director	(b) (4)				
Marketing & Affiliates					
<b>Language Services</b>					
Armenian					
Azerbaijani					
Balkans (Bosnian, Macedonian, Serbian, Albanian, Montenegrin, Croatian)					
Belarusian					
Bulgarian					
Current Time TV and Digital					
Georgian					
Hungarian					
Kazakh					
Kyrgyz					
Radio Farda (Persian)					
Radio Free Afghanistan (Dari and Pashto)					
Radio Mashaal (Pashto)					
Romania (Romanian to Moldova)					
Russian					
North Caucasus Unit (Avar, Chechen and Circassian)					
Tajik					
Tatar-Bashkir					
Turkmen					
Ukrainian					
Uzbek					
News and Current Affairs					
Multimedia Strategy, Development and Training					
<b>Subtotal, Programming Division</b>					
Office of the President					
Technology Division					
Finance Division					
Human Resources Division					
<b>Subtotal, Admin, Mgt &amp; Finance</b>					
<b>TOTAL, RFE/RL - Program Plan</b>					

<sup>4</sup> Amounts in Program Plan Potluck reflect FY 2020 Appropriated Funds Only.

## Supplemental Addendum #001

### **OPR Research Team: *Countering Disinformation* Statement of Work**

The Office of Policy and Research (OPR) offers research and analysis to USAGM's networks to provide demand driven research in a proactive and dynamic fashion, working hand-in-hand with services and networks to create strategies to address market, platform and incident driven opportunities.

**Summary:** Countering disinformation by state and non-state actors is one of USAGM's primary objectives. The process will be research and innovation-driven, with OPR analysts using available academic literature to identify some of the central disinformation challenges and effective ways to address them. The team will then evaluate some of USAGM's key approaches to addressing disinformation and outline a set of recommendations for the future.

#### *Goals:*

- Conduct a broad review of the key academic and professional literature on disinformation to identify best practices – top “Do”s and “Don’t”s – in countering disinformation.
- Identify some of the central disinformation challenges in USAGM target markets.
- Identify and describe current USAGM efforts to address disinformation in key target markets.
- Using insights from best practices, evaluate current USAGM efforts to address disinformation.
- Using insights from best practices, suggest recommendations for USAGM to improve its ability to address and counter disinformation campaigns across various regions, language services, platforms, and/or issue areas.
- Identify opportunities for USAGM to take proactive and preemptive steps to reduce audiences' vulnerability to disinformation efforts.

This project will be led by a team of 6-7 experts working on the issues outlined by OPR management, including a team lead who will serve as the primary POC.

In order to provide an organic, current, and insightful report and recommendations, OPR requests direct access to producers, content creators, and others at the USAGM networks who may have pertinent and valuable information. This is crucial to the success of the engagement and to ensure that top level management objectives are met.

**Deliverables:** A paper providing a brief review of the most pertinent literature and outlining actionable suggestions for USAGM, coupled with a presentation to USAGM Senior Staff.

#### *Timeline:*

- Research team established: November 4, 2019
- Draft paper by December 16, 2019
- Final paper by January 24, 2020

**RFE/RL, Inc.**  
**FY 2020 Financial Plan**  
**Monthly Funding Requirements**  
in US\$

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY 2020	(1% Investment Allocation)	Total 1% Investment Allocation	TOTAL FY 2020
<b>Operations</b>	(b) (4)															
<b>Subtotal FY 2020 Operations</b>																
VOA - CT Graphics																
TSI - Travel/Training for CT Affiliate in Kyrgyzstan NextTV																
IBB - Travel																
IBB - PR Research Project for Countering Disinformation																
IBB - CEEMC Repayment																
IBB - Background Investigations																
TSI Studio upgrade																
VOA - NewsWire Service																

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to Radio Free Europe/Radio Liberty's Operations for the remainder of the fiscal year (April 01, 2020 - September 30, 2020). These amounts are based on the Approved Operating Plan ("the Plan"), made available under the Consolidated Appropriations Act, 2020, H.J. Res. 31 Division F of P.L. 116-6 and the Approved Program Plan submitted on February 14, 2020 less a 1% contingency funding hold. USAGM approves RFE/RL's proposal to meet the 1% contingency funding hold by reducing all funding categories (less representation) a pro rata percentage in September by (b) (6) for a September draw down amount of (b) (6). Program Plan changes include: a transfer of (b) (6) to VOA for Current Time Graphics; (b) (6) to TSI for the reversal of a pro rata year non-base transfer for the Eurasia regional office in conjunction with Next TV; (b) (6) to IBB for Security Background Investigations; (b) (6) to IBB for the final payment for the unrecoverable property management payment to CEEMC; and (b) (6) to VOA for the stated newswire services contract. Other transfers include (b) (6) from IBB for travel for an RFE/RL employee to represent USAGM at an annual conference; and (b) (6) for an Office of Policy and Research Project for Countering Russian Disinformation; and (b) (6) from TSI for studio upgrades at RFE/RL headquarters in Prague.



(b) (6)

5/14/2020

Grant K. Turner | CEO & Director

Date:



**RFE/RL, Inc.**  
**FY 2020 Financial Plan**  
 Current Time Break-out  
*in US\$*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY2020
<b>Operations</b>	(b) (4)												
Employee Salaries													
Employee Benefits													
Fees & Outside Services													
Travel													
Rent & Utilities													
Licenses, Royalties, Copyrights													
Technical													
News & Information													
Representation													
Conferences													
General & Admin. Costs													
Subtotal FY 2020													
<b>FY 2020 Current Time Break-out</b>													



**RFE/RL, Inc.**  
**FY 2020 Financial Plan**  
**Farda Break-out**  
*in US\$*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
<b>FY 2020 - Farda</b>	(b) (4)												
Employee Salaries													
Employee Benefits													
Fees & Outside Services													
Travel													
Rent & Utilities													
Licenses, Royalties, Copyrights													
Technical													
News & Information													
Representation													
Conferences													
General & Admin. Costs													
<b>Total - Farda</b>													
<b>FY 2020 - Persian 24/7 Initiative</b>	(b) (4)												
Employee Salaries													
Employee Benefits													
Fees & Outside Services													
Travel													
Rent & Utilities													
Licenses, Royalties, Copyrights													
Technical													
News & Information													
Representation													
Conferences													
General & Admin. Costs													
<b>Total Persian 24/7 Initiative</b>													
<b>TOTAL Persian FY 2020</b>	(b) (4)												



**From: USAGM Emergency Action Committee (EAC)**

**To: USAGM Agency Review Team (Transition Team)**

**Subject: USAGM COVID-19 Response & Preparedness Overview**

**Date: December 14, 2020**

## Introduction

This memo provides an update on USAGM's current COVID-19 response and preparedness efforts.

The U.S. Agency for Global Media (USAGM) continues to monitor the ongoing COVID-19 pandemic and remains committed to protecting staff in facilities worldwide and creating a safe and healthy workplace. Ensuring the health and safety of all USAGM personnel remains the singular focus of agency management during this pandemic.

The agency remains in Phase 1 of reconstitution, which formally began on July 8, 2020. This means a small number of staff have been required to return to the Cohen Building, and all other agency employees and contractors remain on mandatory telework. (*See "USAGM Reconstitution Framework" attachment for more information*).

## Emergency Action Committee (EAC)

Throughout the COVID-19 (coronavirus) pandemic, USAGM's Emergency Action Committee (EAC) has coordinated the Agency's overall response and timely communications based on guidance from Agency leadership. The EAC follows official guidance from federal, state, and local authorities in developing and implementing Agency-specific policies and guidance.

The group holds regular coordination calls with senior representatives from USAGM, VOA, and OCB; flags issues and decision points, as appropriate, for senior management; and communicates applicable guidance to all Agency personnel. The EAC works with the USAGM Office of the Chief Executive Officer (OCEO) to plan and disseminate employee communications, including town halls, virtual lunches, policy-related house announcements, and CEO messages.

The EAC is currently discussing preparations for moving to Phase 2 and Phase 3 of reconstitution in the Cohen Building and will share planning documents when they become available. The EAC has not yet recommended to Agency leadership that either the Office of Cuba Broadcasting (OCB) in Miami or VOA's New York Bureau, which is used by other USAGM networks, should go to Phase 1. COVID-19 situations in both locations have warranted continued extreme caution with reconstitution and unique factors have contributed to holding off on Phase 1 decisions there.

For the Cohen Building, moving to Phase 2 is going to be complicated for a number of reasons. Per USAGM's Reconstitution Framework, it is assumed that the Agency will not move to Phase 2 for the Cohen Building in Washington, D.C., until the criteria from the gating matrix have been met in the DC region, and the EAC and CEO Office assess that risks are mitigated sufficiently. The EAC expects that transportation and childcare challenges will become a much bigger factor once the Agency moves into Phase 2, particularly as schools and mass transit systems in the region continue to take varied approaches. As with Phase 1, any planning for Phase 2 and Phase 3 should include time for union notification and negotiation. The EAC will discuss plans to ensure that process and the overall Phase 2 planning effort writ large run smoothly.

## Key Policies & Protocols

Since its first meeting in February 2020, the EAC has worked with leadership, managers, and personnel across USAGM, VOA, and OCB on efforts to protect, support, and inform the entire workforce—especially those at higher risk for severe illness from COVID-19 exposure and/or with responsibilities to care for higher risk dependents—about the Agency's response and preparedness measures, including plans for returning staff to the workplace.

Such measures applied to all Agency facilities and included, but were not limited to, maximized telework, work scheduling, and leave flexibilities; increased cleaning and sanitation protocols; mandatory use of personal protective equipment (PPE) and social distancing practices by personnel performing essential duties; severely curtailed official travel; employed procedures for COVID-19 risk and exposure reporting, contact tracing, and self-quarantine; and frequent dissemination of clear internal communications. A few key policies and protocols are explained in more detail below.

**CURRENT TELEWORK POSTURE:** In Phase 1, a small number of USAGM and VOA staff are permitted to work in Agency facilities. All others remain on mandatory telework.

**SELF-IDENTIFICATION:** Because the Agency's Phase 1 reconstitution in the Cohen Building has been largely built around resuming targeted VOA language service television and radio productions, the Agency asked staff with specific skill sets to return for Phase 1. As part of asking personnel to return, and per legal requirements, the Agency explained that certain groups of vulnerable or high-risk individuals, or those responsible for dependent care, are allowed to "self-identify" as such and request continued telework.

**MONITORING & REPORTING EXPOSURE & SYMPTOMS:** All staff must assess their possible exposure to COVID-19 before leaving home for the office. If they have a temperature above 100.4 F, are experiencing other [symptoms associated with COVID-19 as listed by the U.S. Centers for Disease Control and Prevention \(CDC\)](#), or believe they have been exposed in any way to the virus, they must contact their supervisor and USAGM/VOA management and not come to work.

**FACE MASK POLICY & SOCIAL DISTANCING:** Individuals in Agency facilities are required to wear a face mask. This includes in studios, control rooms, hallways, elevators, stairwells, workspaces, bathrooms, and common areas where physical distancing is impossible or difficult to maintain. (*See "Face Mask Policy" attachment for more information*). In addition, staff

working in Agency facilities have been requested to stay at least six (6) feet from other people. Managers and supervisors are encouraged to use staggered shifts & flexible scheduling to keep the number of people in the office as low as possible.

**ENHANCED CLEANING & DISINFECTING:** USAGM's Facilities Management Division continues enhanced cleaning in Agency facilities. Appropriate levels of PPE and cleaning supplies remain available and high-touch surfaces and common areas are cleaned and disinfected routinely. The EAC expects that current levels of PPE and cleaning supplies will be sufficient for the duration of Phase 1, thanks in large part to advance planning to date.

**LEAVE & SCHEDULE FLEXIBILITIES FOR DEPENDENT CARE:** Although staff cannot engage in caregiving during hours recorded as work time, the Agency offers schedule flexibilities and leave options to help personnel navigate work and dependent care. Personnel must obtain supervisor approval before exercising any options.

#### List of Supporting Documents

1. USAGM Reconstitution Framework
2. VOA Reconstitution Plan
3. Key COVID-19 Policies and Requirements
  - a. Face mask policy
  - b. Leave options
  - c. Telework
  - d. Travel
4. Phase 2 Reconstitution Survey and Results
  - Note: the EAC sent this survey to USAGM managers (not including VOA and OCB)
5. Gating matrix (updated December 12)

#### Next Steps

The EAC stands ready to respond to requests from the USAGM Agency Review Team. EAC Chair Terry Balazs is available for a more detailed briefing if needed.





U.S. AGENCY FOR  
GLOBAL MEDIA

# COVID-19 Reconstitution Framework



# Overview

The overall objective of this U.S. Agency for Global Media (USAGM) COVID-19 Reconstitution Framework is to identify factors for consideration by USAGM leadership for a phased return to “normal” Agency operations while minimizing the risks to the Agency’s workforce. The Framework draws from guidance from the White House’s Office of Management and Budget (OMB), Office of Personnel Management (OPM), U.S. Centers for Disease Control and Prevention (CDC), and local governments, as well as objective criteria informed by relevant data. This Framework treats the safety and security of USAGM’s personnel as the highest priority.

## THREE-PHASED APPROACH

This guidance primarily incorporates “gating” criteria that must be met by regions or states and core preparedness responsibilities that must be met by states before proceeding to the three-phased reopening process. This gating criteria are, in summary:

1. Documented COVID-19 cases must trend downward for 14 days;
2. Documented COVID-19 cases and prevalence of positive tests must trend downward for 14 days (while not decreasing the overall number of tests); and
3. Local hospitals must have the capacity to treat all patients without crisis care and jurisdictions must have a robust healthcare worker testing program and plan in place.

An additional Agency specific “gating” criteria that must be met is confirmation from the U.S. General Services Administration (GSA) that the Agency has received the most updated information on possible COVID-19 cases in Agency facilities.

Each Federal facility will also consider local conditions, such as state/ regional stay-at-home orders, school closings, daycare closings, and the availability of mass transit. Local conditions will inform whether the return-to-workplace process will begin and, if so, the number of personnel who return in Phase 1.

Each proceeding phase will require that the aforementioned criteria have been met for an additional 14 days with no evidence of a rebound.

## WHAT TO EXPECT FROM THE RECONSTITUTION PROCESS

***Reconstitution will be a slow and methodical process.*** The timeline for moving through the three-phased approach will be dependent in large part on the ability of states and localities to control infection levels and maintain a constant decrease over time. As such, the Agency will coordinate reconstitution planning efforts with reopening plans in the geographic areas where USAGM facilities are located. Guidance from the White House Task Force, CDC, OMB, OPM, and best practices from around the globe will inform this Framework and help it to evolve as new information and guidance become available.

To allow for a gradual and cautious reopening progress, the Agency will take special care to protect at-risk and vulnerable personnel within USAGM’s overall workforce. Full reconstitution (Phase 3) will be achieved only when the Agency resumes full operations, albeit likely under a new “normal” operating environment; moving to Phase 1 or Phase 2 does not equate to a return to normal operations.

As the Agency moves to Phase 1 and subsequent phases, all personnel are expected to adhere to certain health and safety protocols. All personnel who are working in Agency facilities are required to monitor their symptoms daily. Personnel should check their temperature at home before traveling to Agency facilities. All personnel are expected to report to their supervisor and Marie Lennon, USAGM Director of Management Services, if they have tested positive for COVID-19, may have been exposed to COVID-19, or have developed symptoms indicative of COVID-19. All personnel, including those displaying no symptoms and who have had no known connection with COVID-19 cases, should endeavor to keep track of all their close contacts to ensure complete and accurate contact tracing should that ever be necessary.

## HOW DECISIONS WILL BE MADE

USAGM's Emergency Action Committee (EAC) will continue to be the primary advisory group to the CEO for all reconstitution-related decision-making, and the CEO will make all Agency-level reconstitution decisions.

Personnel designated to return to USAGM facilities during all phases will be approved by the EAC and USAGM, VOA, and OCB leadership; for all other personnel, telework flexibilities will remain in place per the guidance accompanying each phase. The number of personnel returning to Agency facilities will be small and metered to maximize health and safety. Personnel will be identified based on duties that can be best or better performed on-site than through telework. Personnel with disabilities, self-identified as vulnerable, or those responsible for dependents may not be required to return.

At each phase, the EAC and Agency management will work with VOA, OCB, and USAGM components to address specific operational needs and continue to consult with the Agency's contracted epidemiologist and appropriate subject matter experts on all decision points. The EAC will continuously monitor implementation of all of the guidelines discussed in this Framework, ensure established policies and protocols are followed consistently, and recommend any adjustments to phases as appropriate. It also will report progress and any delays or problems to Agency leadership, managers, unions, and personnel.

After the Agency decides to move to a phase, USAGM leadership will conduct a new, thorough assessment of reconstitution progress, risks, and lessons learned and continually re-evaluate the Agency's posture based on circumstances and relevant guidelines and adjust plans and timelines as needed. Please note that if at any time the local conditions are not progressing well, we will take the proper precautions and scale back our reconstitution phases to ensure the safety of USAGM personnel.

This Framework is a living document that the EAC will continue to update until the return of normal operations.

# Guidelines for All Phases at a Glance

## Identifying Returning Personnel

	Phase 1	Phase 2	Phase 3
	<p><b>JOB CLASSIFICATIONS:</b> EAC will identify personnel whose jobs are best performed on-site for return to workplace.</p>	<p><b>JOB CLASSIFICATIONS:</b> EAC will identify any additional personnel whose jobs are better performed on-site and can include senior leadership, support staff, or other high priority senior-level program staff.</p>	<p><b>JOB CLASSIFICATIONS:</b> Agency leadership recognizes that the changes in work schedules and operating processes implemented during the pandemic may produce changes that the Agency, VOA, or OCB believes are worth continuing on a permanent basis. Therefore, while all personnel are anticipated to resume a version of their pre-COVID-19 work schedules and telework agreements, supervisors may discuss and make permanent some changes that are working well.</p>
	<p>Requests for disability-related accommodations will be evaluated through the reasonable accommodation process on a case-by-case basis.</p>		
Identifying Returning Personnel	<p><b>VULNERABLE STAFF AND CAREGIVERS:</b> Self-identified vulnerable Federal personnel, as well as those who live with or provide care for individuals in the vulnerable population, will be permitted to continue to telework if requested.</p> <p>Federal personnel who are responsible for caregiving in instances where services are closed due to COVID-19 will be permitted to continue to telework if requested.</p> <p>Federal personnel not returning to the Federal facility will continue to telework or will remain on Weather and Safety Leave, as determined by the supervisor.</p> <p>Detailed guidance on this will be sent to employees asked to return.</p>	<p><b>VULNERABLE STAFF AND CAREGIVERS:</b> Self-identified vulnerable Federal personnel, as well as those who live with or provide care for individuals in the vulnerable population will be permitted to continue to telework if requested.</p> <p>Federal personnel who are responsible for caregiving in instances where services are closed due to COVID-19 should be permitted to continue to telework if not performing mission critical work that is required to be performed in a USAGM facility if requested.</p> <p>Federal personnel not returning to the Federal facility will continue to telework or will remain on Weather and Safety Leave, as determined by the supervisor.</p> <p>Detailed guidance on this will be sent to employees asked to return.</p>	<p><b>VULNERABLE STAFF AND CAREGIVERS:</b> Requests for continued telework, maximum leave flexibilities, or flexible schedules due to the dependent care responsibilities or the presence of vulnerable household members will be considered on a case-by-case basis.</p>



## What to expect when returning

### Telework

Mandatory telework with approved exceptions. Estimated 95 percent of USAGM, VOA, and OCB personnel are working remotely.

Mandatory telework with approved exceptions still in place.

Personnel whose jobs can be best performed on-site rather than through telework will be approved to return to the workplace. Fewer than 100 personnel will be asked to return to the Cohen Building.

Maximum telework will be in place. Additional personnel whose jobs are better performed on site will be approved for return.

While all personnel are anticipated to resume their pre-COVID-19 work schedules and telework agreements, supervisors may discuss and make permanent some changes, including to telework, that are working well to optimize operations.

### VULNERABLE STAFF AND CAREGIVERS SEE PREVIOUS CHART

\* Offices and divisions are encouraged to continue telework opportunities whenever possible and within mission needs.

### Social Distancing

Strict social distancing measures are in place in Agency facilities, including

- Staying at least 6 feet apart
- Required use of face masks when social distancing is not possible
- Staggered shifts
- Meetings, trainings, etc. conducted online or telephonically.

All spaces in Agency facilities that cannot support appropriate social distancing practices should be closed off.

If possible, provide social distancing guidance for elevators, escalators, and entrance turnstiles. Staggered shifts, rotations, and other flexible scheduling tactics encouraged.

Social distancing measures may be relaxed but socializing larger groups may be restricted. To the most practical extent possible, meetings will continue to be held virtually. In-person meetings will require the recommended 6 feet physical distance between participants. The number of attendees should be limited.

Previous social distancing protocols may remain in place, unless and until Agency leadership determines that a cautious resumption of normal social flow.

## What to expect when returning *(continued)*

<b>Personal Protective Equipment (PPE)</b>	Facilities will make sufficient quantities of PPE available for the Cohen Building-based workforce and will assist other USAGM locations in securing supplies, but recommends procuring supplies locally.	Appropriate levels of PPE supplies will be made available.  Face mask use required by all personnel in Agency facilities when social distancing is not feasible.		
<b>Cleaning and Disinfecting</b>	Facilities will ensure enhanced regular cleaning regimen including thorough cleaning and disinfecting at USAGM headquarter facilities. Full wipe-downs and other intensive cleaning and disinfecting will occur when/if there are additional COVID-19 cases.	Appropriate levels of cleaning supplies will be available.  All high-touch surfaces and common areas will be cleaned and disinfected routinely		
<b>Travel Restrictions and Monitoring</b>	Business travel is severely curtailed; personal travel is monitored by supervisors; all events and conferences are canceled or postponed; and training is shifted online, canceled, or postponed.	Official agency travel will remain heavily restricted. Mission-critical travel will be assessed on a case-by-case basis.  No official travel should take place in areas highly impacted by COVID-19.		
<b>Facility Access for Visitors</b>	No outside visitors, including family members, friends or guests.	No outside visitors, including family members, friends or guests.	Visitor policy may be amended.	Visitors may be allowed into Agency facilities.

## What to expect when returning *(continued)*

	Cating Phase	Phase1	Phase2	Phase3
Temperature Self-screening	All personnel working in Agency facilities are required to monitor their symptoms daily and strongly encouraged to check their temperature at home before entering facilities.			
Employee Reporting and Contact Tracking	<p>Personnel who either test positive for COVID-19 or who develop COVID-19 symptoms must inform their supervisor and the Director of the Office of Management Services.</p> <p>Personnel are encouraged to keep track of all their close contacts should contact tracing be necessary.</p>			
Quarantine for Personnel Exposed to COVID-19	Any Agency personnel who come in close and prolonged contact with a positive or presumptive COVID-19 case are not permitted in Agency facilities until 14 days have passed since the individual was exposed to the positive or presumptive COVID-19 case and they display no symptoms.			

07-2-20

## **Voice of America Reconstitution Plan COVID-19 Contingency Plan**

VOA's multi-phased Recovery Plan aligns with USAGM Reconstitution Guidelines. Its strategic approach focuses on the safety of employees, programming, and functions that must be conducted at VOA facilities to support the VOA mission. The phased plan requires adherence to federal, state and local mandates as well as CDC, OPM, guidelines as established by the USAGM Reconstitution Plan.

The Reconstitution Plan assumes that telework will continue for an indefinite period of time for most of the staff. During Phase 1 and 2, travel continues to be restricted; no outside visitors are permitted in the facility; the Agency will continually monitor and account for workforce wellbeing and readiness as outlined in the USAGM Reconstitution Plan (USAGM Plan); only essential staff not in high risk categories will return to the facility; and USAGM guidance on (in attached USAGM Plan) PPE, as well as social distancing measures, will remain in place. VOA will continue to work with USAGM to assess support needed for staff. Selection of staff returning to the Cohen Building is based on mission and production needs.

While this plan seeks to enhance production of programming by bringing limited staff back to the Cohen Building, the VOA coronavirus contingency plan is based on VOA's previously demonstrated ability to produce programming and digital content, and perform administrative functions remotely. The initial plan revealed VOA's ability to maintain and continue operations remotely, and VOA aims to continue these practices where suitable, while also continuing to improve the production quality of our programming as we move through each phase of our recovery.

VOA will review the reconstitution plan at the conclusion of each phase and updated it as warranted.

### **Procedures for Enhanced Production of Programming**

- VOA Division Directors will request approval from the Director of Programming for the return of programs based on the criteria in each phase.
- Programming Office will evaluate requests and inform Division Management, Studio Operations, the Office of Human Resources as well as POCs for USAGM task force groups.
- Services must submit individual program change requests as appropriate.
- In case of breaking news and/or emergency news coverage that requires an expedited response, the Programming Director will make determinations on production returning

to the building. Relevant offices will receive notification of emergency changes to programming.

## **Summary**

### **Phase 1 *Limited Initial Return (In place)***

1. Resume selected live Television newscasts and programming with limited in-building staff. Staff includes: anchor, producer, assistant producers as well as technical operations and studio staff.
2. Resume selected video programs including Radio on Television Programs with limited in-building staff. Staff includes: anchor, producers, as well as technical operations and studio staff.
3. Resume production of special radio and television shows on inauguration related programming with limited in-building staff. Staff includes: anchors, producers, assistant producers as well as technical operations and studio staff.

### **Phase 2- Limited Return (In process)**

1. Resume selected radio call in shows with limited in-building staff. Staff includes anchors, producers as well as technical operations and studio staff.

### ***Protocols/Considerations***

- Continue to maintain social distancing.
- Enforce masks usage as per USAGM guidance.
- Limit the number of staff in the Cohen Building.
- Avoid return of staff with health conditions/vulnerable populations.
- Account for the number of staff in the building at any given time. VOA has a list of staff for each phase and accounting of the personnel required to work in the Cohen Building.
- Continue to operate with majority of staff on telework status.
- Staff in US and Foreign Bureaus will open at a later date based upon conditions and local reconstitution plans in those localities. Reconstitution will follow guidelines as established by the USAGM Reconstitution Framework. This includes US Bureaus in New York and Los Angeles as well as facilities outside the United States. As with the criteria for the Cohen Building, decisions will be condition based. This includes a balanced approach: response to data and information, regional assessment, local considerations such as the availability to transit, capacity of building to accommodate assured safety and health measures, operational capacity to accommodate social distancing and sanitization, as well as operational needs to return staff to the facilities.
- In case of a news emergency, the Programming Directorate will promptly share any decision to move to Enhanced Production that requires use of



facilities/studios/equipment in the Cohen building. News emergency staff will follow USAGM guidelines for PPE and Social Distancing.

- The USAGM Reconstitution plan details distribution of PPE's (including masks) as well as cleaning protocols for the Facilities. Staff are required to wear masks when not on the air. Staffers returning to the building receive a recall notice and self-identification information if they are a member of a group that places them at an increased risk of negative outcomes related to COVID-19. These individuals can request either a reasonable accommodation or maximized telework through at least Phase Two. Individuals have five calendar days to respond to the notice to self-identify.
- The frameworks for television studios and control room protocols are attached. Protocols include social distancing and additional cleaning of control room equipment. Sanitizing protocols include enhanced cleaning of studio equipment after each program.
- Radio Studios have the same protocol as Television Studios.

### **Additional Phases (Subject to Change)**

#### **Phases 3-7 TENTATIVE (PHASES MAY EVOLVE OR MERGE)**

Considerations: Following USAGM Reconstitution Guidelines.

- Evaluation of conditions, responsiveness to evolving data, guidance from applicable authorities
- Maximized telework
- Operational capacities
- Operational needs to return employees to the facilities
- Social distancing
- PPE
- Appropriate cleaning measures
- Staff with health conditions/vulnerable populations may not be able to return to the building

#### **Phase 3**

A. Resumption of live on-set contributors and reporters within live TV newscasts

B. Resumption of Television Programs and Magazine Shows from studios: same process as previous phases

C. Resumption of Radio Programs and Magazine Shows from studios: Same Process as previous phases

D. Additional staff from Studio Operations as needed to support programming functions

#### **Phase 4**

##### **Television News Teams/Reporters/Editors/Production Teams**

- Return to Cohen Building as Needed to Support Programming

**Television Magazine Shows/Talk Shows Teams/Reporters/Writers/Editors**

- Return to Cohen Building as Needed to Support Programming

**Phase 5**

**Radio Magazine Programs/Talk Shows//Reporters/Editors/Writers**

- Return to Cohen Building as Needed to Support Programming

**Phase 6**

**Designated News Center/Digital Team Staff/Learning English**

- Return to Cohen Building as Needed for programming
- Bureaus/Reporting Centers Worldwide

**Phase 7**

**VOA Non-Programming/Administrative Functions**

- Return to Cohen Building as Needed to Support Operations

# Face Mask Policy

**To keep all personnel safe, the Agency is mandating that anyone in USAGM facilities—including all employees, personal services contractors, other contractors (e.g., purchase order vendors), and visitors—wear a face mask. Other tenants occupying Agency facilities, such as Health and Human Services (HHS) employees, have concurred with this policy.**

The Centers for Disease Control and Prevention (CDC) strongly recommends the use of face masks to reduce the transmission of the novel coronavirus (COVID-19). In accordance with recommendations from the CDC, wearing face masks is an effective way to prevent the spread of the coronavirus from the mask wearer to others. Because those infected with the coronavirus may be contagious while they do not have symptoms, it is extremely important that we all wear masks in Agency facilities to protect each other in our workplace.

As such, the Agency is mandating that anyone entering Agency facilities—including all employees, personal services contractors, other contractors (e.g., purchase order vendors), and visitors—wear a face mask. The number of situations in which staff may remove their mask is limited. After touching a facemask, personnel should immediately wash or sanitize their hands.

Personnel are only permitted to remove masks when:

1. They are on-air in radio or TV studios and can maintain a physical distance of at least six feet from other people;
2. They are in a workspace that is at least six feet in distance or separated by a physical barrier from all other staff (e.g., when alone in a private office with the door closed);
3. They have been officially granted a religious accommodation or a reasonable accommodation based on a disability; or
4. They have been requested to briefly lower their masks so that the security guard force to confirm their identity upon entering Agency facilities.

In all other cases, everyone in Agency facilities must wear a face mask, unless seated at their desk in an office or workstation that affords a minimum of 6 feet social distance from their nearest coworker.

Personnel working at Agency facilities overseas are subject to this policy; however, if the U.S. embassy policy or local policy is more restrictive, personnel must follow that policy.

## **Acceptable Types of Face masks**

Face masks worn in Agency facilities must fully cover the nose and mouth, be secure under the wearer's chin, and fit snugly against the wearer's face. Masks, or other face coverings, that do not meet these standards are not acceptable to use in Agency facilities (e.g., a bandana is not an acceptable mask). Guidance on properly wearing and using face masks is available on the CDC's face mask guidance site.

## **Entry to Agency Facilities**

If anyone attempts to enter Agency facilities without an acceptable face mask, the security guard force will deny entry and remind that person that an acceptable face mask is required to enter Agency facilities. The individual's options are:

- leave and retrieve an acceptable face mask before returning to the Agency facility; or
- request a face mask from the Agency's PPE supply. Once the individual receives and puts on a face mask, they may enter.

## **Agency-Provided Masks**

The Agency will provide a disposable, non-medical mask from Agency supplies to those lacking acceptable face masks. The Agency encourages all personnel to bring their own face masks to Agency facilities. The PPE supply is

limited, and replacing depleted supplies is difficult when PPE is in extremely high demand.

Any individual requesting an Agency-provided face mask to enter Agency facilities will be required to sign a logbook to keep track of PPE distribution. There is a limit of three face masks per week. Personnel working outside the Cohen or Canosa Buildings may be subject to a different procedure.

## **Enforcement**

The Agency is relying on the personal integrity and conscientiousness of its workforce to ensure compliance with this policy. In addition, the Agency's Occupational Health and Safety Officer will monitor mask usage in Agency facilities in Washington, D.C., and provide in-person guidance on properly wearing and using face masks. Colleagues and supervisors are asked to courteously remind fellow USAGM personnel and subordinates of the face mask policy, if laxity is occasionally observed.

## **Personnel Health and Safety**

The use of face masks in Agency facilities is an important part of USAGM's COVID-19 response. The Agency created this policy to protect the health and safety of everyone who enters its facilities. The Agency's leadership and its Emergency Action Committee (EAC) strongly urges all personnel protect themselves, their colleagues, and their families by following the Agency's requirement to wear a face mask.



## Leave Options

OPM has recently updated its guidance on various forms of leave and how they may be used during the current COVID-19 outbreak. Please see the information below about various forms of leave that are available to Federal employees, when these forms of leave apply, and how to record them in WebTA. Personal Services Contractors (PSC) should contact their supervisors for guidance about leave types available under the PSC leave program.

Following is an overview of current leave options. For more detailed answers to your questions, we now have several FAQs on leave issues in our FAQ section:

[Work and Leave Options FAQs](#)

[Families First Coronavirus Response Act \(FFCRA\) FAQs](#)

[Leave Provisions for On-site Contractors \(CARES Act\) FAQs](#)

## Dependent Care Leave Options

*Based on the most recent OPM guidance, employees should not record Weather and Safety Leave for time spent on dependent care as previously indicated in a House Announcement on March 20.*

Employees can use either the Families First Coronavirus Response Act (FFCRA) leave for dependent care responsibilities. Federal employees and PSCs can also use the newly created FFCRA leave for dependent care. FFCRA leave for dependent care is paid out at two-thirds of the employee's regular rate, up to a limit of \$200 per day. The Agency has no official preference, and supervisors cannot require employees to take FFCRA leave before taking other types of leave. You must get your supervisor's approval to use FFCRA Leave.

Read more about the **Families First Coronavirus Response Act (FFCRA)** including frequently asked questions.

FFCRA expires on December 31, 2020.

## Sick Leave

An employee may use accrued sick leave when that employee is unable to perform his or her duties due to illness, is receiving medical examination or treatment, or is providing care for a family member who is ill or receiving medical examination or treatment. In the case that an essential employee who is required to perform work at Agency facilities is sent home because the employee exhibits symptoms compatible with

COVID-19 (e.g., fever, coughing, shortness of breath) in the workplace, sick leave is the appropriate form of leave.

**In WebTa employees should record code, "62 – Sick Leave."**

### **Weather and Safety Leave**

An employee may use Weather and Safety Leave only if the employee is not able to safely perform work at an approved location. OPM has identified the following circumstances as appropriate uses of Weather and Safety Leave:

- As further explained below, an asymptomatic employee (i.e., healthy, not displaying symptoms of the given disease) who cannot telework and is subject to movement restrictions (quarantine or isolation) under the direction of public health authorities.
- USAGM directs an asymptomatic employee not to come to Agency facilities because the employee tested positive for COVID-19 (isolation) or was potentially exposed to COVID-19 (quarantine), **and** the employee **cannot** telework. Under these circumstances, as long as the employee is asymptomatic, the supervisor should make every effort to assign the employee duties that are suitable for telework.
- An employee asks to self-quarantine because the employee is in a group that the CDC has identified as being at higher risk for serious complications from COVID-19, **and** the employee **cannot** telework. These CDC-identified populations include older adults, pregnant women, and individuals who have chronic health conditions, such as high blood pressure, heart disease, diabetes, lung disease, or compromised immune systems. In the case that an essential employee who is required to perform work at Agency facilities asks to stay at home because the employee is in one of these CDC-identified populations, the supervisor should make every effort to assign the employee duties that are suitable for telework.

**In WebTa employees, should record code, "62 – Weather and Safety Leave."**

**Please note that Excused Absence under Evacuation Pay Regulations (Evacuation Leave) expired on September 9, 2020 and is no longer available.**

## Telework

**Telework is a key tool that the Agency is using prevent the spread of COVID-19 (coronavirus) among the Agency's workforce. On March 16, USAGM CEO Grant K. Turner directed all employees who can accomplish their work remotely to begin working from home.**

### Current Telework Policy

On March 15, the White House Office of Management and Budget (OMB) instructed all agencies to offer maximum telework flexibilities. Since the World Health Organization (WHO) declared COVID-19 a pandemic, consistent with 5 C.F.R. 550.409, the USAGM CEO has the authority to require telework-eligible personnel to telework and to expand telework to those who do not currently have a telework agreement in place.

**Accordingly, USAGM CEO Grant K. Turner is directing that all employees who can accomplish their work remotely to begin working from home (or an alternative location mutually agreeable to the employee and their supervisor) on their next scheduled workday after Monday, March 16, 2020.**

Employees who are telework-eligible are required to do so whether or not they currently have a telework agreement in place. However, because telework agreements are a useful tool for supervisors and employees to manage telework, the Agency still encourages employees to enter contingency telework agreements with their supervisors, even though agreements are no longer a requirement for employees to telework.

During this period, employees are authorized full-time telework and are not limited to the eight-days-per-pay-period. In cases where an employee normally performs essential work functions that cannot be executed remotely, supervisors and managers may assign other suitable portable work to the employee or authorize Evacuation Leave.

Telework is a key tool that the Agency is using to prevent the spread of COVID-19 (coronavirus) among the Agency's workforce. However, the feasibility of teleworking is dependent on several factors, including the nature of the employee's duties and the availability of necessary equipment, systems, etc. Employees without duties suitable for telework, but who are not authorized to enter Agency facilities, may receive several forms of leave. The appropriate form of leave depends on the employee's individual situation. Employees should speak with their supervisors to determine which form of leave may apply to their circumstances.

## **Teleworking Options for Asymptomatic Employees who have Potential Exposure to Coronavirus**

If the employee is directed to stay out of office for at least 14 days because of potential exposure to coronavirus, but is asymptomatic, supervisors should follow the following steps:

1. Explore all telework options. Consider if the employee can perform the duties of their job while teleworking. If not, consider whether the employee can be assigned other duties temporarily, for the 14-day quarantine period. If there is no work the employee could be assigned, then proceed to step two.
2. Remind employees of leave flexibilities that are available to them, including annual leave, credit time, comp time, advanced leave etc. Supervisors may not require the employee to use these leave flexibilities, but they may remind employees of their purpose and applicability.
3. Place the employee on Weather & Safety Leave if none of the above options are possible.

## **Telework and Leave for Persons at Higher Risk**

The CDC has identified certain populations as being at higher risk for serious complications from COVID-19. These CDC-identified populations include older adults and individuals who have chronic health conditions, such as high blood pressure, heart disease, diabetes, lung disease, or compromised immune systems. The CDC website for people at higher risk is available [here](#).

USAGM currently requires all employees who can work remotely to telework. However, some essential employees are still working in the building. Given the elevated risk, the Agency can grant Weather & Safety Leave to those essential employees who are in CDC-identified high risk groups. USAGM does not require certification by a medical professional and will accept self-identification by employees that they are in one of these populations. These employees are encouraged to self-quarantine and telework to the extent they are able.

## **Telework Considerations for Closing or Evacuation**

In a long-term closure or evacuation of Agency facilities, employee may not have enough telework-suitable duties to fill an entire workday. Employees are not expected to take leave under these circumstances. Supervisors should explore what duties an employee could be assigned while teleworking (e.g., special projects, training). If there are possible telework duties, the supervisor can grant the employee Evacuation Leave (66 – Evacuation Leave in WebTA).

## **Telework and Dependent Care**

Under USAGM policy, employees must be free from dependent care duties while teleworking. However, employees may telework at home while a dependent is present, as long as the employee is not actively engaged in dependent care. For instance, Agency policy allows an employee to telework with a child at home if a family member or someone else is present to care for the child, or if the child is mature and independent enough that the child does not require the employee's active attention and care. When an employee is scheduled to telework, but they must also actively care for a child or other dependent, the Agency offers a number of options employees can use, including leave and flexible schedules.

Employees with active dependent care responsibilities should speak to their supervisors about working on an adjusted or flexible schedule. To the maximum extent possible, supervisors should allow employees to adjust their schedules or even hop on and off telework as their dependent care responsibilities allow. Before approving this maximum scheduling flexibility, the supervisor should make a plan with the employee to manage the employee's work schedule, communications, and assignments.

If an employee is unable to adjust work hours around caring for a dependent, but is still able to telework occasionally or part of the workday, the supervisor should offer telework with both scheduling flexibilities and reduced work hours. If the employee cannot work a full workday due to dependent care duties, in these circumstances, the Agency can grant the employee Evacuation Leave. Employees should telework to the maximum extent possible, only taking Evacuation Leave for those hours when they cannot adjust their work schedules around dependent care responsibilities.

If an employee's dependent care responsibilities entirely prevent them from teleworking for any part of the workday, the employee should speak to their supervisor. The Agency can only extend Evacuation Leave for full workdays on a case-by-case basis.

Teleworking employees must ensure they properly account for all work and non-work hours.

## **Contingency Telework Agreement**

Agency management developed a contingency telework agreement specifically for temporary quarantine or other situations that require employees to start telework upon notice by their supervisor. Currently, employees do not need a telework agreement to work from home. However, the Agency is encouraging all employees to complete one as they help employees understand their responsibilities while teleworking and aid in Agency COOP responses.

The contingency telework agreement and instructions on how to complete the document are available through [this link](#). Please note, that the Agency streamlined the



procedures for entering a contingency telework agreement because of the exigent circumstances. Requirements for telework, like telework training, may be completed after the agreement is complete.

Once the employee has an approved contingency telework agreement in place, the employee can begin teleworking upon written notice from the supervisor. The employee continues to telework until the supervisor recalls the employee to work at the official worksite.

Employees can also complete standard telework agreements with their supervisors. These agreements will be valid outside of emergency situations. Employees can find the process for filling out these agreements at [this link](#).

OPM telework guidance continues to inform this policy. Questions related to contingency telework agreements, or alternatives for those ineligible for telework, should be addressed to:

- (b) (6) ; or
- (b) (6) in the USAGM's Office of Management Services at (b) (6)

## Travel

**The following measures remain in effect until further notice.**

**USAGM, VOA, and OCB will not approve any domestic or international work travel—except for mission-critical travel—for the foreseeable future. On a case-by-case basis, the Agency may approve employees based overseas for travel if they are traveling to return home.**

Existing Agency travel guidance for all USAGM, VOA, and OCB employees and contractors continues to be in effect.

This includes:

- The Agency will continue to approve domestic work travel requests for mission essential travel on a case-by-case basis.
- Personnel who engage in any international travel are required to wait at least 14 days before entering an Agency facility.
- Personnel are asked to report all personal travel to supervisors before traveling. Personnel may be asked to wait 14 days before coming back to the office after the trip.
- Employees planning any personal travel should continue to comply with existing reporting requirements for USAGM's Office of Security

### **Non-essential travel is limited**

USAGM employees, including VOA and OCB staff, may not travel domestically or internationally for official, non-essential business at this time. Essential, mission-critical travel may be permitted on a case-by-case basis. Employees and contractors currently on official travel may proceed with travel as planned, but should consult with their supervisor and USAGM's Travel Office regarding any changes. The ultimate decision on travel rests with Agency leadership for USAGM personnel and Division Directors for VOA and OCB personnel.

### **Travel from international destinations**

**All personnel who engage in any international travel (work or personal) are required to wait at least 14 days entering Agency facilities.** Do not return to work, even after 14 days outside of your international travel destination, if you

show any symptoms of the virus or believe that you may have been exposed to the virus.

### **Disclosing Personal Travel**

Until further notice, employees and contractors should make supervisors aware of all personal travel plans. Personnel are asked to report all personal travel (domestic or international) to supervisors before travelling and know that you may be asked to wait 14 days before coming back to the office after your trip. Personnel who are traveling should stay aware of COVID hotspots and should be vigilant with their safety if traveling in those areas. In addition, employees planning any personal travel should continue to comply with existing reporting requirements for USAGM's Office of Security.

**Office Head Phase 2 Survey**  
**(sent to USAGM managers only)**

Dear Office Head or Delegate:

USAGM's Emergency Action Committee (EAC) is preparing to send out a short internal survey to a focused list of managers across the Agency. The survey will gauge remote and in-person staffing functions and needs, as well as in-office workspace configurations. That information, in turn, will inform planning efforts for Phase 2 of reconstitution (i.e., returning to the workplace).

The EAC is seeking a list of individuals from your management team who should receive the survey. To avoid duplication and inaccuracy, we ask that you please identify the major functional sub-components of your office or division and then identify one (1) manager from that major functional sub-component who can best complete the survey. If your office or division is very small, that person may be yourself. Please ensure that there is no staff overlap among the list of recipient managers that you provide.

Please provide your list of managers to (b) (6)  
October 9th.

by COB Friday,

Thank you for your cooperation.

Office Name

*(Short text)*

How many people on your team (FTEs and contractors) were working in the Cohen Building prior to the onset of the pandemic in March 2020?

*(Number)*

What is your Cohen Building workspace set-up (check all that apply)?

- Individual offices

- Low wall cubicles
- High wall cubicles
- Other (explain):

Are there functions of your office that are difficult to perform during telework and could be better performed from the Cohen Building (with masks and social distancing)?

- Yes
- No
- Not Sure

Please briefly explain the work that would be better done from the building.

*(Text box)*

How many people would need to come to the building to perform these functions?

*(Number)*

Would all of these people need to be in the building simultaneously, or could shifts/schedules be staggered?

- All simultaneously
- Staggered shifts/schedules would be possible
- Not Sure



Computer Systems Support	21	0	21	0 N/A	Yes	The Computer System Support division encompasses the Help Desk. We currently have a reduced onsite staff to support the Agency computer related needs. We are required to be onsite to deploy, configure, troubleshoot and repair equipment. Other functions include in person password resets, computer relocations, toner replacement and waking up or turning on remote access computers.	Staggered 4 shifts/schedules would be possible
TSI/BD	13	0	13	0 N/A	Not Sure		
OPA	13	0	10	1 2 ppl share an office	Not Sure		

T/ID for Digital Management Division and T/SD for the Digital Media Support Division	20	0	20	A Team of Contractors shares 0 an office with connected space for two people	Yes	My Support Team handles calls for broadcast issues within TV and Radio Studios. Urgency plays a key role. Being able to see and duplicate issues are huge in resolving them quickly and avoiding a loss of programming. Having 1. Dalet support and detailed editing with high res large format monitors that are not at home but only in Cohen. 2. HelpDesk/Customer support that requires onsite support (visually see a system configuration or physically touch hardware) for customer support 3. Network cabling support must be onsite to physically connect devices 4. Network support at vendor provided data centers. (Baltimore or Ashburn). voice recording of editorials is much better in quality when done in a studio	Staggered 2 shifts/schedules would be possible
Information Technology (IT)/TSI	63	0	60	3 N/A	Yes		Staggered 6 shifts/schedules would be possible
Office of Policy	7	1	6	6 N/A	Yes		2 All simultaneously
Office of Risk Management	3	2	0	0 N/A	No		
Office of Risk Management	4	1	0	0 N/A	No		

Operations & Stations (EOS)	10	0	10	0 N/A	Yes	A logistics specialist contractor periodically performs property/shipment pickups/deliveries to/from the Cohen building on Tuesdays and/or Thursdays to support the Agency. The requirement is as-needed, and generally takes place between 9am-noon.	1 All simultaneously
OMS Office of Security	17	10	2	2 employees share 0 an office; 3 work in open/shared space	Yes	I have 2 Physical security Specialists who are responsible for the safety and security of employees in the building they are also responsible for overseeing the guard force and issuing USAGM IDs - during normal work hours; they have been reporting to COHEN daily since March We have staff members that come onsite on our mobile team to issue and upgrade Mobile Phones. I currently have them coming to the building 1-2 days a week.	3 All simultaneously
Enterprise Telecommunications T/CT	5	0	8	0 N/A	Yes	Mailroom must be onsite to distribute mail and packages, movers must be onsite, Facilities staff can rotate shift for work that require someone to be onsite.	Staggered 2 shifts/schedules would be possible
Facilities Management Division	16	0	15	Movers work 1 throughout the building.	Yes		6 All simultaneously

Office of General Counsel	15	13	0	0 2	Yes	Compiling litigation reports, sometimes thousands of pages, to prepare them for mailing and distribution. Use of high-powered copiers, and plenty of physical space are needed. This contractor is already performing this task in the building and has been doing so since the start of COVID-19.	1 All simultaneously
TSI Network Control Center	10	0	0	0 The team works 2 per shift in an open space / open console operations setting.	Yes	Equipment testing, repair, installation and replacement; these activities are not done daily and on an as required basis only. Cable runs, terminations and other general upkeep as required, which is again, not done on a daily basis.	2 Not Sure
Office of Policy and Research	20	2	18	0 N/A	Yes	We occasionally need to send someone into the building to read classified documents or meet with senior staff.	Staggered 2 shifts/schedules would be possible
OCFO/Finance	28	6	20	2 N/A	No		
Human Resources	30	15	15	0 N/A	No		
Office of Management Services	3	0	0	3 N/A	No		
TSI - Resources Division	10	0	10	0 N/A	No		

OCFO	14	4	10	4 individuals have their own office due to sensitive nature of 0 customer conversations about pay and entitlements.	No
Office of Civil Rights	3	3	0	0 N/A	No
Office of Congressional Affairs	4	0	3	0 N/A	No
Office of Workforce Support and Development	9	0	8	Two staff members currently work periodically in the 0 OWSD library as well as interns, detailees, etc. The room is also our meeting space.	No
OCFO	5	0	0	6 N/A	No
Budget	11	1	0	2 members share an individual office with 8 desks that are about 6-8 feet apart.	No
Office of Contracts	27	4	23	0 N/A	No



Gating Criteria					
Updated: 7/22/2020					
State Government Indicators					
	Virginia	Maryland	DC	Miami	New York City
<b>Basic Numbers</b>					
Total Cases	274,838	218,471	24,1098	251,283	317,424
Percent Change in Cases from Prior 14 Days	37.0%	14.9%	52.7%	27.1%	36.0%
Red - Increase and Green - Decrease					
14 Day Case Trend					
7 or 14 Day Positivity Rate	10.8%	7.5%	3.7%	8.8%	5.4%
Total Tests	3,634,492	4,904,352	77,883	Not Available	7,650,476
Total Deaths	4,370	4,901	708	1,943	2,442
<b>State Phasing</b>					
State Phase	Phase Three 8-Jul	Phase Three 4-Sep	Phase Two 22-Jun	Phase Three 25-Sep	Phase Four 20-Jul
State Phase Start Date					
State Phase Notes	The Governor recently issued new restrictions, adding a curfew between midnight and 5 AM. There is an expanded mask mandate, which requires masks in indoor private spaces. Churches and office spaces, while some are visiting another home, also will be required to wear a mask. Northern capped private and public gathering: in 10 people, down from the current 25. The limit does not apply to houses of worship, employment settings or schools. Restaurants and stores, already governed by capacity limits, will not be affected by the new cap.	Indoor gatherings are limited to 25 people. Gov. reduced capacity at bars and restaurants to 50% and ordered them to close by 10 p.m. He reversed retail stores, gyms and houses of worship back to 50% capacity and limited visitation at hospitals and nursing homes. Additionally, bars and restaurants are subject to a 10 p.m. curfew, except for takeout. Most restaurants are capped at 50% capacity. Some are each eliminated indoor dining, while Baltimore banned alighting. Others have lower social gathering capacity (e.g., 15 people).	Mayor extended State of Emergency through December. Mask mandate requires individuals to wear mask any time they are outside their home with very limited exceptions. The District implemented a mandatory self-quarantine after travel to "high-risk" areas, though relaxed the restrictions ahead of the Thanksgiving holiday. The newest order limited indoor gatherings to 10, down from 50, and outdoor gatherings to 25 people. The restricted group exercise classes and banned restaurant alcohol sales after 10 p.m.	Florida Governor announced move to Phase Three on 9/25. Businesses can open and operate at full capacity, and cities and counties can no longer use fines to enforce public health guidelines. Miami Mayor is requesting the ability to use more restrictions. Miami recently voted to more aggressively enforce the local curfew (12 AM to 6 AM). When the positivity rate goes down below 5.5% the curfew can be lifted.	People are being urged to stay 40% state smart quarantine. Governor extended restrictions in some hotspot areas, including school closures. With the recent spike in cases the state mandated closure of bars, restaurants, and gyms at 10 PM. State is limiting indoor gatherings to 10 people. Indoor dining is banned starting Monday. Governor also said that he would prohibit a shutdown if hospitals reach 90% capacity.
<b>Stay at Home Orders</b>					
Stay at Home Order	No Order	No Order	No Order	No Order	None
Stay at Home Order Expiration	N/A	N/A	N/A	N/A	N/A
Gathering Limit	25 (Social Gathering)	Depends on facility - 25 (Indoor) / 50 (Outdoor)	50 People	None	10 People Indoors
Local Order Notes	Social distancing measures are still required, even in venues with unrestricted capacity.	Stay at home order expired May 15.	Restaurants and non-essential retail are open indoors at 50% capacity and gyms can reopen with restrictions.	Local governments, generally, cannot order businesses to close or operate at less than half capacity.	Some hotspots are in the city may have extra restrictions.
<b>Child Care</b>					
Public Schools	Most Virginia schools in the DC area are all virtual for at least the beginning of the year. Some districts have begun returning students to school in a hybrid model. However, other school districts have pulled back on plans to reopen after a spike in cases.	Most Maryland schools in the DC area are all virtual for at least the beginning of the year. However, some districts have begun returning students to school in a hybrid model or plan to return some younger or at-risk students in November. Some schools have reversed plans to reopen after a spike in cases.	DC: Public Schools canceled plan to bring students into classrooms in Nov. after talks with teachers failed. The District announced that parents could expect schools to reopen in-person students in February, but no plans have been announced and many are skeptical. However, the city still has CARE classrooms for 600 students.	Miami-Dade schools are reopening for in-person instruction. Students who want to continue distance learning can do so.	Schools are reopening for young learners who signed up for in-person schools. However, the schools will reduce the positivity rate to 9%.
Daycares	Childcare services across the state can reopen to any one, not just working families.	Childcare programs can serve up to 20 three- and four-year-old children per room with a ratio of one teacher to 10 students and up to 30 school-age students with a ratio of one teacher to 12 students.	Childcare centers may resume operations with the same staff/child ratios as applicable prior to the COVID-19 pandemic, with enhanced social distancing and hygiene practices.	Most daycare centers are open with priority for essential workers. Class sizes are limited - no specific limit is currently in effect.	All childcare providers are approved to resume operations. Group size is limited to 15 children, providers must maintain stable groups of children. Adults must wear masks.
<b>Regional Public Transportation</b>					
WMATA	Metro trains running on a pre-pandemic schedule from 5 AM to 11 PM with trains every 5 to 8 minutes during peak hours. Buses running from 4 AM to midnight. Some routes not in operation due to low ridership. Metro announced they would cut service if they do not get more federal funding soon.	Metro trains running on a pre-pandemic schedule from 5 AM to 11 PM with trains every 5 to 8 minutes during peak hours. Buses running from 4 AM to midnight. Some routes not in operation due to low ridership. Metro announced they would cut service if they do not get more federal funding soon.	Metro trains running on a pre-pandemic schedule from 5 AM to 11 PM with trains every 5 to 8 minutes during peak hours. Buses running from 4 AM to midnight. Some routes not in operation due to low ridership. Metro announced they would cut service if they do not get more federal funding soon.		
VRE	VRE operating on the holiday/snow day "S Schedule," until further notice. This is approximately 50% of the VRE's normal schedule.	VRE operating on the holiday/snow day "S Schedule," until further notice. This is approximately 50% of the VRE's normal schedule.	VRE operating on the holiday/snow day "S Schedule," until further notice. This is approximately 50% of the VRE's normal schedule.		
MARC	MARC Train will return to operating on the published R schedules with limited supplemental service for the Penn and Brunswick lines due to low ridership (down 89%) starting Monday, November 2.	MARC Train will return to operating on the published R schedules with limited supplemental service for the Penn and Brunswick lines due to low ridership (down 89%) starting Monday, November 2.	MARC Train will return to operating on the published R schedules with limited supplemental service for the Penn and Brunswick lines due to low ridership (down 89%) starting Monday, November 2.		
Miami-Dade Metrorail				Metrorail service runs every 10-15 minutes during peak hours. Service from 5 AM to 10 PM Buses running on altered schedule.	
New York's Subway					Full subway and bus service on almost all lines, though no train service from 1 AM to 5 AM. Riders without masks may be subject to \$50 fine.
Source: Local and National News					





U.S. AGENCY FOR  
GLOBAL MEDIA

UNITED STATES  
BROADCASTING  
BOARD OF  
GOVERNORS



# FY 2021 CONGRESSIONAL BUDGET JUSTIFICATION



FOIA21-032-035  
POLICY AND MEDIA



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Cover-top row: Current Time's "Week in Review"; Floods in Iran, October 2019 (Sipa via AP Images);  
bottom row: RFA reports from Hong Kong during the Coronavirus crisis in February 2020;  
Juan Guaido, Interim President of Venezuela speaks at a rally to protest blackouts, and food  
and water shortages. (AP Photos)

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# Executive Summary

The United States Agency for Global Media (USAGM) is in the midst of a significant multi-year transformation effort to improve its effectiveness and efficiency as a public service media organization, pursuing the goals of the reforms established in law by the Fiscal Year (FY) 2017 National Defense Authorization Act (NDAA). Operating under a single head of agency with enhanced authorities, the new CEO-led structure will steer the Agency on data-driven decision-making. As part of the transformation, USAGM has expanded research, investments in technology to reach audiences living under repressive regimes, and impactful programming aimed at confronting disinformation and propaganda by bringing more fact-based, accurate journalism to populations worldwide.

Working across 61 languages and serving an unduplicated measured weekly audience of 350 million people, USAGM strives to maximize its impact in each unique market, adapting content and delivery methods to meet audiences on the platforms they prefer, whether that is radio, television, or digital/social media.

In a world awash in disinformation and propaganda, the Agency recognizes the need to be dynamic and agile by repositioning its resources, refreshing staff skillsets and updating technology to remain competitive in the markets it operates globally. Since the enactment of the FY 2017 NDAA, USAGM has demonstrated agility in pursuing these on-going reforms to modernize the Agency, and has achieved important milestones with the resources invested in its operations, including:

- Growth in USAGM's measured weekly audience from 278 million people in FY 2017 to 350 million people at the end of FY 2019, a 26 percent increase.
- Increased the percentage of weekly audience who report that USAGM's content has helped them form opinions on important topics across USAGM's four largest networks, reaching as high as 87 percent for consumers of Radio Free Asia's (RFA) programming.
- Expansion of the Agency's 24/7 Russian-language global TV and digital network, Current Time, doubling the overall USAGM's measured weekly audience to 7.9 million Russian adults.
- Launching VOA 365, a new 24/7 Persian-language global network led by the Voice of America (VOA) in cooperation with Radio Free Europe/Radio Liberty (RFE/RL), which builds on USAGM's position as the number one international television and radio broadcaster in Iran<sup>1</sup>.

<sup>1</sup> By weekly audience size, as measured by Gallup's 2017 national survey.

- Conducting an end-to-end transformation of the Middle East Broadcasting Networks (MBN) over the past two years, including significant changes to all television, radio, and digital programming and content delivered to Syria and the Levant, as well as the redeployment of approximately one-third of MBN's television news broadcast production from the D.C. area to Dubai, allowing further alignment with the Middle East news cycle.
- Development of a new global Mandarin-language strategy with the combined resources of VOA and RFA, which—like other USAGM approaches—will shift from a country-based model to a language-based content model, permitting the networks to provide digital and social media content for Mandarin-speakers in-country, as well as diaspora communities, overseas workers, and the growing cohort of Chinese citizens traveling around the world for business, leisure, and education.
- Establishment of a new USAGM non-federal entity, the Open Technology Fund (OTF), dedicated to advancing internet freedom tools, technologies, and approaches to ensure that USAGM journalists and audiences can safely create, access, and share digital news and other information without fear of repressive censorship or surveillance.

## FY 2021 Request

For FY 2021, USAGM is requesting \$637.3 million to pursue its public service mission to inform, engage, and connect people around the world in support of freedom and democracy. The request prioritizes funding for regions of strategic importance to United States national security and foreign policy by leveraging technology and data, investing in a state-of-the-art media enterprise, and combating online censorship and repressive surveillance to make communicating in media-restrictive environments safer, as well as advancing the Agency's multi-year transformation and modernization efforts to create exceptional content for the audiences that need it the most.

## Influencing Regions of Strategic Importance to United States National Security

USAGM's five networks —Voice of America, the Office of Cuba Broadcasting (OCB), Radio Free Europe/Radio Liberty, Radio Free Asia, and the Middle East Broadcasting Networks—provide news and information on all media platforms and reached a weekly audience of 350 million people in 61 languages in over 100 countries in FY 2019, representing a 26 percent increase over the past two years. That growth is in large part a reflection of the credibility that audiences around the world place in the five networks' programming. USAGM's credibility forms the foundation of its influence and strengthens programming efforts to push back against false narratives and state-sponsored propaganda.

This credibility is more important than ever as the United States faces serious and persistent threats from disinformation operations by Russia, China, Iran, other authoritarian governments, and violent extremist groups. Examples of USAGM's efforts to counter false narratives by these adversaries and to promote freedom and democracy supported by this budget request are provided below.

- **BUILDING ON THE SUCCESS OF THE RUSSIAN-LANGUAGE CURRENT TIME NETWORK** – Launched in 2017, the Current Time television and digital network provides Russian-speakers across Russia, Ukraine, Central Asia, the Caucasus, the Baltics, Eastern Europe, and as far away as Israel, access to accurate, topical, and trustworthy information. Led by RFE/RL in cooperation with VOA, Current Time serves as a reality check on the disinformation that drives conflict in the region. Current Time has doubled USAGM's weekly audience to 7.9 million Russian-speaking adults. Current Time currently has more than two million followers across social media platforms and more than 800,000 subscribers on their YouTube channel. USAGM anticipates that these figures will continue to climb through investments in FY 2020 and beyond.
- **ENHANCING THE PROGRAMMING OF USAGM'S NEW 24/7 PERSIAN-LANGUAGE GLOBAL NETWORK, VOA365** – In Iran, where the government bans satellite dishes and restricts online access to international media, VOA365 has been able to evade censorship to deliver programming to Persian-speakers, covering the Iranian regime's corruption and issues of inequality, which have sparked continuing widespread protests, and countering disinformation about United States policy and actions in the region. In collaboration with RFE/RL's Radio Farda, VOA365 builds on USAGM's position as the number one international television and radio broadcaster in Iran,<sup>2</sup> while expanding

2 By weekly audience size, as measured by Gallup's 2017 national survey.

its younger, digitally engaged audience. Though officially blocked by the government of Iran, USAGM's two Persian websites had 243 million combined visits in 2019.

- **LAUNCHING OF A NEW DIGITAL NEWS NETWORK TO ENGAGE AUDIENCES IN CHINA AND BEYOND** – RFA and VOA are each developing new digital-first initiatives that produce Mandarin-language content for audiences around the world. These Mandarin networks pivot programming from traditional radio and satellite broadcasts toward digital and social media content for Mandarin-speakers worldwide, including the extensive Chinese diaspora overseas and the growing population of Chinese citizens travelling globally for business, leisure, and education. USAGM research suggests digital and social media to be effective channels for information-seeking people to evade government firewalls. Despite China's aggressive and widespread actions to control media and information space inside of China and regionally, both VOA and RFA have seen impressive audience reach on digital platforms and among highly-educated Chinese adults with evidence of strong trustworthiness among users. A 2017 survey commissioned by USAGM found record audiences in China for VOA and RFA Mandarin content – 67 million people weekly – primarily on digital platforms. In addition to Mandarin, USAGM is also building on successful programming in Cantonese, Tibetan, and Uyghur. RFA Uyghur Service's coverage of Beijing's brutal treatment of Uyghurs in Xinjiang and its extrajudicial detention of more than a million Uyghurs alerted the outside world to the dire human rights crisis. The Service's impact extends to the broader Uyghur exile community throughout Central Asia, Turkey, and beyond. Similarly, RFA coverage of the pro-democracy protests that have roiled Hong Kong offer a counter-narrative to Chinese propaganda.
- **MAINTAINING EXPANDED REPORTING IN CENTRAL AMERICA AND VENEZUELA** – USAGM responded quickly to the deepening governmental and humanitarian crisis in Venezuela, adding staff to expand audio, video, and digital coverage from Venezuela to the rest of Latin America. VOA provided comprehensive daily coverage for leading media operations in the region, countering false narratives from Spanish-language media paid for by Russia, China, and Venezuela's dictatorship. With over 300 affiliates in Central and South America, including 70 affiliates inside Venezuela, the VOA Spanish Service is a strong force for independent journalism, reaching a measured weekly audience of over 61 million people. This past year, the VOA Spanish Service increased its focus on United States foreign policy with

prominent interviews. Secretary of State Mike Pompeo told VOA, “Sometimes people think Maduro is winning, when in reality he has surrendered his power to Cuba and Russia. That is Maduro’s weakness.” The interview with the Secretary of State was carried by more than 20 television stations in the region. VOA also increased coverage of Central America’s governance issues, corruption, and organized crime. VOA increased reporters in Nicaragua to enhance contextual reporting on issues of relevance to local audiences, using local broadcast affiliates, and web/social media to expose topics local media were prevented from covering.

- **ENGAGING AUDIENCES IN EASTERN EUROPE WHERE PRESS FREEDOM IS UNDER THREAT** – RFE/RL will continue newly launched programming on digital platforms in Bulgarian and Romanian, and is also standing up Hungarian-language programming. The long-term deterioration of Hungary’s media environment has accelerated in the past several years. While Hungary remains a member of the European Union (EU), press and political freedom have declined sharply. A first for a European Union member, Freedom House downgraded Hungary’s rating to “partly free” in its 2019 Freedom in the World report, and the country dropped 14 places on Reporters Without Borders’ 2019 Press Freedom Index, to number 87.

## Transformation and Modernization of USAGM Media Operations

USAGM is continuing to invest in becoming a state-of-the-art media enterprise and to make reforms that will improve the quality and effectiveness of programming at USAGM, while ensuring the Agency’s ability to reach key audiences. Major efforts include:

- **TRANSFORMING ARABIC-LANGUAGE PROGRAMMING AND OPERATIONS** – MBN is undergoing a multi-year, wholesale transformation of programming and operations to increase its impact across the Middle East and North Africa and enhance its ability to cover breaking news as tensions rise in the region. The transformation is well underway—foundational staffing, programming, and infrastructure changes paved the way for the FY 2019 relaunch of Alhurra and the refocusing of Radio Sawa. MBN will continue to advance changes in FY 2020 and FY 2021 in a number of ways, including aggressively increasing its digital presence. Although research shows that television is still a key media source for news and information for over 80 percent of people throughout the Middle East, digital consumption is swiftly establishing its prominence, particularly among younger audiences. MBN’s digital team and operations are being rebuilt to ensure the quality, accessibility, and efficacy of programming in support of MBN’s mission across all relevant digital platforms.



- **COMBATTING ONLINE CENSORSHIP AND REPRESSIVE SURVEILLANCE** – In FY 2019, the Agency launched a new USAGM non-federal entity, OTF, dedicated to advancing internet freedom to ensure that USAGM journalists and audiences can safely create, access, and share digital news and other information without fear of repressive censorship or surveillance. As internet censorship continues to worsen, demand for internet circumvention tools increases. It is imperative that USAGM continue to invest in and prioritize online security. Additionally, advancing internet freedom is central to USAGM’s mission and, with the Agency’s digital audience growth, it is also essential to the Agency’s long-term success. In FY 2021, USAGM will continue to invest in OTF and its work to research, develop, and implement leading-edge internet freedom technologies and approaches that respond to rapidly evolving censorship threats and combat against adversaries toward a free and open internet.
- **REFORMING AND ENHANCING THE DIGITAL REACH OF OCB** – USAGM leadership is committed to ensuring that the production of OCB content adheres to the highest journalistic standards. OCB is in the process of better aligning work processes, staffing, and programming. In FY 2020 and FY 2021, OCB will also enhance its digital presence by creating original content for its website, Facebook, Instagram, and Twitter in order to interact with users in Cuba. A new satellite system with enhanced technology will work to deliver the TV Martí signal, as well as certain limited Wi-Fi capabilities, free of charge to some audiences in Cuba.
- **LEADING THROUGH TECHNOLOGY, DATA, AND ENGAGEMENT** – USAGM is poised to integrate a variety of machine learning and artificial intelligence (AI) tools into its operations and research to streamline processes, provide enhanced analysis and services, and improve the speed and quality of journalistic outputs. Other priorities include developing AI-driven fact-checking efforts and an innovation hub for identifying and sharing best practices across the Agency. To leverage survey and digital data for real-time decision-making, USAGM will develop field-leading techniques to fully integrate and model data from a variety of sources. This integrated approach will allow for detailed, real-time analysis of each of the markets in which USAGM networks operate. Additionally, building on USAGM’s successful Impact Model and emerging data analysis tools, the Agency will codify a new Impact+ Model to better reflect its ability to measure not just outputs, but also outcomes. The Impact+ Model will focus on identifying additional attitudinal and behavioral goals that are measurable and mission-oriented.

This Congressional Budget Justification is submitted by the bi-partisan governing Board of the U.S. Agency for Global Media (USAGM).

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Board Chairman

Grant K. Turner  
Chief Executive Officer and Director

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U.S. AGENCY FOR GLOBAL MEDIA  
Summary of Appropriations

**FY 2019- FY 2021**

(in thousands)

<b>INTERNATIONAL BROADCASTING OPERATIONS</b> <i>Programs, Projects, and Activities</i>	<b>FY2019 ACTUALS</b>	<b>FY2020 ENACTED</b>	<b>FY2021 REQUEST</b>
<b>FEDERAL ENTITIES</b>			
Voice of America	\$ 250,591	\$ 252,000	\$ 191,559
Office of Cuba Broadcasting	\$ 28,749	\$ 20,973	\$ 12,973
International Broadcasting Bureau	\$ 52,879	\$ 45,291	\$ 42,800
<i>Internet Freedom; Anti-Censorship (non-add to IBB)</i>	\$ 6,058		
Office of Technology, Services, and Innovation	\$ 183,263	\$ 180,591	\$ 152,347
<b>TOTAL - FEDERAL ENTITIES</b>	<b>\$ 515,482</b>	<b>\$ 498,855</b>	<b>\$ 399,679</b>
<b>NON-FEDERAL ENTITIES</b>			
Radio Free Europe/Radio Liberty	\$ 124,511	\$ 125,306	\$ 87,261
Radio Free Asia	\$ 45,195	\$ 44,223	\$ 39,519
Middle East Broadcasting Networks	\$ 110,060	\$ 110,312	\$ 96,773
Open Technology Fund		\$ 20,000	\$ 9,500
<b>TOTAL - NON-FEDERAL ENTITIES</b>	<b>\$ 279,766</b>	<b>\$ 299,841</b>	<b>\$ 233,053</b>
<b>TOTAL - INTERNATIONAL BROADCASTING OPERATIONS</b>	<b>\$ 795,248</b>	<b>\$ 798,696</b>	<b>\$ 632,732</b>
<b>BROADCASTING CAPITAL IMPROVEMENTS</b> <i>Programs, Projects, and Activities</i>			
Broadcasting Capital Improvements	\$ 5,053	\$ 11,700	\$ 4,520
<b>TOTAL, BROADCASTING CAPITAL IMPROVEMENTS</b>	<b>\$ 5,053</b>	<b>\$ 11,700</b>	<b>\$ 4,520</b>
<b>USAGM GRAND TOTAL - Appropriation/Request</b>	<b>\$ 800,301</b>	<b>\$810,396</b>	<b>\$ 637,252</b>

U.S. AGENCY FOR GLOBAL MEDIA  
Summary of Positions and FTEs  
FY 2019- FY 2021

	FY 2019 ACTUALS		FY 2020 ENACTED		FY 2021 REQUEST	
	ON-BOARD POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT
<b>INTERNATIONAL BROADCASTING OPERATIONS</b>						
<b>FEDERAL ENTITIES</b>						
<b>Voice of America</b>	<b>971</b>	<b>971</b>	<b>1,055</b>	<b>1,052</b>	<b>856</b>	<b>855</b>
American/Domestic Employees	954	954	1,038	1,038	852	852
Foreign Nationals DH/ Personnel Service Agreements	17	17	17	14	4	3
<b>Office of Cuba Broadcasting</b>	<b>100</b>	<b>100</b>	<b>91</b>	<b>91</b>	<b>81</b>	<b>81</b>
American/Domestic Employees	100	100	91	91	81	81
<b>International Broadcasting Bureau</b>	<b>185</b>	<b>176</b>	<b>186</b>	<b>172</b>	<b>186</b>	<b>172</b>
American/Domestic Employees	185	176	186	172	186	172
<b>Office of Technology, Services, and Innovation</b>	<b>353</b>	<b>361</b>	<b>440</b>	<b>381</b>	<b>440</b>	<b>413</b>
American/Domestic Employees	143	150	187	158	187	176
Foreign Nationals DH/ Personnel Service Agreements	210	211	253	223	253	237
<b>SUBTOTAL, FEDERAL EMPLOYEES</b>	<b>1,609</b>	<b>1,608</b>	<b>1,772</b>	<b>1,696</b>	<b>1,563</b>	<b>1,521</b>
<b>NON-FEDERAL ENTITIES</b>						
<b>Radio Free Europe/Radio Liberty</b>	<b>699</b>		<b>829</b>		<b>503</b>	
American/Domestic Employees	379		462		244	
Foreign Nationals DH/ Personnel Service Agreements	320		367		259	
<b>Radio Free Asia</b>	<b>274</b>		<b>280</b>		<b>214</b>	
American/Domestic Employees	254		254		197	
Foreign Nationals DH/ Personnel Service Agreements	20		26		17	
<b>Middle East Broadcasting Networks</b>	<b>725</b>		<b>870</b>		<b>870</b>	
American/Domestic Employees	423		562		562	
Foreign Nationals DH/ Personnel Service Agreements	302		308		308	
<b>Open Technology Fund</b>			<b>12</b>		<b>18</b>	
American/Domestic Employees			12		15	
Foreign Nationals DH/Personal Service Agreements					3	
<b>SUBTOTAL, NON-FEDERAL ENTITY EMPLOYEES</b>	<b>1,698</b>		<b>1,991</b>		<b>1,605</b>	
<b>USAGM TOTALS</b>	<b>3,307</b>	<b>1,608</b>	<b>3,763</b>	<b>1,696</b>	<b>3,168</b>	<b>1,521</b>



# Legislative Proposal Requests

USAGM requests the following legislative proposals as part of the FY 2021 President's Budget. The proposed appropriations language is located after the proposal descriptions below.

- Five Percent Carryover Authority of the International Broadcasting Operations (IBO) Account
- Surge Capacity Fund Transfer Authority

## I. Justification

### **1. Five Percent Carryover Authority of the International Broadcasting Operations (IBO) Account**

USAGM requests authority for its FY 2021 IBO account appropriation language to permit carrying over up to five percent into FY 2022 (i.e., two-year funding). Currently, USAGM must closely monitor payroll each pay period, travel, and other non-contracting expenses and strategically redirect unspent funding to maximize contracting investments toward the end of the fiscal year. With the modest amount of two-year funding, USAGM would gain flexibility to efficiently and effectively manage its finances, particularly in August and September of each fiscal year. For example, in August and September of 2019, USAGM spent over \$53 million on procurements, representing 37 percent of the fiscal year's procurement spending in only two months. Two months represents 17 percent of the fiscal year, so the end-of-year uptick is over twice as high than if procurement spending were evenly distributed throughout the fiscal year. Even with solid planning, the federal contracting process is time-consuming and cumbersome, presenting challenges as USAGM nears the end of each fiscal year. Contractors are well aware of this, putting the Agency at a disadvantage in negotiations.

Additionally, with the increase in disinformation and propaganda by state and non-state actors, USAGM's public service media networks have become even more vital to ensure fact-based, accurate, and independent journalism is presented to countries that suffer from a lack of press freedom. To achieve this priority effectively, USAGM will need to have the agility to adjust and reposition resources to face ever-changing and dynamic events throughout the world and to provide reliable news and information that our weekly audience of 350 million people depend on.

Such requirements can arise at any time during a fiscal year, but are especially problematic in the event of a Continuing Resolution at the start of a fiscal year.

## **2. Surge Capacity Fund Transfer Authority**

The United States International Broadcasting Surge Capacity Fund, already authorized by current law (22 USC 6216), allows the President to provide financial and technical resources for up to six months to USAGM for carrying out broadcasting activities in a geographical area during a crisis abroad. This provision would permit transfers of unobligated balances from expired USAGM accounts into the Surge Capacity Fund.

## **II. Proposed International Broadcasting Operations Appropriations Language**

For necessary expenses to enable the United States Agency for Global Media (USAGM), as authorized, to carry out international communication activities, and to make and supervise grants for radio, Internet, and television broadcasting including to the Middle East, [\$798,696,000] *\$632,732,000, of which \$31,637,000 shall remain available until September 30, 2022:* Provided, That in addition to amounts otherwise available for such purposes, up to [\$40,708,000] *\$32,782,000* of the amount appropriated under this heading may remain available until expended for satellite transmissions and Internet freedom programs, of which not less than [\$20,000,000] *\$9,500,000* shall be for Internet freedom programs:

Provided further, that of the total amount appropriated under this heading, not to exceed \$35,000 may be used for representation expenses, of which \$10,000 may be used for such expenses within the United States as authorized, and not to exceed \$30,000 may be used for representation expenses of Radio Free Europe/Radio Liberty:

Provided further, that the USAGM shall notify the Committees on Appropriations within 15 days of any determination by the USAGM that any of its broadcast entities, including its grantee organizations, provides an open platform for international terrorists or those who support international terrorism, or is in violation of the principles and standards set forth in subsections (a) and (b) of section 303 of the United States International Broadcasting Act of 1994 (22 U.S.C. 6202) or the entity's journalistic code of ethics:

Provided further, that in addition to funds made available under this heading, and notwithstanding any other provision of law, up to \$5,000,000 in receipts from advertising and revenue from business ventures, up to \$500,000 in receipts from

cooperating international organizations, and up to \$1,000,000 in receipts from privatization efforts of the Voice of America and the International Broadcasting Bureau, shall remain available until expended for carrying out authorized purposes:

Provided further, that significant modifications to USAGM broadcast hours previously justified to Congress, including changes to transmission platforms (shortwave, medium wave, satellite, Internet, and television), for all USAGM language services shall be subject to the regular notification procedures of the Committees on Appropriations:

Provided further, that up to \$7,000,000 from the USAGM Buying Power Maintenance account may be transferred to, and merged with, funds appropriated by this Act under the heading “International Broadcasting Operations”, which shall remain available until expended:

Provided further, that such transfer authority is in addition to any transfer authority otherwise available under any other provision of law and shall be subject to prior consultation with, and the regular notification procedures of, the Committees on Appropriations:

*Provided further, that the USAGM may transfer to, and merge with, funds under the heading "International Broadcasting Surge Capacity Fund", pursuant to section 316 of the United States International Broadcasting Act of 1994 (22 U.S.C. 6216), for obligation or expenditure by the USAGM for surge capacity, any of the following: (1) unobligated balances of expired funds appropriated under the heading "International Broadcasting Operations" for fiscal year 2021, except for funds designated by the Congress for Overseas Contingency Operations/Global War on Terrorism pursuant to section 251(b)(2)(A) of the Balanced Budget and Emergency Deficit Control Act of 1985 (2 U.S.C. 901(b)(2)(A)), at no later than the end of the fifth fiscal year after the last fiscal year for which such funds are available for their stated purposes; and (2) funds made available for surge capacity under this heading:*

Provided further, that any reference to the “Broadcasting Board of Governors” or “BBG”, including in any account providing amounts to the Broadcasting Board of Governors, in any Act making appropriations for the Department of State, foreign operations, and related programs enacted before, on, or after the date of the enactment of this Act shall for this fiscal year, and any fiscal year thereafter, be construed to mean the “United States Agency for Global Media” or “USAGM”, respectively.

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# Voice of America (VOA)

## Funding (\$ in thousands)

\$ 250,591      \$ 252,000      \$ 191,559

## Overview

Voice of America (VOA) is the United States government's broadcaster to the world, and the oldest and largest of USAGM's five networks. VOA provides accurate and objective news and information to audiences with limited or no access to a free press, and promotes the growth of democratic values and institutions. With programs in 47 languages, VOA covers the United States and the world in ways that inform, engage, and connect with the diverse interests of audiences around the world and tell America's story.





VOA programming focuses on several key areas:

- Telling America's story through diverse United States perspectives and coverage of democracy and civil society;
- Serving as a model of free expression by providing uncensored news to unfree countries with restricted media environments;
- Providing fact-based alternatives to propaganda; and
- Using enhanced reporting to counter violent extremism and radicalization of vulnerable populations.

VOA aims to reach audiences on their preferred platforms and devices, and in the languages audiences speak at home by utilizing technology and media that most effectively make an impact on behalf of the American taxpayer and United States national security and foreign policy objectives.

## FY 2019 Accomplishments

### **Telling America's Story**

In line with the VOA Charter that calls on VOA to "represent America," VOA comprehensively covers America's story and presents responsible discussion on United States policy. Journalists report from around the United States about places on and off the beaten path, covering communities where residents come from different backgrounds.

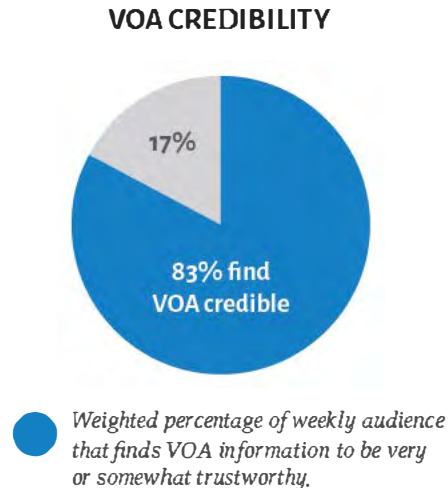
VOA content is locally targeted to the individual countries where each VOA language service operates. Even when covering the United States, much of VOA's original reporting is in the languages of the countries where VOA is heard, seen, and read, providing an extra dimension to VOA's coverage. VOA's English language content is also translated into the individual languages of the territories being broadcast to.

In FY 2019, VOA expanded coverage of the United States to focus on American issues that resonate with international audiences, with a particular focus on United States entrepreneurship, technology, and innovation. VOA marked the 400th anniversary of the introduction of slavery in the United States with a week of focused coverage, highlighted by a town hall-style program about race in partnership with Norfolk State University. Coverage aired in multiple languages throughout Africa. VOA reporters also traveled to Angola to examine one of the origins of the trans-Atlantic slave trade, and to Rhode Island to speak with descendants of slave traders. A special VOA website was established to focus on the commemoration coverage.

VOA featured several digital-first and broadcast video series giving audiences a glimpse of life in some of the United States' biggest and smallest places. The shows took viewers on road trips off the beaten path to meet a variety of people who represent the American character, including immigrants to the United States.

### Providing Uncensored News to Countries with Restricted Media Environments

VOA makes its greatest impact when it serves as a model of free expression for countries where news media are not free. Through its broadcasts, digital media, and several thousand media affiliates around the world, VOA provides audiences information about their own countries that domestic media cannot cover because of political pressure or censorship. In FY 2019, the international media situation worsened. Governments around the world increasingly used technology to tighten controls on free expression and civil society. Many rolled out government-financed media that reported only news their leaders favored. VOA coverage stood out for its lack of bias and for its relevance to the lives of audiences worldwide.



VOA journalists were increasingly threatened in FY 2019. Burundi banned VOA reporters from the country and permanently shut down VOA's FM station. In South Sudan, a local lawyer was sentenced to two years in prison for a factual interview he gave to VOA's Somali Service. The government of Pakistan accused VOA's Pashto language reporters of siding with terrorists. Officials threatened VOA's Beijing bureau reporters after VOA's coverage of dissident views within China.

VOA used a combination of broadcast and digital platforms to engage with audiences in closed societies and worked to gain preferred placement on platforms that continue to be available to VOA in markets where governments have restricted access.

In Russia, where new laws threaten independent media, branded YouTube channels from VOA and Current Time grew more than 30% to reach more than one million subscribers. In FY 2019, VOA Russian recorded more than 200 million video views on Facebook – more than five times that of Sputnik, the Kremlin's own news outlet.

VOA partnered with public service media organizations from France, Great Britain, and Germany to launch a Turkish-language YouTube channel countering increased

Turkish government censorship of over-the-air media. The YouTube channel has attracted 179,000 subscribers and more than 13 million total video views since launching in April 2019, and continues to grow at a rate of 1,000 subscribers per day.

In Iran, where the government bans satellite dishes and online access to international media, VOA Persian has been able to evade censorship. VOA Persian reaches its audience in Iran via internet, social media, and satellite television, broadcasting stories that Iranian media either censor completely or broadcast inaccurately. Under the new branding umbrella of VOA365, VOA Persian added specialty programming focusing on the issues of corruption and inequality in the Iranian regime and provided accurate news and information throughout the Iranian government's internet shutdown.

VOA Persian also covers live events important to Iranians from the United States perspective. VOA Persian aired more than 60 live major addresses, statements, speeches, and press conferences translated into Persian as part of its coverage of the Congressional hearings on Iran. The service's series of interviews with Brian Hook, the United States Special Representative for Iran, about the specifics of United States policy on Iran, attracted more than 3.5 million views on social media alone.

North Korea is one of the world's most censored countries. Amid intensive United States diplomatic efforts to denuclearize the country in FY 2019, VOA's Korean Service expanded its daily TV news offerings. It targeted senior government officials

inside North Korea and abroad who are key decision-makers with far more access to outside media than the average North Korean citizen.

In Burma (Myanmar), censorship of the ongoing ethnic cleansing of the Rohingya minority prevented local media from providing coverage. VOA affiliates used content from VOA Burmese to cover the issue and evade government restrictions. The VOA audience in Burma rose to more than one in ten adults and VOA's Burmese Facebook page was one of the most popular in the country, with more than 12 million followers.

VOA Mandarin played an increasingly prominent role through its coverage of China in FY 2019. As demonstrations

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*On behalf of Rohingya people in Myanmar and around the world, I wish to express my deepest gratitude to you and your staff in VOA Bangla for making the Rohingya program a reality. Your efforts in bringing the Rohingya issues to the millions of audience have come to fruition.*

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rocked Hong Kong, Chinese government media either ignored or misrepresented the people's demands. VOA's continuous coverage on broadcast, online, and social media platforms broke through the censorship, as Chinese audiences used circumvention technology to access VOA's programming.

Views of the Mandarin service's YouTube video coverage – a major way to reach audiences – grew to nearly 100 million, an increase of more than 32%. Beyond the protests, the service focused on United States-China relations and trade practices, China's massive incarceration of Muslim minorities, and Chinese interference in Taiwan and in Hong Kong's local affairs, all of which were otherwise unreported in China.

In Eurasia, VOA provided impactful reporting on underreported topics in local media, including corruption and organized crime. In Serbia, where government has been silencing and co-opting independent and critical voices, VOA's weekly audience rose significantly from 2016, reaching 26.1% of adults after airing two documentaries on the repression of the press. VOA Albanian exposed organized crime's vote buying and their influence in politics during the general elections, dominating the country's news agenda for months. VOA's Bosnian and Serbian services also produced cross-platform documentary series about corruption in the region that hampered United States-backed good governance reforms.

In Latin America, VOA expanded its relationships with media partners in Mexico, Central America, and South America with a focus on the disintegration of Venezuela and related threats to Central America. VOA launched a weekly series, *Venezuela 360*, countering false narratives from Spanish-language media funded by Russia, China, and Venezuela's dictatorships. With 44 affiliates inside Venezuela, VOA Spanish is a strong force for independent journalism. VOA Spanish's focus on unbiased, authoritative coverage of Venezuela and Central America in FY 2019 has seen consistent growth in digital traffic, up more than 62% for Venezuela content alone.

Taking a stand for press freedom outside its broadcasts, VOA dedicated a full-time reporting team to cover stories about worldwide press freedom under the umbrella *A Free Press Matters*. The campaign included the creation of a new press freedom fellowship, hiring of a press freedom editor, and efforts across all divisions to produce enterprise journalism around the topic of press freedom.

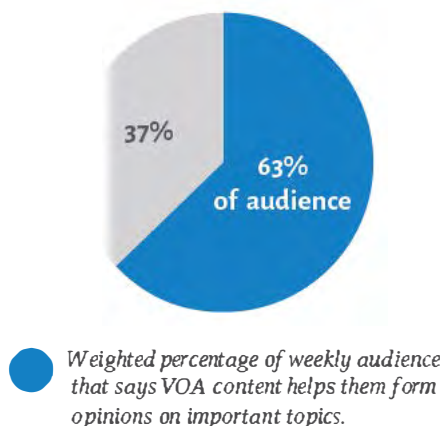
Off the air, VOA serves as a model for local journalists, conducting journalism trainings in more than ten countries where journalism is under threat from censorship. VOA has trained journalists and government officials in countries such as Ethiopia, where press freedom is gradually taking hold, and in the Balkans and Latin America, where the climate for press freedom and civil society has worsened.

Setting another high bar not only for itself but for other media, VOA also rolled out a “50:50” approach to content in order to increase the role of women in programing. Because women are relegated to second-class status in many countries where VOA broadcasts, the project, in partnership with the BBC, has increased the number of female contributors to VOA programming, serving as a model for male-dominated media environments.

### Providing Fact-based Alternatives to Propaganda

VOA actively confronts propaganda appearing in the territories it serves. Falsification of stories by government-controlled media is common in countries like Russia. Other countries, including China, use the exclusion of threatening or negative stories to carefully shape local opinion. As a public service international media organization with editorial independence, VOA carefully ensures that all content is factual and includes all legitimate sides of a story, in stark contrast to government-controlled media from authoritarian states.

#### VOA HELPS FORM OPINIONS ON IMPORTANT TOPICS



VOA partners with Radio Free Europe/Radio Liberty (RFE/RL) on the 24/7 Current Time channel, which broadcasts to Russian speakers in Russian, around the region, and throughout the world. Current Time places a premium on its live coverage that allows skeptical audiences to judge events for themselves without government influence.

VOA’s Russian service launched a digital video series analyzing rhetorical manipulation by Russian officials and Russia’s state media in slanting domestic and foreign events. The series has achieved more than three million views since its launch. VOA’s fact-checking site, *Polygraph.info*, is used to counter Russian propaganda and exaggeration. Multiple news outlets and fact-checking sites routinely cite

or republish *Polygraph.info* fact-checks, as do Washington think tanks and some members of Congress. *Polygraph.info* Facebook views more than doubled over the past two years to 7.4 million views in FY 2019.



## **Countering Violent Extremism and Radicalization of Vulnerable Populations**

VOA broadcasts target information-starved peoples, a notable subset of which are migrant and refugee populations that now exceed 70 million worldwide. Such populations are frequently underemployed or unemployable, often with little knowledge of the primary local languages. With few sources for accurate information about their circumstances, little news about the outside world, and absent positive influences, refugees represent a population at risk of radicalization and often targeted by extremists and terrorist organizations. VOA engages refugee populations in an effort to counter this vulnerability.

In FY 2019, VOA produced a variety of programming to counter violent extremism and the radicalization of vulnerable populations with positive results. VOA's Extremism Watch Desk generated hundreds of multimedia stories on terrorism and extremism. The Extremism Watch Desk published stories in 19 different languages, reaching over one million users on Facebook.

VOA also supports media targeting the one million Rohingya refugees who fled to Bangladesh from Burma. In FY 2019, VOA launched daily Rohingya language news broadcasts for the Bangladeshi camp where most refugees are being held. VOA also hired ethnic Rohingya reporting teams in Washington and Bangladesh to provide the appropriate nuances in the ongoing coverage.

As turmoil has increased in Afghanistan, vulnerable Afghans have turned to VOA. Audience reach has grown to 64% of all adults, reflecting the country's hunger for information from the United States. Despite tensions over United States policies in the region, almost eight in ten (78.9%) weekly users of VOA content say they trust the news from VOA, and more than eight in ten (83.5%) say that VOA has increased their understanding of current events.

VOA's Bosnian and Albanian services have confronted issues of violent extremism and radicalization of vulnerable populations in their target areas. VOA Hausa organized an interfaith town hall in Abuja to allow citizens to safely confront divisions between Shia and Sunni Nigerians.

## FY 2019 Accomplishments in Optimizing Program Delivery

In FY 2019, VOA continued to reduce its shortwave radio broadcasts in all but the most remote territories to mirror declines among consumers in the use of shortwave

radio. VOA supplemented existing satellite television broadcasts with internet and “over-the-top” transmissions, allowing VOA content to be consumed at the convenience of its audience rather than on a set schedule.



The bulk of VOA’s audience continues to come from broadcast television, followed by radio. Online consumption of video and audio has been growing consistently. In FY 2019, VOA more than offset audience declines in older social platforms like Facebook (a worldwide trend) with newer platforms such as Instagram, providing VOA with significant audience growth.

Digital distribution is integral to VOA’s mission as audiences shift towards mobile and social media to consume content. Digital is now the fastest-growing platform for VOA and may overtake radio as a source for news within the

next few years. Most VOA services have robust online audiences, even in markets like Iran and China that are difficult to reach because of censorship. The bulk of digital growth has come to VOA via social media.

VOA saw a shift in participation on social media platforms in recent years, with more established platforms like Facebook declining, while new platforms have given VOA increased viewership. Instagram, in particular, has seen significant growth for many of VOA’s services. In the last year, VOA Indonesian engagements and video views on Instagram grew over 120%, while VOA Spanish video views were up over 1,000%. VOA Persian now averages 3.4 million video views per week on Instagram, an increase of 85% from the prior year. The VOA Persian Instagram account reached one million followers after a record 42% growth in one year. The VOA Persian YouTube site also added 31 million video views, a growth of 23% from the previous year. Video views to VOA’s Thai social media sites surpassed 100 million, up more than 500% from the prior year.

In FY 2019, VOA rolled out 15 new language-specific mobile news applications and one product-based mobile application, helping VOA to deliver content to populations in need. The new application includes circumvention technology that allows audiences to view VOA news in spite of censorship firewalls.

In FY 2019, VOA also successfully launched 12 full-time radio streams as new “skills” on Amazon Echo, putting VOA in the hands of audiences via smart speaker devices.

## FY 2020 and 2021 Initiatives

### **Continuing to Tell America’s Story**

Supporting USAGM Impact Objective 5: Serve as an authoritative source of information on United States news, policy, and society, in FY 2020 and 2021, and throughout the upcoming United States Presidential election, VOA will focus on democracy in action, stressing the United States’s institutional continuity and the broad, informed, and peaceful participation in politics at all levels of American society for international audiences. Through expanded coverage of the political conventions and other major political events, VOA language services will explain the political process and how democracy functions in the United States.

VOA will differentiate its election coverage from the major United States news outlets by remaining focused on the needs of VOA’s global audience. The weekly series *VOA Connect* will travel the country and reflect on the issues of the campaigns from the perspective of everyday Americans. VOA’s *Plugged In* will explore the election process from the lens of experts and policy makers. Additionally, VOA will produce and distribute unique video “explainers” which combine text, video, and graphic elements to address subjects such as “What is a caucus?” and “How do primaries work?”

VOA language services will visit battleground states where populations or issues are of extra interest to their audiences, and focus on key races that have the potential to impact relations between the United States and their target countries. Multimedia series will cover immigrant communities and their participation in the United States political process. VOA will also serve as a de facto United States “election coverage desk” for hundreds of national and regional TV channels around the world. Broadcasting key speeches on all its platforms with simultaneous translation into multiple languages will expose VOA’s audiences to the candidates and the issues in the various campaigns.

Beyond the political process, VOA will premiere a strong lineup of programming about the United States in FY 2020 and 2021. VOA’s education team will launch a weekly program, *The Student Union*, about the concept of free, universal education in the United States and its importance in the country’s development. VOA Russian

will launch a new digital news network, *America Live*, focusing on American life, thought, and institutions. VOA Bangla will launch a series of programs focusing on Bangladesh's significant diaspora communities in Madison Heights, NY and Corona, CA. VOA Persian will add *Ask the Doctor* to the VOA365 lineup, covering health and social issues in the United States in an interactive way.

### **Providing Uncensored News to Countries with Restricted Media Environments**

Aligned with USAGM Impact Objective 2: Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric, in FY 2020 and FY 2021, VOA will expand its digital video production to include short documentaries and social media products targeting "Generation Z," younger audiences who have largely experienced life under authoritarian regimes.

VOA Turkish will release a documentary on the importance of press freedom in the context of Turkey's growing internal unrest. A new VOA office in Istanbul will become fully operational in FY 2020 and will enhance news coverage by VOA reporters in the region.

In FY 2020, VOA's Horn of Africa service will open a reporting center in Addis Ababa, Ethiopia, taking advantage of loosening restrictions on media and adding television broadcasts via satellite to Ethiopia in FY 2020 and FY 2021.

An expansion of existing broadcasting in Pashto to Pakistan's tribal areas via direct-to-home satellite TV in FY 2020 and FY 2021 will also add video programming about the whole of Pakistan, supplementing what has been regionally-oriented coverage. VOA Pashto and Urdu will expand their coverage of topics on governance, corruption, and women's rights that are otherwise banned on Pakistani media.

In Cambodia, where VOA radio affiliates were banned from the air in FY 2019, VOA Khmer will return to the airwaves in FY 2020. VOA Khmer service will launch two new TV and video series, focusing on issues of independent expression and sensitive topics resonating in contemporary Cambodian society.

When Burundi banned VOA and threatened VOA journalists with arrest, VOA added shortwave transmissions from outside the country to reach Burundi's citizens. In FY 2020, VOA will begin transmitting to Burundi via FM from the Democratic Republic of Congo, enabling the Central Africa service to resume its coverage of Burundi full-time.

### **Providing Fact-based Alternatives to Propaganda**

In further support of USAGM Impact Objective 2, in FY 2020, VOA's *Polygraph.info* will expand its presence on YouTube and Instagram, as well as add resources to respond to increasing demands for unbiased information among Russian-speakers. VOA's *Polygraph.info* will also offer a set of multilingual, interactive tools for use in social media campaigns. Both efforts will improve media literacy among youth and enhance the ability of users and viewers to distinguish facts from disinformation and propaganda.

VOA Persian will premiere a slate of commissioned and acquired programming on its new VOA365 network directly confronting Iranian distortion of United States positions. VOA Persian will expand its use of simultaneous translations of Congressional hearings and policy discussions into the Persian language so that the Iranian audience can transparently see and hear United States viewpoints on goals for engaging with Iran.

VOA Turkish will expand contributions to the *+90* YouTube channel to include the “fact-checking” of Turkish government narratives. The *+90* YouTube channel is jointly produced by VOA, Deutsche Welle (DW), British Broadcasting Corporation (BBC), and France Media Monde (FMM).

As China spreads its influence and encourages other countries to muzzle independent media, VOA is expanding its coverage to provide an alternate source of news. Global Mandarin's “soft launch” in FY 2020 will be followed by a full rollout of Global Mandarin content in FY 2021. In FY 2020, VOA's Global Mandarin digital channel *+1*, as part of the USAGM Global Mandarin initiative, will focus on an estimated 400 million young Mandarin speakers inside and outside of the People's Republic of China (PRC). *+1* (the country code for the United States) will tell relevant American stories and cover “hot topics” trending on Chinese social media about the United States and the rest of the world. This channel will contrast with official Chinese misinformation to provide perspectives they might not have previously considered.

### **Countering Violent Extremism and Radicalization of Vulnerable Populations**

In FY 2020, in alignment with USAGM Impact Objective 2, VOA will begin programming to refugee populations in Libya, using USAGM FM stations in Tripoli and Misrata to broadcast in the languages spoken by migrants. The stations will reach the population of as many as one million migrants that is essentially stranded in Libya, waiting for a chance to travel into Europe across the Mediterranean. Programming will be both cautionary, warning refugees of the dangers of crossing, and orientated to home, to include audio messages from families left behind.



In the second quarter of FY 2020, VOA will release a one-hour documentary, *A Day in the Life of a Refugee*. The program chronicles a single day of refugee activities around the world. Shot by more than 100 journalists simultaneously, the program will be versioned into multiple languages and distributed globally on all VOA platforms.

In FY 2020 and FY 2021, VOA will launch FM radio stations to serve the two largest refugee camps in Kenya – Dadaab and Kakuma – where refugees have been held for more than 30 years. Programming will focus on news and information of interest to residents, including in-camp freelance journalists providing “local news” coverage, regional issues, and United States viewpoints.

A coup followed by continued instability within Sudan produced an information void in the country. In FY 2020, VOA will launch daily radio programs in Khartoum in order to provide facts to an anxious population.

VOA Hausa will begin a daily television news program for Nigeria, Chad, and Niger, all areas with active insurgencies. Coverage will include additional programming on the impact of religious extremism, including international involvement in the training and funding of the terrorist group Boko Haram and the vulnerability of displaced populations to radicalization.

VOA Somali will expand its weekly TV program, *Qubanaha*, to five days a week. *Qubanaha* will include roundtable discussions and stories focusing on ways to counter violent extremism.

With tribal and religious tensions escalating between speakers of the three major languages of Ethiopia, VOA’s Horn of Africa service will add television programming in FY 2021 reinforcing the need for harmony and countering calls for violent extremism.

### **Expanding Digital Reach**

In support of USAGM Impact Objective 4: Optimize program delivery by market and expand engagement on digital platforms, in FY 2020 and FY 2021, VOA Spanish will devote more resources to enhance digital content for its media partners in Venezuela. Additional programming will include a weekly analysis program on Venezuela for YouTube and digital media, content specifically for social media and digital publication, and analytical reporting on audio, video, and text for multiple platforms. Content will reach new platforms for distribution, including Instagram, Telegram, and WhatsApp.

In FY 2020, VOA Russian and Ukrainian will expand production and distribution of digital-first interactive content to include learning and games. The plan for FY 2021 includes enhancing data and immersive storytelling from the United States and from the target areas.

### **Automated Processes to Aid Original Journalism**

VOA used production and workflow automation to create resources that can be devoted to the generation of more original content. On the heels of the introduction of broadcast production automation in FY 2019 and FY 2020, VOA began the rollout of a new content management system (CMS) in FY 2020. It features an installable, native mobile and desktop application experience for multiple languages.

In FY 2020, VOA also began the rollout of its home-grown artificial intelligence tool, Ipsum, promising automated transcription and translation. The tool will be fully launched in FY 2021. Ipsum automatically transcribes audio and video content into the recorded native language, and will be able to translate audio, video, and text content from one language to another.

In FY 2020, VOA will expand its use of distributed content creation hubs, increasing production in Los Angeles, where the Agency has news bureau space. In FY 2021, the planning process will begin to rebuild VOA's Los Angeles studio at the Westwood Federal Building, which was heavily damaged by a fire in FY 2017. The move in is anticipated by the General Services Administration to occur in FY 2024.

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# Office of Cuba Broadcasting (OCB)

## Funding (\$ in thousands)

\$	28,749	\$	20,973	\$	12,973
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## Overview

The Office of Cuba Broadcasting (OCB) administers Radio and Television Martí programs, the radiotelevisionmarti.com website, and social media platforms from its headquarters in Miami, Florida. Radio and TV Martí broadcast 24 hours per day to the people of Cuba. OCB also administers USAGM's shortwave transmitting station in Greenville, North Carolina.

OCB aims to deliver a multimedia service of professional, accurate, and unbiased news and information to Cuba. Radio and TV Martí aim to inform and engage the people of Cuba by providing credible news and information that encourages freedom and democracy through programs that focus on human rights, individual freedoms, entrepreneurship, and other democratic values. OCB uses shortwave, medium wave, direct-to-home satellite, satellite radio, internet, social media, flash drives, and DVDs to help reach audiences in Cuba.

Radio and TV Martí work daily with independent journalists as well as encouraging citizens to create user generated content. According to official data, almost 40% of the Cuban population has limited access to internet. In a population of over 11 million inhabitants, there are currently an estimated 4.5 million cellular phones in Cuba. OCB's social media presence has increased to serve the substantial number of Cubans who are now using Facebook and other social media platforms.

## FY 2019 Accomplishments

### Cuba Investigative Series

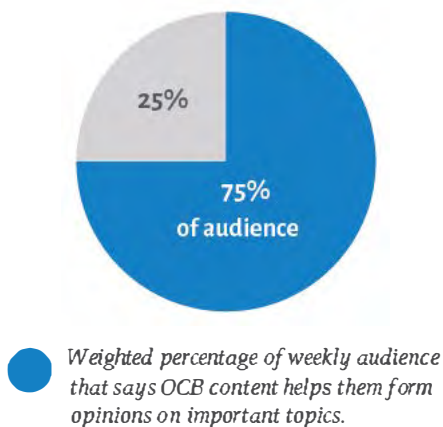
In FY 2019, OCB aired new investigative and historical series called *Cuba 60 Años*, consisting of seven one-hour programs for TV, and thirty-five one-hour radio shows that captured the history of Cuba from January 1, 1959, to January 1, 2019. The series spotlighted the longest running authoritarian government in modern history in the Western hemisphere, and included more than 200 interviews and hours of historical videos and audio.

In March 2019, OCB began producing another historical and investigative series called *The Church that Grew with the Cuban Exile*. The series, which aired in May 2019, documented the role of the Catholic Church in assisting Cubans leaving the island, facilitating the largest migration of unaccompanied children in modern history. The series included eight one-hour episodes and 12 half-hour radio shows, and was broadcast on all social media platforms.

To coincide with the 500th anniversary of the founding of Havana, OCB produced an investigative series called *Havana-Miami*. The series, which aired in August, consisted of twenty half-hour radio shows and three one-hour TV shows. The series focused on the socioeconomic success of Miami versus the dire situation of the capital city of Cuba. Independent journalists and Cuban citizens from Havana collaborated in the series.

In FY 2019, OCB also produced and aired a series of ten radio shows focusing on climate change and the effects of rising sea levels. The series describes how climate change harms both Cuba and Florida, and what the two sides of the Straits of Florida are doing to prepare for its deleterious effects on weather, agriculture, and quality of life.

#### OCB HELPS FORM OPINIONS ON IMPORTANT TOPICS



#### Telling the American Story

In July 2019, OCB aired a special programming series titled *United States in Martí*. Throughout the month, Radio Martí aired two special radio shows that focused on the history of the United States. The show told the story of the United States from independence onwards, with a special emphasis on the rights and duties that the Constitution grants residents of the United States. OCB also aired a daily show about Cubans who achieved the American dream through hard work and dedication.

#### Original Broadcasting

In July 2019, OCB aired a special programming series titled *United States in Martí*. Throughout the month, Radio Martí aired two special radio shows that focused on the history of the United States. The show told the story of the United States from independence onwards, with a special emphasis on the rights and duties that the Constitution grants residents of the United States. OCB also aired a daily show about Cubans who achieved the American dream through hard work and dedication.



## FY 2020 and FY 2021 Initiatives

In FY 2020 and FY 2021, OCB will work to ensure that its content production, workforce structure, and skillset align with on-going reforms aimed at improving content quality, strengthening journalistic integrity, and effectively reaching Cuban audiences – including younger audiences – through new media campaigns. OCB will continue its modernization efforts to enhance its digital presence online using its website as well as its Facebook, Instagram, and Twitter platforms to increase reach in Cuba. OCB will layer this digital content on top of vital TV and radio programming, which will be restructured to better meet audience demands.

OCB will begin transmitting on a new satellite system, which features better coverage of Cuba and allows OCB to deliver digital files via one-way transmission to audiences on the island, in addition to satellite TV. As a result, Cubans will have access to a larger news network using smaller satellite dishes. Both the digital expansion and the satellite migration support USAGM Impact Objective 4: Optimize program delivery by market and expand engagement on digital platforms.

In FY 2020 and FY 2021, TV Marti will create diverse programs that attract younger viewers as well as retain traditional audience. One such project will be *Cubans throughout the World*, which shares the experiences of Cubans living around the world to those on the island. Marti journalists will produce this programming using a multimedia approach that will encompass audio, video, and digital media. TV Marti also looks to rehire freelance journalists in Cuba to increase production values, content creation, and original programming from the island.

“

*Regarding Radio Marti, the station came through in such a way that whatever happens is of national and international news. I love all of them. To all my eternal thanks and God bless you.*

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# International Broadcasting Bureau

## Funding *(\$ in thousands)*

\$	52,879	\$	45,291	\$	42,800
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## Overview

USAGM's International Broadcasting Bureau (IBB) provides support services to the Federal Entities of USAGM and, in some cases, to Non-Federal Entities as well. IBB personnel manage the day-to-day implementation of the CEO's strategic vision, while enabling USAGM to deliver programs to diverse global audiences. IBB personnel also provide programming support and management services.

IBB is vital to USAGM operations, providing required functions including coordinating USAGM strategic planning; researching the impact of broadcast content; providing financial services and planning the Agency's budget and execution; awarding and administering contracts; supporting personnel through human resources, labor and employee relations; training, and other vital services; conducting relations with Congress, the media, and other stakeholders; and ensuring physical security.

## FY 2019 Accomplishments

### Policy and Research

In FY 2019, USAGM relaunched its Strategic Management and Audience Research Tool (SMART 2.0), making it available, for the first time, to key stakeholders across the government, including the Department of State and the United States Agency for International Development. SMART 2.0 is designed as a one-stop source of USAGM information showcasing the business intelligence, research, and strategy of all five networks. The tool is now hosted on the Agency's data lake platform ([data.usagm.gov](http://data.usagm.gov)) and accessible to Agency, network, and interagency personnel with [login.gov](http://login.gov) credentials.

The Agency also reinforced its program review process by developing and disseminating common standards across all of its networks. Program reviews are

evaluations of the quality of a selection of programming of each language service based upon feedback from journalism experts both internal and external to each language service's editorial chain. The review aims to provide network leadership and USAGM with an independent evaluation of the work of each language service and identify areas where further attention is needed to achieve the service's goals.

In FY 2019, USAGM's Digital Governance Council defined two data standards for the Agency. The Council defined a metadata standard, based on the European Broadcast Union (EBU) standards, to describe audio, video, and other media for use in archives, production, and content sharing. The Council also created and defined a data specification standard for agency owned and branded digital platforms. The data specification standard defines terms, classifications, attributes, and guidance enforcement, resulting in normalized data and implementation expectations.

### **Records Management**

In FY 2019, USAGM devoted time and resources to its record management policies and practices, in order to develop a 21st Century framework for the management of government records. This effort included establishing a formal records management occupational series and hiring a full-time records officer to manage the Agency's records program. The records officer position oversees the management, storage, and disposal of all Agency records in accordance with the Federal Records Act and the procedures established by the National Archives and Records Administration (NARA). USAGM also implemented an Agency-wide policy for the management of permanent and temporary email records in an accessible electronic format under the Capstone approach. The Capstone policy identifies individuals who are likely to create or receive permanently valuable Federal records. Finally, USAGM established new records schedules to cover substantial organizational and management files across the entire Agency, and was able to transfer over 1,000 boxes to NARA's Federal Record Center, disposing over two and a half tons of paper records that reached the end of their retention dates.

### **Workforce Development**

In FY 2019, following an upgrade to the Agency's Learning Management System (AgLearn) the Office of Workforce Support and Development (OWSD) facilitated Agency-wide training opportunities including:

- Training 1,798 USAGM employees on the journalistic firewalls in an effort to support independent reporting.
- Completing 878 classroom trainings in other areas of workforce development. USAGM employees completed the interactive Prevention of Sexual

Harassment training and 72 additional staff members participated in a “Respect and Civility in the Workplace” training. Staff also completed 1,387 online developmental, certification, and compliance courses.

- Participating in the Poynter Institute’s “Balanced and Bias-Free Reporting” class, bringing the Agency total to 739 reporters trained. Voice of America also trained an additional 50 employees in “Writing and Story Telling for Journalists.”
- Funding 230 training opportunities to provide members of the USAGM workforce with career-specific and developmental learning.

## FY 2020 and FY 2021 Initiatives

### Modernizing the USAGM Research Program

In support of USAGM Agility Objective 3: Enable greater impact and accountability through rigorous assessment and evaluation, in FY 2020 and FY 2021, USAGM will continue to modernize the research operation that enables the agency and its networks to commission original audience research in 160 markets around the world. Employing an array of methodologies, including media panels, nationally representative surveys, focus groups, and data modeling, USAGM research generates audience reach measures, digital metrics, public opinion research, media usage statistics, and—increasingly—original research on defector and refugee populations. The USAGM research modernization effort is focused on several key initiatives:

- Experimenting with industry-standard data modeling techniques to integrate data from survey research, digital analytics, and market research. This data modeling will provide more efficient updates on the reach of USAGM digital content and enable the Agency to better utilize a variety of open-source and proprietary data sources.
- Building back up the number of surveys conducted in high-priority markets that had been reduced in recent years. Surveys are the gold standard for assessing impact and changing patterns of media consumption.
- Continuing to strategically supplement full media impact surveys with short modules on omnibus surveys that can provide more frequent audience research estimates, thus making reach a more dynamic indicator for broadcasters.
- Applying experimental research techniques to assess the effectiveness of content in engaging audiences.



- Developing data visualization products that integrate digital analytics, business intelligence, and survey research. These products will better support leadership in making evidence-based decisions about Agency operations, and enable media providers to better optimize content.

### **Records Management**

In FY 2020 and FY 2021, USAGM is enhancing its records management network to align with NARA standards and meet NARA/OMB's goal mandated in White House Memorandum M-19-21. The newly established records management standards require agencies to focus on the transition to electronic management systems, and move away from a paper-based records program. USAGM plans to employ Active Navigation file analysis software to clean, tag, and organize data. Active Navigation will allow the Agency to address NARA's recommendations by increasing information governance, risk mitigation, reducing file storage space, promoting cloud migration, and ultimately adhere to requirements established in M-19-21.

### **Workforce Development**

In support of USAGM Agility Objective 4: Foster employee engagement, development, and productivity, in FY 2020 and FY 2021, USAGM will align with the 2019 President's Management Agenda by strengthening workforce development efforts. Training programs that expand and enhance skill sets, as well as development programs that address specific program areas including mentoring, journalism, and technology, will allow staff to remain industry-relevant, and broadcasters to remain competitive globally.

Agency senior leaders are identifying updated mission needs and responding by offering appropriate training opportunities for the workforce. USAGM is also prioritizing continual journalist and newsroom management training for all staff responsible for news operations.

For customer support staff, as well as those who are responsible for information technology and cyber-security, USAGM will provide opportunities for certification and continual learning credits. These will include classroom and online learning, as well as discussion groups and self-directed learning.

For managers and supervisors, USAGM will offer coaching opportunities and leadership support. USAGM will launch a formal mentoring program and add opportunities for informal and situational mentoring. USAGM will also update training policies in the Broadcast Administrative Manual and develop a formal training strategy. These changes will strengthen the workforce, helping Agency employees manage new initiatives in FY 2020 and FY 2021.

## Notable Program Changes

OWSD is charged with skill development and career enhancement for the Agency, with the goal of allowing USAGM to remain competitive in the global media market. The 2019 Federal Employment Viewpoint Survey Annual Employee Survey Report indicates 63% of USAGM employees are age 50 and older. This data also shows that 28% of employees plan to leave the Agency in the next year and another 27% indicated they would retire within the next 5 years.

This potential turnover, combined with evolving media markets and news consumption trends, provides a sizeable challenge to reskill an effective journalism workforce. USAGM must quickly develop training opportunities that empower the next generation of Agency journalists and support staff to fulfill their mission. Effective journalism techniques and production skills, along with leadership development opportunities, are vital to the success of multi-platform media organizations.

USAGM is now operating far beyond the traditional broadcast mediums of television and radio, to include digital and mobile platforms. The new name reflects the Agency's modernization, shift to digital platforms, and forward momentum, while honoring the Agency's enduring mission to inform, engage, and connect people around the world in support of freedom and democracy. Shifting to digital media platforms, along with continuing growth in television, has changed the means and delivery of much of USAGM programming. This rapidly changing technological environment directly affects the workforce needs. For example, in 2014, roughly one-in-five International Broadcasters (IBs) in VOA encumbered positions focused on digital platforms (19%), with 16% encumbering positions tied to legacy platforms, such as radio. However, USAGM has been adapting. In less than four years, VOA has nearly doubled the percent of its IBs encumbering positions focused on digital platforms (36%), while simultaneously reducing the percent of its IBs encumbering positions tied to legacy platforms by half (8%). Still, a number of fully qualified and competent broadcasters, producers, and technical staff, as well as employees in support functions such as procurement, administration, computer applications, and project management, do not possess the level or combinations of knowledge and skills necessary to operate in, adapt to, or support these new media and new technology formats effectively and efficiently. USAGM plans to use VERA and VSIPs to continue restructuring its workforce. Vacancies created by attrition, buyouts, or other means, will be filled as appropriate by hiring individuals who possess the needed combinations and levels of knowledge and skills. Through this process, USAGM plans to eliminate obsolete positions, further reduce positions descriptions tied to legacy media technologies, and update position description to reflect the skillsets and rapidly changing technological environment of a modern media organization.

As such, OWSD proposes the following:

### **Employee Training and Development**

OWSD is working with the managers of IBB, Voice of America, and the Office of Cuba Broadcasting to implement formal training programs in key areas including; leadership development, journalism, employee development, and media-specific technical training.

### **Mentoring Program Relaunch**

OWSD has awarded a contract to a mentoring company and is working on details of the program launch, scheduled for March 2020 for 40 participants (20 mentors, 20 mentees.) In addition to seminars on career development, emotional intelligence, and crafting Individual Development Plans, the program will include participant specific classes, conferences, or career-relevant resources.

### **Training Program Details**

- **JOURNALISM:** Trainings to include Contemporary Journalism Techniques, Reporting from the Field, and Reporting in Hostile Environments.
- **MEDIA SKILLS TRAINING:** Trainings include On-Camera and Voice Presentation, Photojournalism, and Adobe Editing. As part of this program, OWSD will equip a small off-line studio for media skills development.
- **LEADERSHIP:** Trainings include increased opportunities for the Aspiring Leader Program (Graduate School USA), New Leader Program (Graduate School USA), Executive Leadership Program (Graduate School USA), Excellence in Government Fellows, Leadership Excellence for Acquisition Professionals (LEAP), CXO Fellowship, and a Newsroom Management Program (VOA-designed curriculum).
- **EMPLOYEE DEVELOPMENT:** Mentoring programs with incentives for personal and professional development opportunities.

# Office of Internet Freedom (OIF)

## Funding (\$ in thousands)

\$	6,058	\$	-	\$	-
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## Overview

Since 2002, USAGM has been involved in activities to circumvent internet censorship by foreign governments in order to distribute news content and better provide a forum for free expression in closed countries. In 2016, USAGM established the Office of Internet Freedom (OIF) to conduct governance and oversight of USAGM internet freedom activities.

## FY 2019 Accomplishments

In FY 2019, OIF continued to refine processes for strategic initiatives and the governance and oversight of the USAGM Internet Freedom Program. These efforts included the compliance and evaluation of all USAGM-funded internet freedom projects, and the provision of appropriate anti-censorship technologies and services. Efforts such as citizen education and training across USAGM's broadcasting regions allowed USAGM journalists to safely create, access, and share digital news and other information without fear of repressive censorship or surveillance.

OIF worked in coordination with USAGM language services to extend the deployment of USAGM-funded anti-censorship technologies in their broadcasting regions in order to enable citizens and journalists to safely access and share USAGM news information and other online content. OIF increased the number of circumvention tools available to USAGM networks from one, Psiphon, to three. OIF has added two new circumvention tools, NewNode and nthLink.

OIF created anti-censorship training materials in-house and conducted several educational and training exercises for USAGM's broadcasting and network services and affiliates. Trainings focused on the existence and use of anti-censorship technologies to safely access and share online information, as well as, the security of digital communications. OIF also assisted USAGM networks in finding internet freedom tools that best fit their needs based on region and specific issues, while ensuring that the tools fit within Office of Internet Freedom's Congressional mandate.

In coordination with relevant USAGM anti-censorship vendors, OIF also created promotional materials in multiple languages to raise awareness and promote USAGM-funded circumvention tools across USAGM broadcasting regions.

## **Notable Program Changes**

Going forward, OIF will not implement or manage internet freedom projects or contracts. The Open Technology Fund (OTF), a non-federal, independent entity, will implement the internet freedom program. More details about this transition are included later in the OTF section of this congressional budget request. OIF will continue to perform critical oversight to ensure OTF compliance with relevant rules and regulations in the execution of congressionally mandated use of internet freedom funds for technology projects and training of USAGM entities. The Director of the OIF will participate in the OTF proposal review process as a member of the OTF Advisory Council and have full access to the proposal vetting lifecycle. OTF is demonstrably successful and an industry leader in identifying, soliciting, vetting, and fostering projects from Proof of Concept to a Minimal Viable Product and beyond.



# Technology, Services, and Innovation (TSI)

## Funding (\$ in thousands)

\$	183,263	\$	180,591	\$	152,347
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## Overview

The Office of Technology, Services, and Innovation (TSI) oversees and manages a broad array of technical and infrastructure functions to deliver program content for all USAGM networks and provide information technology support to much of the Agency. TSI initiatives support the implementation of USAGM's 2018-2022 Strategic Plan and further the Agency's mission "to inform, engage, and connect people around the world in support of freedom and democracy," especially in the area of technology support. In particular, TSI supports USAGM Agility Objective 1: Run USAGM as a nimble, resilient, cost-effective, and state-of-the-art media enterprise.

## FY 2019 Accomplishments

### Consolidating and Modernizing IT Infrastructure

TSI is transitioning the Agency from linear content distribution to file-based content distribution in order to consolidate and take advantage of the economies of scale offered by hybrid cloud.

In FY 2019, TSI enabled further consolidation of the Agency's global network operations by implementing improved automated monitoring and Unified Communication (UC) technologies. Further investments in these capabilities in FY 2020 and FY 2021 will allow USAGM to leverage its global workforce and new tools to provide 24/7 network monitoring and IT assistance services even more efficiently.

### Cybersecurity Focus

USAGM continued to bolster its IT security posture to protect USAGM from persistent threats from nation-state actors seeking to attack government institutions like the Voice of America. In FY 2019, TSI's Information Security Policy and Compliance Division and Information Security Management Division leveraged offerings from the Department of Homeland Security (DHS) and key vendors to further strengthen USAGM's IT security defenses.

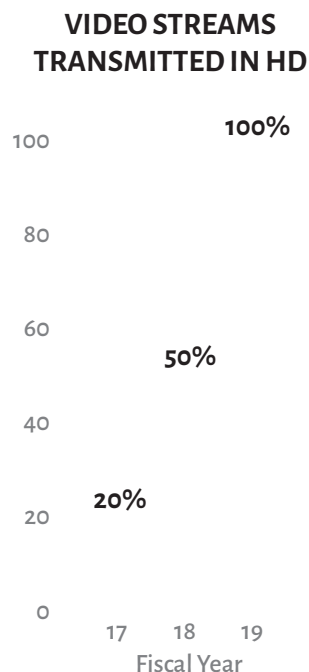
In FY 2019, TSI matured USAGM's Information Security Program by developing key IT security policies and enhancing and updating USAGM's documentation templates. TSI also completed security assessments and continued developing a comprehensive Information Security Architecture.

### USAGM'S Global Distribution Realignment

Over the years, the use of shortwave (SW) radio has declined globally. TSI has responded by consolidating broadcasts to more cost-effective transmitting stations and reducing or even eliminating SW where it is no longer relevant. In markets where SW retains a sizable, valuable audience, such as in Africa and parts of Central Asia, TSI makes SW service available in the most cost-effective way possible.

In FY 2019, USAGM terminated an expensive lease for a frequently-jammed medium wave (MW) transmission of RFE/RL's Radio Farda to Iran. TSI also terminated an expensive MW transmitter lease in Cyprus that broadcast Radio Sawa programming to the Levant. Sawa programming to the Levant is now broadcast on MW from TSI's Kuwait Transmitting Station, for a fraction of the cost. USAGM also officially closed its transmission facility in Poro, Philippines in FY 2019 after undergoing the lengthy formal termination process with the Government of Philippines' entity that owns the lease.

USAGM's legacy content distribution system was developed over many years, incorporating new technologies as they emerged, and has resulted in a complex and expensive network. Today, satellite service providers offer a coordinated stack of services that simplify distribution from content creators' master control rooms directly to satellites. As a result, USAGM can move away from operating its own costly global fiber optic network, teleports and leased satellite space segments. In FY 2019, USAGM began working with a satellite operator to allow the Agency access to global network solutions with increased reliability and lower costs. These new capabilities allow the Agency to serve new markets and expand its footprint with minimal investment, as well as to counter the ongoing threat of intentional interference with USAGM broadcasts. In FY 2019 TSI identified satellite services to continue providing satellite TV and radio service to China, including Tibet, after previous satellite services were discontinued. USAGM simultaneously distributed high definition (HD) and standard definition (SD) TV programming and capitalized on the migration of Chinese audiences to HDTV, while not stranding legacy SD viewers.



As USAGM's distribution network continues to diversify and the Agency utilizes a broad mix of agency-owned and third-party content delivery platforms, real-time monitoring of our satellite streams becomes more challenging. To meet this challenge, in FY 2019, TSI's Network Control Center implemented a network of remote devices at key international distribution sites to enhance real-time monitoring capabilities of USAGM content delivery.

### **FM Radio Expansion**

FM radio remains a very popular platform in many media markets. Since 2015, USAGM's global weekly radio audiences have risen by 36% to 139 million people, largely due to the Agency's strong presence on FM radio. USAGM provides 24/7 FM radio programming in over 30 markets across Africa. In FY 2019, USAGM placed new FM systems in Lomé, Togo and Mombasa, Kenya. While USAGM places radio content on FM affiliates, USAGM-owned FM systems help ensure that broadcasts remain on the air even in times of censorship.

TSI also aided MBN's refocus of Radio Sawa FM broadcasts to the critical regions of Iraq, Syria and the Levant, and Sudan. VOA took over programming of some of Radio Sawa's FM transmitters, including those in Mauritania and Libya. TSI enabled the technical changes and shut down the FM systems in Bahrain, Qatar, and the UAE.

### **Office of CIO, IT Risk Management, and Capital Planning and Investment Control (CPIC)**

Since FY 2018, when USAGM's CEO issued a delegation of authority to the CIO in the interest of continuing to ensure that the Agency has the best possible cybersecurity posture and Information Resource Management (IRM), the Office of the CIO (OCIO) has formalized its promotion of IT management best practices across the Agency. Policies are socialized and promoted through the CIO Council, chaired by the CIO and attended by CIOs or equivalent representatives from the USAGM's broadcast networks.

### **Office of Business Development**

Research shows that as much as two-thirds of the Agency's weekly broadcast audience consume USAGM's content via an extensive network of nearly 3,000 affiliate partners. The Office of Business Development continued growing this extremely valuable syndication network, providing more opportunities for strategic placement of USAGM programming. The International Training Division within Business Development continued supporting USAGM affiliates that distribute USAGM content around the world, as training is a valuable tool to help develop and retain affiliate stations.

In FY 2019 USAGM Business Development implemented the Salesforce customer relationship management (CRM) tool to improve data tracking and management of its affiliate information and relationships.

In FY 2019, TSI successfully signed new digital, TV, and radio affiliates in many key markets. Strengthening relationships with affiliates pays dividends. By the time the VOA Africa division launched a new program FY 2019 called “Our Voices” that features African women, Business Development had already placed the program on two dozen affiliates, more than had ever agreed to take a brand-new show from VOA before. Among these affiliates is eTV South, a network seen in over 40 countries across Africa.

Placement of Current Time, the 24/7 Russian-language channel led by RFE/RL in cooperation with VOA, also expanded. As of the end of FY 2019, Current Time is carried on over 90 distributors in 20 countries, with more than 50 affiliates in 14 countries airing one or more Current Time programs. Current Time will continue to grow its digital reach, and will also look to build on its 12 affiliates inside Russia by expanding its presence on OTT platforms and pushing for licensing agreements that would allow it greater access to satellite and cable distribution. Current Time is also seeking distribution in relatively untapped markets like Belarus and Uzbekistan. It is also pursuing placement in hotel TV packages in Turkey, Egypt, Israel, and European countries that draw large numbers of Russian tourists.

In FY 2019, the Cambodian government granted VOA a license to operate journalistically in Cambodia. USAGM hopes this will lead to the restoration of VOA and RFA programming on local affiliates. In FY 2020 and FY 2021, TSI will continue to work to reestablish and expand affiliate relationships in Cambodia and elsewhere in the region.

As the political crisis in Venezuela continued, Business Development sought many ways to expand existing affiliate relationships and find new opportunities to distribute USAGM content targeting Venezuelan audiences. Business Development began discussions with USAID and received funding for TSI to launch transmissions with signal coverage into Venezuela, which VOA will utilize to broadcast targeted Spanish language news and information programming. In FY 2019, Business Development’s International Training and Development Division organized and delivered journalism training for hundreds of reporters, editors, and producers who work for USAGM affiliates, including some in Venezuela and Nicaragua.

## FY 2020 and FY 2021 Initiatives

### IT Modernization and Transformation

USAGM's Chief Information Officer (CIO) will drive USAGM's IT modernization and transformation initiative. Consolidation will include the standardization of IT platforms and data centers, leveraging the Agency's international presence to make network operations and help desk functions more efficient, and enhancing enterprise networks and content distribution platforms. This initiative will facilitate seamless collaboration among USAGM's five networks by supporting the development of improved capabilities for content sharing and co-creation.

In FY 2020, TSI will utilize an off-site data center and Wide Area Network (WAN) hub in Ashburn, VA, creating a faster and more reliable third-party distribution network. This will allow USAGM ensure better, more consistent, and more economical access to its content for audiences and affiliates. The new Ashburn site will allow USAGM to be more agile, uplinking services to new potential target markets, affiliates, and audiences more quickly.

USAGM will launch its first phase of consolidation, extending USAGM network connectivity for MBN and RFA to a new data center in Virginia. This will enable VOA, MBN, and RFA to share content, content distribution platforms, and enterprise services in a hybrid cloud environment. Consolidating IT infrastructure will also be the first step in standardizing and transitioning the Agency's content distribution and enterprise platforms and storage enclaves into the Cloud. Investing in cloud infrastructure as a service (IaaS) offerings for storage and virtual servers will provide USAGM with the agility to adjust and extend services more quickly and at less expense. TSI will host these services in a secure and compliant data center environment, supporting USAGM's cybersecurity posture.

### Continued Focus on Cybersecurity

USAGM's cybersecurity efforts will continue in FY 2020 and FY 2021 to further compliance with the Federal Information Security Management Act (FISMA) goal of achieving a "Consistently Implemented" maturity level of information security in FY 2020. In FY 2020, USAGM plans to utilize DHS's Continuous Diagnostics and Mitigation (CDM) tools for hardware and software asset management, configuration baselines, and vulnerability management.

In FY 2020, TSI will implement multi-factor authentication (MFA) for all users accessing the Agency network, systems, applications, and cloud services. The Agency will also secure its accounts by deploying a new tool to minimize risk to information



resources available in privileged administration accounts, and introducing monitoring of sensitive information to protect from accidental loss or malicious exfiltration and misuse.

As part of USAGM's Information Security Program, TSI will increase its forensic and investigative capabilities in FY 2020. TSI will collaborate with the USAGM Risk Management Office to integrate information security and privacy concerns and review into enterprise-level contingency and disaster recovery solutions.

### **Streamlining Business Processes**

To support USAGM's IT Modernization program, the Agency CIO and TSI's IT Directorate will coordinate and streamline Agency information resource management processes. These processes include IT governance, ensuring standardization on common platforms, and developing an enterprise approach to IT procurements. IT modernization also requires a well-developed Enterprise Architecture (EA) that integrates all IT planning among the Agency's networks and supports a defined IT investment decision-making process. This process is well supported by the Agency's CIO and FISMA-compliant IT management policies and procedures.

The Agency will continue to invest in information resource management applications, IT system monitoring tools, and professional services to capture and share system designs, functionalities, and configurations. These tools will help track the costs of IT investments and system lifecycle management, as well as improve USAGM's cyber-situational awareness by standardizing and integrating all security testing, evaluations, monitoring, and certifications of Agency systems.

Other key projects in FY 2020 and FY 2021 include:

- In FY 2020, TSI will continue to support the use and integration of Artificial Intelligence (AI) and machine-learning tools into its operations and research to streamline processes, provide enhanced business analysis and services, and improve the speed and quality of journalistic outputs.
- TSI will provide user help, security, and streaming support for the ongoing deployment of VOA's new Content Management System, as well as other production support systems.
- In FY 2020 TSI will roll out its upgraded media asset management system, Dalet Galaxy, for VOA. Dalet Galaxy will provide VOA with native support for HD video and several other technical improvements.
- Centralization and modernization are required to face USAGM's significant IT challenges, including increasing demand for new technologies and services, limited interoperability that reduces information sharing and collaboration,

evolving potential cybersecurity vulnerabilities, and addressing skill gaps. In FY 2020, TSI will unveil its new Help Center, integrating broader support of TSI-related services to users across the Agency.

- TSI will continue to support a number of Agency-wide business process systems, including the introduction of a new HR business management system. In FY 2021, TSI will undertake IT and distribution modernization efforts to support USAGM's objective of utilizing technology to streamline business processes, provide enhanced media analysis and services, and improve the speed and quality of journalistic outputs.

### **Global Distribution Realignment**

TSI will continue to realign USAGM's global distribution network by replacing global fiber optic networks, teleports, and leased satellite space segments with integrated, highly targeted platform solutions that offer increased reliability at a lower cost. Network realignment is focused on using the most cost-effective direct transmissions while shifting resources to updated technologies.

USAGM will continue its systematic and thorough review of all transmission leases in FY 2020 and FY 2021 to identify further opportunities for reductions and modernization.

In FY 2021, TSI will complete modifications to the Kuwait Transmitting Station—the most economical station in USAGM's network—that pave the way for TSI to reduce usage of more expensive facilities and leases.

FY 2020 will also see major reconstruction efforts continue at the USAGM transmitting station on the Commonwealth of Northern Mariana Islands (CNMI). TSI began repairs in FY 2019 following the impact of Super Typhoon Yutu in October 2018. The storm knocked out all station transmissions to North Korea, China, and other countries across East Asia. Recovery efforts started immediately following the storm. Crews restored approximately a third of the site's transmissions in FY 2019, using salvaged and spare materials. Some transmissions were moved to other sites, including leased sites, but additional repairs are needed to restore USAGM programming to the region at pre-Typhoon Yutu levels of quality.

Beyond Kuwait and CNMI, TSI's spending on USAGM's shortwave and medium wave network will be limited to maintenance and repairs required to ensure functionality and the safety and security of personnel and property at these transmitting sites. As TSI shifts USAGM away from traditional cross-border radio transmissions, it will invest more in other delivery systems that are more effective and less expensive to operate, such as FM radio, DTH (direct-to-home) satellite, internet streaming, mobile, and social media.

### **New Distribution Efforts**

In FY 2020, TSI will provide direct-to-home satellite support and digital streams for social media and internet-based platforms to expand the distribution of new offerings. In FY 2020 and FY 2021, TSI will continue its rollout of a direct-to-consumer video-on-demand platform. The platform allows audiences around the world to watch USAGM content on more than a dozen different devices, including Roku, Samsung Smart TVs, Apple TV, Amazon Fire, Sony, Philips and other Android-based connected televisions, and Apple and Android mobile phones and tablets. Plans call for a major upgrade to the user interface, additional language rollout (currently at 13), and deployment on additional devices.

TSI supports VOA television efforts more broadly by enhancing the infrastructure required to produce and archive programs. TSI also supported VOA in its FY 2019 launch of High Definition (HD) audio and video programming across key markets. Rollout of all HD video streaming for online platforms will be complete in early FY 2020.

### **Risk Management**

USAGM's IT Risk Management program will continue to mature in FY 2020 and FY 2021, implementing policies and procedures that ensure new technology investments are aligned with the Agency mission and are not duplicating previously deployed investments, as well as ensuring that Agency IT policies and systems are consistently developed and implemented.

### **Office of Business Development**

The Office of Business Development will continue to expand the affiliate network in FY 2020 and 2021. The Training Division will also continue to seek partnerships and funding with other U.S. government entities to deliver journalism training on a range of important issues, such as battling official corruption and promoting HIV/AIDS education.

Looking ahead to the rest of FY 2020 and FY 2021, Business Development will further gains made in FY 2019, including but not limited to the following initiatives:

### **Build on Record Audiences through Affiliate Engagement**

In FY 2020 system enhancements to the Salesforce customer relationship manager (CRM) tool will include several internal workflow integrations to expand contact management into the offices of USAGM Public Affairs, Congressional Affairs, and the Office of Policy and Research. In FY 2021, Business Development will request

additional user licenses to expand access to the CRM to the language services. This will foster improved affiliate customer coordination and communications about affiliate activities between language services, USAGM Business Development, and USAGM management.

#### **Continue to Grow Distribution Channels for Current Time**

In FY 2020 and FY 2021, Business Development aims to expand Current Time's reach, focusing on new content offerings, participating in Moscow, Minsk, and Ukraine trade shows, and broadening Current Time's reach in underserved markets.

#### **Continued Support in Venezuela and Central America**

Business Development will continue efforts to launch transmissions with signal coverage into Venezuela and to strengthen its partnerships in other Latin American countries facing political or other destabilizing factors through FY 2020 and FY 2021.

#### **Expand Affiliate Networks in Southeast Asia**

As the media market in Burma and elsewhere in Southeast Asia fragments, it is increasingly important to foster free and independent media there. Partnering with affiliates offers VOA and Radio Free Asia an opportunity to leverage existing goodwill and provide nascent outlets the opportunity to both learn from and gain credibility from the partnerships.

In FY 2020 and FY 2021, Business Development will continue to monitor the media landscape in Southeast Asia. USAGM will also build upon a new journalistic license in Cambodia to restore VOA and RFA programming to local affiliates.

#### **Improved Digital Distribution Platform**

The Agency's affiliate distribution portal, USAGM Direct ([www.usagmdirect.com](http://www.usagmdirect.com)), is a cost-effective way to distribute content to affiliates. In FY 2020, TSI will make critical technical adjustments to improve the functionality of the platform and allow for faster, larger file transfers, even for affiliates with relatively poor internet connectivity.

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# Radio Free Europe/Radio Liberty (RFE/RL)

## Funding (\$ in thousands)

\$	124,511	\$	125,306	\$	87,261
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## Overview

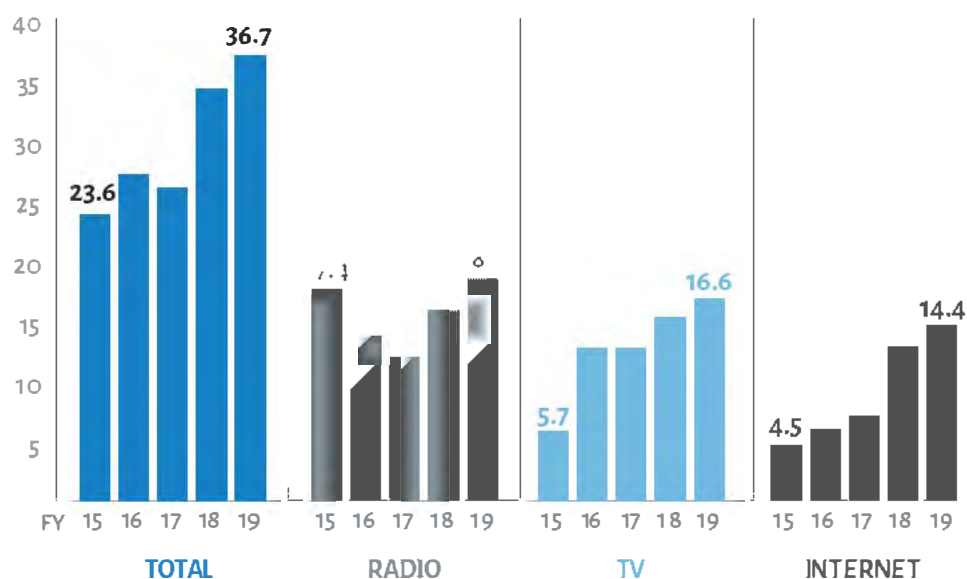
Radio Free Europe/Radio Liberty (RFE/RL) is a private, nonprofit multimedia news corporation that serves as a critical media source in countries where a free press is either banned by the government or not fully established. RFE/RL broadcasts in local languages across Eastern and Central Europe, Central Asia, and Southwest Asia. RFE/RL also reaches Russian-speaking audiences globally via the Current Time TV and digital network, which it leads in cooperation with VOA. The scope of RFE/RL's newsgathering operations is unmatched in the region, featuring a vast network of local news bureaus and an extensive freelance network. RFE/RL's proximity to its audiences allows RFE/RL to produce compelling, locally-oriented programming in a cost-effective manner.

Based on the conviction that a major requirement of democracy is a well-informed citizenry:

- RFE/RL's independent journalism provides fair and objective news, analysis, and discussion of domestic, regional, and international issues crucial to healthy democracies and free markets.
- RFE/RL strengthens civil societies by projecting democratic and pluralistic values.
- RFE/RL combats intolerance and promotes mutual understanding among peoples.
- RFE/RL provides a model for local media, assists in training to enhance media professionalism and independence, and develops partnerships with local media outlets.

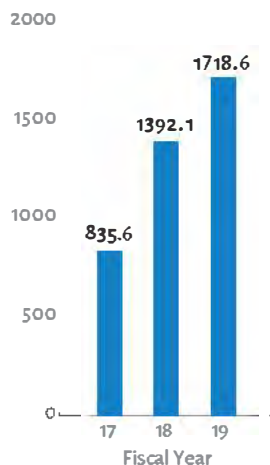
In carrying out these activities, RFE/RL supports USAGM Impact Objective 6: Serve as a surrogate news operation, delivering information otherwise not available in local markets.

### RFE/RL WEEKLY AUDIENCE BY PLATFORM (in millions)

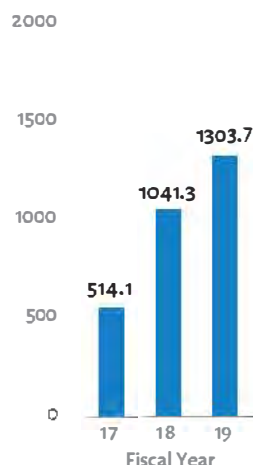


RFE/RL operates on digital platforms, as well as TV and radio – matching the modality to the market. This approach gets results. In FY 2019, 37.6 million adults consumed RFE/RL programming weekly via digital, TV, and radio platforms, according to survey work conducted under USAGM’s International Audience Research Program. This is an increase of almost four million from FY 2018. Iranian audiences make up the largest portion of the RFE/RL weekly audience, with 26% of RFE/RL’s overall audience located in Iran. The Russian Federation, Afghanistan, and Ukraine are also significant sources of audience share, demonstrating the importance of RFE/RL reporting in these countries.

#### RFE/RL VIDEO VIEWS ON FACEBOOK (in millions)



#### RFE/RL VIDEO VIEWS ON YOUTUBE (in millions)



This audience measurement via nationally representative surveys is further bolstered by gains tracked through analytics on digital media platforms. In FY 2019, RFE/RL language service websites were visited 554 million times and received 1 billion page views, increases of 9% and 3% respectively compared to FY 2018. On Facebook, 1.7 billion video views were recorded in FY 2019, 23% more than the in the previous

fiscal year. The number of video views across RFE/RL YouTube channels increased by 25%, reaching more than 1.3 billion views on the platform in FY 2019. On Instagram and IGTV, RFE/RL garnered 629 million video views in FY 2019.

RFE/RL endeavors to set the news agenda in many of its markets, with its work being reprinted or quoted by hundreds of media outlets weekly across the region. In several of RFE/RL's markets, RFE/RL journalists are the primary source of independent news and information available to those national audiences, creating space for debate and coverage of topics otherwise unavailable to audiences.

## **FY 2019 Accomplishments**

In FY 2019, RFE/RL demonstrated impact with major reporting accomplishments in countering disinformation, strengthening democratic institutions, and reaching closed markets in its coverage region.

### **An Alternative to Kremlin Disinformation**

RFE/RL provides an alternative to Kremlin-controlled media both in Russia and in countries where Russia seeks to expand its influence. The 24/7 Current Time TV and digital network – led by RFE/RL in cooperation with VOA – provides Russian speakers across Russia, Ukraine, Central Asia, the Caucasus, the Baltics, Eastern Europe, and as far away as Israel with access to factual, accurate, topical and trustworthy information.

In August and September 2019, Current Time informed global Russian-speaking audiences about a violent police crackdown on the biggest opposition protests in Moscow since 2011, prompted by a decision to bar independent candidates from local elections. Overall, Current Time videos based on the channel's street-level live coverage from the protests were viewed more than six million times, providing audiences with news and analysis that were entirely absent from state-run channels. Footage from Current Time was picked up by not only regional media outlets but also by international outlets.

RFE/RL's Russian Service, Radio Svoboda, is on the forefront of reporting on the socio-political environment inside of the Russian Federation, relying on a vast network of regional correspondents. The service provides in-depth political analysis of domestic, regional, and international events, adding context to global current affairs for Russian audiences. Radio Svoboda regularly features interviews with opposition figures and civil society actors, presenting a diverse range of viewpoints to its audiences. In FY 2019, RFE/RL's Russian Service made headlines with investigative reporting on the mysterious nuclear blast in northern Russia, Kremlin-sponsored mercenary groups

in Africa and Syria, and ties between the U.K. Novichok poisonings and Russia's GRU military intelligence. Much of this reporting was cited or picked up by dozens of news outlets in Russia and internationally.

In recent years, RFE/RL has also experienced tremendous success with its regional websites oriented toward local audiences in Siberia, the North Caucasus, and the Volga-Ural region. In September 2019, RFE/RL launched a regional reporting site on the northwestern part of Russia, which has had high impact, scoring more than 360,000 visits in its first month of operations. Regional reporting on the Volga-Ural region and North Caucasus region has similarly had impact in exposing attempts by Russian authorities to suppress minority ethnic groups.

### **Strengthening Democratic Institutions and Values**

RFE/RL serves an important role in strengthening democratic institutions around its broadcast region by providing wide-ranging election coverage and insightful analysis, exposing the destabilizing effects of extremism in communities and society at large, and bolstering local media by serving as model of professional independent media. RFE/RL is often able to cover topics that are deemed too risky or off limits for local media, who face harassment, financial pressure, or potential closure. In doing so, RFE/RL supports USAGM Impact Objective 2: Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric.

RFE/RL's language services provided comprehensive election coverage across its broadcast region during an elections-heavy year. In Ukraine, which held both parliamentary and presidential elections in 2019, both Current Time (in Russian) and RFE/RL's Ukrainian Service (in Ukrainian) offered continuous coverage, providing detailed reporting and also putting the vote into a broader regional context. Live coverage of both elections, including legitimate political debates, a first of their kind in much of the post-Soviet space, received millions of views on social media, through Current Time, and ensured news of the elections reached audiences in Russia that were otherwise deprived of objective reporting on these elections. The Ukrainian Service also collaborated with external TV outlets, with RFE/RL correspondents appearing across multiple national channels. From its Kyiv studio, the Service conducted high profile interviews with key figures in the race – and then within the newly elected government – which were picked up and cited by hundreds of local and regional news outlets. The Ukrainian Service also invested significant resources into debunking fake news and verifying candidate claims in a highly politicized electoral season; the service's investigative program Schemes dove deep into the candidates' campaigns, including exposing corruption and shady dealings among the political elite. RFE/RL also led a fact-checking initiative, #ElectionsWithoutLies, which was a

joint project with participation from multiple prominent Ukrainian outlets. The fact-checking effort was singled out as a valuable resource by experts who monitored the campaign for the Council of Europe.

In Afghanistan, a lack of effective governance, an underdeveloped media market, and territorial gains by the Taliban have led to increased vulnerabilities in the country's already fragile social and governance structures. RFE/RL reporting serves to expose the destabilizing effects of extremism and create a bridge between people and authorities on major societal issues. In 2019, RFE/RL's Afghan Service reported extensively on the potential U.S.-Taliban peace deal, exposing realities faced by those under the Taliban's rule, airing women's voices and concerns, and showcasing Western voices and analysis of a potential deal. RFE/RL's strengths in field reporting were highlighted during the September 2019 presidential elections, when Afghan Service correspondents provided reporting from 33 of 34 of the country's provinces.

In Central Asia, RFE/RL's reporting frequently highlights corruption and holds governments to account. A multi-year investigation by RFE/RL's Kyrgyz Service into a major money-laundering network that smuggled more than \$700 million out of Kyrgyzstan sparked public protests calling on parliament and the Kyrgyz president to investigate the massive corruption. In Kazakhstan, high-quality coverage of the ongoing anti-government protests in the wake of the shocking resignation of Nursultan Nazarbaev, who had ruled the oil-rich country for nearly 30 years, caused the Kazakh Service's Kazakh-language Facebook and YouTube pages to triple in video views in FY 2019, and also led to an increase in harassment of RFE/RL's journalists and multiple attempts by Kazakh authorities attempting to obstruct RFE/RL.

### **Engaging Iranian Audiences**

Iranians turn to RFE/RL's Radio Farda on digital platforms, satellite TV, and radio for objective, professional reporting that fact-checks and analyzes the leading stories of the day, and for the opportunity to engage in responsible, robust discussion of stories that are not fully covered by media inside Iran.

Radio Farda is a leader on digital platforms. Although RFE/RL's website is officially blocked within Iran, Radio Farda received 159 million visits to its websites and news app, as well as 75 million video views across social media networks in FY 2019. Most notably, Farda sharply increased engagement on Instagram in FY 2019, garnering more than 60 million interactions.

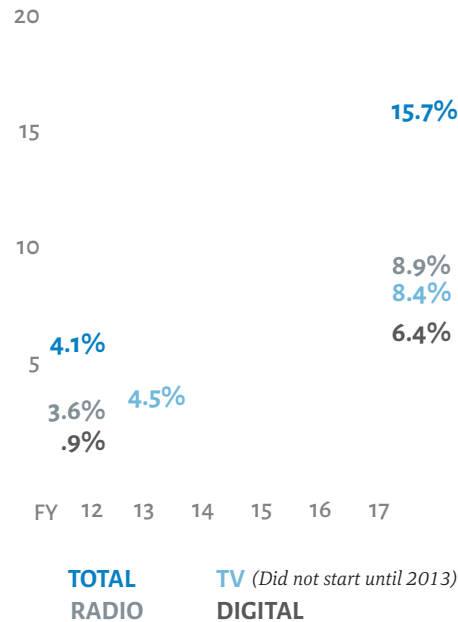
On radio, Radio Farda informs and engages audiences with its 12 hours of news and information. This programming proved critical in 2019, as the Iranian government completely disconnected citizens from the internet during major protests. The high quality of Farda's radio features were also recognized by external organizations,



including at the 2019 New York Festivals Radio Awards where an investigative radio featurette entitled Dervishes in Prison received honors.

In 2019, Radio Farda joined the USAGM's revamped 24/7 Persian-language television channel VOA365, which is led by VOA in cooperation with RFE/RL. RFE/RL reformatted its morning news program, Breakfast with News, with a wider variety of topics, including health and technology, which appeal to younger news consumers. This restructuring allowed RFE/RL to improve its production values to compete with other Persian-language media. Despite being barred from any reporting presence on the ground, Farda is one of the few news organizations that effectively employs in-country sources and user-generated content to report news from inside Iran.

### WEEKLY REACH FIGURES FOR RADIO FARDA IN IRAN\*



\*Audience accesses content on more than one platform.

## FY 2020 and FY 2021 Initiatives

From intensified attacks against independent media and civil society to corruption at the highest levels of governments, RFE/RL language services focus attention on underreported issues across the region. That credible reporting is a beacon of freedom to audiences living under corruption and underscores the importance of fundamental individual liberties for RFE/RL's global audiences. Throughout FY 2020 and FY 2021, RFE/RL will seek to further expand audience engagement across its target markets and content platforms in order to continue to excel in its mission.

### Increasing Digital Engagement

As audiences increasingly turn to digital distribution platforms, in FY 2021, RFE/RL will conduct a strategic assessment of organization-wide practices and digital performance. RFE/RL will prioritize the digital work of the language services and ensure that training, staffing, and best practices related to digital journalism are adequately resourced and supported across the organization.

Working across its language services, RFE/RL will increase audience engagement via social media and digital platforms, providing them with highly curated, personalized

news experiences based on individual's news consumption tastes and tailored to platform best practices. RFE/RL will also set targets for audience growth among key demographics with an aim to amplify impact and grow audiences beyond the RFE/RL's traditional base. Enhancing cost-effective video production and increasing remote production capabilities will allow RFE/RL to stay atop live news coverage on social media.

### **Promoting High-Impact Investigative Reporting**

RFE/RL will take concrete steps to promote investigative reporting, efforts to counter disinformation, and reporting on China, Western Europe, and gender equity. RFE/RL will partner with other networks to obtain reporting on global events of interest to RFE/RL's audiences.

Exposing corruption is central to RFE/RL's mission and RFE/RL will build on the success of its impactful investigative reporting on Kyrgyz customs corruption, Central Asian migrant abuse in Scandinavia, and the continued presence of EU companies in Russia-occupied Crimea in spite of sanctions. RFE/RL plans to bolster its investigative capabilities through enhanced training, technical and IT security, and partnership with established investigative projects in its operating region.

In response to continuing democratic rollbacks in Central Europe, RFE/RL will build on 2019's return to programming in Romania and Bulgaria, by re-launching services to Hungary - all three countries being members of the EU. Hungary has seen a sharp drop in media freedoms in the past several years. As part of its commitment to new media platforms, RFE/RL's return to Hungary will be digital-only, with an emphasis on rich regional reporting, data mining, infographics, and engaging social content.

One key initiative of FY 2020 and FY 2021 will be an increased focus on China-related reporting, as China seeks to expand its influence in Central Asia, Russia, Belarus, the Balkans, and elsewhere across the region. RFE/RL services are increasingly covering the role of China in the countries in which they operate. Several services have launched digital platforms to highlight their reporting on China. RFE/RL's enhanced reporting on the topic will contribute to broader USAGM efforts to cover China-related issues more effectively.

RFE/RL strives to give a voice to minorities and other underrepresented groups. To that end, RFE/RL will enhance programming aimed at raising the profile of women's issues across its broadcast area. From Afghanistan, where achievements in women's education and social rights are threatened, to Central Asia, where bride kidnapping, prejudicial law enforcement, and lapsed welfare systems have left girls and women vulnerable to abuse, violence, and neglect, women's issues share common characteristics across the RFE/RL broadcast space. As a result, women's programming

has the potential to travel seamlessly across geographic borders and programming platforms, with all content acting as a force multiplier as it generates multi-country conversations and problem-solving. Improved packaging and distribution strategy will also help RFE/RL reach potential female audiences across its target space, enabling not only the promotion of gender parity but also larger and more diverse audiences across the board.

### **Fighting Disinformation**

Across all of RFE/RL's coverage area, languages services will increase their focus on fighting against the efforts of authoritarian regimes to spread conspiracy theories and undermine fact-based reporting and analysis. RFE/RL will prioritize countering disinformation across its entire coverage area and develop new tools and formats to support these efforts.

In Russia, RFE/RL will look for opportunities to expand audience reach and will work to ensure that its reporting remains accessible within the Russian Federation as Russia's government seeks to implement a sovereign internet and increase legal restrictions on journalists working for organizations with "foreign agent" designations.

Current Time will continue to enhance live and breaking news coverage, capitalize on the shortage of unbiased reporting and fact-checking initiatives, and experiment with different storytelling formats. Current Time will seek to expand production of its successful Footage vs. Footage, a weekly program dedicated to media literacy and disinformation awareness, producing daily segments for quick turnaround and serving as a central hub for RFE/RL's counter-disinformation efforts.

The Russian Service will continue to focus on ensuring that local news that is underreported in the Russian Federation is available to audiences. This includes continuing the "Realii" strategic regional reporting projects for Siberia, the North Caucasus, and the Volga-Ural and northwestern regions of Russia. This strategy will ensure that vulnerable local populations retain access to news and information that Russian state-controlled media seeks to suppress.

Farda will continue to enhance its contributions to VOA365, the 24/7 Persian channel, including expanding Breakfast with News and launching additional programming. It will also prioritize digital operations, including enhanced breaking news reporting on the internet and increased social media content for the two main platforms inside Iran - Telegram and Instagram. Farda will work to ensure continued access to increasingly isolated audiences inside Iran by maximizing satellite exposure and making best use of circumvention tools to avoid further moves by Iranian authorities to block internet access.

## **Countering Violent Extremism**

RFE/RL will also emphasize reporting on the impact of radical Islamic extremism on people in Southwest and Central Asia, the Balkans, and across RFE/RL's coverage area. In Afghanistan, for example, where extremism continues to threaten Afghans' lives and livelihoods, RFE/RL's Afghan Service will continue to offer in-depth reporting on terrorism. Insurgents often present the international presence in Afghanistan as an occupation and exaggerate their own progress; RFE/RL's reporting performs a critical function on the frontlines working against such false narratives. Across Central Asia, where jihadism leaves families broken and devastated, RFE/RL will remain a professional voice of truth – reporting on the tragedy and false promises of radicalism. Similarly, in the Balkans, RFE/RL will reach and engage audiences in discussion about radicalization in society, including reporting on returning ISIS fighters and their reintegration into their home communities and countries.

## **Protecting RFE/RL Staff and Audiences' Access to Information**

Efforts to compromise RFE/RL reporting are on the rise, as those who seek to suppress the free flow of information launch increasingly sophisticated cyber-attacks and make moves to restrict audiences' access to the internet. In FY 2021, RFE/RL will strengthen its crisis management programs, optimizing funding and resourcing to provide the highest level of digital security protection, reduce the organization's vulnerability to cyber threats, and react to detected risks quickly. RFE/RL will continue to prioritize the safety and security of its employees and freelancers and engage at all levels with governments and nongovernmental organizations to assist RFE/RL journalists when they come under pressure or harassment.

## **Notable Program Changes**

RFE/RL will review its organizational structure to ensure proper staffing and alignment of departments and functional areas, including ensuring that RFE/RL retains a high-quality workforce and remains a competitive employer in its markets.

Rising costs of technological services make news reporting more costly each year. RFE/RL will promote more efficient use of resources by increasing content sharing between services and shifting to lower-cost platforms where possible – namely digital rather than TV or radio. In markets where TV has a more significant market share, RFE/RL will promote efficiency by creating better synergy between digital and TV platforms. In doing so, it will modernize news products to make them more appealing to audiences. RFE/RL will draw on market data and existing research to make informed choices about programming and platform priorities to maximize high-impact projects and to establish objective metrics for success. To achieve cost

savings in FY 2021, RFE/RL will take a programmatic reduction as well as look at shifting some editorial operations from its broadcast headquarters in Prague to its news bureaus in the region where appropriate. This will allow RFE/RL to be nimbler and more efficient with news coverage while being conservative about expenditures.



# Radio Free Asia (RFA)

## Funding (\$ in thousands)

\$	45,195	\$	44,223	\$	39,519
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## Overview

Radio Free Asia (RFA) is a private, nonprofit, multimedia corporation that serves as surrogate media, substituting for domestic media in Asian countries that prevent or restrict freedom of the press. RFA is funded through, and operates under, a grant agreement with USAGM. RFA broadcasts in Burmese, Cantonese, Khmer, Korean, Lao, Mandarin, Tibetan, Uyghur, and Vietnamese on shortwave (SW), medium wave (AM), satellite television, online through websites, and through apps and social media platforms. RFA delivers accurate and timely local news, information, analysis, and commentary, providing a public forum for the audiences it serves.

RFA is an authoritative source of East and Southeast Asian news and is frequently cited by local, regional, and global media outlets. This includes RFA-generated content that is republished on well-trafficked global and regional blogs and diaspora media outlets. These media pickups, particularly by large syndicates and wire services, amplify RFA's reach into its target countries and to relevant diaspora communities.

## FY 2019 Accomplishments

### Mandarin and Cantonese Service

RFA has provided a platform for Chinese citizens to challenge Beijing's tight censorship regime. RFA's Chinese services, broadcast to both Mainland Chinese and Hong Kong populations, and have been at the forefront of covering the ongoing, and sometimes violent protests against Chinese rule in Hong Kong. In 2019, RFA Mandarin's YouTube channel had more than 10 million video views and 88,000 engagement actions, and now has more than 119,000 subscribers. On RFA Mandarin's website, RFA has garnered more than 27.3 million page views, 12.9 million visits, and 5.4 million unique visitors in 2019. Other key 2019 growth numbers include: 20% growth in page views, 50% growth in visits, 59% growth in unique visitors, and 61% growth in audio clicks. The RFA Mandarin Service was named the winner of the prestigious 2019 National Edward R. Murrow Awards. This is the first time RFA

has received this honor, presented by the Radio Television Digital News Association (RTDNA) for outstanding journalism.

### **Uyghur Service**

The RFA Uyghur Service is a primary source news reporting on the detention of millions of Uyghurs in internment camps. Despite the detention of RFA Uyghur reporters' families since 2017 and ongoing direct threats, the Service continues to serve as the most credible news source on the Chinese government's crackdown. In FY 2019, RFA's Uyghur Service produced exclusive radio and television interviews with internment camp survivors and broadcast reports confirming China's attack on Uyghur language, culture, religion, traditions, customs, and values. In addition to RFA's radio shows "Bright Shores" and "History and Today," in 2019, the Uyghur Service added a new radio show, "Fresh Air" and TV talk show, "The View," to its successful programming line-up. The service also broadcast exclusive one-on-one interviews with high-level U.S. government officials, including Deputy Assistant Secretary Scott Busby, Ambassador-at-Large for International Religious Freedom Sam Brownback, and Ambassador-at-Large for Counterterrorism Nathan Sales. RFA Uyghur has been widely cited as the critical news outlet informing the world about the detention of millions of Uyghurs in internment camps, by outlets including The Economist, The Washington Post, The New York Times, NPR, CBS, NBC, The Guardian, and major wire services, among many others. RFA Uyghur Service work also helped inform the Uyghur Human Rights Policy Act, which passed the Senate on September 11, 2019. Staff were asked to testify at hearings to share both their expertise on conditions in XUAR and their own personal stories.

### **Korean Service**

As the leading source of North Korean (DPRK) news in and outside the country, RFA Korean's exclusive and breaking reports are closely followed by other media, as well as by the South Korean government, the North Korean regime, and North Korean defectors living in South Korea. RFA Korean covered the unscheduled one-hour live-coverage session with President Trump and Kim Jong Un at the DMZ, released an investigative series examining the lives of North Korean workers in Russia, and provided extensive coverage of the sanctions on North Korea. In FY 2019, RFA launched new radio shows on health and medical issues, food culture in South Korea, and mobile phone usage in North Korea; and reported on North Korean human rights from a defector's standpoint.

RFA's Korean Service expanded the use of social media to amplify its reach and leverage the phenomenon of human proxies bringing information from the outside into North Korea. In 2019, RFA Korean Facebook fans had 49K engagements on

Facebook, almost doubling from 29,000 over the same period in 2018. The Korean Service has dedicated increasing time and energy to developing video content as well, and video views reached 638,000 on the RFA Korean YouTube channel. Viewfinder, the joint RFA and VOA YouTube channel, also had 1.4 million views in 2019, a 540% increase from the previous year.

**Tibetan Service:** The RFA Tibetan Service marked the 60th anniversary of the Dalai Lama's exile with a series of six documentary television programs highlighting subjects such as His Holiness' global accomplishments and leadership in the last six decades, the destruction of Tibetan identity in Tibet under the Chinese Communist Party's rule, and the denial of Tibetan people's basic rights since his exile. RFA has been a primary source of information on protests inside Tibet, including the 148 public self-immolations to highlight Chinese repression.

### **Vietnamese Service**

In FY 2019, RFA Vietnamese shifted to online delivery of its content to ensure that the Vietnamese population could access its content despite government censorship. Despite being officially banned in Vietnam, in FY 2019 RFA's social media interactions grew: the service garnered 18% more fans on Facebook and 71% more subscribers on YouTube. RFA Vietnamese leveraged a rare opportunity for official access to Vietnam to break an important story during the U.S.-North Korea summit in Hanoi in February 2019: RFA reported exclusively on how the Vietnamese government confined dissidents to their homes during the summit.

### **Burmese Service**

In FY 2019, the RFA Burmese Facebook following rose to 5.6 million, and YouTube subscribers nearly doubled in 2019. RFA exclusive video reports on escalating ethnic conflicts in August 2019 resulted in 5.9 million engagement actions on Facebook and 81,000 engagement actions on YouTube – up from 1.7 million on Facebook and 3,800 on YouTube during the same period in 2018. After nearly a year off the air because of a dispute with the government over use of the word “Rohingya,” RFA Burmese has returned to terrestrial television in Burma on the Democratic Voice of Burma network without compromising its editorial standards. It airs a weekly feature show, “Here & Now,” a current affairs talk show from Yangon, and a new weekly political show from a new studio in Naypyitaw.

“

*Our villagers would not tune in to radio stations, except RFA. Other radio stations are not independent and have failed to broadcast the voice of the voiceless. We had to pay local reporters sometimes up to 200 dollars to get our concerns heard on air. Our concerns are covered by RFA free of charge. RFA alone is the trusted and most reliable radio station that we, the victims of land grabbing, love to listen to.*

”

**Listener from Lor Peang village**

Kampong Chhnang province, Cambodia, where authorities reprimanded villagers for relaying RFA by loudspeaker.

### Cambodian Service

Despite being officially shut out of Cambodia, in FY 2019, RFA's Khmer Service produced two hours of radio and a 30 minute video webcast daily using contributions from citizen journalists, freelancers outside the country, and reporting from DC-based staff. In a country of 16 million people, the service has a Facebook following of 6.7 million. RFA Khmer reported extensively on the oppression of the political opposition, corruption and land grabs, and the growing influence of China. During FY 2019, YouTube subscribers rose by 193% to 648,000, and the total number of video views over the year was 144.9 million, an increase of 397% from FY 2018.

### Lao Service

In FY 2019, RFA Lao broke stories on the arrests of dissidents, land disputes, hydropower projects, and the impact of a growing tide of Chinese economic investment on villagers. While RFA Lao continues to broadcast daily on shortwave radio and via FM affiliates in Thailand, in FY 2019, the service focused on publishing more video content, driving a spike in the service's online audience. On Facebook, RFA Lao stories earned 86,400 audience interactions – reactions, comments and shares – during the month of October 2019, compared with 34,800 interactions in October 2018, an increase of nearly 150%.

## FY 2020 and FY 2021 Initiatives

### RFA WEEKLY AVERAGE WEB AND MOBILE VISITS (in millions)

In FY 2020 and FY 2021, RFA plans to expand training programs and opportunities to further improve its programs and develop multimedia skills among journalists.

1.5

1.27

Additional training will help journalists more effectively communicate with their audiences via social media, allowing them to adapt to emerging platforms that dominate the media user landscape.

1.2

0.9

.77

0.6

### Global Mandarin

0.3

The Chinese Communist Party's propaganda is not confined within China's borders. In fact, the Party is actively spreading CCP-approved messages and information across the globe using all possible means of mass communication. From Chinese state media, to CCP regime-friendly media to paid content in overseas outlets, China floods the diaspora with consistent pro-PRC messages. Diaspora Chinese are a vulnerable target largely because there have been no real options for uncensored news and information in these communities.

0.0

15 16 17 18 19  
Fiscal Year

In FY 2020, RFA will launch its new Mandarin-language brand, WAINAO, a platform to provide Mandarin speakers worldwide with news content that is otherwise censored or manipulated by the Chinese government. The platform will use innovative and strong visual elements, cutting-edge production, in-depth articles, and discussions to offer readers an alternative way of thinking. WAINAO will provide audiences with evidence and answers to questions that Chinese media purposefully avoids. Content will be focused in three categories: WAINAO Reads (articles and photo stories); WAINAO Sees (videos and shows); and WAINAO Talks (opinions and discussions), covering five beats: Life and Lifestyle, Art and Culture, Identities, Society, and Education, Environment and Health, and Science and Technology.

In FY 2021, WAINAO's full-time staff will expand to 19 with 10 additional freelancers and contributors. Staff positions include writers, editors, digital content producers, web editors, graphic/photo designers. In FY 2021, new staff members will populate the fully launched site and social platforms with fresh text, photos, graphics, animation and video content updated regularly. WAINAO plans to produce and publish monthly special in-depth projects, weekly video features, and extensive infographic content.



## **Uyghur Service**

As the only Uyghur language news outlet for the Xinjiang Uyghur Autonomous Region (XUAR), RFA Uyghur will continue to broaden its current programming from radio to television and web videos to incorporate stories that inspire and induce discussion among newsmakers, experts, and the general population. In FY 2021, the service will produce more video, audio and infographic content for social media platforms which have proven to be very popular among the Uyghur exile community and shared by that community back to XUAR. The service will continue its investigative feature series that showcases the Uyghurs' struggles to protect their identity, culture, and lives in today's XUAR. Detailed initiatives include:

- Doubling its original content as demanded by audiences reached in the recent Uyghur refugee and travelers survey.
- Engaging diaspora audiences in Turkey and Central Asia through online content and social media by increasing coverage of those who have escaped XUAR. RFA Uyghur will establish a three-person video team focused on producing video clips and programs customized to social media platforms most widely used in the diaspora; the team will also produce content that can be uploaded to popular in-country messaging platforms. Content will be published in Cyrillic, Arabic, and Roman alphabets to reach all diaspora audiences.
- Expanding the reporting capacity in Turkey, the most critical area for Uyghur affairs outside of the XUAR. RFA Uyghur reporting will focus on stories from the influx of Uyghur refugees, whose number are expected to grow as Uyghurs leave internment camps.

## **Korean Service**

In the face of rapidly shifting dynamics on the Korean Peninsula, RFA Korean will expand coverage on North Korea domestic news on all digital platforms, in addition to continuing successful shortwave and medium wave radio programs. RFA Korean will continue producing modern reality TV focused on the lives of North Korean defectors in South Korea to counter false narratives and expand fact-based understanding of North Korean experiences outside of the country. The RFA Korean Service will continue to report exclusive news items from sources inside North Korea, providing breaking news to media outlets in South Korea and abroad.

In FY 2021, RFA Korean will integrate short form news videos, infographics, photos, and illustrations with news content and feature stories to create content specifically tailored for popular social media platforms. RFA Korean will leverage its position as

a major source of trusted news and information to audiences in the DPRK to keep citizens informed about issues of interest that have relevance to their daily lives.

Detailed initiatives include:

- Highlighting the important role played by North Korea's younger "Jangmadang (market) Generation." Given the declining role of a state-led planned economy, the RFA Korean Service will strengthen its emphasis on the voices of a younger generation who have participated in North Korea's informal markets, which serve as platforms for major economic activities.
- Expanding the use of sources inside China, including adding freelancers in the border areas and making more use of ethnic Korean media sources inside China. These sources offer important contacts and tips on developments within the DPRK.
- Expanding the reach of RFA content in secondary markets through YouTube, Facebook and over-the-top apps, providing unique, visual content to enhance credibility and delivery over mobile and TV networks. This effort takes place in conjunction with efforts to pursue opportunities to provide visual content to North Koreans inside North Korea.
- Training staff in Washington on feature reporting and writing for video to help produce on-location, documentary-style programs with the in-depth news team. To accomplish this, RFA Korean will hire another D.C. staff member specializing in video editing and infographics. Other team members will continue to create well-researched, high-impact infographics and videos for use on social media.
- Continuing production of new episodes of three different video series successfully launched in FY 2019: Health Plan B, Korean-Korean Dictionary, and the Quiz Show. Each program was designed for uniquely resonant appeal to North Korean viewers.

### **Tibetan Service**

In FY 2021, RFA Tibetan Service will continue to produce investigative reports inside Tibet on efforts to preserve Tibetan identity, culture, language, natural environment, and history, in addition to breaking day-to-day stories on the suppression of fundamental human rights. China's monitoring of Tibetans increasingly relies on the same digital technologies that are omnipresent in Uyghur regions. RFA is paying particular attention to the growing forced resettlements of nomadic Tibetans into urban areas and evidence of more invasive control of Tibetans outside the Tibetan Autonomous Region (TAR).

In FY 2021, another key focus of the RFA Tibetan Service will be the next Sikyong (presidential) and parliamentary election to be conducted by the Tibetan exile government or the Central Tibetan Administration in March 2021. The RFA Tibetan Service will expand popular TV programming and social media platforms to deliver timely, balanced, and objective coverage on the election from the exile administration in Dharamsala, other parts of India, and Tibetan exile communities around the world. Detailed initiatives include:

- Expanding the pool of sources inside Tibet. RFA Tibetan will prioritize hiring freelancers with strong in-country networks. RFA Tibetan also will explore opportunities to use satellite imagery to track detention centers, prisons, and large Chinese infrastructure projects such as railroads, tunnels, dams, and mining operations, all of which are dislocating local Tibetan nomads.
- Working with the Open Technology Fund to use the most effective tools to communicate with sources inside Tibet safely.
- Developing election content that is easily distributed on social media platforms, such as short videos and infographics to reach Tibetans in the digital space.
- Increasing training of India-based reporters on covering elections to effectively cover Tibet's next elections. RFA is planning extensive profiles of the candidates as well as hosting a number of forums and debates.

### **Burmese Service**

In FY 2020, RFA Burmese will focus on Burma's 2020 national elections. Despite recent incidents of press intimidation, RFA Burmese will station reporters around the country to cover the issues unique to each region and how the various parties plan to respond to them – before, during, and after the next elections. RFA Burmese continues to report on issues that the domestic media avoids covering, including ethnic conflict and civilian deaths at the hands of the military.

To effectively cover the elections, the RFA Burmese bureau in Yangon will move to a new downtown location that will improve efficiency in newsgathering and content delivery. RFA will increase its livestream coverage of election-related events across the country and integrate more video content into its daily news broadcasts. RFA Burmese will expand production of content in the main seven minority languages in Myanmar, producing at least two stories per month in Karen, Karenni, Rakhine, Mon, Kachin, Chin, and Shan using local journalists fluent in each language. These efforts will build RFA's audience among marginalized ethnic minorities and give voice to their concerns in the run-up to the election. To facilitate crossover to RFA Burmese's wider audience and foster mutual understanding, each story will be subtitled into the Burmese language.

## **Lao Service**

In FY 2020 and FY 2021, RFA Lao will continue growing its video content and viewership. Specific initiatives include:

- Scrutinizing the impact of hydropower development in the Mekong basin as major dams enter operation. RFA will monitor the impact of the dams on rural populations in Laos, neighboring Thailand, and downstream in Cambodia and Vietnam, with reporting from dam sites and rural communities.
- Pressing Lao authorities to be more accountable and responsive to the needs of the Lao people by reporting on economic and social problems that are ignored by the state-controlled media.
- Improving the quality of video products posted on the RFA Lao website, Facebook, and YouTube. RFA Lao will also expand the use of verified, user-generated content to provide more visual content of events inside Laos as access to Internet grows.
- Training Bangkok-based reporters on shooting, editing, and video-storytelling, and providing opportunities for reporters to travel inside Laos. RFA will also continue training DC-based staff in video editing and customizing content for social media, including captioned videos and infographics.

## **Notable Program and Pricing Changes**

RFA actively works with USAGM's Open Technology Fund (OTF), which RFA had previously managed until OTF became an independent non-federal entity in November 2019. RFA continues to collaborate with OTF on internet freedom initiatives supporting RFA's mission.

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# Middle East Broadcasting Networks, Inc. (MBN)

## Funding (\$ in thousands)

\$

110,060

\$

110,312

\$

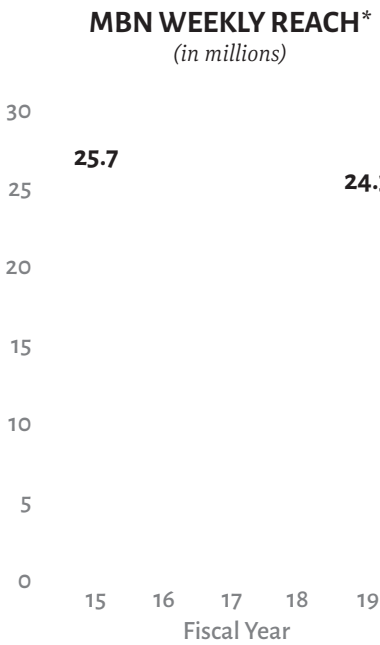
96,773

## Overview

Middle East Broadcasting Networks, Inc. (MBN) is a private, nonprofit, multimedia corporation that provides the United States with a direct line of communication with Arabic-speaking people of the Middle East and North Africa. MBN is fully funded through a grant agreement with USAGM. MBN’s mission reflects a combination of traditional surrogate broadcasting as well as providing international news and unmet perspectives. MBN is the only Arabic-language programming funded by USAGM.

MBN’s mission is to expand the spectrum of ideas, opinions, and perspectives available in the media of the Middle East and North Africa; provide objective, accurate, and relevant news and information; and accurately represent America, Americans, and American policies. Through its multimedia broadcasts, MBN seeks to inform, engage, and connect with the regions’ people in support of universal freedoms.

MBN produces programming at its headquarters in Northern Virginia and production outlets in Washington, D.C., the United Arab Emirates (UAE), Iraq, Lebanon, Egypt, Israel, Morocco, and Tunisia. Television and radio programming is broadcast via USAGM’s global transmission network. MBN also engages directly with audiences across a range of social media platforms.



**Alhurra**

Alhurra's Pan-Arab news and information channel was launched in February 2004 to provide a reliable source of objective television news and information across the Middle East. Alhurra-Iraq was launched in April 2004 to provide targeted local news and programming to the people of Iraq. Alhurra is unique within the Middle East satellite television market in its ability to provide audiences with the American perspective, giving context to American policies as well as insight from diverse voices throughout the broad United States public policy community, and from the people of the United States. Both Alhurra channels were relaunched in early FY 2019 with refocused and strengthened programming and impact. Alhurra's 24/7 channels are distributed via satellite and additionally via terrestrial transmitters in Iraq. Alhurra can be streamed on its news and information website, Alhurra.com, and content is distributed through digital platforms, including YouTube, Facebook, Twitter, and mobile apps.

**Radio Sawa**

Radio Sawa was launched in 2002 and grew to broadcast on eight separate programming streams targeted to the sub-regions of the Middle East, providing audiences news and information programming interspersed with a mix of Middle Eastern and American music. In 2019, MBN refocused and reduced Radio Sawa radio programming. Radio Sawa now broadcasts on two, targeted streams to engage specifically with the people of Iraq and the Levant (including Syria, Lebanon, Jordan, and the West Bank) primarily through call-in shows, providing rich news and information content. A new, similar stream designed for audiences in Sudan will be launched in FY 2020.

**MBN Digital**

MBN has established several digital properties targeted to engage Pan-Arab and specific country audiences, including Alhurra.com, Aswat Magharibyya (for the Maghreb), Irfaa Sawtak (for Iraq), and Elsaha (for Egypt). The digital properties span Facebook, Twitter, YouTube, Instagram, and websites.

## FY 2019 Accomplishments

In FY 2019, MBN made great strides in a strategic, multi-year transformation plan. MBN made enormous changes to staff both domestically and abroad in all departments to improve programming and operations, including, but not limited to:

### Covering the Region

MBN provided a clear view and objective voice with extensive and unique coverage of the political unrest and uprisings across the Middle East including those in:

- **ALGERIA:** MBN's correspondents were there to provide the latest news and analysis as demonstrators turned out in the streets of Algeria for mass protests to speak out against the political system and ailing President Abdelaziz Bouteflika's bid for a fifth term. Aswat Magharibyya followed the role of women in the protests and the reaction from the Algerian youth. The website's correspondents were on the scene reporting as journalists protested against the media blackout that the government was trying to impose.
- **SUDAN:** Throughout the months-long demonstrations, Alhurra provided daily updates and extensive coverage of protests and anger over the state of the country during Bashir's 30-year-rule. MBN frequently hosted opposition and pro-government guests to discuss the protests across the nation.
- **LIBYA:** MBN covered the escalation of violence surrounding the Libyan capital of Tripoli, as the self-proclaimed Libyan National Army launched a major offensive to capture the capital. MBN has reporters on both sides of the conflict, in Tripoli, Benghazi, and on the Libyan/Tunisian border to provide updates on the evolving situation.
- **YEMEN:** Alhurra Television, Radio Sawa and their respective digital properties (Alhurra.com and RadioSawa.com) have provided robust and extensive coverage of the situation in Yemen since fighting broke out four years ago. Nearly every day, Alhurra's primetime newscasts include updates on the latest clashes and developments from the country.
- **LEBANON:** As hundreds of thousands took the streets to speak out against corruption and mismanagement in the government, Alhurra and Radio Sawa had correspondents in the streets and comprehensive coverage of the protesters demands and reaction from the Lebanese government. The spark was ignited after Prime Minister Hariri announced economic reforms that were to help revive the economy. Sawa Levant hosted female protesters and activists for an in-depth discussion of the role of women in the protests. Sawa

Levant also interviewed Members of Parliament, the resigned Minister of Social Affairs, the resigned Minister of Labor and activists as part of its daily news coverage.

- **IRAN:** As protests broke out in Iran, MBN provided coverage including footage from the scenes, expert analysis and reaction from the region and the world. Each day, Alhurra updates viewers with the latest news from Iran. Alhurra had extensive coverage of the White House and State Department's condemnation of the violence by the Iranian regime against the protesters
- **IRAQ:** Alhurra continues its comprehensive coverage of the protests in Iraq, including the growing risk of regime and militia violence as the demonstrations continue. Sawa-Iraq's newscasts had detailed reaction to the protests from across the country, interviewing activists from a variety of provinces and from the Iraqi diaspora. Irfaa Sawtak provided unique human interest content from the frontlines of Iraq's demonstrations.

“

*I learned a great deal (from Islam Hurr program). The show fills a void in the religious programming market. The presenter pushes buttons; this is the show's greatest strength.*

”

2019 commentary from Arab media expert  
who reviewed Alhurra content in depth.

## Relaunch of Alhurra

MBN relaunched Alhurra television at the beginning of FY 2019. Alhurra introduced a new programming grid from a production hub in Dubai, revitalizing and redefining the channel in a hyper-competitive and saturated Arabic media market. Nearly one-third of the programming day for the Pan-Arab Alhurra channel is now generated from the region in sync with the region's news cycle. The new production grid includes a dynamic blend of news coupled with select, quality programming that drives contemplation and engagement on issues of relevance to the target audience and concerns. The relaunch redefines Alhurra as a distinctly American channel with an American voice supporting human dignity and universal rights and values.

New programs include extensive reporting from across the region and provide in-depth analysis focusing on topics not found in other Arab media outlets such as social, cultural and religious challenges. Alhurra dedicates two hours each day to news out of North Africa, a region underserved by other media outlets; additionally,

Alhurra airs a daily newscast focused on reports out of the U.S. The network also introduced a new line-up of fast paced, thought-provoking programs that will enlighten and engage viewers, as well as updating current programs to fit with the revamped network. The new programs present a range of information, viewpoints, and experiences, as seen in just these select few:

- *The Talk Is Syrian* — A weekly hour-long program that analyzes, through discussion and visual elements, the developments, human crises, and overall political situation in Syria.
- *Decision Capital* — A weekly show that displays American foreign policy with insiders who shape and influence the policies.
- *Islam Hurr* — Hosted by respected Islamic scholar Islam Bheiry, Islam Hurr is a weekly program that focuses on the modern interpretation of Islam and looking at the positives that can come from religion.
- *Word of Truth* — A weekly show hosted by prominent writer and activist Joumana Haddad that highlights controversial voices that have been suppressed in the Middle East promoting ideals such as human rights and freedom of religion.
- *Alhurra Investigates* — A weekly no-holds-barred show that highlights and encapsulates the best of original, Alhurra investigative reports produced by Alhurra's new investigative news unit. Highlights of Alhurra Investigates coverage to date include:
  - *How Iran Is Defying Sanctions*: The report revealed illicit means Iran is using to circumvent U.S. sanctions and to bolster its teetering economy. The report delved deeply into how Iran is using a shifting network of front companies in Iraq for counterfeiting, money laundering, weapons smuggling, and funneling hard currency into Iran. Through interviews with officials from the Iraqi Ministry of Agriculture, Iraq's Central Bank, the Iraqi Ministry of Planning, political activists, and economic experts, the report examined how such trading in billions of dollars happens.
  - *Human Trafficking of Yazidi Children*: The report delved into the shocking stories of Yazidi children being sold on the black market, one of the horrendous residual impacts left over from ISIS and one that domestic Arab press largely ignores.
  - *Religious Corruption in Iraq*: The report on alleged corruption undertaken by both Sunni and Shia religious endowments outlined how religious figures were involved in phantom deals where money was paid for jobs never completed and how Iraqi judiciary has not been enforcing laws when these



clerics were charged with embezzlement of millions of Iraqi dinars. The program saw immediate reaction from media and the government, with the Iraqi government calling for the suspension of Alhurra's operations in Iraq. This was met by immediate uproar in the media and journalistic organizations alike, many of whom stated that no one was questioning the accuracy of the reports, only that Alhurra had shed light on this controversial and underreported topic.

- *Between Sam and Ammar* — A weekly show where two Us-based Arab intellectuals share their unfiltered and cutting edge views of current affairs and spotlight Washington's political and economic decisions that impact the target region.
- *Debatable* — A weekly show wherein renowned journalist and novelist Ibrahim Essa promotes critical thinking while analyzing radical Islamic ideas and raises questions on how these ideas are dictating lives and risk essential freedom.
- *Gulf Talk* — A weekly show that addresses current news and developments in the Gulf countries.
- *Inside Washington* — A weekly American current affairs program that addresses political and social issues.

In addition to the new line-up, two new limited run series were launched:

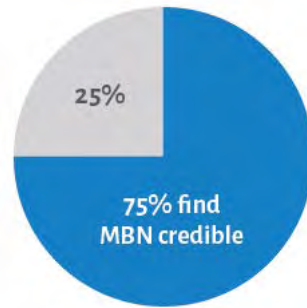
- *My Story* — an 11-part series profiling Arab-Americans who left their homeland to start a better life in the U.S., offering viewers first-hand accounts of the challenges and triumphs they faced as they left their family and friends behind to seek opportunities in a new country that offered them refuge and opportunity from a turbulent Middle East.
- *Huna America* — a 6-part series highlighting prominent people, events and locations that helped shape American history. The six-part series talked with historians and experts who shed a light on events that made the United States what it is today.

Alhurra's current affairs programs are attracting additional viewers and building their own prominent brands. Alhurra provides content audiences find trustworthy and relevant: for example, in Lebanon, Morocco, and Saudi Arabia, 83.2%-95.9% of past week Alhurra viewers said they trusted Alhurra. This is more than the percentage of past week viewers to Jazeera, RT Arabic, and Sky News Arabic who said the same about those stations.

### Radio Sawa Transformation

On June 30, 2019, MBN launched the Sawa Levant stream targeting Syria, Lebanon, Jordan, the Palestinian Territories and Arabic speakers in Israel. The radio stream is modeled after the successful Iraq stream of Radio Sawa and includes longform news and information programs, as well as a call-in program specific to the Levant. Five former streams were discontinued to fund ongoing transformation efforts.

### MBN CREDIBILITY

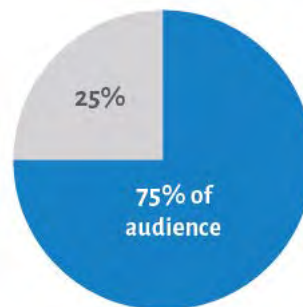


Weighted percentage of weekly audience that finds MBN information to be very or somewhat trustworthy.

### Launch of Elsaha.com

In November 2018, MBN launched a new digital platform targeting Egypt. Elsaha.com highlights Egyptian stories from around the world and tells them in short compelling videos. In 2019, an Elsaha report on an Egyptian-American woman who forgave her son's killers was honored by the 2019 Webby Awards, selected by online voting as the Best Documentary: Shortform.

### MBN HELPS FORM OPINIONS ON IMPORTANT TOPICS



Weighted percentage of weekly audience that says MBN content helps them form opinions on important topics.

### Impact of Transformation Efforts to Date

The relaunch of MBN networks has generated significant improvements in reach and impact. Audience reach for MBN is up across the region, with especially strong increases in Iraq, the Palestinian Territories, and Morocco, according to 2019 USAGM national surveys.

MBN's audience in Iraq is its second largest ever, with 63.2% of adults (aged 15 and older) using Alhurra, Radio Sawa, or MBN digital in the past week.<sup>3</sup> Past week viewership for Alhurra - at 37.2% - is almost double the last USAGM survey figure of 22.1% in 2017. In the Palestinian Territories, more than half of the population

<sup>3</sup> 2019 USAGM Survey of Iraq conducted by D3 and KA Iraq August 23-29, 2019. Telephone assisted paper interviews (TAPI); 2,000 interviews distributed proportionally among adults 18+ in 14 mostly Arab provinces; 2017 USAGM phone survey of Iraq carried out by Gallup in participation with D3/KA. Fieldwork July 10 – November 23, 2017. Survey included 2,003 individuals in all 19 provinces. Comparisons with 2017 survey included respondents only in provinces covered in August 2019 survey (n=548).

(53%) used MBN networks in past week, the third largest audience ever in the region. Alhurra and Radio Sawa are both popular in the Palestinian Territories, with 26.6% and 28.6%, respectively, using each in the past week.<sup>4</sup> In Morocco, 16.4% of adults used MBN networks in the past week, an increase from 9% in 2016. MBN's Aswat Magharibyya digital offerings attracted an impressive past week audience of 6.3% of adults.<sup>5</sup>

Alhurra is also providing content audiences find relevant. In Iraq, Lebanon, Morocco, and Saudi Arabia, at least 67.1% of past week Alhurra viewers with an opinion (in Iraq) and as many as 90.4% (in Lebanon) said Alhurra increased their understanding of news and current events.



*\*MBN's digital transformation was completed in late FY 2019, and therefore these statistics do not reflect post-transformation data.*

MBN's digital content is attracting larger audiences than the past in Iraq, Lebanon, Morocco, and Saudi Arabia, with especially large increases in Iraq. Past week digital reach increased in Iraq from 8.2% (Alhurra) and 6.5% (Radio Sawa) in 2017 to 16.9% and 14.1%, respectively.

## FY 2020 and FY 2021 Initiatives

MBN is committed to its multi-year, wholesale transformation of programming and operations initiated to increase its impact across the Middle East and North Africa. The following are key initiatives for FY 2020 and FY 2021.

### Aggressively Increasing Digital Presence

While television is a key media source for news and information for over 80% of people in the Middle East region, digital consumption is swiftly growing, especially among younger audiences. Aligned with USAGM Impact Objective 4: Optimize program delivery by market and expand engagement on digital platforms, MBN will rebuild its digital team and operations to ensure the quality, accessibility, and efficacy of programming in support of MBN's

4 2019 USGM CAPI Survey of the Palestinian Territories carried out by D3 Systems in participation with the Palestinian Center for Public Opinion. Survey included 1,048 interviews among adults (15+) in 16 governorates and East Jerusalem. Fieldwork conducted December 19, 2018 – January 9, 2019.

5 2019 USAGM Phone Survey of Moroccan adults conducted by Sigma Conseil and managed by D3. Fieldwork conducted September 25-28, 2019 (n=1010).

mission across all relevant digital platforms. While Alhurra reaches across the region, Elsaha, Aswat Magharibyya, and Irfaa Sawtak will develop programming strategies to engage with their target audiences in Egypt, northwest Africa, and Iraq, respectively.

MBN will continue the roll out of its video-centric strategy to enable high user engagement. A new podcast team will work across properties to create new programming opportunities and further the exposure and potential impact of key programming. In coordination with USAGM, MBN will replace its current Content Management System (CMS) with an improved and more flexible platform in FY 2020 attuned to its content strategy. As the digital environment in the region continues to evolve, MBN will further assess and ensure its presence on properties most prominent in the region.

It is critical to be available on key satellites in the region. USAGM has ensured Alhurra broadcasts are made available on NileSat, in addition to Arabsat and Eutelsat-7. In FY 2020, Alhurra will be placed on additional key satellites.

#### **Promoting Enlightened Reformism**

MBN has redefined Alhurra's identity as an American channel advocating for the truth and universal freedoms. With wholesale staffing and programming changes to improve quality already in place, MBN will continue to strengthen human and technical capacity to cover breaking news and premium news not readily available elsewhere, including content about the United States. Internal and external programming sources will be explored to expand high quality content that supports the promotion of universal freedoms across the region.

Investigative reporting accomplishes Alhurra's mission directly and effectively. MBN will continue producing original investigative reporting critical to advancing broader United States interests in good governance, counter-terrorism, blunting extremist ideologies, countering the influence of regional and global bad actors, and promoting reform. Within resources available in FY 2020, MBN will seek to expand the investigative unit and programming output, which has demonstrated significant impact potential.

MBN will continue to provide coverage like no other outlet in the region can - as it has on elections and protests in the region, the death of ISIS leaders, and fallout from the Jamal Khashoggi murder.

### **Raising Brand Profiles in the Region**

With substantial programming changes across media, MBN will continue to execute targeted media marketing campaigns and create key regional partnerships to reestablish MBN brands and increase awareness in the region. MBN has collaborated with the United States Institute of Peace (USIP) to hold a conference in Tunis on human dignity and the impact of media in building peace and reducing conflict in the MENA region. MBN sponsored Beirut's Human Dignity film festival and the Iraq Book Fair in Erbil. MBN will pursue other cost-effective alternative outreach efforts to increase brand and programming awareness in the region.

### **Launch of Sawa Sudan Stream**

Given the endemic political crisis in Sudan that has emerged, MBN proposes to reconfigure existing assets to provide a special Khartoum-centric Arabic language FM Radio Sawa Sudan stream in FY 2020. The new FM stream will build on extensive live news focused on Sudan's crisis already being carried out by Alhurra.

The new stream will provide independent, objective radio news and current affairs programming to Sudanese citizens as a whole while also giving space to Sudan's marginalized and politically restless Arabic-speaking urban masses in a dynamic political and media environment currently dominated by pro-regime media. Within the context of internet and social media disruption by Sudan's interim military council, there is a need for unbiased and nuanced radio and television coverage of Sudan, inside Sudan, as United States policy tries to promote a peaceful transition to civilian rule in one of Africa's largest countries, which is also the third largest Arabic-speaking country in the world.

### **Transforming Core Technical Infrastructure**

In FY 2020 and FY 2021, MBN will implement a comprehensive plan to transition technical operations to an IP-based infrastructure. The new system will update and transform internal media transfer and storage systems, increasing HD quality and improving ease and speed of transfer across the organization. It is critical that information between regions, especially the Dubai production center, and MBN headquarters is sharable, timely, and efficient. New scheduling, communications, and related core systems will ensure production quality, reliability, and operational cost-effectiveness.

## Notable Programming Changes

MBN has demonstrated commitment to ensuring resources are aligned with priorities and impact potential. Initial transformation efforts required major shifts in staffing and infrastructure. In order to realign funding for the changes required to increase MBN's impact within available resources, MBN has eliminated over 80 positions globally, realigned an additional 70 positions, cut employee benefits, eliminated half of previous television current affairs shows, and ultimately eliminated five Radio Sawa programming streams.

MBN is making hard choices required to move its programming forward. MBN is committed to getting as much as possible from taxpayers' investments. MBN is reviewing workflows, communication, and programming guidelines to ensure optimal use of key content across all media platforms, avoid duplication, and extract the most value from quality programming. MBN will use both internal and external research to inform and drive further MBN programming and investment decisions.

With efficiencies attained through IT transformation efforts, in FY 2021, MBN plans to reduce ongoing operational costs supporting newsgathering operations. MBN will review its bureau operations, including but not limited to workflows, support, and staffing levels to ensure cost-effectiveness within available resources. FY 2021 estimates reflect a realignment of resources to support coverage of Iraq. Carryover funds from FY 2020 are proposed to reduce grant funds required in FY 2021.



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# Open Technology Fund (OTF)

## Funding (\$ in thousands)

\$	-	\$	20,000	\$	9,500
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## Overview

The Open Technology Fund works to advance internet freedom in repressive environments by supporting the research, development, implementation, and maintenance of technologies that provide secure and uncensored access to USAGM's content and the broader internet to counter attempts by authoritarian governments restrict freedom online.

The Open Technology Fund was first established as a pilot program at Radio Free Asia in 2012. Over the last seven years, OTF has supported pioneering research, development, and implementation of cutting-edge internet freedom technologies to respond to rapidly evolving censorship threats around the world. Today, over two billion people worldwide use OTF-supported technology daily, and more than two-thirds of all mobile users have OTF-incubated technology on their devices.

In September 2019, OTF was incorporated as an independent non-profit 501(c)3 organization and became a USAGM non-federal entity. As an independent entity OTF will take USAGM's internet freedom efforts into a new era. This new structure will enable OTF to support internet freedom efforts with the flexibility, speed, diligence, and strategic oversight needed to empower innovation and compete against adversaries toward a free and open internet. This will also allow OTF to increase long-term support for core internet freedom tools while expanding funding for innovative, next generation solutions to stay ahead of evolving censorship threats. With a growing percentage of USAGM's audiences relying on the internet to access news and information, this new approach will ensure that the USAGM journalists and audiences have the tools they need at all times, to safely report on sensitive issues and ensure that censored content is accessible, while investing in innovative solutions to combat emerging threats.

## Recent Accomplishments

Threats to Internet freedom have escalated dramatically in recent years. Repressive regimes are deploying a new generation of advanced censorship and surveillance technology that is designed to stifle dissent, track minorities, and manipulate content online. China alone spends billions of dollars each year to maintain its complex censorship and surveillance apparatus, while Russia and Iran are each investing hundreds of millions of dollars to build what are fundamentally “national intranets.” These and other efforts by repressive regimes are fundamentally re-shaping the Internet from a shared, global platform to isolated networks of censorship and control. As a result, today, over two thirds of the world’s population live in a country where the Internet access is restricted, and that number is growing. This daily suppression of freedom of expression stifles the fundamental human rights of all citizens and prevents the development of open societies.

In response to these growing threats, over the last fiscal year, OTF funded over 60 innovative technology projects to combat censorship and repressive surveillance, 22 fellowships to support cutting-edge research and digital security interventions, seven labs to improve the security, usability, resiliency and interoperability of key internet freedom technologies, and over 50 rapid response interventions to address digital emergencies.

### Technology to Fight Censorship and Repressive Surveillance

Over the last fiscal year, OTF supported the development and implementation of cutting-edge technologies to fight increasingly sophisticated censorship and surveillance threats, including:

- **ADVANCED VPN TECHNOLOGY:** Virtual Private Networks (VPNs) have become one of the most popular methods for circumventing government-imposed censorship and, as a result, have become the target of repressive governments. Unfortunately, many popular, propriety VPNs rely on underlying protocols that have numerous, widely known vulnerabilities, massive codebases, and significant performance issues. In order to meet the demand for more secure, resilient, easy-to-use VPNs, OTF has invested in better documenting the vulnerabilities in widely used VPN protocols and the privacy practices of commercial VPNs and several emerging VPN solutions, such as Wireguard. Wireguard features a lightweight codebase, extensive security review, and integration of many important security features lacking in previous VPN protocols such as a "fail-closed" feature, which forces a more secure connection by default.

- **EMERGING CIRCUMVENTION TECHNIQUES:** The Chinese government constantly updates the Great Firewall (GFW) to prevent Chinese citizens from using new circumvention techniques to access blocked content. This process of updates creates a perpetual cat-and-mouse game between Chinese censors and new circumvention techniques. In response, OTF has supported the creation of an entirely new subfield of circumvention research that relies on machine learning techniques to constantly analyze the GFW. Through this analysis, researchers have discovered four new “species” of circumvention techniques and more than 25 distinct ways to overcome the GFW. These newly discovered techniques can rapidly evolve based on any changes made to the GFW and attempting to plug these holes in the GFW will in some cases open up new ones. The most promising mobile-friendly techniques are being pursued and developed into software kits for integration by circumvention tools. The researchers are also investigating techniques that will allow a content publisher to transmit information in ways that overcome the GFW and will allow users to access blocked content by simply pulling up the website on a browser.
- **ENCRYPTED SERVER NAME IDENTIFICATION (SNI):** Blocking websites through the unencrypted SNI field is an increasingly pervasive censorship tactic. This method of censorship is being used extensively in China as well as in Venezuela, which OTF-supported researchers discovered last year. Simply encrypting the SNI field would prevent censors from using this form of blocking. However, in order to encrypt SNI, browsers and website hosting providers must adopt this approach, which many have not because of a lack of standardization and difficulties related to implementation. Over the last year, OTF has supported a central actor in the IETF working group to finalize the encrypted SNI standard and create the template code to minimize any challenges associated with implementation. This will dramatically increase adoption of encrypted SNI and remove a primary blocking strategy employed by censorship regimes.
- **SECURE DOCUMENT SHARING AND STORAGE:** As part of their daily operations, journalists, media networks, and human rights organizations frequently collect, store, and share sensitive information. This information often contains multiple layers of sensitivity and requires varying forms of protection from governments that seek to surveil and censor their citizens. In order to address this threat and to protect information at rest and shared

within an organization, OTF has supported the development of several open source, secure file storage and file-sharing system designed for journalists and human rights organizations, including Globaleaks, Tahoe-LAFS, OpenArchive, and OpenAppStack.

- **MOBILE SURVEILLANCE DETECTION:** An international mobile subscriber identity-catcher (IMSI-catcher) is a surveillance device used to intercept mobile phone traffic and track mobile phone users. Over the last several years, repressive regimes have increasingly deployed IMSI-catchers during political protests to identify, track, and intercept the communications of protestors, journalists, and opposition groups in order to target, censor, and/or arrest them. In order to protect citizens from this repressive surveillance, OTF has supported the development of tools to detect the use of IMSI-catchers based on research conducted by the University of Washington and has piloted this technology in three Latin American cities.

### **Combatting Internet Shutdowns**

Over the last year, governments around the world have shut down the Internet over 188 times. In order to ensure that citizens can continue to access and share digital content in the face of Internet shutdowns, OTF has invested in unique peer-to-peer technologies that enable content-sharing and communication without an Internet or cellular connection. For example, OTF has supported the development of Briar, an open-source, decentralized, encrypted messaging system that is designed for journalists, human rights defenders, and anyone who needs a safe and easy way to communicate when Internet connectivity is uncertain. OTF has incubated F-Droid, an alternative app store for Android that allows users to easily share apps with others in their vicinity without an Internet connection. In addition, OTF has supported the development of Ouinet. Ouinet is a free, open source technology which allows web content to be served with the help of an entire network of cooperating nodes using peer-to-peer routing and distributed caching of responses.

### **Timely, Accurate Censorship Detection**

Growing levels of internet censorship has heightened the need for robust censorship detection and analysis tools. Without knowledge of what is being blocked where and the underlying technical means for doing so, it is very difficult for circumvention tool developers to understand their adversaries' capabilities and to create effective tools to respond. Recognizing this, OTF has invested in the development and implementation of leading censorship detection tools, including the Open Observatory of Network Interference (OONI) and the Internet Outage Detection and Analysis (IODA) project.

OONI is an open-source networking testing framework and testing network for detecting network interference including outright censorship. IODA is a system that monitors the Internet in near-real time to identify macroscopic Internet outages affecting the edge of the network. Collectively, these projects measure and document Internet censorship nearly every minute in more than 210 countries.

### **Exposing Repressive Chinese Government Surveillance**

OTF has also played a key role in investigating and exposing Chinese government-affiliated apps used for repressive surveillance, including tools used by the government to target religious minority Uyghur Muslims in Xinjiang province as well as the widely used Chinese government-affiliated app, Study the Great Nation. In addition to exposing the increasingly sophisticated tactics that the Chinese government is using to surveil and control their own citizens, this research has also helped to shine a light on the types of technologies and tactics that the Chinese government is exporting to like-minded regimes around the world.

OTF conducted an audit of the “BXAQ” app that is used by Chinese police in the Xinjiang province to scan tourists’ mobile phones. The audit found that the app not only scans phones but also captures users’ data and send that information insecurely to a local file server for analysis. In conjunction with Human Rights Watch, OTF also supported technical researchers to analyze a data collection and analysis system, called the Integrated Joint Operations Platform (IJOP), that is used by police in the Xinjiang region to track residents. Researchers found that the system tracks the location data of phones, ID cards, and vehicles as well as the use of electricity and gas station by all residents in the region. When the IJOP system detects irregularities or deviations from the norm, the system flags these abnormalities to authorities as suspicious, which prompts an investigation. In addition, OTF supported research on the mobile application, known as Jingwang, that all residents of Xinjiang have been forced to install on their mobile phones. Researchers found that the app collects personally identifiable information, scans the device for “dangerous” files, and sends a list of all files to an unknown entity for monitoring. Research supported by OTF also tracked the export of Chinese censorship and surveillance technologies and tactics to 102 countries around the world.

### **Responding to Digital Emergencies**

Over the last year, OTF supported rapid response interventions across the globe to help journalists and human rights defenders respond to digital attacks and other forms of online censorship, including in places such as Venezuela, Hong Kong, Iran, Egypt, Gambia, Democratic Republic of Congo, Tibet, Thailand, Bahrain, Sudan, Ethiopia, Pakistan, Vietnam, and Azerbaijan.



- **VENEZUELA:** After Venezuela's contested 2018 presidential election, the Maduro regime drastically ramped up its Internet censorship and online attacks against journalists and activists. These attacks escalated further in 2019 with authorities regularly implementing "just-in-time" censorship tactics to block media content and popular social platforms. In response to this worsening censorship environment, OTF quickly activated its networks to detect and monitor new censorship events, provide rapid response digital security assistance to journalists and activists on the ground, and deploy anti-censorship and secure communication tools for tens of thousands of citizens. OTF also provided rapid response assistance to a leading Venezuelan human rights organization and a network of Venezuelan journalists that were the targets of government-sponsored hacking attempts. These combined efforts ensured that activists and journalists were able to continue safely communicating and reporting on the situation.
- **HONG KONG:** In late 2019, protests erupted in Hong Kong in opposition to a proposed extradition law that would essentially subject its citizens to the Chinese legal system. Shortly after the protests began, Hong Kong-based journalists and human rights organizations reached out to OTF for digital security support and assistance. In response, OTF supported the creation of a tailored Chinese/English digital security guide for journalists and protesters, quickly deployed anti-censorship and secure communications tools to over 100,000 citizens, and supported the integration of OTF-incubated New Node into the popular Telegram app to improve the security and resiliency of communications.
- **IRAN:** OTF responded quickly to the Internet shutdown in Iran in November 2019. OTF-supported network measurement tools, including OONI and IODA, immediately reported the shutdown and closely monitored the situation in Iran. OTF collected this information in real-time and shared it with circumvention tool developers in order to help them update their tools accordingly and integrate new, effective circumvention techniques. OTF also shared this information with USAGM news networks to improve reporting and raise awareness about the technical aspects of the shutdown. In addition, OTF worked with the USAGM networks, the State Department, and Iranian human rights organizations to distribute the OTF-incubated Briar and F-Droid app to journalists, protestors, and civil society in Iran to enable peer-to-peer messaging during the shutdown so that users could continue to communicate and share information.

## **Increasing Threats, Increasing Demand**

The technologies funded by OTF over the last year have played a critical role in advancing the state of the art of anti-censorship and secure communication technologies globally. However, threats to Internet freedom continue to grow exponentially as repressive regimes deploy increasingly bold and sophisticated censorship and surveillance tactics and technology. Over the last year, regimes have started to deploy artificial intelligence (AI) and machine learning to enable faster, more targeted, and more aggressive online censorship and surveillance. These new technologies have significantly decreased the cost of mass censorship and surveillance, making these tactics and techniques easily accessible to repressive regimes around the world. In many countries, repressive regimes have also begun to deploy new and nefarious technologies to create and propagate disinformation. By combining advanced censorship and surveillance technology with disinformation tactics, repressive regimes are now able to control and manipulate the online information landscape in a way they never have before. In addition to advanced and nefarious technical approaches, repressive regimes have become bolder and more aggressive in their online censorship tactics, going so far as to cut their citizens off from the Internet entirely. Over the last year, governments around the world shut down the Internet over 188 times, including in Iraq and Iran. On average, Internet shutdown cost countries over \$20 million per day in GDP, demonstrating just how far repressive regimes will go to stop the free flow of information.

As threats to Internet freedom continue to increase globally, so too have the need and demand for Internet freedom projects. As a leading Internet freedom funder and trusted partner among the global technical and human rights communities, requests for support from OTF have also grown exponentially. Over the last seven years, OTF has reviewed and responded to nearly 5,000 requests for support seeking over \$500 million in total. And, in just the last year, OTF reviewed and responded to over 1,400 requests for support.

## **FY 2020 and FY 2021 Initiatives**

Historically, OTF has supported the research, development, and implementation of cutting-edge Internet freedom technologies. As an independent organization, OTF's mission has expanded to support a broader range of technologies to respond to increasingly aggressive and sophisticated censorship and surveillance threats and to provide more comprehensive and tailored support to USAGM networks.

In support of USAGM Impact Objective 3: Overcome censorship to connect audiences in closed societies, OTF will continue to work to advance internet freedom globally but, in addition to supporting the research, development, and implementation

of innovative Internet freedom technologies, OTF will also support the long-term maintenance and advancement of core internet freedom tools. This will enable OTF to provide tailored support throughout the entire technology development cycle from proof-of-concept, to on-the-ground deployments, to multi-year efforts to better support technology development at speed and scale. In addition, OTF will provide direct internet freedom assistance to USAGM's news networks to improve the digital security of USAGM entities and journalists, including making USAGM websites and applications more secure and resistant to censorship, providing customized and secure tip lines for sources, and deploying leading internet freedom technologies to ensure that audiences can access USAGM content despite increasing censorship. This expanded support will ensure that USAGM journalists and audiences have the tools they need to safely access the uncensored Internet today as well as respond to future censorship threats.

OTF will support projects to:

- **PROVIDE UNCENSORED ACCESS TO THE INTERNET** to individuals living in information-restrictive countries to ensure that they can safely access USAGM content. This entails supporting the development and deployment of an array of circumvention technologies that counter increasingly sophisticated censorship techniques as well as research and awareness-raising that help circumvention tools stay a step ahead of the censors.
- **PROTECT JOURNALISTS, SOURCES, AND AUDIENCES FROM REPRESSIVE SURVEILLANCE** and digital attacks to ensure that they can safely create and consume USAGM content. This includes support for secure communication tools, targeted digital security interventions and other forms of privacy and security technology.

OTF will solicit program ideas through a fully open and competitive application process. The OTF application process has been designed to reduce barriers to entry to make funding more accessible to qualified individuals and organizations around the world. This process has helped to attract innovative applications from groups that aren't typically able to access federal funds, including expert technologists, frontline journalists and human rights defenders, cutting-edge researchers, and digital security specialists. In order to ensure a high degree of due diligence, OTF implements a multi-stage application review process, through which successful applications are improved and refined. Through this process all proposals are reviewed by OTF staff as well as OTF's Advisory Council — a group of nearly 40 technical, regional, and subject-matter experts from a wide range of relevant disciplines — who provide feedback, guidance, and rankings for all proposals. In addition to ensuring that the most competitive and impactful projects are funded, this multistage review process also achieves substantial cost savings.

In order to fully support the technology development cycle, OTF will provide resources through a variety of implementation mechanisms to deliver tailored and comprehensive assistance to internet freedom projects. Because internet censorship technology and tactics are constantly evolving and adapting, OTF receives, reviews, and contracts projects on a continual rolling basis.

## **Funds**

OTF will provide direct funding to support the research, development, implementation, and maintenance of technologies that enable censorship circumvention and enhance user's security and privacy online.

- **INTERNET FREEDOM FUND (IFF)** is the primary mechanism through which OTF provides funding for innovative global internet freedom projects. IFF projects are primarily focused on technology development and implementation, but can also include applied research and digital security projects. Through an open and transparent process OTF solicits projects proposals to the IFF every two months.
- **TECHNOLOGY AT SCALE FUND** is the means through which OTF supports the circumvention and secure communication technology needs of USAGM broadcast networks. The fund will solicit technology solutions to deliver USAGM content to audiences in information-restricted environments and protect USAGM journalists and sources. It will also ensure that technologies already used at scale by millions remain secure and effective. In order to ensure that technologies supported through this fund are tailored to meet the specific needs of USAGM networks, representative from each USAGM network will participate in the application review process.
- **CORE INFRASTRUCTURE FUND** supports the core infrastructure of everyday Internet freedom technology to ensure the resiliency of digital security and circumvention tools. This infrastructure, such as PGP, SSL, SSH, Tor, TLS, pluggable transports and code libraries, is utilized by people throughout the world to increase their access, privacy and security online. Supporting these efforts is essential to ensuring the efficacy and security of critical circumvention and security tools.
- **PROTOTYPE FUND** supports the rapid development of new, cutting-edge Internet freedom technology prototypes that serve the needs of independent journalists and human rights defenders. Through this fund, technologists and activists receive micro-investments to bring new, creative ideas to proof-of-concept.

- **RAPID RESPONSE FUND** provides a small amount of emergency support to independent media outlets, journalists, and human rights defenders who face digital attacks to help them stay safe, get back online, and mitigate future attacks.

## **Labs**

In addition to direct funding, OTF will provide expert services through its Labs, including security audits, usability assessments, engineering support, the translation of internet freedom tools into over 200 languages, legal information and referrals for pro-bono legal support, and secure cloud storage. These services fall under six labs: the Engineering Lab, the Red Team Lab, the Usability Lab, the Community Lab, the Localization Lab, and the Legal Lab.

These services ensure that the technologies incubated and supported by OTF are as effective, secure, and usable for USAGM audiences as possible. By coordinating the provision of these services through the labs, OTF is able to achieve large economies of scale and bring down the overall cost of providing expert support to Internet freedom projects. These services are available to both OTF-funded projects, as well as other important internet freedom efforts, through applications associated with each lab.

- **RESEARCH FELLOWSHIPS:** OTF will support individuals to carry out cutting-edge applied research projects examining how authoritarian states are restricting the free flow of information and ways for citizens to overcome those tactics. OTF fellowships help to cultivate the next generation of internet freedom experts by creating a viable career track for those who have the skills and passion for internet freedom.
- **USAGM ENTITY SUPPORT PROGRAM:** OTF will also provide direct internet freedom assistance to USAGM's news networks to improve the digital security of USAGM entities and journalists, make USAGM websites and applications more secure and resistant to censorship, provide customized and secure tip lines for sources, and deploy leading internet freedom technologies to ensure that our audiences can access USAGM content despite increasing censorship.

# Broadcasting Capital Improvements (BCI)

## Funding (\$ in thousands)

\$	5,053	\$	11,700	\$	4,520
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## Overview

The Broadcasting Capital Improvements (BCI) account funds large-scale capital projects and improvements and maintenance of USAGM's global transmission network and digital multimedia infrastructure. The Office of Technology, Services, and Innovation manages most of the BCI projects to benefit elements across the Agency. The BCI account also supports capital projects managed by Voice of America, the Office of Cuba Broadcasting, and the Office of Security. These USAGM offices will continue the support of essential technical operations in FY 2021 through carefully focused investments and maintenance of ongoing efforts in a number of critical areas. BCI funds support the capital and equipment aspects of these critical Agency efforts.

## FY 2019 Accomplishments

In FY 2019, USAGM replaced its two enterprise-level UPS (Universal Power Supply) systems that provide redundant electricity and protect the Agency's critical electronic infrastructure from surges and other potentially damaging irregularities in commercial power.

Installation of a new fire alarm system at the Philippines Transmitting Station was completed for most of the site in FY 2019. The installation for the remainder of the site will be completed in mid-FY 2020.

In FY 2019, TSI began replacing Sao Tomé's medium wave (MW) tower that collapsed during a recent severe storm on the island.

In FY 2019, TSI and VOA completed all high definition (HD) television initiatives in the Washington DC broadcast facility, including:

- Conversion to HD master control transmission facility (eight channels).
- Installation of a hybrid HD Internet Protocol (IP)-based routing system and physical plant to save costs and more efficiently process incoming and outgoing video content.



- Installation of new VOA radio master control facilities, enabling operational efficiencies and permitting reductions in technical staffing.
- Completion of social media origination capability in user-operated studios which will enhance efficiencies and repurposing of technical staff.
- Installation of first phase of integrated media asset management system to enhance the efficient handling of HD video content.
- Completion of the London bureau's TV and radio studio upgrade.
- Completion of the IP-based switch modernizing control room traffic and delivery from analog to digital over-IP.

VOA also completed the installation of production automation equipment in VOA's five most used studios, changing workflows to allow a single operator to direct and switch the complicated live television programs.

During fiscal year 2019, OCB dedicated much of its BCI funding to the Marathon Transmission site. Most of, if not all of the problems caused by Hurricane Irma were able to be repaired. These include:

- Repair of the antenna field fencing.
- Replacement and installation of all gate openers on the site.
- Bringing a second generator online.
- Installation of a new automatic transfer switch, which will allow for the automatic cut over to the primary generator in case of a power outage.
- Purchase of new hurricane rated doors for the main building. The old doors were warped and leaking water into the building.
- Purchase and installation of a new air conditioning unit for the tuning hut.
- Purchase and installation of a new air conditioner for main building. This air conditioner has assisted in cooling off the transmitter while in 100KW mode.
- Installation of a new Burk remote control system. This remote control system allows technicians in Miami to monitor and control the transmitter along with other pertinent devices at the site.
- Funding the radio tower repair and maintenance to be completed by February 2020.

## TSI FY 2020 – FY 2021 Initiatives

TSI is committed to enhancing its critical infrastructure systems and will continue to work on transmission upgrade projects started in FY 2020. TSI will also focus on BCI-funded station maintenance and repair efforts on issues that impact basic functionality and the safety and security of USAGM personnel and equipment. As part of USAGM's global network realignment, TSI is upgrading its cross-border capacity at the Kuwait Transmitting Station, to serve USAGM's legacy radio audiences in Africa and Central Asia in a more cost-effective manner. The project, which will conclude in FY 2021, will facilitate closing or reducing usage of other, costlier transmission sites while continuing to serve shortwave audiences.

TSI has begun installation and deployment of three refurbished SW transmitters at the Greenville, NC transmitting station. The transmitters being installed come from the Sri Lanka station that closed in FY 2016. TSI will replace transmitters in Greenville that are obsolete, highly inefficient and more expensive to operate. The newly installed transmitters will provide transmission capability to Cuba at a lower operational cost and greater reliability. The project will be completed in early FY 2020.

Installation of a new fire alarm system at the Philippines Transmitting Station was completed for most of the site in the third quarter of FY 2019. The installation for the remainder of the site will be completed by the second quarter of FY 2020.

The replacement of Sao Tomé's medium wave (MW) tower that collapsed during a severe storm on the island in late 2018 will be completed in FY 2020.

To mitigate the risk of transmission equipment overheating and causing a fire, TSI awarded a design-build contract for the installation of two new chillers at the Greenville Transmitting Station. The design phase has started. The installation will commence once construction drawings and project submittals are approved. TSI expects the project to be completed in the third quarter of FY 2020.

TSI also awarded a contract for the fabrication of two low-band antennas for Tinian, Northern Marianas Islands Station in FY 2019. A factory visit is on schedule for FY 2020, and delivery is expected by the last quarter of FY 2020. Installation will begin in FY 2021.

Additional funding anticipated in FY 2020 will be used to purchase replacement antennas and parts to further repairs to the transmission infrastructure at the CNMI Transmitting Station destroyed by Typhoon Yutu in October 2018. FY 2019 saw close to five of the station's 16 antenna systems restored by the station crew using spare parts and salvage. Further restoration of the station's capabilities will require purchasing parts. Six more antenna systems will be repaired in FY 2020 and FY 2021.

In FY 2020 and FY 2021, TSI will focus its other BCI-funded station maintenance and repair efforts on issues that impact basic functionality, and the safety and security of USAGM personnel and equipment.

VOA will merge its radio/television master controls into a single, virtualized monitoring center with staff savings estimated at \$400,000 and a two-year payback of the investment.

### **VOA FY 2020 – FY 2021 Initiatives**

VOA will continue its five-year refresh of existing studio sets, lighting, and monitors to enhance production capabilities. As part of this effort, VOA will add video capabilities in radio-only studios, as well as merge its radio and television master controls into a single, virtual monitoring center, enabling more efficient dual-use of facilities and employee resources.

VOA will also establish a Continuity of Operations (COOP) facility to allow for the distribution of multiple simultaneous programming streams. The new facility will ensure that broadcasts continue in the event of localized disruptions that inhibit transmissions from the Washington, DC headquarters. VOA will also work with TSI to begin a three-year computer, monitor, and CPU refresh program for desktop hardware and software. Finally, VOA plans to purchase required transmission equipment for use during the 2020 Democratic and Republican Party Conventions.

### **OCB FY 2020 – FY 2021 Initiatives**

OCB will use BCI funds to upgrade its main infrastructure at the Marathon transmitting site. Repairs include running sample lines from the main building to the towers, fixing the main generator, and replacing the corroded main power line to the building. To aid its modernization efforts, OCB will also upgrade the in-house radio frequency system from analog to digital/high definition, upgrade its storage infrastructure, and expand its network backbone from one gigabyte/second to ten gigabytes/second.

## IBB FY 2020 – FY 2021 Initiatives

During FY 2020 and FY 2021, the Office of Security will use BCI funds to visit, assess, and document the security status of each of USAGM's overseas offices and facilities. USAGM transmission stations are diplomatically accredited facilities and subject to comprehensive interagency security requirements and standards. The Office of Security plans to work closely with security contractors to evaluate, develop, document, and execute security-engineering projects mandated for each overseas transmission station. The Office of Security aims to assess and document the security status of each transmission station during FY 2020 and begin security-engineering projects in FY 2021.

On a regular basis, the Office of Security plans to travel to, assess operational readiness, and document the security status of each VOA bureau on a two-year cycle. Because the transmission stations are required to comply with a more rigorous set of State Department-mandated security countermeasures, the Office of Security plans to travel to and inspect each transmission station annually. After the security infrastructure of each transmission station is brought into compliance with current interagency security standards and requirements, the Office of Security will re-evaluate each station on a three-year cycle or as otherwise required for security system and equipment replacements based upon life cycle and market-availability considerations.

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# Performance Budget Information

## Introduction

This Performance Budget includes a summary of the United States Agency for Global Media (USAGM) strategic plan, a summary of the status of the Agency's performance, and descriptions of the Agency's performance indicators. This integrated budget and performance section connects the USAGM strategic goals, impact and agility objectives and performance goals, and it fulfills requirements of the Government Performance and Results Modernization Act of 2010 for an annual performance plan. USAGM's annual Performance and Accountability Report (PAR) provides detailed performance information and can be found on the Agency website, [www.usagm.gov](http://www.usagm.gov).

## Summary of the 2018-2022 USAGM Strategic Plan

USAGM's 2018-2022 strategic plan continues an ambitious roadmap to expand the reach and impact of U.S. international media in support of American strategic interests. It also responds to new calls for institutional agility as reflected in the Administration's management priorities, which emphasize mission, service, and stewardship. The plan informs the FY 2021 budget request and continues the integration of performance, budget planning, and management of USAGM.

The mission of USAGM is to inform, engage and connect people around the world in support of freedom and democracy.

This mission is achieved through two strategic goals:

- Expand freedom of information and expression
- Communicate America's democratic experience and values

Free press and free expression are universally acknowledged as key to free, open, democratic societies, which in turn support American interests through stability, peace, alliances, and trade. Communicating America's democratic experience and values serves the same purpose. In covering the United States, USAGM networks open a window onto democracy in action.



## Current Context of USAGM

The key environmental factors facing USAGM are: global declines in media freedom, erosion of trust in media, national security challenges, rising media competition, and the multitude of modern communications technologies.

Free expression, religious liberty, human rights, and similar values important to the United States are under assault across the globe. Resurgent authoritarianism and spreading extremism imperil U.S. interests. Europe is witnessing a return to Cold War tensions of state authority versus popular will. Extremist rhetoric and incitement to violence directly threaten U.S. national security interests in Iraq, Syria, Afghanistan, Yemen, Somalia, and elsewhere, compounded by the adroit adoption of digital and social media by actors around the world, including ISIS and others.

The struggles unfolding have significant information or propaganda components. Governments and non-state actors have weaponized information to generate a relentless, sophisticated stream of false narratives that too often go unchallenged. ISIS, Boko Haram, and other non-state actors exploit modern media tools to promote extremist views, sow seeds of discontent, and subvert democratic ideals. Through both direct broadcasts and social media campaigns, hostile governments inundate audiences with disinformation about global events and depict the United States on an irreversible downward social spiral, its institutions failing and its global strength on the wane.

Consumers of news and information have an unprecedented array of options from which to choose. For example, social media and citizen journalism provide broadcasters with opportunities to collect and disseminate information, while interacting with audiences. In many regions, USAGM broadcasts face growing competition from local news sources and international broadcasters. While this information explosion seems to point to more openness and freedom, the trend in recent years has been toward less press freedom and growing internet censorship in key markets. Freedom House and Reporters Without Borders have documented steep declines in world freedom and press freedom.

When U.S. international media began in 1942, programs were broadcast via shortwave. Since then, the number of transmission options has grown, and listener preferences and media access have changed. The technology to transmit and receive news and information is constantly improving and changing. USAGM has kept up with these developments, which offer extraordinary opportunities for unfiltered, direct dialogue with audiences around the world. USAGM transmits content through terrestrial and satellite television, radio (shortwave, medium wave, FM, and satellite),

the internet (websites with streaming audio and video as well as social media, such as Twitter, Facebook, and YouTube, as well as local platforms), and numerous mobile technologies, including apps and mobile Web.

To serve audiences in less developed areas of the world, USAGM must continue to broadcast via traditional technologies, such as shortwave, and maintain capability and improve efficiency on these platforms by replacing antiquated equipment. But to stay relevant in competitive news markets and serve current and future audiences, USAGM must continue to invest in new cutting-edge technology. In areas where ownership and usage of shortwave radio has declined significantly, the Agency has evolved away from broadcasting in that medium. USAGM has closed transmission stations, repurposed equipment and invested these savings in platforms that the audience has shifted to, primarily television and digital media.

USAGM relies on extensive market research to identify audience preferences and the most appropriate programming mix and delivery options for specific audiences. In addition to research about the effectiveness of programming, USAGM commissions research on the overall media markets in its broadcast countries to better understand how these markets are developing and the capabilities that each Agency network needs to remain competitive. As new technologies emerge, market research enables USAGM to be forward-thinking and strategically positioned to fulfill its mission. USAGM undertakes a comprehensive assessment of the languages in which Agency networks broadcast during the annual Language Service Review. This review examines qualitative and quantitative research on the performance of programming, audience reach and impact, as well as media usage and ownership. The review forms the basis for proposing to enhance existing language services, start new ones, or, in some instances, end service in a particular language.

USAGM's Strategic Plan prioritizes setting the program mix and delivery platforms to meet market demand. This is critical to ensure that USAGM achieves its legislative mandate to reach as many people as possible with news and information that gains their trust and makes a difference in their lives via the most effective delivery systems.

## Impact Model

In recognition that impact is about more than audience reach, USAGM's previous strategic plan (2012-2016) set the goal of developing a multi-factor model to define impact. USAGM began implementing the model in 2014. It ties to USAGM's mission statement and examines effectiveness in the areas of informing, engaging and connecting audiences, and being influential. These effects are considered in the short, medium and long term in various sectors – people, local media and institutions. The model employs a mix of quantitative and qualitative measures.

This Impact Model informs the strategic plan and performance goals that support USAGM's Impact Objectives. During the past several years, the model has formed the basis of USAGM's strategic review process in which the Agency sets clear goals and targets for performance indicators that define success in each target country and region.

## Impact and Agility Objectives and Performance Goals

USAGM's two strategic goals are supported by seven impact objectives and four agility objectives, each of which has supporting performance goals. All of the performance indicators supporting the impact objectives come from the USAGM Impact Model. Future targets are based on leadership direction and expert analysis of many factors including: current positioning in the media market, anticipated future trends, and proposed budgetary resources. Because USAGM does not have resources to conduct full media surveys annually in each country, many of the indicators are targeted to remain stable or change only slightly from the current level of performance. These objectives and goals map out Agency priorities for the next two years.

# Impact Objective 1:

## **Produce and curate journalism and other content of exceptional value that informs and engages audiences and expands the media marketplace**

Journalism is the daily work of USAGM broadcasters, and producing fact-based, verifiable news and information must be preeminent in Agency strategy. To have impact, USAGM journalism must reach audiences, meet their interests along the breadth of subjects that matter to their lives and, at the same time, add value in expanding the media marketplace. USAGM's aim is not just to follow the 24-hour news cycle but to drive the news agenda through original stories, investigative reporting, in-depth analysis, and a unique cross-cultural perspective that helps audiences become sophisticated consumers of news and media.

USAGM will:

- As required by statute, provide news and other programming that is accurate, objective, and comprehensive and in accordance with the highest professional standards of journalism.
- Produce news and information, consistent with audience preferences and mission requirements, on issues that are not addressed adequately by media in the target area, e.g., human rights and good governance.
- Offer non-news content that research, web analytics, and audience and affiliate feedback show is of vital interest to audiences, such as health, science, and technology.
- Produce enterprise reporting through deep and lasting exploration of critical issues in the countries USAGM targets.
- Curate content from and co-create content with reputable partners, as appropriate and consistent with broadcasting standards and editorial guidelines.

USAGM tracks its progress in achieving Impact Objective 1 with the following performance goals:

## Impact Performance Goal 1.1: Reach significant audiences

### MEASURED WEEKLY AUDIENCE (in millions)<sup>1</sup>

<b>USAGM<sup>2</sup></b>	<b>278</b>	<b>345</b>	<b>337</b>	<b>350</b>	<b>354</b>	<b>255</b>
<b>VOA</b>	<b>236.8</b>	<b>275.2</b>	<b>265.0</b>	<b>280.9</b>	<b>282.0</b>	<b>210.0</b>
<b>RFE/RL</b>	<b>25.8</b>	<b>33.9</b>	<b>34.2</b>	<b>37.6</b>	<b>37.7</b>	<b>36.0</b>
<b>RFA<sup>3</sup></b>	<b>6.9</b>	<b>50.7</b>	<b>49.5</b>	<b>50.7</b>	<b>49.5</b>	<b>2.8</b>
<b>MBN</b>	<b>25.7</b>	<b>24.7</b>	<b>27.0</b>	<b>24.3</b>	<b>28.0</b>	<b>30.0</b>
<b>OCB</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>	<b>1.0</b>	<b>1.2</b>	<b>1.5</b>

<sup>1</sup> Measured weekly audience is the number of people in target areas listening to or viewing USAGM programming or online materials in the past week according to representative face-to-face or phone surveys. It is influenced by a number of factors that vary across broadcasters, including number of languages, number and type of distribution platforms, and media environment.

<sup>2</sup> The USAGM weekly audience is unduplicated, i.e., a member of the audience is counted only once, regardless of the number of times, platforms, or networks they consume each week.

<sup>3</sup> RFA audience figures include audiences for only six of RFA's nine language services. USAGM is not able to conduct representative quantitative audience research for Korean, Tibetan, and Uyghur. The audience increase in FY 2018 was due to new data from China.

<sup>4</sup> FY 2019 targets are from the FY 2020 Congressional Budget Request and were based on significant proposed budget decreases.

<sup>5</sup> Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. The FY 2020 and 2021 targets for VOA reflects the near-equalization of expected shifts in gains and losses across markets in part due to the realignment of flat year-to-year resources, e.g. the elimination of radio in several markets to focus on digital, the increase of video and digital content in Iran, and the competing forces of greater coverage vs. potential blocked distribution in Venezuela, recent audience gains in Afghanistan, Zimbabwe, and Mexico and losses in populous Indonesia. For RFA, loss of all FM transmission in Cambodia is expected to reduce historically large audiences there, as transmission has been limited to shortwave and online, both of which have smaller potential audiences than FM radio. Changes in the Facebook algorithm also are expected to disadvantage "publishers" which is expected to reduce audiences throughout Southeast Asia. RFA's FY 2020 target is based on the same six language services used in previous years. The FY 2021 target reflects cuts to Mandarin and Khmer. MBN targets for FY 2020 and FY 2021 are above those of previous years despite the elimination of Radio Sawa broadcasts to all except Iraq, Jordan, Lebanon, the Palestinian Territories, and Syria. FY 2020 estimates assume a loss of 4.2 million Radio Sawa listeners in Bahrain, Egypt, Morocco, Kuwait, the UAE, Qatar, and Saudi Arabia. FY 2021 estimates assume an additional loss of 1.4 million Radio Sawa listeners in Yemen and Libya. MBN expects increased reach from MBN digital and the 2018 MBN relaunch to offset Radio Sawa declines to some extent.



**Indicator:**

**MEASURED WEEKLY AUDIENCE:** This indicator comes from national surveys and measures the number of people in target areas listening to, reading, or viewing USAGM programming or online materials in the past week. The measure is obtained for each language service (except Korean, Uyghur, Tatar-Bashkir, and Tibetan) and for the countries served by USAGM that were surveyed within the past five years. It is based upon the measurement of the “regular listening audience,” a statistical standard long used to report international radio audience reach. Regular listening or viewing audience (radio, TV, or internet) has over the years been consistently defined as all adults listening or viewing at least once a week, as determined by an audience survey that has an adequately designed sample. The USAGM weekly audience is unduplicated, i.e., a member of the audience is counted only once, regardless of the number of times, platforms, or networks they consume each week. USAGM does not conduct surveys in every country every year, so reach figures may in some cases reflect weekly reach measures collected from up to five years in the past. This may result in an over or underestimation of actual reach. Additionally, political restrictions or volatility in certain markets may prevent the measurement of current reach for services broadcasting to these areas.

USAGM continues to explore alternative methods for measuring audience reach, such as integrating digital analytics and commercial ratings data.

**Impact Performance Goal 1.2:**  
**Provide programming that audiences find trustworthy**

**PROGRAM CREDIBILITY**

*Percent of weekly audience who consider information  
to be very or somewhat trustworthy*

<b>VOA</b>	<b>83</b>	<b>84</b>	<b>82</b>	<b>83</b>	<b>82</b>	<b>82</b>
<b>RFE/RL</b>	<b>80</b>	<b>77</b>	<b>77</b>	<b>73</b>	<b>74</b>	<b>75</b>
<b>RFA</b>	<b>93</b>	<b>77</b>	<b>77</b>	<b>77</b>	<b>76</b>	<b>85</b>
<b>MBN</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>75</b>	<b>80</b>	<b>80</b>
<b>OCB</b>	<b>97</b>	<b>97</b>	<b>100</b>	<b>97</b>	<b>97</b>	<b>97</b>

<sup>1</sup> Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2020 and 2021 is unlikely to show an increase in qualitative indicators, and trust in particular, with changing attitudes toward the U.S. in target countries. RFA's trust numbers have been based on data from Cambodia (where trust was 92 percent), Burma (at 87 percent) and China (at 75 percent). Because figures are weighted by audience size, China's audience perceptions predominate in FY 2018 and FY 2019 and in FY 2020 targets. RFA anticipates that increased repression in Cambodia may increase fear of voicing positive comments about RFA, which likely will deflate trust metrics there in FY 2020. Cuts to Mandarin and Khmer in the FY 2021 budget mean that the target for FY 2021 is based only on trust projections for Burma, where this indicator has been high historically. However, growing levels of disinformation are expected to impact audience perceptions negatively and bring down trust measure in Burma somewhat. Trust for MBN already is high, given the tendency of audiences in the region to be skeptical of all media, and is expected to continue but not increase.

**Indicator:**

**PROGRAM CREDIBILITY:** This indicator is determined by a question in representative surveys about trustworthiness of news and information of those sampled respondents who listened to or viewed each station in the past week. The answers are registered on a four-point scale: Trust a great deal, Trust it somewhat, Do not trust it very much, Do not trust it at all. The credibility index is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who report trusting news from the station a great deal or somewhat. Credibility estimates are not included for countries where the number of regular listeners/viewers/online users is so small (n = <50) that the estimate is unreliable.

## Impact Performance Goal 1.3: Provide programming that increases the audiences' understanding of current events

### UNDERSTANDING

*Percent of weekly audience who report that the broadcasts have increased their understanding of current events somewhat or a great deal*

<b>VOA</b>	<b>81</b>	<b>76</b>	<b>75</b>	<b>76</b>	<b>75</b>	<b>75</b>
<b>RFE/RL</b>	<b>81</b>	<b>73</b>	<b>74</b>	<b>75</b>	<b>75</b>	<b>76</b>
<b>RFA</b>	<b>NA</b>	<b>52</b>	<b>54</b>	<b>52</b>	<b>53</b>	<b>75</b>
<b>MBN</b>	<b>71</b>	<b>70</b>	<b>70</b>	<b>66</b>	<b>70</b>	<b>70</b>
<b>OCB</b>	<b>96</b>	<b>96</b>	<b>100</b>	<b>96</b>	<b>80</b>	<b>83</b>

<sup>1</sup> Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. Based on recent data trends, VOA expects this metric to remain stable. For RFA, this metric has been derived from measurements in China and Burma only. RFA anticipates some growth in this metric in a planned survey in Cambodia. As with the trust metric, however, opportunities for significant growth in FY 2020 have been limited by the overwhelming size of RFA's China audience. Political risk is likely to limit opportunities to collect new data for China in FY 2020. Targets for FY 2021 are based on data for Burma only, given the cuts to Mandarin and Khmer proposed for FY 2021. MBN's understanding target increase in FY 2020 assumes improvements as a result of the MBN relaunch that focuses, in part, on greater coverage of news and current events. OCB anticipates that reduced budgetary resources will result in lower understanding scores in FY 2020 and 2021.

#### Indicator:

**UNDERSTANDING OF CURRENT EVENTS:** This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of [language] whether the broadcasts have “increased their understanding of current events.” The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

## Impact Performance Goal 1.4: Provide programming that is influential with audiences

### HELPS FORM OPINIONS ON IMPORTANT TOPICS

*Percent of weekly audience who report that the broadcasts have helped them form opinions on important topics somewhat or a great deal*

<b>VOA</b>	<b>62</b>	<b>63</b>	<b>60</b>	<b>63</b>	<b>63</b>	<b>60</b>
<b>RFE/RL</b>	<b>55</b>	<b>52</b>	<b>54</b>	<b>56</b>	<b>56</b>	<b>57</b>
<b>RFA</b>	<b>82</b>	<b>87</b>	<b>88</b>	<b>87</b>	<b>87</b>	<b>87</b>
<b>MBN</b>	<b>71</b>	<b>71</b>	<b>72</b>	<b>75</b>	<b>80</b>	<b>80</b>
<b>OCB</b>	<b>75</b>	<b>75</b>	<b>85</b>	<b>75</b>	<b>75</b>	<b>75</b>

<sup>1</sup> Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. Based on current data trends, VOA expects this metric to remain stable. MBN's FY 2020 and 2021 targets for this measure assume improvements as a result of MBN relaunch that includes a greater focus on issues audiences cannot find in other regional media.

#### Indicator:

**HELPS AUDIENCES FORM OPINIONS ON IMPORTANT TOPICS:** This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of [language] whether the broadcasts have helped them form opinions on important topics. The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. This indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 1, including:

- Original investigative reporting by USAGM networks
- Citations of USAGM reporting in influential news outlets
- Producing or curating content on issues important to audiences, such as health, technology, and human rights

## Impact Objective 2:

### **Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric**

In deciding where to target, USAGM considers the local media situation, along with U.S. strategic interests, and prioritizes countries that lack a free or developed press. Special consideration is given to populations at risk due to extremist rhetoric and disinformation. USAGM prioritizes reaching audiences in areas plagued by extremism, where extremist forces espouse a violent ideology and execute campaigns of terror that threaten U.S. and regional security and stymie free, open, democratic societies. Another key focus area is audiences subjected to state-sponsored disinformation campaigns, which seek to undermine democratic norms and the very idea of objective truth. In all target countries, the USAGM networks seek to grow their audience base and reach those traditionally underserved by USAGM broadcasts. Populations in the target countries are overwhelmingly young – a challenge, but also a chance to connect with a demographic that in many cases has never even heard of USAGM. USAGM's current audiences are approximately 58 percent male and 42 percent female – an imbalance ripe for correcting. USAGM understands that to reach and be relevant with these audiences, it needs to provide them with content that not only informs them of international and local news, but assists them in building and participating in a civil society.

USAGM will:

- Prioritize countries lacking freedom and democracy or faced with disinformation or extremism, where accurate, credible news and information are lacking. Boost service to these areas, where feasible.
- Introduce service in selected new languages to reach sizeable new audiences in countries where USAGM products are urgently needed.
- Reach out to women and youth with programming that addresses issues of concern and relevance to their lives.
- Sharpen audience segmentation and targeting to drive content strategies and better address gender and age demographics, as well as psychographic segments.
- Serve as a conduit for the transmission of reporting from inside closed societies lacking press freedom to outside audiences.
- Ensure strong local news coverage, as warranted by events, to meet urgent audience needs in areas of crisis.
- Draw on the experiences of the world's many models of free societies, in particular the U.S., to present a broad array of political views and debates.

USAGM tracks its progress in achieving Impact Objective 2 with the following performance goals:

**Impact Performance Goal 2.1: Achieve significant audience reach in environments subject to extremist rhetoric and violence**

Country or Region	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target <sup>1</sup>	FY 2021 Target <sup>1</sup>
<b>INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:<sup>2</sup></b>						
Iraq <sup>3</sup>	42.6% (Jan 2016)	42.6% (Jan 2016)	44%	35.0% (Jul 2017)	45%	49%
Nigeria	21.0% (Feb 2016)	21.0% (Feb 2016)	21%	19.2% (Jul 2018)	19.2%	20%
Afghanistan	38.5% (Nov 2016)	38.5% (Nov 2016)	30%	69.3% (Jul 2018)	69.3%	57%
Pakistan (excluding FATA and Gilgit Baltistan)	2.9% (Aug 2016)	2.9% (Aug 2016)	4%	5.3% (Jan 2019)	5.3%	3.4%
Former FATA region <sup>4</sup>	26.4% (Jun 2015)	26.4% (Jun 2015)	27%	26.4% (Jun 2015)	26.4%	26.4%
Central Asia <sup>5</sup>	3.9 million	3.9 million	4.1 million	4.3 million	4.3 million	4.3 million

<sup>1</sup> Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. For Afghanistan, the 2019 estimates were unusually high, likely due to factors unrelated to USAGM content or distribution changes, and are unlikely to be sustained, particularly with reduced resources.

<sup>2</sup> Multi-country estimates are presented in real numbers, rather than percentages, because of the potential high variations in percentages across covered countries. The countries and regions listed were selected by USAGM experts and represent a subset of those that the USAGM networks target with programming that provides news and information to counter extremist messaging.

<sup>3</sup> Iraq includes audience for Alhurra, Radio Sawa, and VOA Kurdish and English. FY 2018 and beyond also include audience for [www.Irfaasawtak.com](http://www.Irfaasawtak.com).

<sup>4</sup> The USAGM survey of former FATA covers the following territories of Pakistan where probability sampling was possible: Bajaur and Mohmand agency and the frontier regions of D.I. Khan, Kohat, Lakki, and Peshawar, which are now part of the Khyber Pakhtunkhwa province.

<sup>5</sup> Includes data from Kazakhstan (Nov 2016), Kyrgyzstan (Oct 2018), Tajikistan (June 2017), Turkmenistan (June 2019), Uzbekistan (May



**Indicator:**

**MEASURED WEEKLY AUDIENCE** is explained above under Impact Performance Goal 1.1. For individual countries, the measured weekly audience is expressed as a percentage of the adult population covered by the survey.

## Impact Performance Goal 2.2: Reach audiences in information-denied environments

### INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:<sup>2</sup>

China	0.28% (June 2014)	6.2% (Aug. 2017)	6.2%	6.2% (Aug 2017)	6.2%	4.6%
Vietnam	3.6% (Jul 2016)	3.6% (Jul 2016)	3.6%	3.6% (Jul 2016)	3.6%	3.7%
Laos	2.4% (Sep 2016)	2.4% (Sep 2016)	2.4%	2.4% (Sep 2016)	2.4%	2.5%
Turkmenistan	NA	NA	2.5%	6.1% (Jun 2019)	6.1%	6.1%
Uzbekistan	1.6% (May 2017)	1.6% (May 2017)	2.0%	1.6% (May 2017)	2.0%	2.0%
Iran	14.9% (Aug 2015)	23.4% (Sep. 2017)	23%	23.4% (Sep 2017)	23%	18%
Azerbaijan	3.5% (Dec 2015)	3.5% (Dec 2015)	3.5%	3.5% (Dec 2015)	3.5%	3.5%
Cuba	11.1% (Mar 2017)	11.1% (Mar 2017)	20%	11.1% (Mar 2017)	13%	17%

Continue to serve and monitor information-denied environments lacking representative survey data, including North Korea, Eritrea, Syria, Tibet, and Xinjiang Uyghur Autonomous Region.

<sup>1</sup> Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

<sup>2</sup> Selected countries include those targeted by the USAGM networks, in which USAGM is able to conduct research, that have the lowest press freedom scores on external indices.

**Indicator:**

**MEASURED WEEKLY AUDIENCE** is explained above under Impact Performance Goal 1.1. For individual countries, the measured weekly audience is expressed as a percentage of the adult population covered by the survey.

**Impact Performance Goal 2.3: Reach audiences in environments targeted by state-sponsored disinformation campaigns**

Country	FY 2019 Actual	FY 2019 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target <sup>1</sup>	FY 2021 Target <sup>1</sup>
<b>INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:<sup>2</sup></b>						
The Russian Federation	4.9% (Jun 2016)	7.7% (May 2018) <sup>3</sup>	8%	7.7% (May 2018)	9%	9%
Ukraine	18.0% (Jun 2016)	18.0% (Jun 2016)	20%	18.0% (Jun 2016)	20%	20%
Moldova <sup>4</sup>	32.1% (Feb 2016)	32.1% (Feb 2016)	32%	32.1% (Feb 2016)	15%	15%
Kazakhstan	9.6% (Nov 2016)	9.6% (Nov 2016)	10%	9.6% (Nov 2016)	10%	10%
Tajikistan	10.8% (Jun 2017)	10.8% (Jun 2017)	11%	10.8% (Jun 2017)	11%	11%
Estonia	5.1% (Jun 2016)	5.1% (Jun 2016)	7%	5.1% (Jun 2016)	7%	8%
Latvia	5.2% (Jul 2016)	5.2% (Jul 2016)	7%	5.2% (Jul 2016)	7%	8%
Lithuania	10.0% (Jul 2016)	10.0% (Jul 2016)	10%	10.0% (Jul 2016)	10%	10%

<sup>1</sup>Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

<sup>2</sup>The countries and regions listed were selected by USACM experts and represent a subset of those that the USAGM networks target with programming that provides news and information to counter state-sponsored propaganda.

<sup>3</sup>The FY 2018 Actual for weekly audience in the Russian Federation was incorrectly reported as 7.5% in the FY 2019 PAR and FY 2020 Congressional Budget Justification. It has been corrected here to 7.7%.

<sup>4</sup>RFE/RL is forecasting audience declines in Moldova due to decreased cooperation with local partners, which had been an important audience driver in the February 2016 national survey. Journalists from RFE/RL's Moldovan Service had appeared each week in popular news programs on local TV stations. Since that time, one partner ended its cooperation with RFE/RL and the frequency of appearing was reduced by the other partner.

**Indicator:**

**MEASURED WEEKLY AUDIENCE** is explained above under Impact Performance Goal 1.1. For individual countries, the measured weekly audience is expressed as a percentage of the adult population covered by the survey.

Contextual Indicators:

	Not Free	Partly Free	Free
2019 FREEDOM IN THE WORLD (POLITICAL)	50	51	23

	Very Bad	Bad	Problematic	Fairly Good	Good
2019 WORLD PRESS FREEDOM INDEX	19	48	46	9	3

Note: Freedom House discontinued its Freedom of the Press Rankings in 2018. USAGM is now using Reporters Without Borders' World Press Freedom Index to track press freedom in its target countries.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 2, including:

- News reports or audience descriptions of USAGM impact in environments subject to extremism, information withholding, and disinformation campaigns
- Programming targeting groups underrepresented in USAGM audiences, including youth and women
- Programming responding to crisis situations
- High-profile international news pickups of USAGM reporting from inside closed societies

## Impact Objective 3:

### Overcome censorship to connect audiences in closed societies

For almost 70 years U.S. international broadcasting has fought censorship in all its forms. Today, as the global media environment undergoes a dynamic revolution, access to a truly free press is actually in decline. Jamming of radio and TV broadcasts, including USAGM's, continues in a number of countries. Journalists suffer harassment and violence daily. Media laws often restrict free flows of information, limiting the ability of international news organizations to distribute their content. The internet in particular is under assault, even as audiences increasingly access and share our content on digital platforms and via social media. The Agency upholds the universal right of citizens everywhere to receive and impart information without restriction. USAGM works on many fronts to make news and information accessible to its global audiences with the aim of enabling not only unfettered access to agency products but also the full spectrum of independent news sources on the internet.

USAGM will:

- Lead in assisting the world's citizens to gain access to information on all platforms, advocating on the international stage and coordinating within the U.S. government and with international broadcasters and other allies.
- Help audiences understand through journalistic reports the practices and policies of internet censorship and circumvention.
- Fund technologies that counter internet censorship and internet blocking and allow citizens and journalists to operate securely online.
- Increase effective use of social media and digital platforms to combat censorship.
- Provide in-house digital expertise to address real-time censorship and jamming issues in targeted regions.
- Cultivate information-sharing relationships on internet freedom matters with other federal agencies, nonprofits, and the private sector.

USAGM tracks its progress in achieving Impact Objective 3 with the following performance goal:

**Impact Performance Goal 3.1: Increase usage of internet freedom products**

<b>Weekly unique users on Psiphon</b>	<b>649,040</b>	<b>967,763</b>	<b>1,000,000</b>	<b>621,392</b>	<b>615,000</b>	<b>645,000</b>
<b>Weekly unique users on NthLink</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>30,000</b>	<b>33,000</b>
<b>Weekly visits to USAGM web sites through Psiphon</b>	<b>8,794,243</b>	<b>8,452,100</b>	<b>13,125,000</b>	<b>7,092,592</b>	<b>3,725,000</b>	<b>4,000,000</b>
<b>Weekly visits to USAGM web sites through NthLink</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>180,000</b>	<b>199,000</b>
<b>Weekly visits to USAGM web sites through NewNode</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>200,000</b>	<b>212,000</b>
<b>Proxy traffic through Psiphon</b>	<b>15,402 TB</b>	<b>21,725 TB</b>	<b>24,000 TB</b>	<b>15,875 TB</b>	<b>17,500 TB</b>	<b>18,250 TB</b>
<b>Proxy traffic through NthLink</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>1,000 TB</b>	<b>1,100TB</b>

Note: In FY 2019, USAGM incorporated the Open Technology Fund (OTF), previously housed at RFA, as a non-federal entity. Beginning in FY 2020, OTF will take over the management of USAGM-sponsored proxy tools, including the deployment of two new proxy tools, NthLink and NewNode.

\*Factors contributing to FY 2020 and 2021 targets include evaluations of internet censorship changes in target countries, audience metrics and surveys from USAGM broadcasters, as well as projections based on usage trends from previous years.

**Indicators:**

The measures for this performance goal reflect various aspects of usage of various USAGM-supported proxy tools for circumventing internet censorship, Psiphon, NthLink, and NewNode. Metrics include average number of weekly unique users on the tools, average weekly visits to USAGM websites through the tools (measured as the number of landing pages served), and annual proxy traffic through the tools.

**Contextual Indicator:**

	Not Free	Partly Free	Not Ranked
2019 FREEDOM ON THE NET	11	1	4

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 3, including:

- Development of new technologies and activities to counter internet censorship and blocking
- Education about and promotion of circumvention and digital security technologies



# Impact Objective 4

## Optimize program delivery by market and expand engagement on digital platforms

It is essential that USAGM reach audiences on their preferred media platforms. USAGM is aligning how it delivers content with how consumers access it now and in the future. USAGM will continue growing and enhancing new distribution methods, with specific attention to social and mobile platforms. On traditional media, USAGM is continually migrating to the most effective broadcast channels, including satellite and broadcast television and FM radio. The Agency is aggressively expanding and improving on its successful model of affiliations and syndication of content on all platforms. Ultimately, USAGM seeks to utilize the platforms that work best for the market at hand to get content to as many users as possible.

USAGM will:

- Increase distribution on platforms that USAGM knows audiences are using – FM, satellite and broadcast television, and mobile devices – continuing our migration away from legacy platforms where they do not reach audiences.
- Expand reach and engagement on digital platforms, including new streaming and over-the-top platforms.
- Find creative ways to penetrate closed societies, through flash drives, DVDs, and other alternative delivery means.
- Expand local distribution through affiliation with strong local television and FM radio stations and digital platforms and, where possible, installation of FM transmitters.
- Draw on research and other inputs to tailor format and presentation styles to audience needs and media usage habits, creating content that can break through ever-increasing clutter.
- Exploit the falling cost of video production by updating USAGM broadcasting facilities to support growing audience appetite for TV and video.

USAGM tracks its progress in achieving Impact Objective 4 with the following performance goals:

#### Impact Performance Goal 4.1: Increase web traffic

##### AVERAGE WEEKLY VISITS TO WEBSITES<sup>1</sup>

<b>VOA</b>	<b>8,810,700</b>	<b>8,850,000</b>	<b>9,027,000</b>	<b>9,383,700</b>	<b>2%</b>	<b>2%</b>
<b>RFE/RL</b>	<b>8,464,600</b>	<b>9,751,200</b>	<b>10,238,800</b>	<b>10,990,200</b>	<b>5%</b>	<b>5%</b>
<b>RFA</b>	<b>901,200</b>	<b>1,010,900</b>	<b>1,061,400</b>	<b>1,267,000</b>	<b>5%</b>	<b>3%</b>
<b>MBN</b>	<b>1,092,400</b>	<b>854,500</b>	<b>982,700</b>	<b>1,028,100</b>	<b>15%</b>	<b>10%</b>
<b>OCB</b>	<b>172,500</b>	<b>142,600</b>	<b>156,900</b>	<b>136,100</b>	<b>10%</b>	<b>25%</b>

<sup>1</sup> Data in the chart above should be compared across years and not across broadcasters, in part because broadcasters are measuring different numbers of websites and languages. Numbers do not include some proxy visits. These figures include some, but not all, traffic to apps. Traffic to social media sites (Facebook, Twitter, etc.) is also not included here.

<sup>2</sup> Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources, specifically linear regression of past performance and industry forecasts of digital media access across target regions. Projected growth is lowest for VOA due to the relative linguistic diversity of the audience it must cover. Estimates for MBN include data prior to MBN's November 2018 relaunch. Not surprisingly, there was a lag in audience growth for several months after the relaunch. In recent months, MBN's average weekly traffic has steadily increased, a trend expected to continue.

#### Indicator:

**AVERAGE WEEKLY VISITS:** This indicator measures the number of visits to USAGM websites and mobile sites over a 52-week period and creates an average based on 52 weeks of data coinciding with the fiscal year. This indicator does not measure visits to social media sites such as Facebook, YouTube, or Twitter. Average weekly visits are derived from online analytic data tracked in Adobe Analytics. Unlike measured weekly audience reported above, average weekly visits to websites are not unduplicated, meaning one individual could account for multiple visits.

## Impact Performance Goal 4.2: Increase audience interaction via social media

DIGITAL ENGAGEMENT ACTIONS							
Network	FY2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual (excluding Instagram) <sup>1</sup>	FY 2019 Actual (including Instagram) <sup>1</sup>	FY 2020 Target (increase over FY19) <sup>2</sup>	FY2021 Target (increase over FY20) <sup>2</sup>
VOA	4,937,600	4,126,700	4,209,200	3,520,500	5,494,700	4%	4%
RFE/RL	2,106,100	2,261,300	2,283,900	2,131,100	4,100,800	5%	5%
RFA	1,125,300	823,200	831,400	1,130,900	1,130,900	4%	4%
MBN	646,700	883,000	1,015,500	501,000	516,400	2%	5%
OCB <sup>3</sup>	32,200	70,700	77,800	69,900	70,000	10%	20%

<sup>1</sup>Beginning with the FY 2019 Actuals in this budget, USAGM is including digital engagement actions on Instagram, in addition to the three platforms previously tracked (Facebook, Twitter, and YouTube). FY 2019 Actuals, excluding Instagram, as reported in the FY 2019 PAR, are included for context.

<sup>2</sup>Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. Changes in the Facebook algorithm favoring posts from friends and family over those of “publishers” reduced the number of USAGM posts that appear in people’s Facebook feeds. Qualitative research for RFA suggests growing fear of engaging on Facebook with sensitive news content in Southeast Asia. In recent years, RFA’s digital growth in key markets, especially Burma, has helped offset some of the losses from algorithm changes. MBN numbers also obscure differences in performance among MBN social media sites. Maghreb Voices’ weekly Facebook engagement, for example, has been exceptional over the past year. Maghreb Voices’ audience is also much more engaged in Maghreb Voices content than competitors’ audiences are in their content MBN still needs to boost social media engagement for Alhurra, Irfaasawtak, and other pages, which will be a priority for the coming year.

<sup>3</sup>OCB’s FY 2018 Actual was previously reported incorrectly in the FY 2018 Performance and Accountability Report and FY 2020 Congressional Budget Justification, due to a calculation error; it has been corrected here.

### Indicator:

**DIGITAL ENGAGEMENT ACTIONS:** This indicator measures the weekly average number of engagement actions on currently measurable platforms, currently Facebook, Twitter, YouTube, and, beginning with the FY 2019 Actuals in this budget, Instagram. Engagement actions include measurable actions that demonstrate an activity beyond just consuming content: liking or “favoriting” or reacting to a USAGM post, commenting on a USAGM post, sharing/retweeting a USAGM post, liking or following a USAGM account or profile for the first time (i.e. this is counted only once, during the first week someone follows a USAGM account.) These actions are tracked through online analytics by a third party vendor (Socialbakers).

### Impact Performance Goal 4.3: Build strong affiliate relationships

NUMBER OF AFFILIATIONS						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY2019 Actual	FY 2020 Target <sup>1</sup>	FY 2021 Target <sup>1</sup>
USAGM <sup>2</sup>				3,729	3,850	3,950
VOA <sup>3</sup>	2,411	2,247	2,000	3,151	3,200	3,250
RFE/RL	798	777	815	1,140	1,200	1,250
RFA	7	11	9	10	11	12

<sup>1</sup> Factors contributing to FY 2020 and FY 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources, as well as a previous restructuring of the affiliate database system which resulted in a lower affiliate count, with a focus on larger high-impact affiliates within that count.

<sup>2</sup> USAGM is reporting a consolidated number of affiliations for the first time in FY 2019. This number is unduplicated, meaning that a station or outlet is counted only once, even if it retransmits content from more than one USAGM network. For this reason, the total number of USAGM affiliations is lower than the sum of the individual network affiliations.

<sup>3</sup> The FY 2019 Actual for VOA presented here includes previously unreported stations or outlets that also retransmit RFE/RL or RFA content. In FY 2019, the number of USAGM affiliates that retransmitted only VOA content was 2,586, as reported in the PAR. Going forward, USAGM will report the full number of VOA affiliations, bringing it in line with the other networks.

#### Indicator:

**AFFILIATIONS:** Affiliates – broadcast stations and digital platforms that carry USAGM content – are a primary gatekeeper between the USAGM networks and their end users. Counting the number of affiliates, then, offers a measure of the appeal of the programming to these vital gatekeepers and distributors of the USAGM networks' content. As shortwave usage wanes in parts of the world, the importance of affiliations with local medium wave and FM radio and television stations grows. With the growth of digital and mobile technology, there are new forms of affiliations, including online and mobile. The affiliation indicator counts all stations or outlets that regularly retransmit content from the USAGM networks.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 4, including:

- Shifting platforms to respond to changing audience preferences
- Using alternative, creative ways to deliver content

# Impact Objective 5

## Serve as an authoritative source of information on U.S. news, policy, and society

Representing American society and presenting and discussing U.S. policy are legislated mandates for the Agency and thus constitute mission imperatives. USAGM's coverage of the U.S. is comprehensive across all elements of society, but aims overall to convey the practice of democracy in all of its complexity. It is not about persuading audiences to admire the U.S.; it is about helping them see how the U.S. manages the challenges of a democratic society – from economic growth to fiscal crises to race relations to educating youth to addressing environmental change. These topic areas find ready comparisons in USAGM's target countries and resonate with the Agency's audiences in practical, meaningful ways. Carrying out this element of our mission requires sensitivity and creativity. Currents of anti-Americanism still run strong in some parts of the world, necessitating deft outreach that stresses dialogue, not monologue. The way people interact with media today, with emphasis on interaction, further affirms this approach. At the same time, America's still dominant role on the global stage makes it a focal point of international attention, and its national language is the one that tens of millions of people around the world seek to learn. VOA, in particular, is uniquely mandated and positioned to leverage these advantages to connect with diverse international audiences, serving as a U.S. news bureau for affiliate partners and providing English-learning programming.

USAGM will:

- Serve as a U.S. bureau for media outlets across the world that wish to engage with us for news, analysis, and perspectives from the United States – on the model that has succeeded in Ukraine, Latin America, Nigeria, Indonesia, and elsewhere.
- Portray the breadth and diversity of the American experience, with particular attention to diaspora communities and Americans outside of big cities.
- Emphasize English learning as a vehicle for positive audience engagement and interaction as well as information on American society and culture.
- Meet the global interest in American politics with in-depth coverage and analysis of national elections and coverage of other political events to impart the news and to elucidate the democratic process, with stories localized to make them interesting to specific target regions.
- Satisfy the world's growing appetite for learning English through TV and radio programs, online instruction, printed instructional materials, and innovative short-form videos designed for social media.

USAGM tracks its progress in achieving Impact Objective 5 with the following performance goal:

**Impact Performance Goal 5.1: Provide programming that increases audiences' understanding of the U.S.**

**UNDERSTANDING OF AMERICAN SOCIETY**

*Percent of weekly audience who report that the broadcasts have increased their understanding of American society somewhat or a great deal*

<b>VOA</b>	<b>67</b>	<b>62</b>	<b>61</b>	<b>56</b>	<b>56</b>	<b>58</b>
<b>MBN</b>	<b>44</b>	<b>42</b>	<b>50</b>	<b>44</b>	<b>55</b>	<b>55</b>
<b>OCB</b>	<b>85</b>	<b>85</b>	<b>90</b>	<b>85</b>	<b>85</b>	<b>90</b>

<sup>1</sup>Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2020 and 2021 may show an erosion in some qualitative indicators, such as understanding of American society, with changing attitudes toward the U.S. in target countries. However, coverage of the U.S. general election in late 2020 may lead to a temporal increase in this indicator as reported in 2021. MBN expects moderate increases in this indicator as a result of greater U.S.-focused programming, despite the fact that most audiences do not closely follow U.S. news and events.

**Indicator:**

**UNDERSTANDING OF AMERICAN SOCIETY:** This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of a USAGM entity's broadcasts in a particular language whether the broadcasts have "increased their understanding of American society." The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose "a great deal" or "somewhat."



## UNDERSTANDING OF U.S. FOREIGN POLICY

*Percent of weekly audience who report that the broadcasts have increased their understanding of U.S. foreign policy somewhat or a great deal*

<b>VOA</b>	<b>68</b>	<b>60</b>	<b>60</b>	<b>54</b>	<b>54</b>	<b>55</b>
<b>MBN</b>	<b>43</b>	<b>42</b>	<b>50</b>	<b>44</b>	<b>55</b>	<b>55</b>
<b>OCB</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>89</b>	<b>90</b>	<b>95</b>

<sup>1</sup>Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2020 and 2021 may show an erosion in qualitative indicators, such as understanding of U.S. foreign policy, with changing attitudes toward the U.S. in target countries. However, coverage of the U.S. general election in late 2020 may result in a temporal increase in this indicator. MBN expects moderate increases in this indicator as a result of greater U.S.-focused programming, despite the fact that most audiences do not closely follow U.S. news and events.

### Indicator:

**UNDERSTANDING OF U.S. FOREIGN POLICY:** This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of a USAGM entity's broadcasts in a particular language whether the broadcasts have "increased their understanding of U.S. foreign policy." The answers are registered on a four-point scale – a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose "a great deal" or "somewhat."

## Impact Performance Goal 5.2: Provide exceptional news and information

### UNIQUENESS<sup>1</sup>

*Percent of weekly audience reporting that broadcaster presents information they cannot get from other media*

<b>VOA</b>	<b>29</b>	<b>31</b>	<b>29</b>	<b>28</b>	<b>27</b>	<b>28</b>
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<sup>1</sup>Uniqueness scores for the other networks are presented in Impact Performance Goal 6.2: Serve as a surrogate news operation, delivering information otherwise not available in local markets.

<sup>2</sup>Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2020 and 2021 may show an erosion in qualitative indicators, such as exceptionality, with changing attitudes toward the U.S. in target countries. However, coverage of the U.S. general election in late 2020 may result in a temporal increase in this indicator.

#### Indicator:

**UNIQUENESS:** This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of any language how much of the information provided by the entity is also available from other sources on the radio, TV, or internet. The answers are registered on a four-point scale – All of it is available elsewhere, Some of it is available elsewhere, Very little of it is available elsewhere, None of it is available elsewhere. The unique information indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey who chose “very little” or “none.”

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 5, including:

- Successful deployment of the U.S. bureau model
- Exceptional or unique coverage of important U.S. news stories

# Impact Objective 6

## **Serve as a surrogate news operation, delivering information otherwise not available in local markets**

In environments where state-run media are dominant and independent media are either not allowed or not fully established, the USAGM networks, particularly RFE/RL and RFA, often play a surrogate role, acting as local media would if they were free to operate. In this role, the networks emphasize domestic news for their geographically-defined audiences and cover developments specific to defined target markets, especially in countries without a free press or in transition. They focus on local news events not covered in state-controlled domestic media, as well as other sensitive topics, including religion, science, and locally-banned literature and music. They give voice to dissidents and opposition movements, while maintaining balanced coverage, and serve as platforms for a range of opinions and voices from these countries.

USAGM will:

- Build strong networks of local stringers across target regions.
- Where possible, maintain an on-the-ground bureau presence, to report local news from a local perspective.
- Where in-country access is limited, cultivate networks of trusted contributors and closely monitor official and alternative media.
- Use social media and other interactive tools to gather information from closed societies, amplifying voices of those struggling for free expression.
- Provide platforms for free expression of various viewpoints and work to help people bridge traditional divides, including class, ethnicity, religion, etc.

USAGM tracks its progress in achieving Impact Objective 6 with the following performance goals:

**Impact Performance Goal 6.1: Provide programming that increases audiences' understanding of current events in target countries**

<b>UNDERSTANDING OF CURRENT EVENTS IN TARGET COUNTRY<sup>1</sup></b> <i>Percent of weekly audience who report that the broadcasts have increased their understanding of current events in the target country somewhat or a great deal</i>						
NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target <sup>2</sup>	FY 2021 Target <sup>2</sup>
RFE/RL	83	77	78	75	76	77
RFA	86	83	84	83	84	77
MBN						
OCB						
VOA						
in relevant markets to be determined						

<sup>1</sup>This was a new measure in FY 2018. Actuals are only available for a small number of language services for FY 2017 through FY 2019. The question will be incorporated into the core USAGM questionnaire going forward.

<sup>2</sup>Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. . RFA's FY2021 target is based on Burma only, rather than Burma and Cambodia, because of proposed cuts to Khmer.

**Indicator:**

**UNDERSTANDING OF CURRENT EVENTS IN TARGET COUNTRY:** This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of [language] whether the broadcasts have “increased their understanding of current events in [target country].” The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percent of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

## Impact Performance Goal 6.2: Provide exceptional news and information

### UNIQUENESS

*Percent of weekly audience reporting that broadcaster presents information they cannot get from other media*

<b>RFE/RL</b>	<b>22</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>27</b>
<b>RFA</b>	<b>82</b>	<b>40</b>	<b>50</b>	<b>40</b>	<b>50</b>	<b>42</b>
<b>MBN<sup>1</sup></b>	<b>20</b>	<b>32</b>	<b>48</b>	<b>29</b>	<b>40</b>	<b>40</b>
<b>OCB</b>	<b>78</b>	<b>78</b>	<b>85</b>	<b>78</b>	<b>80</b>	<b>85</b>

<sup>1</sup>For FY 2017, the MBN estimate was based on Libya only.

<sup>2</sup>Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. RFA's measure for this indicator continues to be derived only from Burma data, where the rapidly changing media landscape and negative responses to Rohingya coverage may have influenced this figure. RFA's FY 2019 target was based on an assumption of new data from Cambodia, which now are anticipated in FY 2020. RFA's FY 2020 target assumes additional data from the Cambodia national survey and other upcoming surveys. RFA's FY 2021 target reverts to Burma only because of proposed cuts to Khmer. MBN expects modest increases in this indicator as a result of increased focus on content not available in other regional media.

### Indicator:

**THE UNIQUENESS INDICATOR** is defined above under Impact Performance Goal 5.2.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 6, including:

- Coverage of important local news stories that other media are not covering

# Impact Objective 7

## Engage local media and empower citizen information gathering and exchange

Local media affiliates are the primary means through which the USAGM networks now reach their target audiences in most markets. However, the relationship with these media partners is about much more than just content delivery. By developing these media networks and connecting our affiliates to one another, USAGM fosters rich, open media ecosystems. USAGM leads by example in its journalistic practices, but it also increasingly partners with affiliates on content co-creation, sometimes even participating in daily editorial meetings. USAGM also provides training to indigenous media on topics ranging from journalism principles to business practices. In a similar way, USAGM works to connect audiences to one another, and to foster the free flow of information, often through a wide array of web, mobile, and social media tools. These tools have made media personal, moving the power from centralized broadcasters to a new class of bloggers, activists, videographers, and a content-generating public. They are using media not only to tell their stories on a digital world stage but also to connect with one another to chart the future of their communities and build new forms of civil society.

USAGM will:

- Deepen relationships with key local media affiliates, providing editorial guidance, training and technical assistance, and other resources to strengthen local, independent media sectors.
- Nurture citizen journalism and channel user-generated content from inside repressive states.
- Link citizens within repressive societies to one another and to external audiences through social media networks.
- Facilitate dialogue across religious, national and ethnic groups.
- Enter into a “global conversation” with USAGM audiences by using social media tools to identify, source, and distribute news content into the channels where people are having conversations about their community and the world.



USAGM tracks its progress in achieving Impact Objective 7 with the following performance goals:

**Impact Performance Goal 7.1: Increase engagement with local media outlets**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target <sup>1</sup>	FY 2021 Target <sup>1</sup>
Number of USAGM affiliates with national reach that air custom or interactive segments during primetime <sup>2</sup>	50	60	65	68		
Number of USAGM radio and TV affiliates that serve multiple markets <sup>2</sup>				452	475	500
Number of USAGM affiliates that air custom or interactive segments <sup>2</sup>				80	85	90
Number of weekly downloads from affiliate content distribution portal, Direct	1,650	2,750	3,000	2,815	3,250	3,500

<sup>1</sup> Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

<sup>2</sup> In FY 2019, USAGM changed the performance metrics for this goal to emphasize affiliates that are multi-market, rather than national, and to focus on those who air custom or interactive segments.

**Indicators:**

**THE INDICATORS FOR INCREASING ENGAGEMENT WITH LOCAL MEDIA OUTLETS**

**INCLUDE:** the number of USAGM radio and TV affiliates that serve multiple markets, the number of USAGM affiliates that air custom or interactive segments, and the average number of weekly downloads (audio, video, text, or photos) from Direct, the affiliate content distribution portal. USAGM is discontinuing use of the metric measuring the number of USAGM affiliates (radio or TV) with national reach that air custom or interactive segments (also known as “bureau” reports, produced jointly with the USAGM networks) during primetime.

## Impact Performance Goal 7.2: Increase sharing of USAGM programming

### SHARING

*Percent of weekly audience who shares news heard/read/seen on broadcaster at least once a week*

<b>VOA</b>	<b>45</b>	<b>46</b>	<b>45</b>	<b>49</b>	<b>49</b>	<b>45</b>
<b>RFE/RL</b>	<b>48</b>	<b>44</b>	<b>48</b>	<b>41</b>	<b>45</b>	<b>50</b>
<b>RFA</b>	<b>49</b>	<b>41</b>	<b>42</b>	<b>41</b>	<b>42</b>	<b>43</b>
<b>MBN</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>62</b>	<b>55</b>	<b>55</b>
<b>OCB</b>	<b>56</b>	<b>56</b>	<b>70</b>	<b>56</b>	<b>60</b>	<b>65</b>

<sup>1</sup> Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. For RFA, qualitative research suggests a growing fear of sharing news content on social media in Cambodia and Burma, especially around domestic topics heavily featured in RFA, including coverage of the Rohingya crisis in Burma. MBN expects a decrease in this measure in FY 2020 due to the increased use of digital media in the MENA and the reluctance of audiences to share information via digital media.

#### Indicator:

**SHARING OF PROGRAMMING:** This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users in any language how often they share news that they have heard, seen, or read from a USAGM entity with friends or relatives, or with their social network. The answers are registered on a five-point range – Daily or most days per week, At least once a week, At least once a month, Less than once a month, Never. The sharing indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey who chose “Daily or most days per week” or “At least once a week.”

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 7, including:

- Substantive engagement with key local media affiliates
- Citizen journalism and user-generated content
- USAGM-facilitated dialogue across religious, national and ethnic groups

# Agility Objective 1

## Run USAGM as a nimble, resilient, cost-effective, and state-of-the-art media enterprise

By virtue of historical circumstance, today's USAGM is a complex amalgam of diverse media outlets and respective support organizations, operating under different legal and administrative frameworks. The result is an organization that has sometimes lacked the agility to operate in a rapidly evolving global media environment and the standardization that enables rational resource allocations. However, in recent years, the Agency has begun a fundamental transformation in order to appropriately fulfill its charter and meet the challenges of growing geo-political instability and substantial budgetary constraints.

USAGM will:

- Pursue an efficient and effective organizational structure.
- Enhance the Agency's technological platforms and workflows, enabling it to continually adapt to global standards in content acquisition, manipulation, and distribution, as well as audience consumption behaviors.
- Automate and streamline business processes and workflows.
- Employ cloud-based technology to achieve nimbleness, resilience, and cost-savings.
- Protect USAGM from persistent threats from state and non-state actors through enhancements to its cybersecurity posture.

USAGM tracks its progress in achieving Agility Objective 1 with the following performance goals:

### Agility Performance Goal 1.1: Streamline program delivery

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Target	FY 2020 Target	FY 2019 Target
<b>Transition to internet and fiber optic content distribution to stations and uplinks, migrating away from more costly satellite distribution</b>	50% of satellite-based distribution feeds transferred to terrestrial circuits.	USAGM is in the process of transferring these feeds and expects 75% of satellite-based distribution feeds transferred to terrestrial circuits by Q3 FY 2019.  50% of MPLS network transferred from Hub and Spoke to any-to-any mesh network.  40% of contribution feeds are now leveraging public internet for Primary or Back-up.	100% of satellite-based distribution feeds converted to terrestrial circuits.  75% of contribution feeds moved off satellite for either primary or secondary connections.  If secondary, costly satellite back-up is eliminated.	100% of satellite-based distribution feeds converted to terrestrial circuits.  75% of contribution feeds moved off satellite for either primary or secondary connections; costly satellite backups eliminated where possible.	100% of satellite contribution feeds converted to terrestrial circuits.  100% of DTH (direct-to-home) content migrated to DTH multiplex platforms housed with like news and current affairs services in same language.	NA—transition completed

(Goal 1.1 continued)

<b>Optimize remaining shortwave distribution, taking advantage of the strategic location and lower operating cost of Kuwait Transmitting Station</b>	Closed Sri Lanka Transmitting Station	Poro Transmitting Station closed; handover pending final action by Filipino government.	Final handover of Poro Transmitting Station.  Complete installation of new antenna at Kuwait Transmitting Station.  Continue to invest in the expansion of the Kuwait Transmitting Station, utilizing whatever resources may be available, in order to realize longer-term savings.  Restore CNMI Transmitting Station with whatever resources may be available.  Review all transmission leases to identify further opportunities for savings.	Poro Transmitting Station handed over in September 2019.  The installation of the new SW antenna at Kuwait Transmitting Station has been delayed due to contracting and logistical issues. It is now expected in Q3 FY 2020.  Restored 4 (of 16) antennas on CNMI Transmitting Station to service.	Maintenance and repair efforts to USAGM transmission facilities focused on functionality and protecting human life and property.  Complete design and installation of new SW arrays at Kuwait Transmitting Station to serve Africa  Restore 4 more (total 8 of 16) antennas on CNMI Transmitting Station to service.  Review all transmission leases to identify further opportunities for savings.	Maintenance and repair efforts to USAGM transmission facilities focused on functionality and protecting human life and property.  Restore 4 more (total 12 of 16) antennas on CNMI Transmitting Station to service.  Review all transmission leases to identify further opportunities for savings.
<b>Expand FM transmissions, to match audience preferences</b>	All 5 FMs in progress; contract actions completed, installations will fall into FY 2018.	New FMs installed in Brazzaville and Pointe Noire, Rep. of Congo; Mbuji-Mayi and Katanga, DRC.  Mogadishu FM is underway, expected on air in Q1 FY 2019.	Install FM transmitters in key cities: Mogadishu, Somalia; Lome, Togo; potential FMs in Kampala, Uganda; Mombasa, Kenya, and Lusaka, Zambia currently being pursued; Maputo, Mozambique Harare, Zimbabwe under consideration.	FMs successfully installed in Mogadishu, Somalia; Lomé, Togo; and Mombasa, Kenya.	FMs installed in Lusaka, Zambia and in refugee camps in NE Kenya. Additional FM erected in eastern Democratic Republic of Congo. Full-time lease established in Kampala, Uganda.	Continue to pursue FM opportunities in key markets, mostly in Africa and SE Asia.

## Agility Performance Goal 1.2: Automate and streamline key business processes

<b>Complete business process reengineering and automation of business and media workflows</b>	Completed integration of payroll and time and attendance systems.	Consolidation of support team efforts, including IT help desk, building facilities, Network Control Center, and telecoms, into integrated Solutions Center (now named TSI Help Center) began.	Complete consolidation of support efforts into TSI Help Center.	Majority of Help Center services consolidated. Full rollout not achieved due to new requirement to support VOA technology suite.	Help Center 100% consolidated.	Continue to refine and improve USAGM's suite of key business process tools
	Completed rollout of electronic performance management system.		Participate in Agency effort to identify a new HR management system. The current system, provided through a partnership with the Department of Defense, is being discontinued in 2019.	Continued to participate in effort to identify a new HR management system.	Replacement of help desk tracking and assignment tool, Footprints, with a more robust, adaptable tool to help improve outcomes and response times.	
	Deployed electronic invoice payment system for domestic invoices; foreign invoices to be added in FY 2018.		Roll out unified communications capability to 67% of Agency users.	Agency transitioned to Teams unified communications tools across 100% of agency desktops and mobile devices. Telephony integrated with Teams rolled out for 20% of workforce.	Continue to refine and improve USAGM's suite of key business process tools.	



**Agility Performance Goal 1.3: Leverage cloud services and other technologies to boost workforce effectiveness and efficiency.**

	FY 2017 Target	FY 2017 Target	FY 2019 Target	FY 2019 Actual	FY 2017 Target	FY 2017 Target
<b>Migrate onsite systems to cloud for enhanced effectiveness and efficiency</b>	<p>Transitioned onsite digital archive system to a private cloud with recovery capability.</p> <p>Completed migration of intranet content to cloud-based platform.</p> <p>Upgraded IT infrastructure with more storage, bandwidth, and security.</p>	<p>Migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile.</p> <p>Continue transition of radio broadcast operations to cloud-based playout and switching systems.</p> <p>Transition of some broadcast operations to cloud-based playout and switching systems has not yet begun.</p>	<p>Complete migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile.</p> <p>Continue transition of radio broadcast operations to cloud-based playout and switching systems.</p> <p>Begin implementing off-site, carrier neutral Data Center. Implement high availability and high capacity metro fiber ring between USAGM headquarters and Data Center. Relocate WAN and all connections to new Data Center. Increase capacity to the internet tenfold and implement high-speed cloud connections.</p> <p>Mature and expand support for business analytics suite that drives USAGM increased utilization of data-driven strategy and decision-making.</p>	<p>Completed migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile.</p> <p>Continued transition of radio broadcast operations to cloud-based playout and switching systems.</p> <p>Implementation of off-site, carrier neutral Data Center approximately 50% complete. Implemented high availability and high capacity metro fiber ring between USAGM headquarters and Data Center. Relocated WAN and all connections to new Data Center. Increased capacity to the internet tenfold and implemented high-speed cloud connections.</p> <p>Matured and expanded support for business analytics suite that drives USAGM increased utilization of data-driven strategy and decision-making.</p>	<p>Relocate USAGM headquarters network core to offsite data center to replace current core and to facilitate potential building relocation.</p> <p>Leverage Data Center-hosted storage systems to replace current on-premises storage.</p> <p>Implement Managed Service Provider (MSP) service model for 24 x 7 x 365 network support.</p> <p>Complete transition of radio broadcast operations to cloud-based playout and switching systems.</p> <p>Extend business analytics suite and AI to assist journalists by automating a number of translation and simple story posting tasks.</p>	<p>Migrate 100% of IT requirements to hosted solutions, supported by managed services provider. Adjust service level agreements (SLA) to broadcast networks, lowering IT operating costs while raising SLA success rates.</p>

## Agility Performance Goal 1.4: Strengthen resilience and risk posture of the agency

	FY 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
<b>Strengthen USAGM's cybersecurity posture</b>	USAGM implemented cybersecurity measures that extend high-level DHS cybersecurity protection to agency-specific gaps, such as email, the network, and end points.	Made progress toward defined level of maturity of IT Information Security Program.  Piloted DHS CDM tools to enhance the Agency's ability to identify and mitigate the impact of cyber threats. Full rollout expected in Q1 FY 2019.	Continue to develop IT Information Security Program policies and strategies.  Start to implement Multi-Factor Authentication for all users.  Enhance controls for system access; enhancing cloud system identity management; and enhancing protection of sensitive data and addressing privacy concerns.	Completed, received approval for, and published several dozen information security and privacy strategies, policies, and procedures. Completed first phase of multifactor authentication (MFA), as well as deployment of DHS monitoring tools and dashboard.	Continue to mature IT Information Security Program policies and strategies.  Implement SSL traffic monitoring capabilities and defenses.  Pilot DHS's Privileged Account Management and Usage Monitoring Program.  Implement multifactor authentication (MFA) for all users accessing the Agency network, systems, applications, and cloud services.	USAGM's information security program achieves "consistently implemented" maturity. All systems are deployed per specified security baseline configurations; and multifactor authentication is fully implemented for all access to Agency networks and applications.

(Goal 1.4 continued)

	FY 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Use Enterprise Risk Management <sup>1</sup> to manage risks and optimize costs related to the achievement of USAGM objective	USAGM created an IT risk management division within the Office of the CIO.	USAGM created an agency-level ERM framework, governance structure, and risk identification process.	Identify, assess and analyze enterprise risks and develop a profile that reflects significant risks to achievement of agency mission.	Identified, assessed and analyzed enterprise risks and developed the Agency's FY 2019 ERM Risk Profile that reflects significant risks to the achievement of USAGM's mission. The risk owners developed and implemented appropriate risk responses and corresponding efforts and performance measures to the profile risks. Drafted, documented, and received approval for Agency-wide Information Security Risk Management (ISRM) Strategy and Framework in accordance with ISMA and NIST guidelines.	Continue the implementation of the FY 2019 Risk Profile risk response strategies, and analyze performance measures to track their progress and effectiveness. Implement Agency-wide ISRM strategy and framework, including the development of an Agency-wide FY 2020 IT risk register. Develop Agency-wide business continuity and disaster recovery plans to mitigate disruption to Agency's operations during and after unforeseen events. Identify, assess and analyze enterprise risks and develop the FY 2020 ERM Risk Profile that reflects significant risks to the achievement of Agency mission and determine appropriate responses to the Risk Profile.	Continue the ERM Cycle for FY 2020 through implementation and monitoring of risk response strategies. Continue the implementation of the Agency-wide ISRM strategy and framework and develop an Agency-wide FY 2021 IT risk register. Identify, assess and analyze enterprise risks and develop the Agency's FY 2021 ERM Risk Profile that reflects significant risks to the achievement of Agency mission and determine appropriate responses to the Risk Profile. Advance the development of the agency-wide business continuity and disaster recovery programs to mitigate disruption to Agency's operations during and after unforeseen events.

<sup>1</sup>Enterprise Risk Management (ERM) provides a framework that typically involves identifying particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress,

## Agility Performance Goal 1.5: Migrate to High Definition (HD) video production and transmission

	FY 2019 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2019 Actual
<b>Upgrade program production and delivery systems to HD capable</b>	All TV studios fully HD capable.  Automated HD TV channel set up for testing.	Both satellite and terrestrial network have been modified to incorporate HD delivery capability.  Preparations completed to enable upgrade of Digital Asset Management System to make HD production and archiving more efficient.  Onsite storage capacity to accommodate HD files expanded and upgraded.  Global delivery of HD content direct-to-home and to affiliates enabled.	Complete upgrade of Media Asset Management System to make news orchestration, HD production and archiving more efficient.  Begin working with USAGM broadcast networks to identify more IT services and systems that can be shared and unified in order to gain efficiencies and cost savings.  Continue to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems.	Completed all IT infrastructure and preparatory training required to transition to upgraded Media Asset Management system, Galaxy.  Through the USAGM CIO Office, the CIO Council, and the Digital Governance Council directed by the Agency's Chief Technology Officer, began working with broadcast networks to identify more IT services and systems that can be shared and unified in order to gain efficiencies and cost savings.  Continued to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems.	Launch the new Dalet Galaxy system and, within six months of launch, migrate the entire Agency. This clears the path for a complete integrated workflow between the Galaxy Archive and Production systems.  Continue to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems.  Unify IT systems and services across the Agency where possible in order to gain efficiencies and cost savings.	Continue to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems.  Unify IT systems and services across the Agency where possible in order to gain efficiencies and cost savings.
<b>% of video streams transmitted in HD<sup>1</sup></b>	20%	50%	100%	100%	NA—transition completed	NA—transition completed

<sup>1</sup> USAGM anticipates that the SD to HD transition for most of the target audiences will take several more years. Each HD stream will have a corresponding SD stream until that time.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Agility Objective 1, including:

- Ability to nimbly react to a rapidly changing environment
- Resilience in the face of cyber threats

## Agility Objective 2

### Enhance strategic cooperation among USAGM networks and with support elements

USAGM is one of the world's largest news-gathering and reporting enterprises with 50 overseas news bureaus, 3,500 employees, and 1,500 stringer reporters. Each of the Agency's five networks generates original reporting every day from in and around the world's hotspots – the Sahel and Central Africa, the Afghanistan-Pakistan border region, Burma, China, Egypt, Iran, North Korea, Russia, Syria, Yemen, et al – primarily in vernacular languages for target audiences in these areas. Too little of this rich content is translated and shared across USAGM to augment international news coverage for other USAGM vernacular services or made available to other global audiences in English. USAGM is remedying this by facilitating coordination among broadcast entities and support elements through the International Coordinating Committee (ICC), comprised of the heads of each of our five networks, and reinforcing their unique and respective mission-driven legislated roles in areas served by multiple broadcasters. USAGM will also continue to collaborate with other U.S. government entities on areas of mutual concern.

USAGM will:

- Ensure coordinated and complementary mission-driven operations and content in markets served by two USAGM media entities.
- Build and sustain internal content-sharing mechanisms, aligning internal editorial support and coordination, as needed.
- Employ new bridge editors and other content-sharing mechanisms to channel original reporting from the language services to the central newsrooms and across USAGM to get maximum mileage out of the content the Agency currently produces.
- Better leverage news gathering, including stringer and correspondent networks or rotating correspondents, across USAGM to ensure required editorial coordination and avoid redundancy.
- Align all support functions to USAGM priorities, strategies, and goals.
- Participate in inter-agency meetings, committees, and strategies in support of U.S. government priorities to ensure that USAGM capabilities, expertise, actions, and impact are fully and accurately shared with other government entities.

USAGM tracks its progress in achieving Agility Objective 2 with the following performance goals:

### Agility Performance Goal 2.1: Increase opportunities for sharing content across USAGM language services and networks

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Target	FY 2019 Target	FY 2017 Actual
Establish and employ systems for sharing content across language services and networks, including bridge editors and rotating correspondents	Establish editorial coordinating committee	Launched a joint reporting project on China, <i>The Dragon's Reach</i> , involving all five networks	Launch VOA-RFE/RL joint news network for Iran	VOA and RFE/RL launched 24/7 Persian language news channel.	Begin modernization of network Content Management Systems (CMS), starting with VOA;	Roll out updated CMS to additional networks.

### Agility Performance Goal 2.2: Enhance working-level coordination among networks and with support offices

	FY 2017 Baseline	FY 2018 Baseline	FY 2019 Target	FY 2019 Target	FY 2019 Target	FY 2017 Baseline
Building on ICC success, establish cross-agency working groups to leverage resources and expertise across networks and support offices	Editorial coordinating committee established.	CCO Council and Digital Governance Council established; CTO appointed.	Establish working group on acquired programming.  Establish data taxonomy standards through Digital Governance Council.	Acquired programming working group established.  Data taxonomy standards established through Digital Governance Council.	Review of acquired programming across networks by working group.  Implement data taxonomy standards.	Continue and extend cross-agency working groups, as needed.



**Agility Performance Goal 2.3: Ensure complementary coverage in markets served by more than one USAGM network.**

	FY 2017 Baseline	FY 2018 Baseline	FY 2019 Target	FY 2019 Target	FY 2019 Target	FY 2019 Target
<b>Conduct periodic content analysis of services that serve the same market</b>	Conducted content analysis of VOA and RFE/RL coverage in Iran.	Conducted content analysis of VOA and RFA coverage in Burma.	Conduct content analyses of OCB and VOA coverage in Spanish-language markets.	Conducted external content review of OCB programming in Spanish.	Conduct content analyses in other markets served by multiple networks.	Conduct content analyses in other markets served by multiple networks.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Agility Objective 2, including:

- Coordination and planning among networks and with support offices
- Content shared across language services and networks

## Agility Objective 3:

### **Enable greater impact and accountability through rigorous assessment and evaluation**

USAGM's mission is more than reaching audiences. The Agency utilizes a comprehensive Impact Model to capture effects of USAGM programming on audience members, the local media sector, and foreign governments. The Impact Model comprises a set of indicators tied to the Agency mission, including: uniqueness of information, opinions on content trustworthiness, likelihood of content sharing and use, changes in understanding of current events, improvements in journalistic practices, and attention from public officials. In addition to continuous data collection, successful deployment of the Impact Model includes providing results to decision-makers and content providers throughout the Agency and its networks.

Even as it holds networks accountable for advancing the USAGM Mission, the Agency simultaneously implements rigorous employee oversight. USAGM has renewed its focus on federal personnel appraisals and is currently undertaking several initiatives that will strengthen this important accountability tool.

USAGM will:

- Continue to implement and refine the USAGM Impact Model with incremental improvements.
- Offer briefings to U.S. government groups, other international broadcasters, and other interested organizations to share lessons learned from the path-breaking Impact Model.
- Feed impact data into planning and decision-making at all levels of the Agency.
- Within the federal workforce, shift to a five-tier personnel performance appraisal system, tied to performance awards, and hold managers accountable for completing performance appraisals.

USAGM tracks its progress in achieving Agility Objective 3 with the following performance goals:

### Agility Performance Goal 3.1: Strengthen research and evaluation program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2019 Estimate	FY 2020 Target	FY 2021 Target
Number of USAGM target countries with full USAGM media surveys conducted in the current or prior fiscal year	33	18	22	15	12	11
Percentage of surveys used to report performance data that were conducted in the current or prior fiscal year	71%	19%	25%	26%	50%	80%

Note: USAGM is currently rebalancing the range of research methods that it employs, including surveys, commercial ratings, and digital analytics. The first indicator above shows only full USAGM media surveys; the second includes omnibus surveys as well. The expected increase in omnibus surveys over the next two fiscal years is the result of research funded in FY 2019.

### Agility Performance Goal 3.2: Improve personnel evaluation processes

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Target	FY 2021 Target
<b>Strengthen personnel evaluation processes and compliance in the federal workforce</b>	Transitioned to 5-tier electronic personnel system. 40% of employees have personnel evaluations completed.  Provide managers with training on performance management	77% of managers trained in performance management. Additional training for remaining managers scheduled for Q1 FY 2019.  76% of employees had personnel evaluations completed.	Continuous refresher on performance management mandated in development plans for managers and supervisors.  100% of all employees have personnel evaluations completed on-time.	82% of all eligible employees had personnel evaluations completed on-time.	92% of all eligible employees have personnel evaluations completed on-time.	97% of all eligible employees have personnel evaluations completed on-time.
<b>Implement 360 feedback tools for managers in the federal workforce (reviews to be scheduled every three years)</b>	Curriculum finalized.	90% of managers and supervisors reviewed.  50% of managers and supervisors with development plans in place.	90% of managers and supervisors reviewed.  80% of managers and supervisors with development plans in place.	USAGM has discontinued use of 360 reviews for managers.	NA	NA

### Agility Performance Goal 3.3: Improve performance culture of agency

RESULTS-ORIENTED PERFORMANCE CULTURE INDEX (from Federal Employee Viewpoint Survey)						
	FY 2019 Actual	FY 2019 Actual	FY 2019 Actual	FY 2019 Actual	FY 2020 Target	FY 2019 Actual
USAGM	48	51	53	51	51	52
Government-wide (for comparison)	54	56		57		

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Agility Objective 3, including:

- Modernization of USAGM research methods, including updates to impact metrics and survey design
- Pilot projects to bring research data and evaluation products to senior leaders, interagency partners, and other key decision makers

# Agility Objective 4

## Foster employee engagement, development, and productivity

USAGM's diverse, multi-cultural, and multi-talented workforce offers a rich range of experience and expertise to carry out the Agency's mission. Key to success in a rapidly changing, highly competitive global media environment is flexibility to develop innovative products for the Agency's target countries consistent with emerging priorities, programming formats, and advances in technology. Enhanced skill sets are required to program for and transmit via multiple media platforms – radio, TV, internet, mobile, and through social media. USAGM employees are most effective when they are well motivated, trained, and led. Continued efforts to equip and energize the entire USAGM workforce are critical as the Agency confronts mounting competitive pressures worldwide.

USAGM will:

- Promote human capital planning and management as a top priority for senior executives, managers, and supervisors throughout the agency.
- Consistently communicate organizational goals, objectives, priorities, and performance expectations in a timely manner to staff at all levels in the agency.
- Ensure a safe and secure work environment for all employees.
- Implement manager training curriculum focusing on performance management, human capital planning and processes, communication, and financial and administrative management.
- Improve the consistency and credibility of agency performance management processes.
- Develop cross-training and internal development standards and procedures, as applicable.
- Foster employee participation in agency health and wellness programs.

USAGM tracks its progress in achieving Agility Objective 4 with the following performance goals:

#### Agility Performance Goal 4.1: Strengthen internal communications

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Target	FY 2019 Target	FY 2017 Actual
<b>Establish/enhance two-way communication channels for better lateral and vertical communication</b>	Improved communication by establishing and promoting internal social media, town halls, suggestion boxes, and focus groups.	Maintained communication over established channels and introduced an internal social media channel accessible to staff at all five networks.	Strengthen communication and engagement by maximizing use of established communication channels and networking events.	90% of USAGM network staff using agency-wide communication channels for networking and events.	95% of USAGM network staff using agency-wide communication channels for networking and events.	Maintain 95% of USAGM network staff using agency-wide communication channels for networking and events.
<b>Improve transparency and accountability using internal communication initiatives</b>	Provided an intranet page, weekly internal newsletter, and regular senior leadership announcements to all staff.	Increased visits to CEO intranet page with weekly CEO Flash Report. Hosted internal networking events to strengthen engagement and communication.	Continue to strengthen transparency and accountability by expanding and fortifying internal communication processes.	3 out of 5 USAGM broadcast network senior managers use the channels to raise awareness and share agency news.	Continue to evaluate and manage internal communication processes to increase staff morale and engagement.	Improve messaging based on platform data and employee feedback.

#### Agility Performance Goal 4.2: Improve employee training and development

<b>Percentage of employees who believe that the workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals</b> <i>(from Federal Employee Viewpoint Survey)</i>						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Target	FY 2019 Target	FY 2017 Actual
<b>USAGM</b>	56	70	73	71	73	75
<b>Government-wide (for comparison)</b>	71	80		81		

Note: In FY 2018, the wording of this question changed from "The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals" to "My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals."

USAGM expects slower implementation of this performance target as the result of budgetary constraints forcing a greater reliance on subscription-based, online training.



In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Agility Objective 4, including:

- Employee training and development
- Mentoring program relaunch

# Performance Budget Appendix: Information on Impact Indicators

To demonstrate the impact of broadcasting activities, USAGM maintains a robust research program comprising national surveys, omnibus surveys, panels, interviews, and focus groups. Nationally representative (or close-to nationally representative) surveys, conducted in accordance with the highest professional standards by local market research firms, are the primary source for the agency's impact indicators. Survey response rates vary by country, with higher response rates generally in Africa and lowest response rates in Eurasia. Further information on the USAGM research program and methodology can be found on the USAGM website at: <https://www.usagm.gov/strategy-and-performance/performance-accountability/>

Several impact indicators (including program credibility, understanding of current events, uniqueness, understanding of American society, understanding of U.S. foreign policy, understanding of current events in target country, and sharing of programming) are based on a subset of surveyed markets. This is due either to weekly audience being too small for analysis ( $n < 50$ ) or to the question not being asked due to survey space limitations—only true in cases where USAGM buys space on third party surveys or, in rarer instances, where country conditions limit data collection to shorter interviews over the phone.

Since FY 2017, the Agency has employed a more accurate method of calculating impact scores. Prior to the change, these impact scores were simple averages of audience figures by country. With the revised method, impact scores are averaged across countries, weighted by audience size. Although scores from FY 2016 and prior years are not comparable to the FY 2017, the current weighted calculation more accurately reflects individual views.

## Verification and Validation of Data

USAGM and its research vendors follow standards set by the Conference of International Broadcasting Audience Researchers, ESOMAR, and other international organizations that lead the market research industry in ethical, professional research practice.

Once data has been collected, all research vendors must send their data to a third-party vendor hired by the Agency for the sole purpose of performing data quality assurance protocols. After thorough review, and—if necessary—several rounds of critical feedback with vendors, USAGM determines whether data warrants new fieldwork or is acceptable.

Every survey commissioned by USAGM requires research vendors to produce a technical report, detailing the sampling plan, population weights, problems encountered in the field, and resolution methods. This information about data collection conditions is a critical component of ensuring the design effects are included in computations.

Before research projects can conclude, the USAGM research team—some combination of USAGM research staff and analysts, network research directors, and project managers—agree on the validity of reach figures and impact metrics

# Appendix A: Budget Charts

U.S. AGENCY FOR GLOBAL MEDIA  
VOICE OF AMERICA  
Summary of Appropriated Funds  
FY 2019 - FY 2021  
(in thousands)

VOICE OF AMERICA	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
<b>VOA DIRECTOR</b>			
<i>VOA Director Office/Resource Management/ Research/ PR</i>	\$ 12,026	\$ 7,047	\$ 5,047
<i>Digital Office, Strategy, and Audience Engagement</i>	\$ 1,269	\$ 1,000	\$ 1,500
<i>Contract Journalists and Other Support</i>	\$ 10,225		
<b>SUBTOTAL, VOA DIRECTOR</b>	<b>\$ 23,520</b>	<b>\$ 8,047</b>	<b>\$ 6,547</b>
<b>OFFICE OF GLOBAL PRODUCTS AND TECHNOLOGY</b>	<b>\$ 5,311</b>	<b>\$ 5,331</b>	<b>\$ 2,331</b>
<b>ASSOCIATE DIRECTOR, PROGRAMMING DIRECTORATE</b>	<b>\$ 5,995</b>	<b>\$ 9,814</b>	<b>\$ 9,814</b>
<b>STUDIO AND PRODUCTION OPERATIONS</b>			
<i>Director, Studio, and Production Operations</i>	\$ 889	\$ 3,118	\$ 3,345
<i>Central Production Services Division</i>	\$ 20,414	\$ 9,531	\$ 8,829
<i>Operations Support Division</i>	\$ 18,948	\$ 25,498	\$ 14,498
<i>Technical Support Division</i>	\$ 13,019	\$ 7,772	\$ 7,772
<b>SUBTOTAL, STUDIO, AND PRODUCTION OPERATIONS</b>	<b>\$ 53,270</b>	<b>\$ 45,919</b>	<b>\$ 34,444</b>
<b>AFRICA DIVISION</b>			
<i>Division Chief</i>	\$ 3,393	\$ 4,017	\$ 4,505
<i>Bambara Service</i>	\$ -	\$ 307	\$ 318
<i>Central Africa (Kinyarwanda, Kirundi)</i>	\$ 1,503	\$ 1,365	\$ 2,365
<i>English to Africa</i>	\$ 5,854	\$ 5,594	\$ 6,906
<i>French To Africa Service</i>	\$ 4,214	\$ 4,415	\$ 4,815
<i>Hausa Service</i>	\$ 1,688	\$ 3,424	\$ 4,924
<i>Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)</i>	\$ 2,851	\$ 2,785	\$ 2,950
<i>Portuguese Service</i>	\$ 1,205	\$ 1,434	\$ 2,484
<i>Somali Service</i>	\$ 2,251	\$ 2,382	\$ 2,482
<i>Swahili Service</i>	\$ 1,767	\$ 1,694	\$ 2,794
<i>Zimbabwe/Shona/Ndebele/English</i>	\$ 755	\$ 1,186	\$ 1,236
<b>SUBTOTAL, AFRICA DIVISION</b>	<b>\$ 25,481</b>	<b>\$ 28,603</b>	<b>\$ 35,779</b>

(continued)

## VOICE OF AMERICA

## EAST ASIA AND PACIFIC DIVISION

	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
<i>Division Chief</i>	\$ 2,820	\$ 2,150	\$ 2,455
<i>Burmese Service</i>	\$ 3,220	\$ 3,168	\$ 3,238
<i>Cantonese Service</i>	\$ 843	\$ 1,187	\$ 187
<i>English to Asia</i>	\$ -	\$ 228	\$ 528
<i>Indonesian Service</i>	\$ 5,003	\$ 6,173	\$ 5,173
<i>Khmer Service</i>	\$ 2,581	\$ 2,431	\$ 2,501
<i>Korean Service</i>	\$ 4,873	\$ 6,327	\$ 2,327
<i>Lao Service</i>	\$ 803	\$ 754	\$ 779
<i>Mandarin Service</i>	\$ 11,702	\$ 12,342	\$ 5,342
<i>Thai Service</i>	\$ 848	\$ 922	\$ 922
<i>Tibetan Service</i>	\$ 3,538	\$ 3,344	\$ 3,544
<i>Vietnamese Service</i>	\$ 1,926	\$ 2,241	\$ 2,241
<b>SUBTOTAL, EAST ASIA AND PACIFIC DIVISION</b>	<b>\$ 38,157</b>	<b>\$ 41,267</b>	<b>\$ 29,237</b>

## EURASIA DIVISION

<i>Division Chief</i>	\$ 2,500	\$ 2,791	\$ 2,915
<i>Albanian Service</i>	\$ 1,797	\$ 1,355	\$ 2,090
<i>Armenian Service</i>	\$ 496	\$ 545	\$ 555
<i>Bosnian Service</i>	\$ 1,016	\$ 835	\$ 880
<i>Georgian Service</i>	\$ 676	\$ 600	\$ 676
<i>Macedonian Service</i>	\$ 499	\$ 352	\$ 477
<i>Russian Service</i>	\$ 7,900	\$ 10,085	\$ 4,085
<i>Serbian Service</i>	\$ 1,411	\$ 1,248	\$ 1,308
<i>Ukrainian Service</i>	\$ 1,989	\$ 2,601	\$ 2,626
<b>SUBTOTAL, EURASIA DIVISION</b>	<b>\$ 18,284</b>	<b>\$ 20,412</b>	<b>\$ 15,612</b>

## LATIN AMERICA DIVISION

<i>Division Chief</i>	\$ 2,008	\$ 606	\$ 682
<i>Croale Service</i>	\$ 1,192	\$ 2,169	\$ 1,169
<i>Spanish Service</i>	\$ 5,295	\$ 5,369	\$ 3,293
<i>Production Unit</i>			
<b>SUBTOTAL, LATIN AMERICA DIVISION</b>	<b>\$ 8,495</b>	<b>\$ 8,144</b>	<b>\$ 5,144</b>



(continued)

## VOICE OF AMERICA

### SOUTH ASIA DIVISION

	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
<i>Division Chief (South Asia and NECA)</i>	\$ 2,649	\$ 3,034	\$ 3,263
<i>Afghanistan Service</i>	\$ 8,672	\$ 8,015	\$ 5,015
<i>VOA Radio Deewa (Pashto)</i>	\$ 2,794	\$ 5,083	\$ 4,083
<i>Azerbaijani Service</i>	\$ 867	\$ 669	\$ 894
<i>Bangla Service</i>	\$ 1,694	\$ 1,538	\$ 1,538
<i>Kurdish Service</i>	\$ 3,315	\$ 4,571	\$ 4,571
<i>Turkish Service</i>	\$ 2,629	\$ 3,420	\$ 3,420
<i>Urdu Service</i>	\$ 4,646	\$ 5,661	\$ 3,661
<i>Uzbek Service</i>	\$ 846	\$ 698	\$ 773
<b>SUBTOTAL, SOUTH ASIA DIVISION</b>	<b>\$ 28,112</b>	<b>\$ 32,689</b>	<b>\$ 27,218</b>

<b>VOA PERSIAN</b>	<b>\$ 13,122</b>	<b>\$ 17,714</b>	<b>\$ 10,714</b>
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### CENTRAL NEWS

<i>VOA Central News</i>	\$ 24,272	\$ 25,805	\$ 10,975
<i>Home Leave and Transfer (HLT)</i>	\$ 137	\$ 207	\$ 207
<b>SUBTOTAL, CENTRAL NEWS</b>	<b>\$ 24,409</b>	<b>\$ 26,012</b>	<b>\$ 11,182</b>

### DOMESTIC BUREAUS

<i>Los Angeles</i>	\$ 532	\$ 317	\$ 317
<i>New York</i>	\$ 345	\$ 840	\$ 840
<i>Silicon Valley</i>	\$ 142	\$ 295	\$ 295
<b>SUBTOTAL, DOMESTIC BUREAUS</b>	<b>\$ 1,019</b>	<b>\$ 1,452</b>	<b>\$ 1,452</b>

### OVERSEAS BUREAUS AND NEWS CENTERS

<i>Bangkok</i>	\$ 591	\$ 958	\$ -
<i>Beijing</i>	\$ 675	\$ 724	\$ -
<i>Dakar</i>	\$ 26	\$ 299	\$ -
<i>Hong Kong</i>	\$ 232	\$ 220	\$ -
<i>Islamabad</i>	\$ 478	\$ 373	\$ -
<i>Istanbul</i>	\$ 419	\$ 318	\$ -
<i>Jakarta</i>	\$ 486	\$ 450	\$ -
<i>Johannesburg</i>	\$ 240	\$ 238	\$ -
<i>London</i>	\$ 1,099	\$ 1,674	\$ 1,674
<i>Moscow</i>	\$ 163	\$ 340	\$ -
<i>Nairobi</i>	\$ 794	\$ 411	\$ 411
<i>Seoul</i>	\$ 213	\$ 591	\$ -
<b>SUBTOTAL, OVERSEAS BUREAUS</b>	<b>\$ 5,416</b>	<b>\$ 6,596</b>	<b>\$ 2,085</b>
<b>GRAND TOTAL, VOA</b>	<b>\$ 250,591</b>	<b>\$ 252,000</b>	<b>\$ 191,559</b>

U.S. AGENCY FOR GLOBAL MEDIA  
OFFICE OF CUBA BROADCASTING (OCB)  
Summary of Appropriated Funds

**FY 2019- FY 2021**

(in thousands)

OFFICE OF CUBA BROADCASTING	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
<i>OCB Directorate and Advisory Board</i>	\$ 820	\$ 820	\$ 820
<i>Administration</i>	\$ 3,507	\$ 3,506	\$ 3,507
<i>Radio Marti</i>	\$ 4,892	\$ 2,696	\$ 1,236
<i>New Media</i>	\$ 1,234	\$ 1,234	\$ 1,234
<i>Central News</i>	\$ 4,218	\$ 2,695	\$ 1,236
<i>TV Marti</i>	\$ 6,251	\$ 2,695	\$ 1,235
<i>Technical Operations</i>	\$ 3,195	\$ 2,695	\$ 1,235
<i>Computer Services</i>	\$ 1,211	\$ 1,211	\$ 1,235
<i>Greenville Transmitting Station</i>	\$ 3,421	\$ 3,421	\$ 1,235
<b>GRAND TOTAL, OCB</b>	<b>\$ 28,749</b>	<b>\$ 20,973</b>	<b>\$ 12,973</b>

U.S. AGENCY FOR GLOBAL MEDIA  
INTERNATIONAL BROADCASTING BUREAU (IBB)  
Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

INTERNATIONAL BROADCASTING BUREAU	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
<i>USAGM Chief Executive Officer and Director</i>	\$ 2,212	\$ 2,651	\$ 2,368
<i>Office of Management Services</i>	\$ 4,619	\$ 3,237	\$ 3,127
<i>Office of Chief Financial Officer</i>	\$ 11,883	\$ 13,279	\$ 12,286
<i>Office of Policy and Research</i>	\$ 8,195	\$ 7,053	\$ 7,053
<i>Office of Communications and External Affairs</i>	\$ 2,182	\$ 1,471	\$ 1,305
<i>Office of General Counsel</i>	\$ 1,839	\$ 2,234	\$ 1,972
<i>Office of Contracting and Procurement</i>	\$ 3,383	\$ 3,915	\$ 3,628
<i>Office of Human Resources</i>	\$ 6,677	\$ 6,050	\$ 6,553
<i>Office of Workforce Support and Development</i>	\$ 1,641	\$ 1,102	\$ 1,714
<i>Office of Civil Rights</i>	\$ 1,098	\$ 1,067	\$ 1,166
<i>Office of Policy</i>	\$ 895	\$ 939	\$ 955
<i>Office of Security</i>	\$ 2,197	\$ 2,127	\$ 2,334
<i>Office of Internet Freedom</i>	\$ 6,058	\$ 166	\$ 210
<b>SUBTOTAL, IBB</b>	<b>\$ 52,879</b>	<b>\$ 45,291</b>	<b>\$ 44,671</b>
<b>PROGRAM DECREASES</b>			
<i>Administrative and Organizational Efficiencies</i>			\$ (1,871)
<b>GRAND TOTAL, IBB</b>	<b>\$ 52,879</b>	<b>\$ 45,291</b>	<b>\$ 42,800</b>

U.S. AGENCY FOR GLOBAL MEDIA  
OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION (TSI)  
Summary of Appropriated Funds  
FY 2019 - FY 2021  
(in thousands)

TECHNOLOGY, SERVICES, AND INNOVATION	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
<b>TECHNOLOGY, SERVICES, AND INNOVATION DIRECTOR</b>			
<i>Director</i>	\$ 214	\$ 215	\$ 218
<i>Home Leave &amp; Transfer (HLT)</i>	\$ 426	\$ 412	\$ 430
<b>SUBTOTAL, TSI DIRECTOR</b>	<b>\$ 640</b>	<b>\$ 627</b>	<b>\$ 648</b>
<b>OFFICE OF THE CIO</b>	<b>\$ 10,176</b>	<b>\$ 10,601</b>	<b>\$ 12,573</b>
<i>Global Networks Division</i>	\$ 11,417	\$ 9,742	\$ 8,334
<i>Satellites</i>	\$ 16,839	\$ 16,982	\$ 20,708
<i>Satellites Carryover (X0206)</i>	\$ -	\$ 3,726	\$ -
<b>SUBTOTAL, OFFICE OF THE CIO</b>	<b>\$ 38,432</b>	<b>\$ 41,051</b>	<b>\$ 41,615</b>
<b>INFORMATION TECHNOLOGY DIRECTORATE</b>	<b>\$ 15,268</b>	<b>\$ 15,573</b>	<b>\$ 16,226</b>
<b>TECHNOLOGY SUPPORT DIRECTORATE</b>	<b>\$ 10,181</b>	<b>\$ 8,045</b>	<b>\$ 9,122</b>
<b>OFFICE OF BUSINESS DEVELOPMENT</b>	<b>\$ 2,740</b>	<b>\$ 3,621</b>	<b>\$ 1,979</b>
<i>Regional Marketing Offices</i>	\$ 10,175	\$ 10,965	\$ 10,203
<b>SUBTOTAL, OFFICE OF BUSINESS DEVELOPMENT</b>	<b>\$ 12,915</b>	<b>\$ 14,586</b>	<b>\$ 12,182</b>
<b>RESOURCE AND PROJECT MANAGEMENT DIRECTORATE</b>	<b>\$ 2,867</b>	<b>\$ 2,768</b>	<b>\$ 2,966</b>
<i>Project Management</i>	\$ 586	\$ 862	\$ 1,388
<i>Facilities Management</i>	\$ 35,128	\$ 34,907	\$ 35,872
<i>Administrative and Organizational Efficiencies</i>	\$ -	\$ -	\$ -
<b>SUBTOTAL, RESOURCE AND PROJECT MANAGEMENT DIRECTORATE</b>	<b>\$ 38,581</b>	<b>\$ 38,537</b>	<b>\$ 40,226</b>
<b>BROADCAST TECHNOLOGIES DIVISION</b>	<b>\$ 1,725</b>	<b>\$ 1,961</b>	<b>\$ 2,260</b>
<i>Leased Transmissions</i>	\$ 3,643	\$ 3,653	\$ 3,722
<i>FM Transmissions</i>	\$ 1,570	\$ 2,848	\$ 1,000
<b>SUBTOTAL, BROADCAST TECHNOLOGIES DIVISION</b>	<b>\$ 6,938</b>	<b>\$ 8,462</b>	<b>\$ 6,982</b>

(continued)

TECHNOLOGY, SERVICES AND INNOVATION	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
<b>OPERATIONS DIVISION</b>	\$ 2,022	\$ 1,987	\$ 2,419
<i>Worldwide Procurement (WWP)</i>	\$ 4,830	\$ 3,474	\$ 2,932
<b>SUBTOTAL, OPERATIONS DIVISION</b>	\$ 6,852	\$ 5,461	\$ 5,351
<b>STATIONS DIVISION</b>			
<b>DOMESTIC TRANSMITTING STATIONS</b>			
<i>Tinian</i>	\$ 6,729	\$ 6,652	\$ 5,805
<b>SUBTOTAL, DOMESTIC STATIONS</b>	\$ 6,729	\$ 6,652	\$ 5,805
<b>OVERSEAS TRANSMITTING STATIONS</b>			
<i>Afghanistan</i>	\$ 3,572	\$ 3,739	\$ 3,806
<i>Botswana</i>	\$ 2,651	\$ 2,624	\$ 2,633
<i>Germany</i>	\$ 12,920	\$ 10,195	\$ 9,534
<i>Kuwait</i>	\$ 12,766	\$ 12,828	\$ 13,564
<i>Philippines</i>	\$ 6,033	\$ 6,022	\$ 6,498
<i>Sao Tome</i>	\$ 4,003	\$ 4,362	\$ 4,363
<i>Thailand</i>	\$ 4,038	\$ 4,799	\$ 4,311
<i>Radio transmission reductions</i>	\$ -	\$ -	\$ -
<b>RECONCILIATION TO APPROPRIATION</b>	\$ -	\$ -	\$ -
<i>Satellite Carryover</i>	\$ -	\$ (3,726)	\$ -
<b>PROGRAM DECREASES</b>			
<i>Radio Transmission Reductions</i>	\$ -	\$ -	\$ (23,938)
<i>Global Network Realignment</i>	\$ -	\$ -	\$ (2,846)
<i>Administrative and Organizational Efficiencies</i>	\$ -	\$ -	\$ (4,611)
<b>GRAND TOTAL, TSI</b>	\$ 183,263	\$ 180,591	\$ 152,347



U.S. AGENCY FOR GLOBAL MEDIA  
RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)  
Summary of Appropriated Funds  
FY 2019 - FY 2021  
(in thousands)

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
<b>PROGRAMMING DIVISION</b>			
<i>Director</i>	\$ 2,502	\$ 2,665	\$ 2,938
<i>Marketing and Affiliates</i>	\$ 938	\$ 1,153	\$ 1,038
<b>LANGUAGE SERVICES</b>			
<i>Armenian</i>	\$ 1,953	\$ 1,911	\$ 1,843
<i>Azerbaijani</i>	\$ 1,970	\$ 1,910	\$ 1,821
<i>Balkans (Bosnian, Macedonian, Serbian, Albanian, Montenegrin, Croatian)</i>	\$ 5,450	\$ 4,820	\$ 2,585
<i>Belarusian</i>	\$ 2,362	\$ 2,307	\$ 2,085
<i>Bulgarian</i>	\$ 347	\$ 514	\$ 471
<i>Current Time TV and Digital</i>	\$ 11,546	\$ 11,593	\$ 4,686
<i>Georgian</i>	\$ 2,674	\$ 2,425	\$ -
<i>Hungarian</i>	\$ -	\$ 471	\$ 500
<i>Kazakh</i>	\$ 1,803	\$ 1,633	\$ 1,152
<i>Kyrgyz</i>	\$ 2,283	\$ 2,206	\$ 1,638
<i>Radio Farda (Persian)</i>	\$ 8,567	\$ 10,507	\$ 5,329
<i>Radio Free Afghanistan (Dari and Pashto)</i>	\$ 5,238	\$ 5,203	\$ 5,023
<i>Radio Mashaal (Pashto)</i>	\$ 3,312	\$ 3,254	\$ -
<i>Romanian to Moldova and Romania</i>	\$ 2,383	\$ 2,450	\$ 1,799
<i>Russian</i>	\$ 8,278	\$ 8,426	\$ 4,776
<i>North Caucasus (Chechen)</i>	\$ 1,263	\$ 1,227	\$ -
<i>Tajik</i>	\$ 2,089	\$ 1,976	\$ 1,264
<i>Tatar-Bashkir</i>	\$ 1,368	\$ 1,503	\$ -
<i>Turkmen</i>	\$ 829	\$ 809	\$ 659
<i>Ukrainian</i>	\$ 5,067	\$ 4,710	\$ 5,046
<i>Uzbek</i>	\$ 1,842	\$ 1,552	\$ 1,544
<i>News and Current Affairs</i>	\$ 4,445	\$ 4,821	\$ 3,496
<i>Multimedia Strategy, Development, and Training</i>	\$ 2,090	\$ 2,080	\$ 1,093
<b>SUBTOTAL, PROGRAMMING DIVISION</b>	<b>\$ 80,599</b>	<b>\$ 82,126</b>	<b>\$ 50,786</b>



(continued)

	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
<b>RADIO FREE EUROPE/RADIO LIBERTY</b>			
<b>ADMINISTRATION, MANAGEMENT, AND FINANCE</b>			
<i>Office of President</i>	\$ 6,045	\$ 7,476	\$ 5,871
<i>Human Resources Division</i>	\$ 2,732	\$ 2,347	\$ 1,836
<i>Finance Division</i>	\$ 2,442	\$ 7,309	\$ 5,803
<i>Technology Division</i>	\$ 33,600	\$ 35,822	\$ 23,685
<b>SUBTOTAL, ADMIN., MANAGEMENT, AND FINANCE</b>	<b>\$ 44,819</b>	<b>\$ 52,954</b>	<b>\$ 37,195</b>
<b>SUBTOTAL, RFE/RL</b>	<b>\$ 125,418</b>	<b>\$ 135,080</b>	<b>\$ 87,981</b>
<b>(-) Balances In - Prior Year Balances</b>			
<i>Pre-FY 2014 - Bureau Regularization/Security/Munich/Iraq/Iraq Final Return</i>	\$ (792)	\$ (760)	\$ (720)
<i>FY 2015 - Bureau Improvements</i>	\$ (167)	\$ -	\$ -
<i>FY 2017 - Current Time Research - OCO Funds - Transfer from USAID</i>	\$ (124)	\$ (124)	\$ -
<i>FY 2017 - Relocation/Upgrades/Infrastructure</i>	\$ (131)	\$ (131)	\$ -
<i>FY 2017 - Current Time Ukraine Advertising</i>	\$ (20)	\$ (17)	\$ -
<i>FY 2017 - Raise Your Voice</i>	\$ (233)	\$ -	\$ -
<i>FY 2017 - Georgian Green Wave Perveli TV Pilot Project Funding from TSI</i>	\$ (94)	\$ -	\$ -
<i>FY 2017 - Next Generation Influencers</i>	\$ (2,744)	\$ -	\$ -
<i>FY 2017 - TV/Video Infrastructure Improvement and Storage</i>	\$ (324)	\$ -	\$ -
<i>FY 2017 - Video Storage</i>	\$ (438)	\$ -	\$ -
<i>FY 2018 - Return of Funds (CEEMC)</i>	\$ (1,170)	\$ (370)	\$ -
<i>FY 2018 - FY 2019 Q1 of Radio Baltic Waves Belarus and Russia AM Transmission from TSI</i>	\$ (43)	\$ -	\$ -
<i>FY 2018 - New Initiatives Startup Costs - Bulgaria</i>	\$ (200)	\$ -	\$ -
<i>FY 2018 - New Initiatives Startup Costs - Romania</i>	\$ (200)	\$ -	\$ -
<i>FY 2018 - Current Time Content</i>	\$ (656)	\$ -	\$ -
<i>FY 2018 - Persian 24/7 Initiative</i>	\$ (3,786)	\$ (2,550)	\$ -
<i>FY 2018 - Georgian Perveli TV Pilot Project Funding from TSI</i>	\$ (169)	\$ (69)	\$ -
<i>FY 2018 - Ukrainian TV Pilot Funding from TSI</i>	\$ (110)	\$ -	\$ -
<b>(+) Balances Out - Prior Year Balances</b>			
<i>Pre-FY 2014 - Bureau Regularization/Security/Munich/Iraq/Iraq Final Return</i>	\$ 760	\$ 720	\$ -
<i>FY 2017 - Current Time Research - OCO Funds - Transfer from USAID</i>	\$ 124	\$ -	\$ -
<i>FY 2017 - Relocation/Upgrades/Infrastructure</i>	\$ 131	\$ -	\$ -
<i>FY 2017 - Current Time Ukraine Advertising</i>	\$ 17	\$ -	\$ -
<i>FY 2018 - Georgian Green Wave Perveli TV Pilot Project Funding from TSI</i>	\$ 69	\$ -	\$ -
<i>FY 2018 - Persian 24/7 Initiative - Reallocated to Prague Basement Studio Improvements</i>	\$ 2,550	\$ -	\$ -
<i>FY 2018 - Return of Funds (CEEMC)</i>	\$ 370	\$ -	\$ -
<i>FY 2019 - Internet Freedom Funds from IBB</i>	\$ 500	\$ (500)	\$ -
<i>FY 2019 - Prague Basement Studio Improvements Funding from TSI</i>	\$ 800	\$ (800)	\$ -
<i>FY 2019 - Hungarian Re-Launch Research Funding from IBB</i>	\$ 80	\$ (80)	\$ -
<i>FY 2019 - Dalet Archive System Funding from TSI</i>	\$ 180	\$ (180)	\$ -
<i>FY 2019 - Persian 24/7 Initiative - Prague Basement Studio Improvements</i>	\$ 1,859	\$ (1,859)	\$ -
<i>FY 2019 - Signiant Fast File Transfer System</i>	\$ 455	\$ (455)	\$ -
<i>FY 2019 - Hungarian Service Launch</i>	\$ 957	\$ (957)	\$ -
<i>FY 2019 - Critical Needs</i>	\$ 210	\$ (210)	\$ -
<i>FY 2019 - Prague Basement Studio Improvements - Funding from Currency Gains</i>	\$ 206	\$ (206)	\$ -
<i>FY 2019 - Currency Gains for Critical Needs</i>	\$ 1,226	\$ (1,226)	\$ -
<b>GRAND TOTAL, RFE/RL</b>	<b>\$ 124,511</b>	<b>\$ 125,306</b>	<b>\$ 87,261</b>

U.S. AGENCY FOR GLOBAL MEDIA  
**RADIO FREE ASIA (RFA)**  
 Summary of Appropriated Funds  
**FY 2019 - FY 2021**  
*(in thousands)*

<b>RADIO FREE ASIA</b>	<b>FY 2019 ACTUALS</b>	<b>FY 2020 ENACTED</b>	<b>FY 2021 REQUEST</b>
<b>PROGRAMMING DIVISION</b>			
<i>Executive Editor</i>	\$ 2,481	\$ 2,379	\$ 2,489
<b>PROGRAM SERVICES</b>			
<i>Burmese Service</i>	\$ 1,878	\$ 1,831	\$ 1,911
<i>Cambodian Service</i>	\$ 1,701	\$ 1,795	\$ -
<i>Cantonese Service</i>	\$ 1,128	\$ 1,115	\$ 1,128
<i>Korean Service</i>	\$ 2,757	\$ 2,912	\$ 3,044
<i>Korea DPRK TV</i>	\$ 1,083	\$ 798	\$ -
<i>Laotian Service</i>	\$ 1,435	\$ 1,487	\$ 1,557
<i>Mandarin Service</i>	\$ 4,359	\$ 4,212	\$ -
<i>Global Mandarin</i>	\$ 25	\$ 375	\$ 2,309
<i>Tibetan Service</i>	\$ 4,407	\$ 4,473	\$ 4,693
<i>Uyghur Service</i>	\$ 1,357	\$ 1,519	\$ 1,587
<i>Vietnamese Service</i>	\$ 1,259	\$ 1,233	\$ -
<b>PROGRAM OFFICES</b>			
<i>Bangkok Office</i>	\$ 109	\$ 123	\$ 123
<i>Dharamsala Office</i>	\$ 121	\$ 104	\$ 104
<i>Hong Kong Office</i>	\$ 1,063	\$ 1,189	\$ 1,063
<i>Seoul Office</i>	\$ 689	\$ 1,108	\$ 1,129
<i>Taipei Office</i>	\$ 491	\$ 566	\$ 617
<i>Yangon Office</i>	\$ 491	\$ 525	\$ 533
<b>SUBTOTAL, PROGRAMMING DIVISION</b>	\$ 26,834	\$ 27,744	\$ 22,287
<b>OFFICE OF THE PRESIDENT</b>	\$ 965	\$ 811	\$ 847
<i>Internet Freedom Salaries (Open Technology Fund)</i>	\$ 1,200	\$ 1,200	\$ -
<i>Research, Training, and Evaluation</i>	\$ 663	\$ 863	\$ 777
<i>Technical Operations</i>	\$ 7,984	\$ 8,469	\$ 8,262
<i>HQ Facilities</i>	\$ 4,349	\$ 4,227	\$ 4,538
<i>Communications</i>	\$ 347	\$ 293	\$ 306
<i>Finance</i>	\$ 1,844	\$ 1,990	\$ 2,076
<i>Human Resources</i>	\$ 313	\$ 405	\$ 426
<b>SUBTOTAL, ADMINISTRATION, MANAGEMENT, AND FINANCE</b>	\$ 17,665	\$ 18,258	\$ 17,232
<b>SUBTOTAL, RFA</b>	\$ 44,499	\$ 46,002	\$ 39,519
<i>(-) Balances In - Prior Year Balances</i>	\$ -	\$ -	\$ -
<i>FY 2018 Korean/DPRK</i>	\$ (1,083)	\$ (798)	\$ -
<i>FY 2019 Internet Freedom</i>	\$ -	\$ (500)	\$ -
<i>FY 2019 Global Mandarin</i>	\$ -	\$ (375)	\$ -
<i>FY 2019 Research</i>	\$ -	\$ (106)	\$ -
<i>(+) Balances Out - Prior Year Balances</i>			
<i>FY 2019 Korean/DPRK</i>	\$ 798	\$ -	\$ -
<i>FY 2019 Internet Freedom</i>	\$ 500	\$ -	\$ -
<i>FY 2019 Global Mandarin</i>	\$ 375	\$ -	\$ -
<i>FY 2019 Research</i>	\$ 106	\$ -	\$ -
<b>GRAND TOTAL, RFA</b>	\$ 45,195	\$ 44,223	\$ 39,519



U.S. AGENCY FOR GLOBAL MEDIA  
MIDDLE EAST BROADCASTING NETWORKS (MBN)  
Summary of Appropriated Funds  
FY 2019 - FY 2021  
(in thousands)

MIDDLE EAST BROADCASTING NETWORKS	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
<b>PROGRAMMING</b>			
<i>Alhanna Television</i>	\$ 27,078	\$ 32,874	\$ 24,815
<i>Radio Sawa</i>	\$ 6,363	\$ 5,697	\$ 5,658
<i>MBN Digital</i>	\$ 6,921	\$ 10,548	\$ 11,380
<b>SUBTOTAL, PROGRAMMING</b>	<b>\$ 40,362</b>	<b>\$ 49,119</b>	<b>\$ 41,853</b>
<b>OVERSEAS OFFICES</b>			
<b>IRAQ</b>	<b>\$ 5,396</b>	<b>\$ 5,937</b>	<b>\$ 2,253</b>
<b>PAN ARAB</b>	<b>\$ 13,047</b>	<b>\$ 16,356</b>	<b>\$ 16,253</b>
<i>Berut</i>	\$ 2,397	\$ 3,291	\$ 3,233
<i>Cairo</i>	\$ 747	\$ 998	\$ 985
<i>Dubai</i>	\$ 8,628	\$ 11,027	\$ 11,003
<i>Jerusalem</i>	\$ 1,275	\$ 1,040	\$ 1,032
<b>MAGHREB</b>	<b>\$ 940</b>	<b>\$ 1,092</b>	<b>\$ 1,068</b>
<i>Rabat</i>	\$ 789	\$ 827	\$ 810
<i>Tunis</i>	\$ 151	\$ 265	\$ 258
<b>SUBTOTAL, OVERSEAS OFFICES</b>	<b>\$ 19,383</b>	<b>\$ 23,385</b>	<b>\$ 19,574</b>
<i>Technical Operations</i>	\$ 38,039	\$ 35,057	\$ 23,236
<i>Administration</i>	\$ 11,370	\$ 12,444	\$ 10,697
<i>Creative Services</i>	\$ 3,766	\$ 5,540	\$ 3,913
<b>SUBTOTAL, MBN</b>	<b>\$ 112,920</b>	<b>\$ 125,545</b>	<b>\$ 99,273</b>
<i>(-) Balances In - Prior Year Balances</i>			
<i>FY 2011 Carryover</i>	\$ (176)	\$ -	\$ -
<i>FY 2012 Carryover</i>	\$ (1,485)	\$ -	\$ -
<i>FY 2013 Carryover</i>	\$ (1,005)	\$ -	\$ -
<i>FY 2014 Carryover</i>	\$ (1,226)	\$ -	\$ -
<i>FY 2015 Carryover</i>	\$ (470)	\$ -	\$ -
<i>FY 2016 Carryover</i>	\$ (687)	\$ -	\$ -
<i>FY 2017 Carryover</i>	\$ (771)	\$ -	\$ -
<i>FY 2018 Infrastructure/Equipment</i>	\$ (14,100)	\$ -	\$ -
<i>FY 2018 Advertising Carryover</i>	\$ (673)	\$ -	\$ -
<i>FY 2019 Base Operations Carryover</i>	\$ -	\$ (2,500)	\$ -
<i>FY 2019 Technical Infrastructure Upgrade</i>	\$ -	\$ (9,250)	\$ -
<i>FY 2019 Programming/CMS/Marketing/System Upgrades</i>	\$ -	\$ (4,833)	\$ -
<i>FY 2019 Satellite Capacity</i>	\$ -	\$ (650)	\$ -
<i>FY 2019 Internet Freedom</i>	\$ -	\$ (500)	\$ -
<i>FY 2020 Carryover</i>	\$ -	\$ -	\$ (2,500)
<i>(+) Balances Out - Prior Year Balances</i>			
<i>FY 2019 Base Operations Carryover</i>	\$ 2,500	\$ -	\$ -
<i>FY 2019 Technical Infrastructure Upgrade</i>	\$ 9,250	\$ -	\$ -
<i>FY 2019 Programming/CMS/Marketing/System Upgrades</i>	\$ 4,833	\$ -	\$ -
<i>FY 2019 Satellite Capacity</i>	\$ 650	\$ -	\$ -
<i>FY 2019 Internet Freedom</i>	\$ 500	\$ -	\$ -
<i>FY 2020 Carryover</i>	\$ -	\$ 2,500	\$ -
<b>GRAND TOTAL, MBN</b>	<b>\$ 110,060</b>	<b>\$ 110,312</b>	<b>\$ 96,773</b>

**BROADCASTING BOARD OF GOVERNORS**  
**OPEN TECHNOLOGY FUND (OTF)**  
**Summary of Appropriated Funds**  
**FY 2019 - FY 2021**

(in thousands)

<b>OPEN TECHNOLOGY FUND</b>	<b>FY 2019 ACTUALS</b>	<b>FY 2020 ENACTED</b>	<b>FY 2021 REQUEST</b>
<i>Open Technology Fund Programs</i>	\$ -	\$ 20,000	\$ 8,300
<i>Open Technology Fund Staff and Operations</i>	\$ -	\$ -	\$ 1,200
<b>GRAND TOTAL, OTF</b>		<b>\$ 20,000</b>	<b>\$ 9,500</b>

BROADCASTING BOARD OF GOVERNORS  
BROADCASTING CAPITAL IMPROVEMENTS (BCI)  
Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

BROADCASTING CAPITAL IMPROVEMENTS	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
<b>MAINTENANCE, IMPROVEMENTS, REPLACE AND REPAIR (MIRR)</b>			
<i>Continuing M&amp;R</i>	\$ 2,318	\$ 4,222	\$ 1,952
<i>VOA TV M&amp;R</i>	\$ 297	\$ 615	\$ 539
<i>Security M&amp;R</i>	\$ 840	\$ 582	\$ 510
<i>HWAC System M&amp;R</i>	\$ 531	\$ 554	\$ 486
<i>Office of Cuba Broadcasting</i>	\$ 164	\$ 143	\$ 125
<b>UPGRADE OF EXISTING FACILITIES PROJECTS</b>	\$ 82	\$ 4,550	\$ -
<b>SATELLITES</b>			
<i>Satellite &amp; Terrestrial Program Feeds</i>	\$ 821	\$ 1,034	\$ 908
<b>GRAND TOTAL, BCI</b>	<b>\$ 5,053</b>	<b>\$ 11,700</b>	<b>\$ 4,520</b>

U.S. AGENCY FOR GLOBAL MEDIA  
Funding from Outside Sources (estimated)

**FY 2019 - FY 2021**

(\$ in whole dollars)

<b>FY 2015/20 FUNDS</b>	<b>FY 2018/19 FUNDS</b>	<b>FY 2019 FUNDS</b>	<b>FY 2015/20 FUNDS</b>	<b>FY 2019/20 FUNDS</b>	<b>FY 2020 FUNDS</b>	<b>FY 2021 FUNDS</b>	<b>TOTALS</b>
<b>UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)</b>	\$ 66,525	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,566,525
<b>DEPARTMENT OF STATE (DOS)</b>	\$ 2,431,762	\$ 103,051	\$ 2,546,000	\$ -	\$ -	\$ -	\$ 5,080,813
<b>CENTERS FOR DISEASE CONTROL (CDC)</b>	\$ 200,000	\$ 155,000	\$ -	\$ 240,000	\$ -	\$ -	\$ 595,000
<b>UNITED STATES PACIFIC COMMAND (PACOM)</b>	\$ -	\$ 2,225,000	\$ -	\$ -	\$ 2,030,000	\$ -	\$ 4,255,000
<b>GRAND TOTAL</b>	<b>\$ 2,698,287</b>	<b>\$ 3,983,051</b>	<b>\$ 2,546,000</b>	<b>\$ 240,000</b>	<b>\$ 2,030,000</b>	<b>\$ -</b>	<b>\$ 11,497,338</b>





# Appendix B: Broadcast Hours

## U.S. AGENCY FOR GLOBAL MEDIA Broadcast Hours FY 2019 - FY 2021

LANGUAGE SERVICE	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
<b>VOICE OF AMERICA</b>			
<b>AFRICA DIVISION</b>			
<i>Bambara Service</i>	8.00	8.00	8.00
<i>Central Africa (Kinyarwanda, Kirundi)</i>	40.14	40.14	40.14
<i>English to Africa Service</i>	260.25	260.25	260.25
<i>French to Africa and the Trans Sahel</i>	176.50	176.50	176.50
<i>Hausa Service</i>	16.50	16.50	16.50
<i>Horn Of Africa (Amharic, Tigrigna, Afan Oromoo)</i>	34.50	34.50	34.50
<i>Portuguese Service</i>	10.25	10.25	10.25
<i>Somali Service</i>	31.41	31.41	31.41
<i>Swahili Service</i>	16.78	16.78	16.78
<i>Zimbabwe/Shona/Ndebele/English</i>	17.00	17.00	17.00
<b>TOTAL, AFRICA DIVISION</b>	<b>611.33</b>	<b>611.33</b>	<b>611.33</b>
<b>EAST ASIA AND PACIFIC DIVISION</b>			
<i>Burmese Service</i>	59.75	59.75	58.50
<i>Cantonese Service</i>	54.67	54.67	0.67
<i>English to Asia Programs</i>	6.23	6.23	6.23
<i>Indonesian Service</i>	58.87	58.87	34.67
<i>Khmer Service</i>	11.24	11.24	11.24
<i>Korean Service</i>	52.50	52.50	21.00
<i>Lao Service</i>	4.67	4.67	4.67
<i>Mandarin Service</i>	185.50	185.50	94.76
<i>Thai Service</i>	6.62	6.62	6.62
<i>Tibetan Service</i>	204.00	204.00	204.00
<i>Vietnamese Service</i>	7.00	7.00	7.00
<b>TOTAL, EAST ASIA AND PACIFIC DIVISION</b>	<b>651.05</b>	<b>651.05</b>	<b>449.36</b>

U.S. AGENCY FOR GLOBAL MEDIA  
Broadcast Hours  
FY 2019 - FY 2021

LANGUAGE SERVICE	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
<b>VOICE OF AMERICA - CONTINUED</b>			
<b>EURASIA DIVISION</b>			
<i>Albanian Service</i>	3.67	3.67	3.67
<i>Armenian Service</i>	1.58	1.58	1.58
<i>Bosnian Service</i>	2.58	2.58	2.58
<i>Georgian Service</i>	1.42	1.42	1.42
<i>Macedonian Service</i>	1.05	1.05	1.05
<i>Russian Service</i>	11.17	11.17	5.54
<i>Serbian Service</i>	2.75	2.75	2.75
<i>Ukrainian Service</i>	2.83	2.83	2.83
<b>TOTAL, EURASIA DIVISION</b>	<b>27.05</b>	<b>27.05</b>	<b>21.42</b>
<b>LATIN AMERICA DIVISION</b>			
<i>Creole Service</i>	17.83	17.83	11.16
<i>Spanish Service</i>	187.49	187.49	2.60
<b>TOTAL, LATIN AMERICA DIVISION</b>	<b>205.32</b>	<b>205.32</b>	<b>13.76</b>
<b>SOUTH ASIA DIVISION</b>			
<i>Dari</i>	31.67	31.67	3.38
<i>Pashto</i>	31.67	31.67	3.38
<i>VOA Radio Deewa (Pashto)</i>	63.33	63.33	49.33
<i>Azerbaijani Service</i>	3.75	3.75	3.75
<i>Bangla Service</i>	11.02	11.02	11.02
<i>Kurdish Service</i>	65.10	65.10	65.10
<i>Turkish Service</i>	13.16	13.16	13.16
<i>Urdu Service</i>	78.04	78.04	66.64
<i>Uzbek Service</i>	4.50	4.50	4.50
<b>TOTAL, SOUTH ASIA DIVISION</b>	<b>302.24</b>	<b>302.24</b>	<b>220.26</b>

U.S. AGENCY FOR GLOBAL MEDIA  
Broadcast Hours  
FY 2019 - FY 2021

LANGUAGE SERVICE	FY 2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
<b>VOICE OF AMERICA - CONTINUED</b>			
<b>PERSIAN NEWS NETWORK</b>	<b>168.00</b>	<b>168.00</b>	<b>100.80</b>
<b>ENGLISH DIVISION</b>			
<i>Music (FM Team/Programming)</i>	178.00	178.00	178.00
<i>Learning English (VOA Programming)</i>	91.53	91.53	91.53
<i>English News (News Center)</i>	132.92	132.92	132.92
<b>TOTAL, ENGLISH DIVISION</b>	<b>402.45</b>	<b>402.45</b>	<b>402.45</b>
<b>TOTAL, VOA</b>	<b>2,367.44</b>	<b>2,367.44</b>	<b>1,819.38</b>
<b>OFFICE OF CUBA BROADCASTING</b>			
<i>Radio Marti</i>	100.00	100.00	100.00
<i>TV Marti</i>	92.00	92.00	92.00
<b>TOTAL, OCB</b>	<b>192.00</b>	<b>192.00</b>	<b>192.00</b>
<b>RADIO FREE EUROPE/RADIO LIBERTY</b>			
<i>Armenian</i>	107.58	107.60	107.60
<i>Azerbaijani</i>	74.58	74.60	74.60
<i>Balkans (Bosnian, Serbian, Albanian, Macedonian, Montenegrin, Croatian)</i>	73.92	73.88	68.50
<i>Belarusian</i>	168.00	168.00	168.00
<i>Bulgarian</i>	-	-	-
<i>Current Time TV and Digital</i>	158.50	158.50	123.50
<i>Georgian</i>	32.58	32.60	-
<i>Hungarian</i>	-	-	-
<i>Kazakh</i>	0.50	0.50	0.50
<i>Kyrgyz</i>	68.58	68.60	68.60
<i>Radio Farda (Persian)</i>	168.00	168.00	158.00
<i>Radio Free Afghanistan (Dari and Pashto)</i>	84.00	84.00	84.00
<i>Radio Mashaal (Pashto)</i>	63.00	63.00	-
<i>Romania (Romanian to Moldova)</i>	17.18	17.20	17.20
<i>Russian</i>	168.00	168.00	35.00
<i>North Caucasus (Chechen)</i>	-	-	-

U.S. AGENCY FOR GLOBAL MEDIA  
Broadcast Hours  
FY 2019 - FY 2021

LANGUAGE SERVICE	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
<b>RADIO FREE EUROPE/RADIO LIBERTY - CONTINUED</b>			
<i>Tajik</i>	42.00	42.00	42.00
<i>Tatar-Bashkir</i>	-	-	-
<i>Turkmen</i>	56.00	56.00	56.00
<i>Ukrainian</i>	60.57	60.60	60.60
<i>Uzbek</i>	168.00	168.00	168.00
<b>TOTAL, RFE/RL</b>	<b>1,511.00</b>	<b>1,511.08</b>	<b>1,232.10</b>
<b>RADIO FREE ASIA</b>			
<i>Burmese Service</i>	77.00	63.00	63.00
<i>Cambodian Service</i>	59.50	-	-
<i>Cantonese Service</i>	49.00	49.00	49.00
<i>Korean Service</i>	63.00	63.00	63.00
<i>Laotian Service</i>	42.00	42.00	42.00
<i>Mandarin Service</i>	154.00	-	-
<i>Tibetan Service</i>	154.00	154.00	154.00
<i>Uyghur Service</i>	42.00	42.00	42.00
<i>Vietnamese Service</i>	-	-	-
<b>TOTAL, RFA</b>	<b>640.50</b>	<b>413.00</b>	<b>413.00</b>
<b>MIDDLE EAST BROADCASTING NETWORK</b>			
<i>Alituna</i>	168.00	168.00	168.00
<i>Radio Sawa</i>	168.00	168.00	168.00
<i>MBN Digital</i>	168.00	168.00	168.00
<b>TOTAL, MBN</b>	<b>504.00</b>	<b>504.00</b>	<b>504.00</b>



## Appendix C:

### Good Accounting Obligation in Government Act

#### U.S. AGENCY FOR GLOBAL MEDIA GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT

Report Number	Report Title	Issue Date	Record Number	Recommendation	Implementation Status, Potential Budget Implications, and Reason Final Action Has Not Yet Been Taken	Timeline For Implementation	Any Discrepancy From OIG Semiannual Report
GAO-18-365	Freedom of Information Act: Agencies are Implementing Requirements, but Additional Actions Are Needed	6/1/2018	3	The Chief Executive Officer and Director of the Broadcasting Board of Governors should update and publish comprehensive FOIA regulations that include requirements established by law and Justice guidance.	The Agency concurs with the recommendation and has drafted an update to its FOIA regulations. Due to departure of the Agency's former FOIA counsel, the regulations are still under internal review. The Agency's new FOIA counsel currently working to update the regulation.	FY 2020	GAO report, therefore not listed in OIG SAR.
AUD-FM-IB-18-28	Management Assistance Report: The Broadcasting Board of Governors Did Not Fully Address Invalid Unliquidated Obligations Identified During the FY 2016 Financial Statements Audit	2/21/2018	1	OIG recommends that the Broadcasting Board of Governors develop and implement annual training for allotment holders emphasizing their responsibility to monitor and deobligate invalid unliquidated obligations, as prescribed in the Broadcasting Administrative Manual.	Resolved. USAGM is developing the annual training program.	FY 2020	
AUD-FM-IB-18-04	Audit of the Broadcasting Board of Governors Implementation of the Digital Accountability and Transparency Act of 2014	11/7/2017	1	OIG recommends that the Broadcasting Board of Governors improve guidance and procedures in the Broadcasting Administrative Manual for Contracting Officers related to entering accurate and complete procurement award transaction data into the Federal Procurement Data System—Next Generation.	Resolved. USAGM has drafted an update to the relevant section of the Broadcasting Administrative Manual, which is currently under internal review.	FY 2020	



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U.S. AGENCY FOR GLOBAL MEDIA  
GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT

Report Number	Report Title	Issue Date	Record Number	Recommendation	Implementation Status, Potential Budget Implications, and Reason Final Action Has Not Yet Been Taken	Timeline For Implementation	Any Discrepancy From OIG Semiannual Report
AUD-FM-IB-18-04	Audit of the Broadcasting Board of Governors Implementation of the Digital Accountability and Transparency Act of 2014	11/7/2017	2	OIG recommends that the Broadcasting Board of Governors develop and issue guidance and procedures in the Broadcasting Administrative Manual for personnel responsible for entering accurate and complete financial assistance award transaction data into the Award Submission Portal.	Resolved. USAGM has taken recommended action and is awaiting OIG response.	Implemented.	
AUD-FM-IB-18-04	Audit of the Broadcasting Board of Governors Implementation of the Digital Accountability and Transparency Act of 2014	11/7/2017	3	OIG recommends that the Broadcasting Board of Governors formally document quality control procedures to include (a) explaining how the Digital Accountability and Transparency Act Files are created, (b) recording reconciliation results, and (c) reviewing of the accuracy of data contained in DATA Act Files D1 and D2 generated from the Federal Procurement Data System—Next Generation and the Award Submission Portal.	Resolved. USAGM has taken recommended action and is awaiting OIG response.	Implemented.	
ISP-IB-17-21	Inspection of Radio Free Europe/Radio Liberty	5/19/2017	6	The Broadcasting Board of Governors should revise its grant agreement with Radio Free Europe/Radio Liberty to include specific requirements for security policies.	Resolved. USAGM is working with RFE/RL on language to revise the grant agreement. USAGM expects to close this recommendation with the FY2020 grant agreement to RFE/RL.	FY 2020	

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ISP-IB-17-21	Inspection of Radio Free Europe/Radio Liberty	5/19/2017	7	The International Broadcasting Bureau, in coordination with Radio Free Europe/Radio Liberty, should establish a written protocol on background investigations to comply with the grant agreement.	Resolved. USAGM is working with RFE/RL on a protocol that recognizes new EU Privacy laws. USAGM expects to close this recommendation with the FY2020 grant agreement to RFE/RL.	FY 2020	
ISP-IB-17-09	Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks	2/8/2017	1	The International Broadcasting Bureau Office of the Chief Financial Officer, in coordination with the Middle East Broadcasting Networks, should implement a schedule to review the approximately \$6,226,940 in unliquidated obligations and deobligate those funds that are no longer required.	Closed.	Implemented.	The Fall SAR listed Recommendation 1 in this report as open. OIG closed this recommendation on 11/12/2019.
ISP-IB-17-09	Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks	2/8/2017	2	The International Broadcasting Bureau Office of Chief Financial Officer should implement an action plan to close out expired Middle East Broadcasting Networks grants.	Resolved. USAGM is developing an action plan to close out expired grants.	FY 2020	

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ISP-IB-17-09	Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks	2/8/2017	8	The International Broadcasting Bureau Office of Security, in coordination with the Middle East Broadcasting Networks, should establish a written protocol to comply with Article X of the grant agreement.	Resolved. USAGM is working with each of the three broadcast network non-federal entities on security protocols to be included in grant agreements. US-AGM expects to close this recommendation with the FY2020 grant agreement to MBN.	FY 2020	
AUD-IT-IB-16-25	Management Assistance Report: Broadcasting Board of Governors Incident Response and Reporting	1/15/2016	1	OIG recommends that the Broadcasting Board of Governors Office of Technology, Services, and Innovation amend and implement the Computer Security Incident Response Policy and the Computer Security Incident Response Procedure to reflect all elements of an effective incident response and reporting program in accordance with National Institute of Standards and Technology Special Publication 800-61, Revision 2.	Resolved. USAGM has taken recommended action and is awaiting OIG response.	FY 2020	



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AUD-FM-IB-15-24	Audit of Radio Free Asia Expenditures	6/11/2015	21	OIG recommends that the Broadcasting Board of Governors (BBG) work collaboratively with Radio Free Asia (RFA) to perform a comparability study of RFA salaries and benefits and determine whether the salaries and benefits offered by RFA violate the requirements of the grant agreement. If they do, BBG should direct RFA to bring salaries and benefits into compliance with the grant agreement.	Resolved. USAGM is currently conducting a comparability study on all three USAGM broadcast network non-federal entities.	FY 2020	
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	5	(U) OIG recommends that the Director of Global Operations approve and implement a continuous monitoring policy that assesses the security state of information systems and is consistent with National Institute of Standards and Technology Special Publication 800-53, Revision 4.	Resolved. USAGM is working to develop the continuous monitoring policy.	FY 2020	
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	8	(U) OIG recommends that the Director of Global Operations update server and workstation baseline procedures to include all of the U.S. Government Configuration Baseline configuration settings as required by the National Institute of Standards and Technology Special Publication 800-53, Revision 4.	Resolved. USAGM is working to implement the recommendation.	FY 2020	

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AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	9	(U) OIG recommends that the Director of Global Operations remediate all critical vulnerabilities as they are identified through periodic scanning.	Resolved. USAGM is working to implement the recommendation.	FY 2020	
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	10	(U) OIG recommends that the Director of Global Operations enforce the Broadcasting Board of Governors (BBG) Change Management Policy for all changes within the BBG environment.	Resolved. USAGM is working to implement the recommendation.	FY 2020	

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<b>AUD-IT-IB-15-13</b>	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	13	(U) OIG recommends that the Chief Information Security Officer, in coordination with the system owners and the Office of the Chief Information Officer, ensure that Broadcasting Board of Governors' Plans of Action and Milestones (POA&M) include all required elements in accordance with the Information Security POA&M Policy, to include severity of the weakness, responsible organization, estimated funding resources, completion date, key milestones and changes, source of the weakness, and the latest status.	Resolved. USAGM has developed Plans of Action and Milestones, and is working to include them in the Broadcasting Administrative Manual (BAM).	FY 2020	
<b>AUD-IT-IB-15-13</b>	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	14	(U) OIG recommends that the Enterprise Networks and Storage Division implement procedures to assess the adequacy of the security configurations of remote computers that request access to the Broadcasting Board of Governors' (BBG) network and grant access only to properly configured and patched devices, as required by BBG's Virtual Private Network (VPN) policy and VPN Access Acceptance Form.	Resolved. USAGM's new Risk Management Office developed a risk assessment that will test network access.	FY 2020	



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<b>AUD-IT-IB-15-13</b>	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	16	(U) OIG recommends that the Director of Global Operations and system owners ensure that user accounts are properly maintained in accordance with Broadcasting Board of Governors' Identification and Authentication Policy.	Resolved. USAGM is developing a system to properly maintain user accounts.	FY 2020	
<b>AUD-IT-IB-15-13</b>	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	17	(U) OIG recommends that the Director of Global Operations, in coordination with the Office of Security, complete the issuance of Personal Identity Verification cards as required by Homeland Security Presidential Directive 12 and Office of Management and Budget guidelines.	Resolved. USAGM is working on issuing Personal Identity Verification cards as required.	FY 2020	



U.S. AGENCY FOR  
GLOBAL MEDIA

UNITED STATES  
BROADCASTING  
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February 14, 2020

**The Honorable Lindsey Graham  
Chairman  
Subcommittee on State, Foreign Operations and Related Programs  
Committee on Appropriations  
United States Senate**

**Dear Mr. Chairman:**

The U.S. Agency for Global Media (“USAGM” or “the Agency”) is pleased to submit its Fiscal Year 2020 Operating Plan (i.e., “the Plan” or “the Program Plan”) and Congressional Notification, pursuant to sections 7015(b) and 7061(a), as well as the “International Broadcasting Operations” heading, of the FY 2020 Further Consolidated Appropriations Act, Public Law 116-94.

The mission of USAGM is to inform, engage, and connect people around the world in support of freedom and democracy. USAGM accomplishes this mission through two federal entities: the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB); and four USAGM-funded grantees: Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN), and the Open Technology Fund (OTF), which was established as an independent grantee at the end of FY 2019.

The USAGM’s five public service media organizations provide global audiences with accurate, objective, and professional news and information programming on television, radio, internet, and digital platforms. Meanwhile, OTF is dedicated to advancing internet freedom and ensuring that USAGM journalists and audiences can safely create, access, and share digital news and other information without fear of repressive online censorship or surveillance.

As required under section 7061(a), the Program Plan addresses the entirety of the \$810.4 million appropriated for USAGM under the Act: \$798.7 million for International Broadcasting Operations; and \$11.7 million for Broadcasting Capital Improvements. Within this Plan, USAGM is proposing \$29.2 million in transfers across its entities (i.e., its Programs, Projects, and Activities or “PPAs”) of which \$20.0 million is reflected on the new OTF line. As noted, this Plan also serves as notification as may be required by law, pursuant to section 7015(b) and the “International Broadcasting Operations” heading.

**This Program Plan includes the information listed below. In addition to formally required**

notifications related to PPA transfers and other issues, planned funding levels for major USAGM-targeted languages, languages identified in the FY 2020 Conference Report, and language service and operational level funding tables for each entity have been included as background for the Committees. The sections are as follows:

1. FY 2020 Program Plan Table (includes the net transfers among USAGM's entities)
2. Table of Transfers between the Entities by Line Item
3. Funding for Languages Identified in the FY 2020 Conference Report
4. Internet Freedom Funding
5. Funding Estimates for Major Target Languages
6. Broadcasting Capital Improvements (BCI) Account
7. Office of Cuba Broadcasting (OCB) Shortwave Transmissions Reduction
8. Appendix A: Detailed Entity Funding Tables
9. Appendix B: Weekly Broadcast Hours

### **1. FY 2020 Program Plan Table**

U.S. Agency for Global Media				
FY 2020 Program Plan				
(\$ in thousands)				
International Broadcasting Operations (Programs, Projects, and Activities)	FY 2020 Enacted	+/- Adjustments	FY 2020 Program Plan	
Federal Entities				
Voice of America	\$ 252,000	\$ 1,761	\$	253,761
Office Cuba Broadcasting	\$ 20,973	\$ (75)	\$	20,898
International Broadcasting Bureau	\$ 65,291	\$ (17,556)	\$	47,735
Internet Freedom and Circumvention Activities (non-add)	\$ 20,000	\$ (19,825)	\$	175
Technology, Services and Innovation	\$ 180,591	\$ (3,076)	\$	177,515
Subtotal, Federal Entities	\$ 518,855	\$ (18,946)	\$	499,909
Non-Federal Entities				
Radio Free Europe/Radio Liberty	\$ 125,306	\$ (846)	\$	124,460
Radio Free Asia	\$ 44,223	\$ 1,414	\$	45,637
Middle East Broadcasting Networks	\$ 110,312	\$ (1,446)	\$	108,866
Open Technology Fund	\$ -	\$ 19,825	\$	19,825
Subtotal, Non-Federal Entities	\$ 279,841	\$ 18,947	\$	298,788
Subtotal, International Broadcasting Operations (IBO)	\$ 798,696	\$ 1	\$	798,697
Broadcasting Capital Improvements (BCI)	\$ 11,700	\$ -	\$	11,700
Total, U.S. Agency for Global Media	\$ 810,396	\$ 1	\$	810,397

## **2. Table of Transfers between the Entities by Line Item**

As the Agency pursues coordination and cooperation across all entities and support operations, a given entity may provide service(s) to another entity or entities. The adjustments column below reflect these service-related transfers that enable the Agency to better carry out its mission. The total transfers by PPA in the tables below correspond to the adjustments column in the table in section 1.

<b>Voice of America (VOA) Transfers</b>	<b>Ins</b>	<b>Outs</b>	<b>VOA TOTAL</b>
TSI - Mobile Phone Expenses	\$ 18,607		
TSI - Facilities Expenses	\$ 31,700		
TSI - Abuja Training	\$ 25,000		
TSI - Persian IT	\$ 137,000		
RFE/RL - Current Time Graphics	\$ 26,500		
IBB - Avue HR System	\$ 610,747		
IBB - DCSA Background Investigations		\$ (598,697)	
IBB - Phase 1 HR system enhancement		\$ (315,487)	
TSI - Mobile Phone Expenses		\$ (29,490)	
TSI - Global Mandarin	\$ 1,900,000		
RFE/RL - News Wire service	\$ 56,948		
MBN - News Wire service	\$ 50,757		
OCB - News Wire service	\$ 13,912		
RFA - News Wire service	\$ 9,434		
TSI - One position/.58 FTE		\$ (110,662)	
IBB - Half Year salary		\$ (65,633)	
<b>Total, VOA Transfers</b>	<b>\$ 2,880,605</b>	<b>\$ (1,119,969)</b>	<b>\$ 1,760,636</b>
<b>Office of Cuba Broadcasting (OCB) Transfers</b>	<b>Ins</b>	<b>Outs</b>	<b>OCB TOTAL</b>
IBB - Avue FR System	\$ 38,111		
IBB- DCSA Background Investigations		\$ (66,035)	
IBB - Phase 1 HR system enhancement		\$ (33,093)	
VOA - News Wire service		\$ (13,912)	
<b>Total, OCB Transfers</b>	<b>\$ 38,111</b>	<b>\$ (113,040)</b>	<b>\$ (74,929)</b>



<b>International Broadcasting Bureau (IBB)</b>	<b>Ins</b>	<b>Outs</b>	<b>IBB TOTAL</b>
TSI - Reverse FY 2019 Transfer for OPR Research		\$ (40,000)	
RFA - Research	\$ 89,840		
TSI - Contract Support (OPR)	\$ 70,000		
RFE/RL - CEEMC Repayment	\$ 370,135		
VOA - DCSA Background Investigations	\$ 598,697		
VOA - Phase 1 HR system enhancement	\$ 315,487		
TSI- DCSA Background Investigations	\$ 80,578		
TSI - Phase 1 HR system enhancement	\$ 55,786		
OCB- DCSA Background Investigations	\$ 66,035		
OCB - Phase 1 HR system enhancement	\$ 33,093		
MBN- DCSA Background Investigations	\$ 700,000		
RFA- DCSA Background Investigations	\$ 200,000		
RFE/RL- DCSA Background Investigations	\$ 600,000		
TSI - Representation Funds		\$ (1,900)	
RFE/RL - Travel		\$ (5,688)	
RFA - Sensitive population survey		\$ (213,000)	
OTF - Internet Freedom Funding		\$ (20,000,000)	
OTF Oversight	\$ 175,000		
RFE/RL - OPR - Research project for Countering Disinformation		\$ (3,000)	
VOA - Half Year salary	\$ 65,633		
VOA - Avue HR System	\$ -	\$ (610,747)	
TSI - Avue HR System		\$ (64,312)	
OCB - Avue FR System		\$ (38,111)	
<b>Total, IBB Transfers</b>	<b>\$ 3,420,284</b>	<b>\$ (20,976,758)</b>	<b>\$ (17,556,474)</b>
<b>Technology, Services, and Innovation (TSI) Transfers</b>	<b>Ins</b>	<b>Outs</b>	<b>TSI TOTAL</b>
IBB - Reverse FY 2019 Transfer for OPR Research	\$ 40,000		
RFE/RL - Travel/Training for Current Time Affiliate in Kyrgyzstan, Next TV	\$ 1,000		
VOA - Mobile Phone Expenses		\$ (18,607)	
VOA - Facilities Expenses		\$ (31,700)	
VOA - Abuja Training		\$ (25,000)	
VOA - Persian Internet Costs (Azure)		\$ (137,000)	
IBB - Contract Support (OPR)		\$ (70,000)	
IBB - Avue HR System	\$ 64,312		
IBB- DCSA Background Investigations		\$ (80,578)	
IBB - Phase 1 HR system enhancement		\$ (55,786)	
RFA - Global Mandarin		\$ (1,500,000)	
VOA - Mobile Phone Expenses	\$ 29,490		
VOA - Global Mandarin		\$ (1,900,000)	
IBB - Representation Funds	\$ 1,900		
VOA- One position/.58 FTE	\$ 110,662		
RFE/RL - Studio upgrade		\$ (200,000)	
MBN - Satellite Broadcast service	\$ 695,859		
<b>Total, TSI Transfers</b>	<b>\$ 943,223</b>	<b>\$ (4,018,671)</b>	<b>\$ (3,075,448)</b>

<b>Radio Free Europe/Radio Liberty (RFE/RL) Transfers</b>	<b>Ins</b>	<b>Outs</b>	<b>RFE/RL TOTAL</b>
VOA - CT Graphics		\$ (26,500)	
TSI - Travel/Training for Current Time Affiliate in Kyrgyzstan, Next TV		\$ (1,000)	
IBB - Travel	\$ 5,688		
IBB - OPR - Research project for Countering Disinformation	\$ 3,000		
IBB - CEEMC Repayment		\$ (370,135)	
IBB- DCSA Background Investigations		\$ (600,000)	
TSI - Studio upgrade	\$ 200,000		
VOA - News Wire service		\$ (56,948)	
<b>Total, RFE/RL Transfers</b>	<b>\$ 208,688</b>	<b>\$ (1,054,583)</b>	<b>\$ (845,895)</b>
<b>Radio Free Asia (RFA) Transfers</b>	<b>Ins</b>	<b>Outs</b>	<b>RFA TOTAL</b>
IBB - Research Conducted by RFA		\$ (89,840)	
IBB- DCSA Background Investigations		\$ (200,000)	
TSI- Global Mandarin	\$ 1,500,000		
IBB - Sensitive population survey	\$ 213,000		
VOA - News Wire service		\$ (9,434)	
<b>Total, RFA Transfers</b>	<b>\$ 1,713,000</b>	<b>\$ (299,274)</b>	<b>\$ 1,413,726</b>
<b>Middle East Broadcasting Networks (MBN) Transfers</b>	<b>Ins</b>	<b>Outs</b>	<b>MBN TOTAL</b>
IBB- DCSA Background Investigations		\$ (700,000)	
TSI - Satellite Broadcast service		\$ (695,859)	
VOA - News Wire service		\$ (50,757)	
<b>Total, MBN Transfers</b>	<b>\$ -</b>	<b>\$ (1,446,616)</b>	<b>\$ (1,446,616)</b>
<b>Open Technology Fund (OTF)</b>	<b>Ins</b>	<b>Outs</b>	<b>OTF TOTAL</b>
IBB - Internet Freedom funding	\$20,000,000		
IBB - OTF Oversight		\$ (175,000)	
<b>Total, OTF Transfers</b>	<b>\$ 20,000,000</b>	<b>\$ (175,000)</b>	<b>\$ 19,825,000</b>
<b>Grand Total USAGM Transfers</b>	<b>\$ 29,203,911</b>	<b>\$ (29,203,911)</b>	<b>\$ -</b>

### Shared Wire Service Contract

The USAGM's five public service media organizations have successfully centralized and streamlined procurement of content, including graphics, photographs, text, and video, from news wire services such as the Associated Press, Agence France-Presse, and Reuters. This streamlining is part of the Agency's effort to improve news production sharing across the networks that, in turn, will yield a better product and control costs. The FY 2020 funding transfers to VOA from the four networks, which are necessary to facilitate this joint procurement effort, amount to \$131,051 in the chart above.

### Background Investigations

USAGM is transferring \$2.246 million to the International Broadcasting Bureau (IBB) for projected background investigation costs. Based on a recommendation from the Office of the Director of National Intelligence (ODNI), USAGM began having the U.S. Department of Defense's (DoD) Defense Counterintelligence and Security Agency (DCSA) perform background investigations on USAGM employees and those employed by USAGM's non-federal entities.

### USAGM Human Resources Information System (HRIS) Migration Phase 1

For processing personnel actions, record-keeping and other human resources activities, USAGM currently

relies on the Defense Civilian Personnel Data System (DCPDS), which is operated by the DoD. DoD is making significant upgrades to its system. During Phase 1 of this effort, USAGM will leverage the core Defense Civilian HR Management System (DCHRMS) Human Resources Information System (HRIS) configurations developed through a series of workshops with private sector implementation partners. USAGM will incorporate the DCHRMS baseline configurations and modify the product to incorporate Agency unique requirements.

The technology upgrade afforded from this migration will transition USAGM from DCPDS HRIS, which is based on the Oracle E-Business Suite Federal human resources application, to a SaaS solution with long-term benefits. The new HRIS will alleviate the burden of repeated software license agreements for a SaaS maintenance structure, thus providing the opportunity for operational cost benefits to the Agency.

USAGM's HRIS migration will be funded through cost allocations from the federal entities.

### **VOA/RFA Global Mandarin Strategy**

The largest programming-driven transfers in the table above are \$1.9 million to VOA and \$1.5 million to RFA to support the expansion of digital Mandarin-language content to audiences around the world. This audience includes the extensive Chinese diaspora overseas and the growing population of Chinese citizens travelling globally for business, leisure, and education. The Mandarin Services at VOA and RFA supplement established programming from traditional radio and satellite broadcasts while enabling a pivot of USAGM efforts toward new digital and social media content for Mandarin-speakers worldwide. USAGM research suggests digital and social media to be effective channels for information-seeking people to evade government firewalls. Despite China's aggressive and widespread actions to control media and the information space inside China and regionally, both VOA and RFA have seen impressive audience reach on digital platforms. In total, USAGM content reaches 67 million people weekly in China – primarily on digital platforms. Research also indicates that VOA and RFA content is regarded as highly trustworthy among well-educated Chinese adults. Given this combined \$3.5 million investment in digital Mandarin programming across VOA and RFA, USAGM will evaluate new programming and use impact metrics to make data-driven decisions on program and content development, with the aim of successfully reaching target audiences. In addition to Mandarin, USAGM is also building on successful programming in Cantonese, Tibetan, and Uyghur, which is regularly cited by major news organizations around the world.

### **3. Funding for Languages Identified in the FY 2020 Conference Report**

For the Committees' background, this section summarizes the funding contained in the Program Plan for the languages identified in the Conference Report for the FY 2020 enacted appropriations.

#### **VOA and RFE/RL Countering Russian Disinformation**

The FY 2020 Enacted Budget supports the work of Current Time – the 24/7 Russian-language TV and digital network led by RFE/RL in cooperation with VOA – in countering Kremlin-controlled disinformation campaigns.

VOA and RFE/RL collaborate to deliver the Current Time network, offering audiences objective

news and information about and from America that would otherwise be non-existent in the Russian-language media market. The FY 2020 Enacted Budget supports Current Time's strategic efforts to expand and enhance cross-platform programming for Russian-speakers across Russia, Ukraine, Central Asia, the Caucasus, the Baltics, Eastern Europe, and as far away as Israel. Access to the network's factual, accurate, topical and trustworthy content serves as a reality check on disinformation that is driving conflict and seeding anti-Americanism in the region. For examples, through the Current Time TV network and digital properties, VOA will play a critical role in the coverage of the United States elections. VOA will expand and enhance its multimedia reporting to explain the United States democratic process and share America's democratic experience, primarily focusing on issues targeted by Russian disinformation campaigns.

Current Time seeks to further build on its already strong engagement with Russian-speaking audiences. Its cross-platform content will maximize on-the-ground reporting, live news, human storytelling, media literacy, and fact-checking aimed at building trust among audiences who are fed a steady diet of state-run media. In FY 2020, Current Time will continue to grow its digital reach. Beyond its 12 affiliates inside Russia, the network will expand its presence on Over-The-Top (OTT) platforms and push for licensing agreements that would allow greater access to its content via satellite and cable distribution.

FY 2020 is a politically packed year across Eurasia, with critical elections in Belarus, Tajikistan, Kyrgyzstan, and Georgia – all countries that are vulnerable to pro-Kremlin influence and manipulation of the local media environment. Current Time, which provided live, on-the-ground, and multi-city coverage of recent key elections in Russia and Ukraine, in addition to live breaking-news coverage from locations throughout Eurasia, seeks to build on its achievements in live coverage. This will ensure that the network provides audiences with a steady around-the-clock flow of information that sets the news agenda, rather than simply responds to the one set by the Kremlin.

Current Time will also build on the strength of its main counter-disinformation brand, *Footage vs. Footage*, which juxtaposes different examples of television news coverage to demonstrate how different countries cover the same issue according to their political interests. The program has become one of RFE/RL and Current Time's strongest weapons in highlighting the pervasive disinformation campaigns waged by Russian state-run media. It covers issues as varied as pension reform and medical costs to the Russia-led war in Donbas and Iran's recent admission of involvement in the missile strike that brought down a Ukrainian passenger jet. In FY 2020, Current Time seeks to expand the regional distribution of *Footage vs. Footage*, currently available on seven affiliates, by actively promoting it to potential partners throughout the Russian periphery. *Footage vs. Footage* is also working more extensively with Current Time regional correspondents and all of RFE/RL's language services to highlight the growing spread of disinformation across Eurasia.

### **VOA Latin American Division**

In FY 2020, the VOA Spanish Service will add a daily radio program as well as additional content for video and social media. VOA's content is also featured prominently on media partners in the region including leading websites and digital video outlets. The audio program will be distributed via satellite, to media partners in Venezuela as well as through alternative

distribution channels that include social media as well as Telegram, WhatsApp channels and groups. USAGM Marketing Office is seeking additional media partners in the interior of Venezuela to add distribution venues. The additional coverage has made Venezuela the top country in digital traffic for VOA's Spanish-language digital channels. VOA has leveraged WhatsApp's group chats to connect directly to Venezuelans for coverage ideas and feedback. VOA provides live coverage of events in the United States and Venezuela that are of interest to the audience and its on-the-ground reporters in Caracas appear on major networks throughout Latin America, including in Nicaragua, Honduras, Guatemala, Argentina, El Salvador, Mexico, Colombia, Ecuador, Chile, and Argentina.

VOA's Spanish Service also expanded coverage of Central America – including in Nicaragua, Guatemala, Honduras, and El Salvador. With additional funding in FY 2020, the Service continues to provide unique content targeted to Central American media partners. At the request of those partners, the Service also produces special programming focused on policy and social solutions, which feature local organizations and individuals that fight gang violence and support opportunities for youth.

In FY 2020, the Service will increase its programming to Central America with a weekly multimedia news and analysis program and additional co-productions with radio and television media partners in the region.

### **VOA and RFA Tibetan Programming**

The VOA Tibetan Service continues to reach its target audience in Tibet and beyond with uncensored, engaging news and information on television, shortwave and satellite radio, web, and social media platforms. This objective content is otherwise unavailable to Tibetans who are restricted to Chinese state-controlled media given their highly censored environment. VOA Tibetan provides a forum for critical discussions among Tibetans worldwide on political, cultural, and social issues, discussions that further the audience's understanding of their own circumstances and ideas of freedom and democracy.

In FY 2019, VOA's Tibetan Service launched two talk shows, *BhoMe* (Women Transforming), which discusses global changes in the role of women in society, and *Pelok* (Book Review), which features books and authors from all over the world. Many Tibetans have restrictive access to books, and *Pelok* has become a popular program. So popular that, in fact, Tibetan media created a show modeled after it.

In FY 2020, RFA's Tibetan Service will break day-to-day local stories and produce investigative reports on Tibetans' efforts to preserve their identity, culture, language, natural environment, and history. The Service will look at how Tibetans push back against the ruling Chinese government's influence in these areas and on the suppression of their fundamental human rights. China's monitoring of Tibetans increasingly relies on the same digital technologies deployed in areas where ethnic Uyghurs reside. RFA is paying particular attention to the increase in forced resettlement of nomadic Tibetans into urban areas and the evidence of more invasive control of Tibetans both inside and outside the Tibetan Autonomous Region. This includes expanded coverage of the Dalai Lama, a topic of great importance to Tibetans living under Communist Chinese Party (CCP) rule.



RFA Tibetan prioritizes hiring stringers with strong in-country networks. The Service is also exploring opportunities to use satellite imagery to track detention centers, prisons, and large Chinese infrastructure projects such as railroads, tunnels, dams, and mining operations, all of which are dislocating Tibetan nomads. RFA will use original content from its Tibetan, Uyghur, Mandarin, and Cantonese Services to promote inter-ethnic understanding and harmony. These original materials can be translated across the Services and used for cross-cultural education.

### **RFA Uyghur Programming**

In FY 2020, the RFA Uyghur Service is focusing on maintaining its strong radio and video programming, increasing translation abilities, and expanding social media efforts to provide its unique reporting to a broader international audience. The Uyghur Service's coverage of China's brutal incarceration of millions of ethnic Uyghur Muslims in camps and its deployment of modern technologies to control all aspects of life within the Xinjiang Uyghur Autonomous Region (XUAR) has alerted the outside world to this dire human rights crisis. Despite the detention of RFA Uyghur reporters' families since 2017 and ongoing direct threats in response to their reporting, the Service continues to serve as the most credible news source on the Chinese government's crackdown.

The Service will expand its social media in FY 2020 to reach Uyghurs in the global diaspora – from central Asia to Turkey to Western Europe and beyond. Its video, audio, and infographic content for social media platforms are already very popular among the Uyghur exile community, who then share the content with family and friends in XUAR through a variety of means. In addition, the Uyghur Service's FY 2020 initiatives include increasing the volume of original online and video content. This effort is prompted by a recent survey of refugees and travelers, which made a strong recommendation for an increase of RFA's Uyghur Service content.

To help engage diaspora audiences through online and social media content, and increase coverage of those who have escaped XUAR, RFA Uyghur will establish a three-person video team. The team will take on the challenge of timely production of video clips and programs and customize video content for social media and messaging platforms most widely used inside and outside of China. The Service will provide social media content in Cyrillic as well as Arabic and Roman fonts to reach a wider audience.

## **4. Internet Freedom Funding**

The Program Plan provides \$20 million to the Open Technology Fund for internet freedom programs and \$1.2 million to RFA for associated staffing costs.

### **Open Technology Fund**

OTF works to advance internet freedom in repressive environments by supporting the research, development, implementation, and maintenance of technologies that provide secure and uncensored access to USAGM's content and the broader internet in order to rapidly respond to evolving censorship threats around the world.

In September 2019, OTF was incorporated as an independent non-profit 501(c)(3) organization



and became the fourth USAGM-funded grantee. OTF was first established as a pilot program at RFA in 2012. Over the last seven years, OTF supported pioneering internet freedom technologies that counter attempts by authoritarian governments to restrict freedom online. Today, over two billion people globally use OTF-supported technology daily, and more than two-thirds of all mobile phone users have OTF-incubated technology on their devices. As non-federal entity, OTF is fully enabled to support and expand USAGM's internet freedom efforts with the flexibility, speed, and due diligence needed to empower innovation and compete against well-resourced and aggressive adversaries to a free and open internet.

OTF provides direct internet freedom assistance to USAGM's five networks. This includes improving the digital security of USAGM's entities and journalists, making USAGM's websites and applications more secure and resistant to censorship, providing customized and secure tip lines for sources, and deploying leading internet freedom technologies to ensure that audiences can access USAGM content despite increasing censorship. This expanded support via OTF ensures that USAGM's journalists and audiences have the tools they need to safely access the internet and circumvent censorship.

### **OTF Staffing**

The OTF team currently consists of twelve full-time team members: one CEO, one Principal Director, one Deputy Director, one Director of Technology, one General Counsel, one Director of Research, one Director of Digital Security, three program managers, one program specialist, and one communications and outreach coordinator.

As a whole, the team is rich with experience in the field of internet freedom. OTF's program managers include technical and implementation experts with deep knowledge of the regions where OTF's efforts are most needed. OTF's technical experts are developers, computer science experts, and digital security trainers/auditors. OTF's implementation experts have led technology and digital security initiatives for independent media outlets and human rights organizations around the world. OTF will hire up to six additional staff members over the next year to fully support OTF's operations, particularly in the areas of finance and accounting, external relations, and program management.

### **Office of Internet Freedom**

As detailed below, of the \$20 million allocated for internet freedom programs, USAGM intends to transfer \$175,000 for the Office of Internet Freedom (OIF) in IBB to support OIF's oversight activities, including monitoring and evaluation efforts.

USAGM senior leadership, vis-à-vis OIF, will continue to provide oversight of all OTF activities. OTF's day-to-day work will be monitored by the OIF Director, and its finance and accounting will be monitored by USAGM's Chief Financial Officer.

As required by Public Law 116-94, 7050(c), a detailed Internet Freedom Spend Plan, describing the activities funded by the \$20 million identified here, will be submitted separately within 90 days of enactment.

## **5. Funding Estimates for Major Target Languages**

For the Committees' background, this section summarizes the funding contained in the Program Plan for certain major languages targeted by USAGM.

FY 2020 RUSSIAN-LANGUAGE SERVICE			
(\$ in thousands)	Language Service	Current Time TV and Digital	Total
Voice of America	\$ 3,429	\$ 6,656	\$ 10,085
Radio Free Europe/Radio Liberty	\$ 7,876	\$ 11,820	\$ 19,696
<b>Total</b>	<b>\$ 11,305</b>	<b>\$ 18,476</b>	<b>\$ 29,781</b>

FY 2020 PERSIAN-LANGUAGE SERVICE	
Entity (\$ in thousands)	FY 2020 Program Plan
Voice of America	\$ 16,789
Radio Free Europe/Radio Liberty	\$ 10,507
<b>Total</b>	<b>\$ 27,296</b>

FY 2020 MANDARIN-LANGUAGE SERVICE	
Entity (\$ in thousands)	FY 2020 Program Plan
Voice of America	\$ 12,342
Radio Free Asia	\$ 6,087
<b>Total</b>	<b>\$ 18,429</b>

NOTE: Non-federal entity (RFE/RL and RFA) amounts are net of any prior year carryover balances, focusing on the use of FY 2020 appropriated resources. The detailed entity funding tables in Appendix A identify prior year carryover balances, in addition to FY 2020 appropriated resources.

## **6. Broadcasting Capital Improvements (BCI) Account**

The proposed allocation of the \$29.817 million provided for the BCI account is set forth in the table below; the Agency expects to continue to use BCI funds for these or other such authorized purposes:

<b>U.S. Agency for Global Media Broadcasting Capital Improvements (BCI) Program Plan Changes</b>			
(\$ in Thousands)			
Broadcasting Capital Improvements	FY 2020 Enacted Level	Carryover	FY 2020 Operating Plan
<b>Maintenance, Improvements, Replace and Repair (MIR)</b>	<b>6,116</b>	<b>2,289</b>	<b>8,405</b>
Continuing M&R	4,222	276	4,498
VOA TV M&R	615	1,551	2,166
Security M&R	582	81	663
HVAC System M&R	554	118	672
Office of Cuba Broadcasting	143	263	406
<b>Upgrade of Existing Facilities Projects</b>	<b>4,550</b>	<b>15,508</b>	<b>20,058</b>
Network Realignment		229	229
Kuwait Radio Farda SW Improvements/Realigning SW Transmission Assets		14,786	14,786
Kuwait Continued Expansion	4,550		4,550
TV Studio Project		140	140
Radio Master Control Project		303	303
Digital Media Systems		50	50
<b>Satellites</b>	<b>1,034</b>	<b>320</b>	<b>1,354</b>
<b>Grand Total BCI</b>	<b>11,700</b>	<b>18,117</b>	<b>29,817</b>

## **7. Office of Cuba Broadcasting (OCB) Shortwave Transmissions Reduction**

OCB broadcasts 24-hours a day to Cuba from the Marathon, FL, medium wave transmitting station; Greenville, NC, shortwave transmitting station; and 24-hour streaming internet services. While OCB currently maintains a schedule of 24-hour daily transmissions of Radio Martí programming to Cuba via these means, the decrease in appropriations for OCB in FY 2020 will potentially necessitate a reduction in shortwave broadcasting hours. However, given the rise in cell phone and internet usage on parts of the island, OCB will look to target digitally-connected Cubans where circumvention of the regime's censorship proves possible. As it does with all of its entities, USAGM will make strategic and data-driven decisions around OCB broadcasting hours, operations, and programming to best serve the organization's vital mission of providing quality, effective, and unbiased information and news to the Cuban people. More important than maintaining historically established radio transmissions during those hours with little audience, is to dynamically adjust to the needs of Cuban audiences, including younger Cubans, to provide them with quality information as a counterbalance to regime disinformation and propaganda.

We appreciate your continued support for U.S. international media. Should you have any questions, please contact (b) (6) in USAGM's Office of Congressional Affairs at (b) (6) (b) (6)

Sincerely,

Kenneth Weinstein  
Chairman of the Board

Grant K. Turner  
Chief Executive Officer and Director

## 8. Appendix A: Detailed Entity Funding Tables

U.S. Agency for Global Media Voice of America (VOA) Program Plan Changes (\$ in thousands)			
Voice of America	FY 2020 Enacted	FY 2020 Program Plan	Changes
VOA Director Office/Resource Management/Research/PR	\$ 7,047	\$ 8,837	\$ 1,790
Digital Office, Strategy and Audience Engagement	\$ 1,000	\$ 1,000	\$ -
VOA Chief Digital Officer	\$ 5,331	\$ 5,311	\$ (20)
Contract Journalists and Other Support	\$ -	\$ 3,439	\$ 3,439
<b>Subtotal, VOA Director</b>	<b>\$ 13,378</b>	<b>\$ 18,587</b>	<b>\$ 5,209</b>
<b>Programming Directorate<sup>1</sup></b>	<b>\$ 9,814</b>	<b>\$ 8,507</b>	<b>\$ (1,307)</b>
<b>Studio and Production Operations</b>			
Director of Operations	\$ 3,118	\$ 3,118	\$ -
Central Production Services Division	\$ 9,531	\$ 9,531	\$ -
Operations Support Division	\$ 25,498	\$ 26,361	\$ 863
Technical Support Division	\$ 7,772	\$ 7,772	\$ -
<b>Subtotal, Associate Director, Operations</b>	<b>\$ 45,919</b>	<b>\$ 46,782</b>	<b>\$ 863</b>
<b>Africa Division</b>			
Division Chief	\$ 4,017	\$ 4,844	\$ 827
Bambara Service	\$ 307	\$ 307	\$ -
Central Africa (Kinyarwanda, Kirundi)	\$ 1,365	\$ 1,365	\$ -
English to Africa	\$ 5,594	\$ 5,594	\$ -
French To Africa Service	\$ 4,415	\$ 4,415	\$ -
Hausa Service	\$ 3,424	\$ 3,424	\$ -
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	\$ 2,785	\$ 2,785	\$ -
Portuguese Service	\$ 1,434	\$ 1,434	\$ -
Somali Service	\$ 2,382	\$ 2,382	\$ -
Swahili Service	\$ 1,694	\$ 1,694	\$ -
Zimbabwe/Shona/Ndebele/English	\$ 1,186	\$ 1,186	\$ -
<b>Subtotal, Africa Division</b>	<b>\$ 28,603</b>	<b>\$ 29,430</b>	<b>\$ 827</b>
<b>East Asia &amp; Pacific Division</b>			
Division Chief	\$ 2,150	\$ 3,622	\$ 1,472
Burmese Service	\$ 3,168	\$ 3,168	\$ -
Cantonese Service	\$ 1,187	\$ 1,187	\$ -
English to Asia	\$ 228	\$ 228	\$ -
Indonesian Service	\$ 6,173	\$ 6,173	\$ -
Khmer Service	\$ 2,431	\$ 2,431	\$ -
Korean Service	\$ 6,327	\$ 6,327	\$ -
Lao Service	\$ 754	\$ 754	\$ -
Mandarin Service	\$ 12,342	\$ 12,342	\$ -
Thai Service	\$ 922	\$ 922	\$ -
Tibetan Service	\$ 3,344	\$ 3,344	\$ -
Vietnamese Service	\$ 2,241	\$ 2,241	\$ -
<b>Subtotal, East Asia &amp; Pacific Division</b>	<b>\$ 41,267</b>	<b>\$ 42,739</b>	<b>\$ 1,472</b>

Voice of America	FY 2020 Enacted	FY 2020 Program Plan	Changes
<b><u>Eurasia Division</u></b>			
Division Chief	\$ 2,791	\$ 2,306	\$ (485)
Albanian Service	\$ 1,355	\$ 1,355	\$ -
Armenian Service	\$ 545	\$ 545	\$ -
Bosnian Service	\$ 835	\$ 835	\$ -
Georgian Service	\$ 600	\$ 600	\$ -
Macedonian Service	\$ 352	\$ 352	\$ -
Russian Service	\$ 10,085	\$ 10,085	\$ -
Serbian Service	\$ 1,248	\$ 1,248	\$ -
Ukrainian Service	\$ 2,601	\$ 2,601	\$ -
Subtotal, Eurasia Division	\$ 20,412	\$ 19,927	\$ (485)
<b><u>Latin America Division</u></b>			
Division Chief	\$ 606	\$ 607	\$ 1
Creole Service	\$ 2,169	\$ 2,169	\$ -
Spanish Service	\$ 5,369	\$ 6,620	\$ 1,251
Production Unit	\$ -	\$ -	\$ -
Subtotal, Latin America Division	\$ 8,144	\$ 9,396	\$ 1,252
<b><u>South Asia Division</u></b>			
Division Chief (South Asia + NECA)	\$ 3,034	\$ 3,034	\$ -
Afghanistan Service	\$ 8,015	\$ 7,980	\$ (35)
VOA Radio Deewa (Pashto)	\$ 5,083	\$ 5,083	\$ -
Azerbaijani Service	\$ 669	\$ 669	\$ -
Bangla Service	\$ 1,538	\$ 1,538	\$ -
Kurdish Service	\$ 4,571	\$ 4,071	\$ (500)
Turkish Service	\$ 3,420	\$ 2,920	\$ (500)
Urdu Service	\$ 5,661	\$ 4,861	\$ (800)
Uzbek Service	\$ 698	\$ 698	\$ -
Subtotal, South Asia Division	\$ 32,689	\$ 30,854	\$ (1,835)
<b><u>VOA Persian</u></b>	\$ 17,714	\$ 16,789	\$ (925)
<b><u>Central News</u></b>			
VOA Central News	\$ 25,805	\$ 24,160	\$ (1,645)
Home Leave & Transfer (HLT)	\$ 207	\$ 207	\$ -
Subtotal, Central News	\$ 26,012	\$ 24,367	\$ (1,645)
<b><u>Domestic Bureaus</u></b>			
Los Angeles	\$ 317	\$ 532	\$ 215
New York	\$ 840	\$ 345	\$ (495)
Silicon Valley	\$ 295	\$ 126	\$ (169)
Subtotal, Domestic Bureaus	\$ 1,452	\$ 1,003	\$ (449)

Voice of America	FY 2020 Enacted	FY 2020 Program Plan	Changes
<b>Overseas Bureaus and News Centers</b>			
Bangkok	\$ 958	\$ 754	\$ (204)
Beijing	\$ 724	\$ 675	\$ (49)
Dakar	\$ 299	\$ 26	\$ (273)
Hong Kong	\$ 220	\$ 232	\$ 12
Islamabad	\$ 373	\$ 478	\$ 105
Istanbul	\$ 318	\$ 419	\$ 101
Jakarta	\$ 450	\$ 450	\$ -
Johannesburg	\$ 238	\$ 240	\$ 2
London	\$ 1,674	\$ 1,099	\$ (575)
Moscow	\$ 340	\$ 163	\$ (177)
Nairobi	\$ 411	\$ 631	\$ 220
Seoul	\$ 591	\$ 213	\$ (378)
<b>Suntotal, Overseas Bureaus</b>	<b>\$ 6,596</b>	<b>\$ 5,380</b>	<b>\$ (1,216)</b>
<b>GRAND TOTAL, VOA</b>	<b>\$ 252,000</b>	<b>\$ 253,761</b>	<b>\$ 1,761</b>

<sup>1</sup>Funding for Global Mandarin Network is included

<b>U.S. Agency for Global Media Office of Cuba Broadcasting (OCB) Program Plan Changes</b>			
(\$ in thousands)			
Office of Cuba Broadcasting	FY 2020 Enacted	FY 2020 Program Plan	Changes
OCB Directorate and Advisory Board	\$ 670	\$ 670	\$ -
Administration*	\$ 3,325	\$ 3,250	\$ (75)
Radio Marti	\$ 3,905	\$ 3,905	\$ -
New Media	\$ 2,027	\$ 2,027	\$ -
Central News	\$ 3,057	\$ 3,057	\$ -
TV Marti	\$ 2,695	\$ 2,695	\$ -
Technical Operations	\$ 1,525	\$ 1,525	\$ -
Computer Services	\$ 1,010	\$ 1,010	\$ -
Greenville Transmitting Station	\$ 2,759	\$ 2,759	\$ -
<b>GRAND TOTAL, OCB</b>	<b>\$ 20,973</b>	<b>\$ 20,898</b>	<b>\$ (75)</b>
*Administration includes office space and guard service.			



**U.S. Agency for Global Media  
International Broadcasting Bureau (IBB)  
Program Plan Changes**

(\$ in thousands)

<b>International Broadcasting Bureau</b>	<b>FY 2020 Enacted</b>	<b>FY 2020 Program Plan</b>	<b>Changes</b>
Total, CEO Office	\$ 2,651	\$ 2,651	\$ -
Total, Office of Management Services	\$ 3,237	\$ 5,312	\$ 2,075
Total, Office of Chief Financial Officer	\$ 13,279	\$ 11,824	\$ (1,455)
Office of Policy and Research	\$ 7,053	\$ 8,725	\$ 1,672
Office of Communications and External Affairs	\$ 1,471	\$ 2,322	\$ 851
Office of General Counsel	\$ 2,234	\$ 2,234	\$ -
Office of Contracting and Procurement	\$ 3,915	\$ 2,642	\$ (1,273)
Office of Human Resources	\$ 6,050	\$ 5,408	\$ (642)
Office of Workforce Support and Development	\$ 1,102	\$ 1,459	\$ 357
Office of Civil Rights	\$ 1,067	\$ 1,057	\$ (10)
Office of Policy	\$ 939	\$ 939	\$ -
Office of Security	\$ 2,127	\$ 2,269	\$ 142
Office of Internet Freedom	\$ 166	\$ 896	\$ 730
<b>GRAND TOTAL, IBB</b>	<b>\$ 45,291</b>	<b>\$ 47,738</b>	<b>\$ 2,448</b>

\* 20M was transferred out of OIF to OTF

U.S. Agency for Global Media Office of Technology, Services, and Innovation (TSI) Program Plan Changes			
(\$ in thousands)			
Office of Technology, Services, and Innovation	FY 2020 Enacted	FY 2020 Program Plan	Changes
<b><u>Technology, Services, and Innovation Director</u></b>			
Director	215	\$ 215	\$ -
Home Leave & Transfer (HLT)	411	\$ 411	\$ -
<b>Subtotal, TSI Director</b>	<b>\$ 626</b>	<b>\$ 626</b>	<b>\$ -</b>
<b><u>Office of the CIO</u></b>	10,385	\$ 10,686	\$ 301
Global Networks Division	9,407	\$ 9,164	\$ (243)
Satellites	16,982	\$ 17,678	\$ 696
Satellite Carryover	3,726	\$ 3,726	\$ -
<b>Subtotal, Office of the CIO</b>	<b>\$ 40,500</b>	<b>\$ 41,254</b>	<b>\$ 754</b>
<b>Information Technology Directorate</b>	<b>15,573</b>	<b>\$ 15,537</b>	<b>\$ (36)</b>
<b>Technology Support Directorate</b>	<b>8,004</b>	<b>\$ 7,979</b>	<b>\$ (25)</b>
<b><u>Office of Business Development</u></b>	3,088	\$ 3,088	\$ -
Regional Marketing Offices	10,965	\$ 10,965	\$ -
<b>Subtotal, Office of Business Development</b>	<b>\$ 14,053</b>	<b>\$ 14,053</b>	<b>\$ -</b>
<b><u>Resource and Project Management Directorate</u></b>	2,768	\$ 2,768	\$ -
Project Management	862	\$ 842	\$ (20)
Facilities Management	34,907	\$ 34,877	\$ (30)
<b>Subtotal, Resource and Project Management Directorate</b>	<b>\$ 38,537</b>	<b>\$ 38,487</b>	<b>\$ (50)</b>
<b><u>Broadcast Technologies Division</u></b>	1,961	\$ 1,961	\$ -
Leased Transmissions	5,347	\$ 3,653	\$ (1,694)
FM Transmissions	2,848	\$ 2,548	\$ (300)
<b>Subtotal, Broadcast Technologies Division</b>	<b>\$ 10,156</b>	<b>\$ 8,162</b>	<b>\$ (1,994)</b>
<b><u>Operations Division</u></b>	1,987	1,952	\$ (35)
Worldwide Procurement (WWP)	3,109	3,474	\$ 365
<b>Subtotal, Operations Division</b>	<b>5,096</b>	<b>5,426</b>	<b>330</b>
<b><u>Stations Division</u></b>			
<b><u>Domestic Transmitting Stations</u></b>			
Tinian	5,988	5,988	\$ -
<b>Subtotal, Domestic Stations</b>	<b>5,988</b>	<b>5,988</b>	<b>-</b>
<b><u>Overseas Transmitting Stations</u></b>			
Afghanistan	3,581	3,581	\$ -
Botswana	2,624	2,624	\$ -
Germany	12,856	10,195	\$ (2,661)
Kuwait	12,828	12,828	\$ -
Philippines	5,494	5,744	\$ 250
Sao Tome	3,570	3,607	\$ 37
Thailand	4,077	4,396	\$ 319
<b>Subtotal, Overseas Stations</b>	<b>45,030</b>	<b>42,975</b>	<b>(2,055)</b>
<b>Monitoring Offices</b>	<b>754</b>	<b>754</b>	<b>\$ -</b>
<b><u>Reconciliation to Appropriation</u></b>			
Satellite Carryover	(3,726)	(3,726)	\$ -
<b>GRAND TOTAL, TSI</b>	<b>180,591</b>	<b>177,515</b>	<b>(3,076)</b>

**U.S. Agency For Global Media  
Radio Free Europe/Radio Liberty (RFE/RL)  
Program Plan Changes**

(\$ in thousands)

<b>Radio Free Europe/Radio Liberty</b>	<b>FY 2020 Enacted</b>	<b>FY 2020 Program Plan</b>	<b>Changes</b>
<b><u>News Division</u></b>			
Director	2,633	2,623	(10)
Marketing and Affiliates	1,104	1,104	-
<b><u>Language Services</u></b>			
Armenian	1,911	1,911	-
Azerbaijani	1,910	1,910	-
Balkans (Bosnian, Serbian, Albanian)	4,820	4,760	(60)
Belarusian	2,307	2,307	-
Bulgarian	514	514	-
Current Time TV and Digital	11,843	11,820	(24)
Georgian	2,356	2,356	-
Hungarian	-	-	
Kazakh	1,633	1,633	-
Kyrgyz	2,206	2,205	(1)
Radio Farda (Persian)	10,507	10,507	-
Radio Free Afghanistan (Dari and Pashto)	5,203	5,203	-
Radio Mashaal (Pashto)	3,254	3,254	-
Romanian to Moldova and Romania	2,450	2,450	-
Russian	8,176	7,876	(300)
North Caucasus (Chechen)	1,227	1,227	-
Tajik	1,976	1,976	-
Tatar-Bashkir	1,503	1,503	-
Turkmen	809	809	-
Ukrainian	4,710	4,690	(20)
Uzbek	1,552	1,552	-
News and Current Affairs	4,821	4,821	-
Multimedia Strategy, Development, and Training	2,060	2,050	(10)
<b>Subtotal, News Division</b>	<b>81,485</b>	<b>81,061</b>	<b>(425)</b>
<b>Office of the President</b>	6,762	6,568	(194)
<b>Technology Division</b>	29,273	29,416	143
<b>Finance Division</b>	5,443	5,073	(370)
<b>Human Resources Division</b>	2,343	2,343	-
<b>Subtotal</b>	<b>43,821</b>	<b>43,400</b>	<b>(421)</b>
<b>GRAND TOTAL, RFE/RL</b>	<b>125,306</b>	<b>124,460</b>	<b>(846)</b>

In addition to the FY 2020 Enacted level there is \$10,494 available in prior year carryover balances

**U.S. Agency for Global Media  
Radio Free Asia (RFA)  
Program Plan Changes**

(\$ in thousands)

<b>Radio Free Asia</b>	<b>FY 2020 Enacted</b>	<b>FY 2020 Program Plan</b>	<b>Changes</b>
<b><u>Programming Division</u></b>			
Executive Editor	\$ 2,379	\$ 2,379	\$ -
<b>Program Services</b>			
Burmese Service	\$ 1,831	\$ 1,831	\$ -
Cambodian Service	\$ 1,795	\$ 1,795	\$ -
Cantonese Service	\$ 1,115	\$ 1,115	\$ -
Korean Service	\$ 2,912	\$ 2,912	\$ -
Korea DPRK TV	\$ -	\$ -	\$ -
Laotian Service	\$ 1,487	\$ 1,487	\$ -
Mandarin Service	\$ 4,212	\$ 4,212	\$ -
Global Mandarin	\$ -	\$ 1,500	\$ 1,500
Tibetan Service	\$ 4,473	\$ 4,473	\$ -
Uyghur Service	\$ 1,519	\$ 1,719	\$ 200
Vietnamese Service	\$ 1,233	\$ 1,233	\$ -
<b>Program Offices</b>			\$ -
Bangkok Office	\$ 123	\$ 123	\$ -
Dharamsala Office	\$ 104	\$ 104	\$ -
Hong Kong Office	\$ 1,189	\$ 1,189	\$ -
Phnom Penh Office	\$ -	\$ -	\$ -
Seoul Office	\$ 1,108	\$ 1,108	\$ -
Taipei Office	\$ 566	\$ 566	\$ -
Yangon Office	\$ 525	\$ 525	\$ -
<b>Subtotal, Programming Division</b>	<b>\$ 26,571</b>	<b>\$ 28,271</b>	<b>\$ 1,700</b>
Office of the President	\$ 811	\$ 811	\$ -
Internet Freedom Salaries (Open Technology Fund)	\$ 1,200	\$ 1,200	\$ -
Internet Freedom	\$ -	\$ -	\$ -
Research, Training, and Evaluation	\$ 757	\$ 881	\$ 124
Technical Operations	\$ 7,969	\$ 7,769	\$ (200)
HQ Facilities	\$ 4,227	\$ 4,017	\$ (210)
Communications	\$ 293	\$ 293	\$ -
Finance	\$ 1,990	\$ 1,990	\$ -
Human Resources	\$ 405	\$ 405	\$ -
<b>Subtotal, Administration, Management, and Finance</b>	<b>\$ 17,652</b>	<b>\$ 17,366</b>	<b>\$ (286)</b>
<b>GRAND TOTAL, RFA</b>	<b>\$ 44,223</b>	<b>\$ 45,637</b>	<b>\$ 1,414</b>

In addition to FY2020 Enacted level, there is \$1,779 available in prior year carryover balances

**U.S. Agency for Global Media  
Middle East Broadcasting Networks, Inc. (MBN)  
Program Plan Changes**

(\$ in thousands)

Middle East Broadcasting Networks	FY 2020 Enacted	FY 2020 Program Plan	Changes
<b>Programming</b>			
Alhurra Television	\$ 29,674	\$ 29,674	\$ -
Radio Sawa	\$ 5,469	\$ 5,469	\$ -
MBN Digital	\$ 10,143	\$ 10,143	\$ -
<b>Subtotal, Programming</b>	<b>\$ 45,286</b>	<b>\$ 45,286</b>	<b>\$ -</b>
<b>Overseas Offices</b>			
<u><b>Iraq</b></u>	<b>\$ 5,937</b>	<b>\$ 5,937</b>	<b>\$ -</b>
<u><b>Pan Arab</b></u>	<b>\$ 16,356</b>	<b>\$ 16,356</b>	<b>\$ -</b>
Beirut	\$ 3,291	\$ 3,291	\$ -
Cairo	\$ 998	\$ 998	\$ -
Dubai	\$ 11,027	\$ 11,027	\$ -
Jerusalem	\$ 1,040	\$ 1,040	\$ -
<u><b>Maghreb</b></u>	<b>\$ 1,092</b>	<b>\$ 1,092</b>	<b>\$ -</b>
Rabat	\$ 827	\$ 827	\$ -
Tunis	\$ 265	\$ 265	\$ -
<b>Subtotal, Overseas Offices</b>	<b>\$ 23,385</b>	<b>\$ 23,385</b>	<b>\$ -</b>
Technical Operations	\$ 22,633	\$ 21,886	\$ (747)
Administration	\$ 12,180	\$ 11,480	\$ (700)
Creative Services	\$ 4,328	\$ 4,328	\$ -
<b>Subtotal, MBN</b>	<b>\$ 107,812</b>	<b>\$ 106,365</b>	<b>\$ (1,447)</b>
Balances Out - Carryover	\$ 2,500	\$ 2,500	\$ -
<b>GRAND TOTAL, MBN</b>	<b>\$ 110,312</b>	<b>\$ 108,865</b>	<b>\$ (1,447)</b>

In addition to the FY 2020 Enacted level, there is \$17,733 available in prior year carryover balances

**U.S. Agency for Global Media  
Open Technology Fund (OTF)  
FY 2020 Program Plan Changes**

(\$ in thousands)

Open Technology Fund	FY 2020 Enacted	FY 2020 Program Plan	Changes
Open Technology Fund Programs	\$ 20,000	\$ 19,825	(175)
<b>GRAND TOTAL, OTF</b>	<b>\$ 20,000</b>	<b>\$ 19,825</b>	<b>\$ (175)</b>

<b>U.S. Agency for Global Media</b> <b>Funding from Outside Sources (estimated)</b> <b>FY 2019 - FY 2020</b>						
(\$ In Whole Dollars)						
Funds Source	FY 2018/19 Funds	FY 2019 Funds	FY 2015/20 Funds	FY 2019/20 Funds	FY 2020 Funds	Totals
United States Agency for International Development (USAID)	\$ 66,525	\$ 1,500,000				\$ 1,566,525
Department of State (DoS)	\$ 2,431,762	\$ 103,051	\$ 2,546,000			\$ 5,080,813
Centers for Disease Control (CDC)	\$ 200,000	\$ 155,000		\$ 240,000		\$ 595,000
United States Pacific Command (PACOM)		\$ 2,225,000			\$ 2,030,000	\$ 4,255,000
<b>GRAND TOTAL</b>	<b>\$ 2,698,287</b>	<b>\$ 3,983,051</b>	<b>\$ 2,546,000</b>	<b>\$ 240,000</b>	<b>\$ 2,030,000</b>	<b>\$ 11,497,338</b>

## 9. Appendix B: Weekly Broadcast Hours

<b>U.S. Agency for Global Media</b> <b>Weekly Broadcast Hours</b> <b>Program Plan Changes</b>			
Language Service	FY 2020 Enacted	FY 2020 Program Plan	Changes
<b>Voice of America (VOA)</b>			
<b><u>Africa Division</u></b>			
Bambara Service	8.00	8.00	0.0
Central Africa (Kinyarwanda, Kirundi)	40.14	40.14	0.0
English to Africa Service	260.25	260.25	0.0
French to Africa and the Trans Sahel	176.50	176.50	0.0
Hausa Service	16.50	16.50	0.0
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	34.50	34.50	0.0
Portuguese Service	10.25	10.25	0.0
Somali Service	31.41	31.41	0.0
Swahili Service	16.78	16.78	0.0
Zimbabwe/Shona/Ndebele/English	17.00	17.00	0.0
<b>Total, Africa Division</b>	<b>611.33</b>	<b>611.33</b>	<b>0.0</b>
<b><u>East Asia and Pacific Division</u></b>			
Burmese Service	59.75	59.75	0.0
Cantonese Service	54.67	54.67	0.0
English to Asia Programs	6.23	6.23	0.0
Indonesian Service	58.87	58.87	0.0
Khmer Service	11.24	11.24	0.0
Korean Service	52.50	51.88	-0.6
Lao Service	4.67	4.67	0.0
Mandarin Service	185.50	185.50	0.0
Thai Service	6.62	6.62	0.0
Tibetan Service	204.00	204.00	0.0
Vietnamese Service	7.00	3.50	-3.5
<b>Total, East Asia and Pacific Division</b>	<b>651.05</b>	<b>646.93</b>	<b>-4.1</b>



Weekly Broadcast Hours Continued			
Language Service	FY 2020 Enacted	FY 2020 Program Plan	Changes
<b><u>Eurasia Division</u></b>			
Albanian Service	3.67	3.67	0.00
Armenian Service	1.58	1.58	0.00
Bosnian Service	2.58	2.58	0.00
Georgian Service	1.42	1.42	0.00
Macedonian Service	1.05	1.05	0.00
Russian Service	11.17	12.50	1.33
Serbian Service	2.75	2.75	0.00
Ukrainian Service	2.83	2.83	0.00
<b>Total, Eurasia Division</b>	<b>27.05</b>	<b>28.38</b>	<b>1.33</b>
<b><u>Latin America Division</u></b>			
Creole Service	17.83	17.83	0.00
Spanish Service	187.49	191.49	4.00
<b>Total, Latin America Division</b>	<b>205.32</b>	<b>209.32</b>	<b>4.00</b>
<b><u>South Asia Division</u></b>			
Dari	31.67	31.67	0.00
Pashto	31.67	31.67	0.00
VOA Radio Deewa (Pashto)	63.33	63.33	0.00
Azerbaijani Service	3.75	3.75	0.00
Bangla Service	11.02	11.02	0.00
Kurdish Service	65.10	65.10	0.00
Turkish Service	13.16	13.16	0.00
Urdu Service	78.04	78.04	0.00
Uzbek Service	4.50	4.50	0.00
<b>Total, South Asia Division</b>	<b>302.24</b>	<b>302.24</b>	<b>0.00</b>
<b><u>Persian News Network</u></b>	<b>168.00</b>	<b>168.00</b>	<b>0.00</b>
<b><u>English</u></b>			
Music (FM Team/Programming)	178	178	0.00
Learning English (VOA Programming)	91.53	91.53	0.00
English News (News Center)	132.92	132.92	0.00
<b>Total, English</b>	<b>402.45</b>	<b>402.45</b>	<b>0.00</b>
<b>TOTAL, VOA</b>	<b>2,367.44</b>	<b>2,368.65</b>	<b>1.21</b>

Language Service	FY 2020 Enacted	FY 2020 Program Plan	Changes
<b>Office of Cuba Broadcasting (OCB)</b>			
Radio Marti	168.00	168.00	0.00
TV Marti	168.00	168.00	0.00
<b>TOTAL, OCB</b>	<b>336.00</b>	<b>336.00</b>	<b>0.00</b>

OCB will maintain the current schedule of 24-hour daily transmissions of Radio Marti to Cuba from the Marathon (Florida) medium wave transmitter and 24-hour streaming Internet services. OCB will reduce some Radio Marti shortwave transmissions to Cuba in order to maintain economical and effective service among all available radio delivery platforms using available resources.

Language Service	FY 2020 Enacted	FY 2020 Program Plan	Changes
<b>Radio Free Europe/Radio Liberty (RFE/RL)</b>			
Armenian	107.60	107.60	-
Azerbaijani	74.60	74.60	-
Balkans (Bosnian, Serbian, Albanian, Macedonian, Montenegrin, Croatian)	73.88	73.88	-
Belarusian	168.00	168.00	-
Bulgarian	-	-	-
Current Time TV and Digital	158.50	158.50	-
Georgian	32.60	32.60	-
Hungarian	-	-	-
Kazakh	0.50	0.50	-
Kyrgyz	68.60	68.60	-
Radio Farda (Persian)	168.00	168.00	-
Radio Free Afghanistan (Dari and Pashto)	84.00	84.00	-
Radio Mashaal (Pashto)	63.00	63.00	-
Romania (Romanian to Moldova)	17.20	17.20	-
Russian	168.00	168.00	-
North Caucasus (Chechen)	-	-	-
Tajik	42.00	42.00	-
Tatar-Bashkir	-	-	-
Turkmen	56.00	56.00	-
Ukrainian	60.60	60.60	-
Uzbek	168.00	168.00	-
News and Current Affairs		-	-
<b>TOTAL, RFE/RL</b>	<b>1,511.08</b>	<b>1,511.08</b>	<b>-</b>

Language Service	FY 2020 Enacted	FY 2020 Program Plan	Changes
<b>Radio Free Asia (RFA)</b>			
Burmese Service	63.00	63.00	-
Cambodian Service	-	-	-
Cantonese Service	49.00	49.00	-
Korean Service	63.00	63.00	-
Laotian Service	42.00	42.00	-
Mandarin Service	-	-	-
Tibetan Service	154.00	154.00	-
Uyghur Service	42.00	42.00	-
Vietnamese Service	-	-	-
<b>TOTAL, RFA</b>	<b>413.00</b>	<b>413.00</b>	<b>-</b>

Language Service	FY 2020 Enacted	FY 2020 Program Plan	Changes
<b>Middle East Broadcasting Network (MBN)</b>			
<u>Alhurra</u>	336.00	336.00	-
Alhurra Pan-Arab	168.00	168.00	-
Alhurra Iraq	168.00	168.00	-
<u>Radio Sawa</u>	504.00	504.00	-
Sawa Iraq	168.00	168.00	-
Sawa Levant	168.00	168.00	-
Sawa Sudan	168.00	168.00	-
<u>MBN Digital</u>	672.00	672.00	-
Alhurra	168.00	168.00	-
Elsaha	168.00	168.00	-
Aswat Magharibyya	168.00	168.00	-
Irfaa Sawtak	168.00	168.00	-
<b>TOTAL, MBN</b>	<b>3,024.00</b>	<b>3,024.00</b>	<b>-</b>



# Digital Transformation



# TL;DR

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Data analytics specification standard

Standardized vendor and services

Simplified data collection and audit (75% reduction)

Global real-time view of digital analytics

Launched many new service apps

Enhanced Impact Model to better evaluate performance

# Data analytics specification standard



At the Digital Governance Council, task force led by VOA including all other networks



Unified and consolidated analytics key metrics, dimensions and data mapping



For the first time, a defined guidebook of requirements and expectations



Data specification includes website, apps, and OTT



## Standardized vendor and services



**Standardized on Adobe for website analytics**



**Tealium for Tag management**



**Chartbeat for real-time analytics  
dashboards for**



**SocialBakers for social media analytics**

# Simplified data collection and audit (75% reduction)



Working with the Heads of Digital at each network to simplify overall metrics definitions by reducing duplicate or redundant metrics



Reduced metrics from ~80 to ~20, all now documented and synced with data specification



Created Data consistency in reporting, vastly reduces confusion



Automated digital analytics audit, reducing work time from 3-4 days to 2-4 hours, while increasing quality

# Global real-time view of digital analytics



Real-time video consumption analytics



Dynamic headline A/B Testing



Industry best practices for producers and services



Fixed lingering issues that caused systemic and incorrect data

## Launched many new service apps



**VOA language service mobile apps**



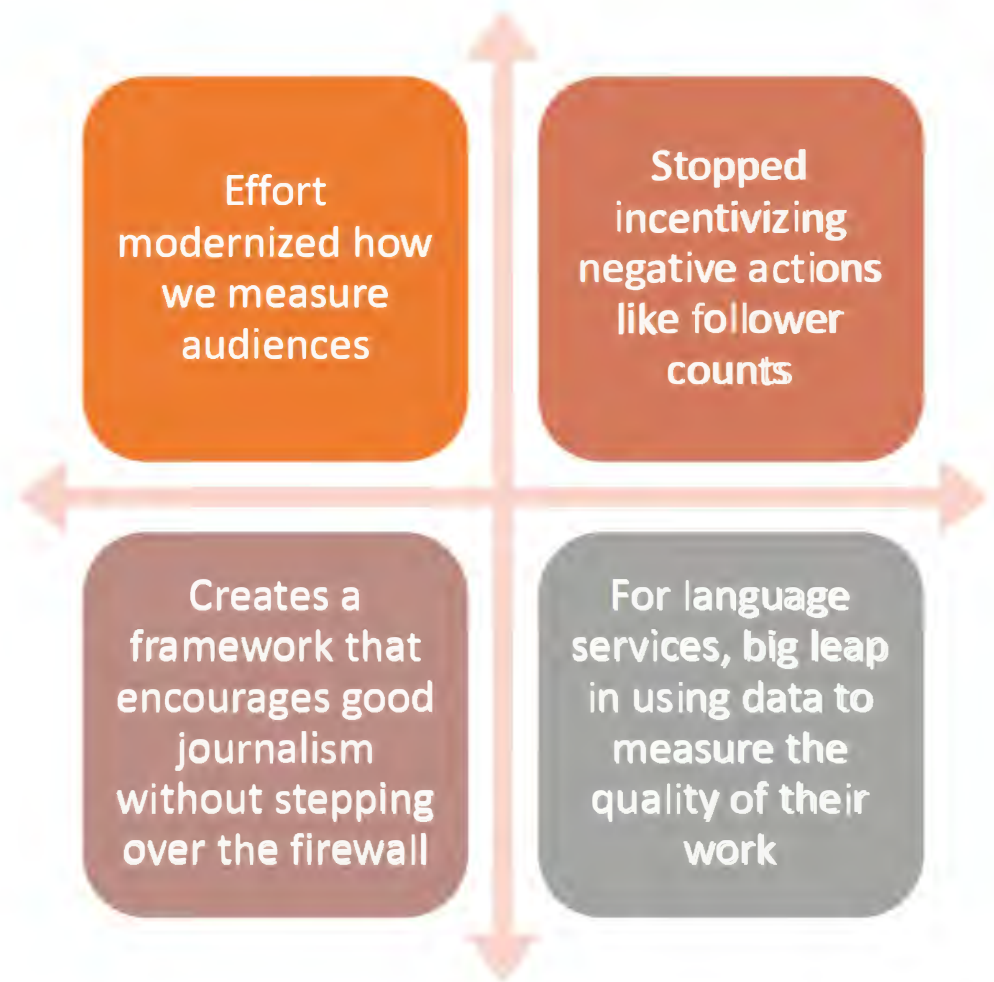
**RFE language service mobile apps**



**RFA in progress**



# Enhanced Impact Model to better evaluate performance





# Summary

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Methodical and incremental approach to optimized and improved data capture resulting in greater data confidence

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Mixed expertise from producers, researches and technical groups for optimal solutions

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Working with networks towards common goals



The Digital Governance Council (DGC) is the forum where USAGM and its networks have discussed strategy, governance, exchange ideas, platforms/systems, and standards. Its primary goal is coordination and breaking down barriers, to ensure we move forward in an intelligent, innovative, and efficient manner with *a focus on the benefit to the audience*. Participants include CIOs/CTOs, Heads of Digital, and others. The topics range from Pangea governance, digital strategy, technology governance, technology selection to OTT, and our digital future. In the beginning, the DGC was handling specific critical issues (ex. data analytics standards and metadata standards). The last topic was next-gen of OTT, and how it would be the next system after USAGM Direct to become centralized.

The DGC is that it has gotten all those people talking and meeting in person about twice a year, regarding the topics mentioned of course, but between themselves in general – they also know there is a venue for discussion. This is all moving us towards smart centralization to better serve our audiences.

Example of issues addressed at the DGC:

- Coordinated Pangea governance
- First part of move to new USAGM Direct system handled, including stopping creation of multiple Direct solutions, established BD as rightful product owner
- Agency wide data analytics (data layer specification ) collection standard across websites and apps
- Metadata specification based on EBU Core (European Broadcast Union)

The DGC may come to a consensus or decide on a path forward, and then it is checked off and potentially implemented via the CIO council and/or TSI. For example, the DGC handed USAGM Direct off when it was ready and consensus was had, to ensure platform selection works in the TSI ecosystem and is security compliant, as well as all proper contracting processes.



## SWAT: Digital metrics

### Digital Metrics in the Impact Model v1.3

SWAT Team: (b) (6)

Contributors: (b) (6)

(b) (6)

### Outline

1. Introduction
2. Selection Criteria
3. Digital Metrics in the USAGM Impact Model
4. Limitations
5. Recommendations

## Introduction

USAGM and its networks rely on digital metrics when assessing content performance and audience engagement. They are an essential factor in the decision-making process regarding digital strategy, performance reporting, and communications with outside stakeholders. The goal of this report is to evaluate available metrics, propose a framework for metrics selection, and finalize new digital metrics – all within the scope and boundaries of the USAGM Impact Model. The report also contextualizes findings and recommendations within the “Inform, Engage/Connect,” and “Be Influential” pillars of the Impact Model for clarity and consistency.

The Impact Model digital metrics have not been substantially updated since their inception. In that time, digital media and the way we measure its impact have changed dramatically. USAGM initiated a process consisting of open review periods, feedback/updates and communication over months. The process started with a group of four individuals who created the initial document, recommendations and theory. It was then passed to the network Heads of Digital, network Research Directors, and then finalized in a group meeting.

## *Selection Criteria*

- Metrics must account for new and emerging platforms
- Metrics must incentivize innovation and not penalize it
- Metrics collection and automation must be strongly considered
- Metrics must be analyzed within a theoretical framework
- Perfection is the enemy of the good

### *Metrics must account for new and emerging platforms & metrics must incentivize innovation and not penalize it*

A requirement among networks and language services is the need to balance creativity, deadlines, and innovation with current digital KPIs, resources, and strategies. The pressure to meet digital metrics by which “success” or “failure” are determined is generally positive if the metrics and the context around them are quality. However, as the digital landscape is constantly evolving, our key performance indicators (KPI) do not change at the same speed.

This disconnect incentivizes language services to stay the course on their current platforms, methods, and content types. For example, if USAGM does not report or leverage Instagram numbers, producers or services have less incentive to employ Instagram in their market, even if market research and expertise indicate that Instagram would be a positive move. Limited resources and the need to meet current KPIs may overwhelm, as allocation of resources to Instagram would reduce resources devoted to platforms and content types that are “measured.”

Also, the same issue may exist within the same platform. As Instagram rolls out a new stories feature, services may shy away from allocating resources to new content types as these numbers are not “officially countable.” In short, we need to incentivize using non-standard, regional, and emerging platforms if deemed worthwhile by the language service or network.

Further, we must address the possibility of adjusting acceptable digital metrics multiple times a year, or when an urgent issue requires it. This requires a governing body who can meet at regular intervals, or as needed. For example, perhaps the emergence of TikTok as a platform or the increased use of Telegram in key markets outside of the governing body regular meeting schedules would require that a discussion be had.

### *Metrics collection and automation must be strongly considered*

Metrics that can be collected in an automated fashion are preferred over those that are not. This is especially true for established platforms that offer robust digital analytics through an API (i.e. Facebook, Instagram, and Youtube) or via an aggregation service (i.e., Socialbakers, Crowdtangle). The need for constant updates combined with the size and scope of USAGM (or an individual network) makes accurate continuous digital metric collection manually almost impossible, although some manual collection of digital metrics is done at this time.

However, this does not mean we exclude manual metrics – we simply have a strong bias toward automated collection. Manual collection of parameters for messengers (Telegram, WeChat) and emerging platforms (TikTok) are needed and part of the process – fewer metrics would be collected on a less consistent basis.

### Metrics must be analyzed within a theoretical framework

To address the issues above with a theoretical framework and then apply digital metrics that fit, we are leveraging three categories of metrics. New metrics would fit under one of these categories, on existing or emerging platforms.



#### *Engagement*

An action taken with content that indicates a form of engagement, ranging from those of lesser value such as likes, to higher value actions such as comments and shares. An engagement action does not guarantee that the user viewed the content itself, only that they engaged with it in some form.

#### *Consumption*

Measuring beyond video views or visits to websites, consumption metrics are an excellent indicator of the 'stickiness' of content. These measurements indicate how much time, a percentage, or completion rate there is for content consumption. Highly engaged audiences will consume your content for longer, and the more your content is being consumed speaks to a higher level of potential exposure.

#### *Loyalty*

Loyalty accounts for those visitors who keep coming back for more USAGM branded content, and share it on their platforms, pages, and private accounts.

## Perfection is the enemy of the good

Volatility in digital metrics makes media organizations apprehensive when asked to standardize on metrics other than the basics such as “views” and “visits.” However, a failure to embrace **some** risk and allow for updated digital metric measurement, theory, and process will ensure that all the critical issues identified in this document will continue and most likely worsen.

This update is an attempt to set a new baseline while not breaking interoperability with the Impact Model. Ideally, a producer or strategist will use several metrics in tandem for a more cohesive picture of how their service or content is performing. To create a matrix of levels and an index score is outside the scope of this project. However, to not let perfection be the enemy of the good, we openly accept this – to move the bar forward.

We need updated metrics, mostly an automated process, and a means for faster review/governance when required. This multi-pronged approach is suited for the digital age and one that will be necessary for the growth we could have in the future.

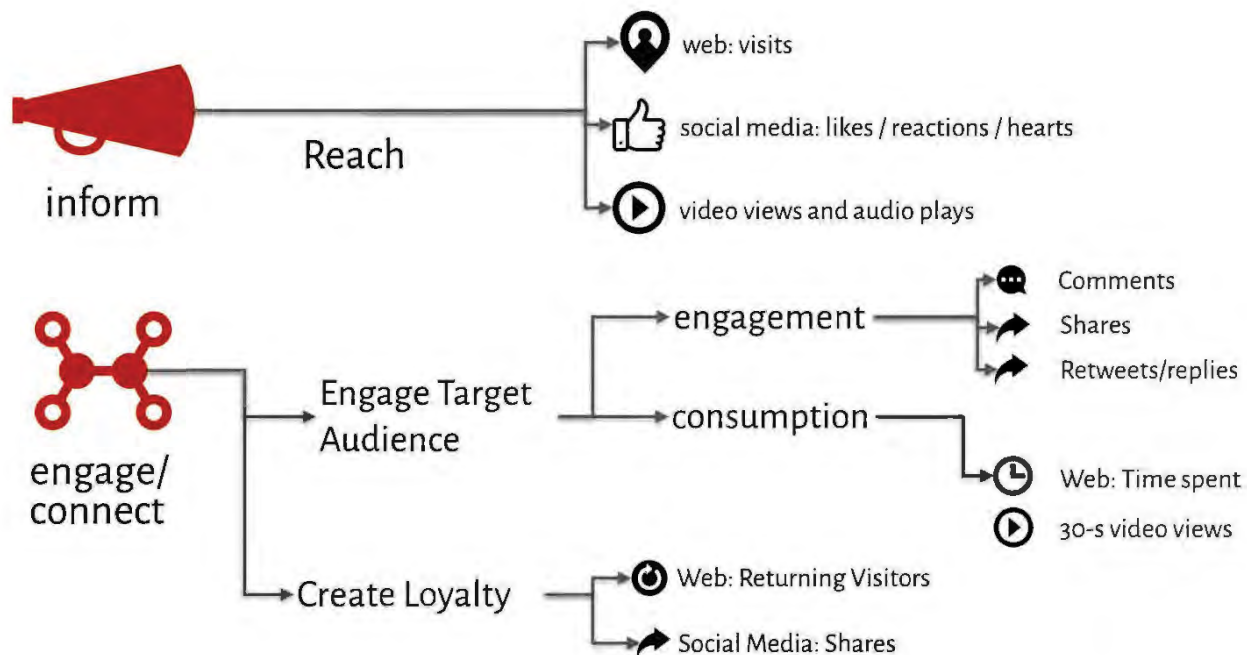
Further, by updating digital metrics, it will shine a light on services and networks that may otherwise appear to “underperform” with the metrics currently available. This may prove useful in diffusing new and innovative methods to other parts of the agency or inside of networks themselves. The theoretical framework allows us to discuss and embrace the sorts of metrics that we, as media professionals, want to work towards in the creation, distribution, and engagement of compelling content.

Further, an unfortunate reality of media reporting are “vanity metrics” for specific audiences. These are the lump sum metrics (engagements, views) that we all wish would go away, but are of value when discussing impact with specific audiences. Keeping these metrics are actually in our best interest, for now. However, it is strongly suggested that we shy away from vanity metrics when discussing impact, except for specific audiences or circumstances.

## *Digital metrics in USAGM Impact Model*

The USAGM Impact Model aims to measure the networks and USAGM overall. It offers USAGM networks 12 core and 28 optional indicators that they can use to fit with market conditions for each region. The indicators do not attempt to assess causality; they examine correlations for three main pillars: inform, engage/connect, and be influential.

In the current model, there are a total of three digital metrics of which two are core. The updated model has nine digital metrics, of which three are core.



Detailed breakdown in the table after the summary

## INFORM

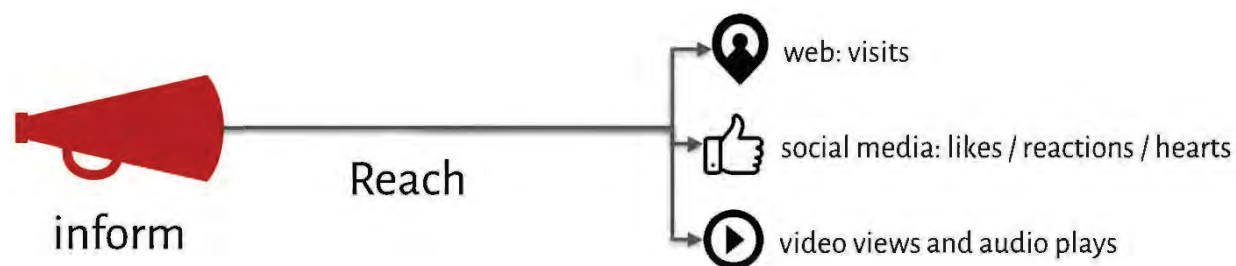
Reflect content exposure on digital platforms, focusing on actions.

### Current Inform Pillar

Website visits (CORE)  
Total video views.

### Proposed Inform Pillar

Website visits (CORE)  
NEW: Audio plays  
NEW: Emerging platforms  
MODIFIED: Total Video views





Use “reactions” (does not includes comments and shares) as the closest equivalent to “user sessions” or visits on the web. The metric is insignificant for the engagement pillar, but it does reflect people seeing the content and acting upon it.

Equivalent to likes and reactions on emerging and non-mainstream platforms are “hearts” (TikTok), “Klass” (OK).

Total audio plays/listens are equivalent to video views for audio content.

## ENGAGE/CONNECT

### Current Engage Pillar

Average weekly number of interactions on Facebook, Twitter, YouTube (CORE)

### Proposed Engage Pillar

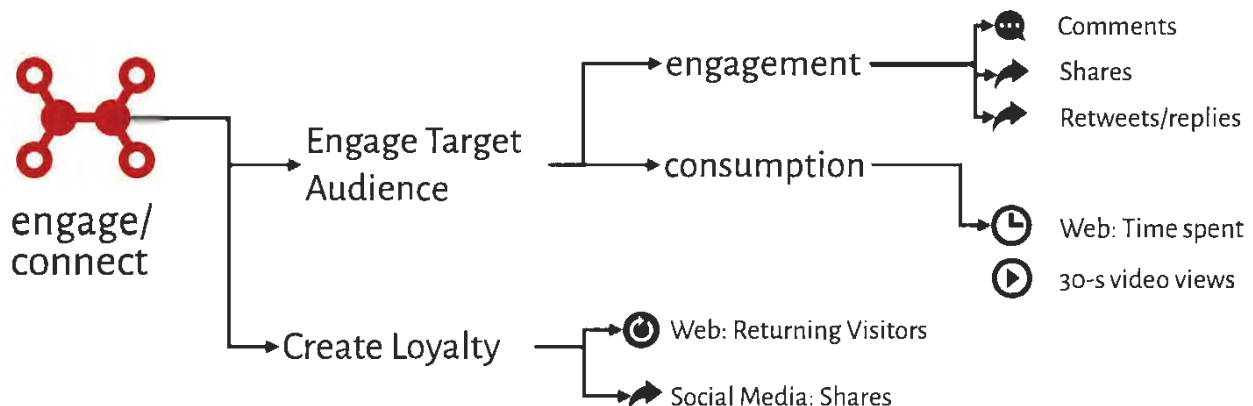
MODIFIED: Interactions, higher quality (comments, shares) (CORE)

NEW: Average Time on Site (website) (CORE)

NEW: Engaged video views

NEW: Returning Visitors

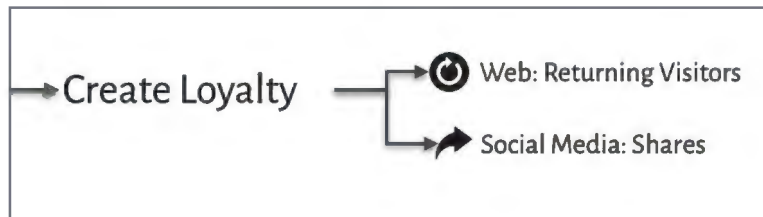
NEW: Number of Shares



Average Time on Site is an excellent indicator of how engaging content is, furthermore, it is a neutral metric. A smaller niche website may have an excellent Average Time on Site versus a much larger competitor. Also, it is a passive metric, which does not require the audience to like or react to the content. This metric was chosen as CORE due to all its neutral and positive attributes.

Engagement may include different actions dependent on the platform itself: clicks, reactions, comments, shares, mentions, saves, bookmarks, votes in polls, conversations started, threads, replies, etc. Engagement does not include negative feedback (like “hidden from a newsfeed”).

## Loyalty



Loyalty accounts for those who keep coming back for more content. Loyalty can be measured by “Returning Visitors” on the website, and “Number of Shares” on social media. Sharing or mentioning a broadcaster’s message from the user’s name is as close as it gets to active loyalty.




Equivalents to “shares” on non-core and emerging platforms are forwards on Telegram, “duets” and “reacts” on TikTok, mentions on Instagram Stories, posts shared to Stories, and retweets on Twitter.

## IMPACT MODEL: PROPOSED CHANGES

POST: OPR DIGITAL METRIC SWOT

	CURRENT INDICATOR	PROPOSED INDICATORS/METRICS	DEFINITION	SOURCE	AUTO	DATA on COMPETITORS
Inform	Website Visits	Total Weekly Digital Visits	Total weekly website VISITS to branded websites	Adobe Analytics		SimilarWeb
		Total weekly digital reactions	Total weekly reactions from social media accounts. The number of times that users indicated that they liked a post by giving it a positive (or negative) rating. <b>Does not include comments or shares.</b> - all reactions - likes, dislikes - hearts - likes - hearts	socialbakers		socialbakers
	Total deliberate digital video views	Total weekly digital video views	Total video views from branded websites and social media profiles. Social media minimum thresholds: - 3 sec - 30 sec - 3 sec For branded websites there is no minimum threshold.	Adobe Analytics		N/A
		Total weekly digital audio plays	Total audio plays from branded websites, there is no minimum threshold on the duration of a play. No minimum duration, every play counts.	Adobe Analytics		N/A
		Emerging platforms	Similar to likes and reactions. - hearts - klass	Insights		N/A

[continued ->

		CURRENT INDICATOR	PROPOSED INDICATORS/METRICS	DEFINITION	SOURCE	AUTO	DATA on COMPETITORS
Engage/Connect	ENGAGE TARGET AUDIENCE	Engagement	Average weekly number of interactions on: 	Average weekly number of select engagements - comments and shares - comments - comments - retweets, replies - shares and comments - shares and comments (manual collection)	socialbakers	✓	socialbakers
		Consumption	Average Time on Site (Website only)	Average time spent on the website per visit.	Adobe Analytics	✓	N/A
	CREATE LOYALTY		Total weekly engaged video views	Total digital engaged video views from social media profiles. Threshold for views:  30 sec  > 30 sec	socialbakers	✓	N/A
			Total weekly returning visitors	Total weekly returning visitors to branded websites	Adobe Analytics	✓	N/A
	CREATE LOYALTY		Total weekly digital shares on institutional accounts	Average weekly number of shares on institutional accounts. - shares - retweets - shares - shares	socialbakers	✓	Available

## Limitations:

The proposed metrics greatly improve our current model, nonetheless, there are acknowledged limitations:

- They do not count the performance of USAGM content published on third-party pages, groups, chats, channels, sub-branded projects as well as unbranded content or digital affiliates.
- To achieve future recommended goals, development is needed to automate and centrally store data gathered from other platforms via API .

## Recommendations:

- **Pro-actively address items that surfaced as near-term discussion points.** A solid and thoughtful discussion took place during this entire process and it is important that we do not lose key points that we wanted to revisit. To make specific metrics possible would require that USAGM develops a system or Data Lake to gather metrics from platforms directly (i.e. Video consumption % of YouTube and Facebook) and upgrade data gathering capabilities on our own and branded platforms.

For the near term:

- Improvements made to the Impact Model Digital Metrics are substantial, however, this must be a continuous discussion to ensure we stay as current with media evolution as possible
- Embrace percentage-based content consumption metrics for audio and video for our branded and owned platforms

- Improve tracking of video consumption metrics for social media
- Include Instagram Stories and IGTV , even if manual
- Begin conversation on how to tackle digital affiliates

A.		B.	C.	
	Project Title	Objectives	Anticipated Distribution Date	Comment
1	Targeted Inspection of USAGM: Journalistic Standards and Principles (ISP)	The specific objectives were to determine whether USAGM and the five networks had established: 1. Internal controls policies and procedures governing journalistic standards and ethics consistent with the requirements in the 1994 Act, including sufficient policies and procedures to monitor and address real or alleged content inaccuracies, bias, and ethics violations. 2. Effective communication, training, and employee workplace practices and policies to ensure awareness of and compliance with journalistic standards and ethical principles.	December 2020 - Final	
2	Information memorandum regarding theft of public money, property or records (INV)		30-Jan-21	
3	Report of Investigation regarding a locally employed staff member steering contracts to a family member's business (INV)		15-Jan-21	
4	Report of Investigation regarding false statements in applications for intra-company transfer (L-1B) visas (INV)		30-Jan-21	
5	Report of Investigation regarding former employee/current contractor who accepted gifts from a contractor (INV)		15-Feb-21	
6	Management Assistance Report regarding allegations of utilizing personal services agreements to hire staff (ESP)		15-Feb-21	

A.		B.	C.	
	Project Title	Objectives	Anticipated Distribution Date	Comment
7	Review of allegations of retaliatory security clearance suspensions of 6 employees under Presidential Policy Directive-19 (ESP)			
8	Management Letter Related to the Audit of the U.S. Agency for Global Media's FY 2020 Financial Statements	Report control deficiencies or instances of non-compliance that were identified during the FY 2020 financial statement audit that were less significant in nature but that still warrant management's attention.	February 2021 (draft) and March 2021 (final)	
9	Audit of the U.S. Agency for Global Media's FY 2020 Information Security Program	The primary objective of this audit is to determine the effectiveness of the U.S. Agency for Global Media's FY 2020 information security program and practices, in accordance with the Federal Information Security Modernization Act of 2014 (Pub. L. 113-283).	January 2021 (draft) and March 2021 (final)	
10	Information Report: Review of the U.S. Agency for Global Media Compliance With Executive Order 13950 on Combating Race and Sex Stereotyping	Objective: To convey the results of OIG's review related to determining whether USAGM took steps to comply with EO 13950	December 2020 (final)	





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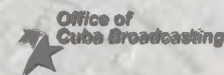


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# USAGM Overview

August 2019



# USAGM's Mission

To inform, engage & connect

Support for  
a free press

Citizen  
discourse

Peer-to-peer  
sharing

User-generated  
content

people around the  
world in support of  
freedom and democracy.

# USAGM Organizational Structure



# USAGM Firewall

Journalistic credibility of USAGM content is guaranteed by the “firewall” enshrined in the United States International Broadcasting Act of 1994

**The firewall prohibits interference by US government officials, including the USAGM CEO, in news coverage**

- Safeguards the ability of USAGM journalists to develop content that reflects the highest professional standards of journalism, free of political interference
- Not meant to discourage USAGM journalists from interviewing government officials, or USG officials from appearing on USAGM programs







# Global Affiliates

A world map with a light gray background. Numerous small, colored dots are scattered across the map, representing the locations of global affiliates. The dots are color-coded: red in the Americas, orange in Europe and parts of Africa, green in Asia and Oceania, and blue/purple in Africa. The dots are most densely clustered in North America, Europe, and East Asia.

**60**

Number of USAGM affiliates with national reach that air custom or interactive segments during primetime

Over

**3,500**

television, radio and digital affiliates across the globe

# Strategy and Priorities

# 2018-2022 Strategic Plan

## Strategic Goals:

- Expanding freedom of information and expression
- Communicating America's democratic experience and values

Supports pillars 3 and 4 of the National Security Strategy, "Preserving Peace through Strength" and "Advancing American Influence"

Eleven Objectives outline USAGM's plans in terms of "Impact" and "Agility"

# USAGM Priorities

- Maximizing program delivery agility
- Enhancing strategic coordination between networks
- Focusing on key issues and audiences
  - Russia and its periphery, China, North Korea, Iran, Cuba, and nations threatened by extremist attacks
- Improving accountability and impact measurement
- Targeting public-private partnerships on innovation and media reach

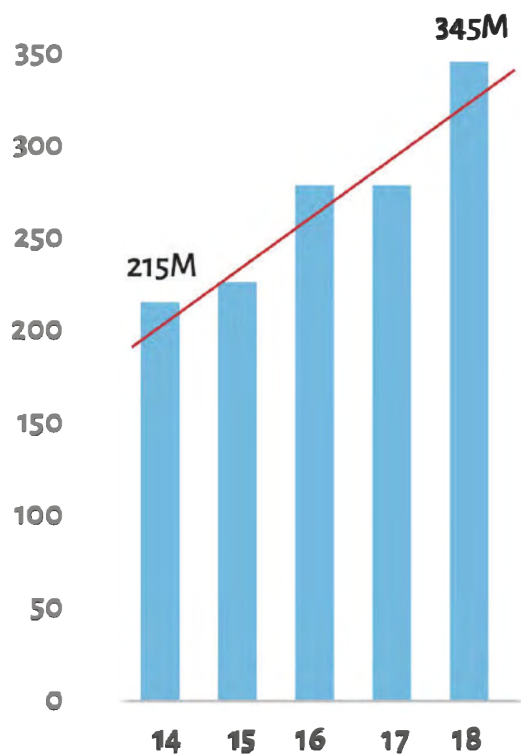
# Major 2019-2020 Initiatives

- Refugee radio (media)
- Global, digital-first Mandarin language network
- Digital Turkish language channel with BBC and DW
- Artificial Intelligence and Machine Learning
- Restructuring Internet Freedom program
- Improved editorial standards and program review
- Continued agency modernization

# Overview of Research



# USAGM Global Audience



AUDIENCE GROWTH 2014–2018  
UNDUPLICATED WEEKLY AUDIENCE



## DIGITAL GROWTH

**21 million**

Weekly Average  
Web & Mobile Visits

## Social Media EXPANSION

USAGM networks  
engage with  
audiences on:

Facebook 

Twitter 

YouTube 

Instagram 

OK.ru 

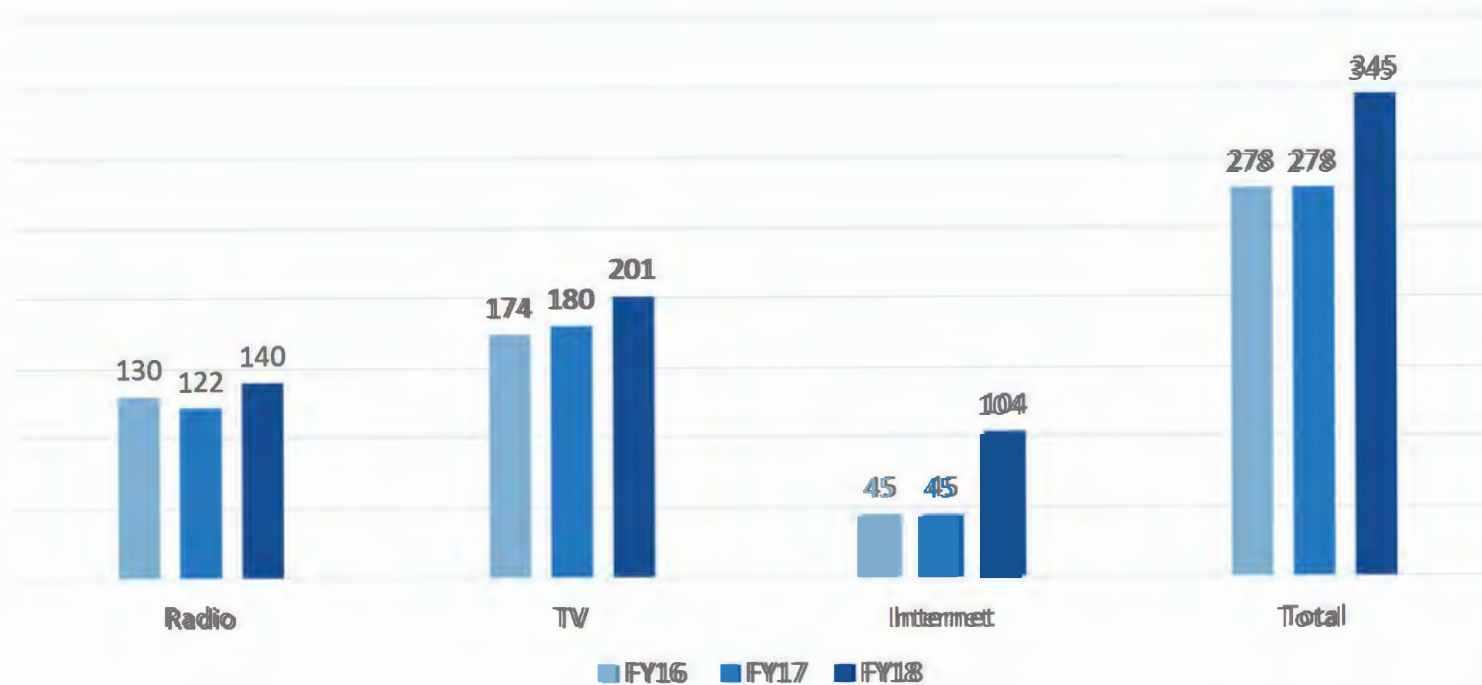
Vkontakte 

WhatsApp 

WeChat 

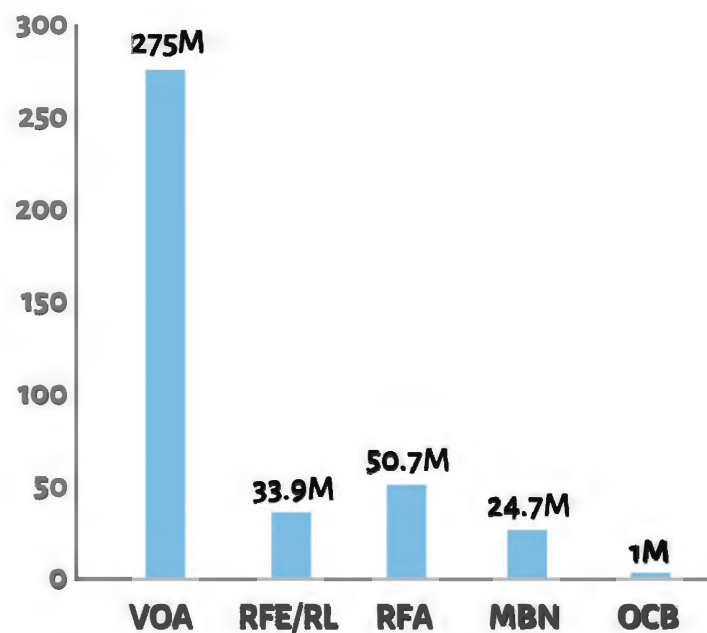
# USAGM Weekly Audience by Platform

(unduplicated weekly audience in millions)



FORM 21632 2/83

# USAGM Audience by Network



# How We Conduct Research

- Work with reputable research entities
- Coordinate research directors with deep expertise
- Surveys
- Interviews
- Diaries
- Probability Sampling



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# What's in the Field Right Now

Armenia

Turkmenistan

Afghanistan

Montenegro

Serbia

Ukraine

Benin

Malawi

Niger

South Sudan

Somalia

Zimbabwe

Iraq

Lebanon

Morocco

Egypt

Saudi Arabia

Turkey

Haiti

Cambodia

# Why This Research Matters

- No one else is conducting it to this degree
- Most comprehensive surveys of media consumption by foreign audiences conducted by federal government
- USAGM plays a leadership role in setting international research standards
- Vital to program review



# Digital Analytics

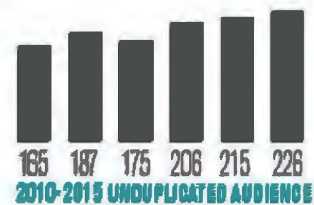
# New Research Trajectories

- Re-envisioning our questionnaire
- Merging our digital analytics with traditional (survey) research
- Experimenting with AI and machine learning
- Applying program evaluation techniques to assess impact

# Impact Model

## Reach Audiences

Weekly Reach



Weekly Digital Visits



Weekly Reach of Target Segment\*



## Provide Value



Provide Exceptional or Unique Information



Audience Finds Information or Service Trustworthy/Credible

# Inform

## Engage Audiences

Digital Engagement



Shared something  
or talked with someone  
as a result of reporting\*



## Engage Media

Content Co-creation  
with affiliates\*



Content  
downloaded  
by affiliates\*



## Create Loyalty

Audience is likely  
to continue to use



Appointment  
listening  
or viewing\*



# Engage/ Connect

## People

Increased audience understanding of current events



## Media

Drive the news agenda/high profile news pickups\*



## Government

Attention from government officials\*



# Be Influential

\* **Optional Indicator.**

in support of freedom  
and democracy



# Program Review

# OVERVIEW

- 21 Language Services
- Period between September to June
- Six meetings a month
- Content is randomly selected two to three months prior to the panel's discussion (based on inputs from a regional director and a service director, as well as last year's program review)
- Materials translated into English
- Edited by an outside editor

# OVERVIEW

FY2020 PROGRAM REVIEW SCHEDULE					
MONTH/YEAR	REGIONAL DIRECTOR	SERVICE OR UNIT	CONTENT PANEL <i>Invitation Only</i>	EVALUATION MEETING (w/director & chief editors) <i>Invitation Only</i>	STRATEGY SESSION <i>Open to All</i>
SEP 2019	(b) (5)	CURRENT TIME TV	3 Sep	16 Sep	25 Sep
		CURRENT TIME DIGITAL	4 Sep	17 Sep	26 Sep
OCT 2019		ROMANIAN/BULGARIAN	30 Sep	15 Oct	22 Oct
		UKRAINIAN	1 Oct	16 Oct	23 Oct
		BELARUSIAN	2 Oct	17 Oct	24 Oct
NOV 2019		UZBEK	29 Oct	7 Nov	12 Nov
		TURKMEN	30 Oct	8 Nov	13 Nov
DEC 2019		BALKAN-REGIONAL	19 Nov	4 Dec	11 Dec
		BALKAN-KOS/MAC	20 Nov	5 Dec	12 Dec
JAN 2020		RADIO FARDA	8 Jan	22 Jan	29 Jan
		TAJIK	9 Jan	23 Jan	30 Jan
FEB 2020		KAZAKH	4 Feb	18 Feb	25 Feb
		KYRGYZ	5 Feb	19 Feb	26 Feb
MAR 2020		RUSSIAN	3 Mar	17 Mar	24 Mar
		ROMANIAN/MOLDOVAN	4 Mar	18 Mar	25 Mar
		BULGARIAN	5 Mar	19 Mar	26 Mar
APR 2020		NORTH CAUCASUS	1 Apr	15 Apr	22 Apr
		TATAR-BASHKIR	2 Apr	16 Apr	23 Apr
MAY 2020		RADIO MASHAAL	4 May	20 May	27 May
		RF AFGHANISTAN	5 May	21 May	28 May
JUN 2020		ARMENIAN	2 Jun	16 Jun	23 Jun
		GEORGIAN	3 Jun	17 Jun	24 Jun
		AZERBAIJANI	4 Jun	18 Jun	25 Jun

# PART 1: THE PANEL

- 10-13 people
- Permanent members
  - Regional Director (Head of Division) represents the Service
  - Standards editor
  - Director of TV and Video production
  - Head of Training
  - Pangea representative
  - Evaluation manager/moderator
- Invited members
  - Three in-house journalists
- 2-hour discussion per service

## PART 2: THE MEETING

- Findings of the panel presented to Service Director, the Editor-in-Chief and the President
- Three principles:
  - Never think that a person went into a studio with an intention to do a bad job
  - Its not about what went wrong three months ago, but what can we do so that three months from now we don't make the same mistake
  - We are here to help

# ARMENIAN SERVICE

- Over-reliance on “live news” approach at the expense of context and analysis
  - Improvement in technical and production quality needed to align with market standards
- *In Fact* offered a give-and-take discussion
  - Significantly more effort needed to contextualize discussion
  - Male host stood out for more challenging style
- *By Force of Law* conceptually mission-related program
  - Service is advised to change show’s format to give it structure
  - Could provide added value by putting legal cases in context
- *Art* featured fantastic footage of a child prodigy



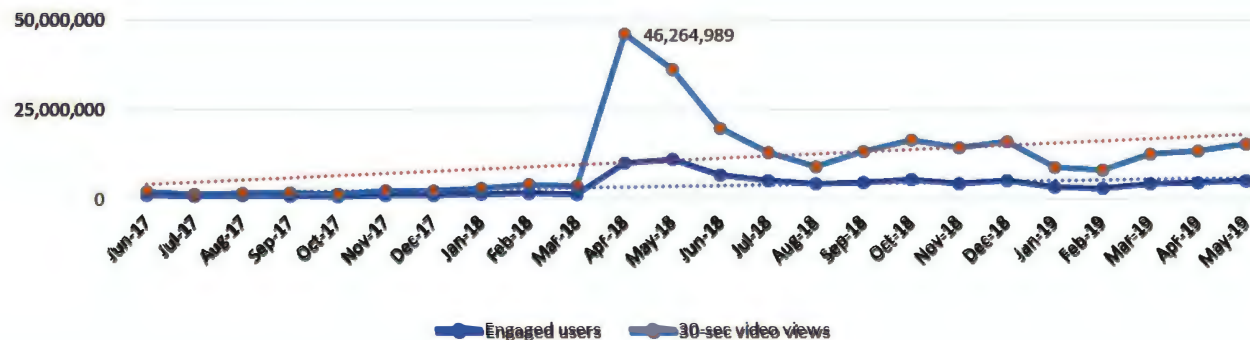
## PART 3: THE STRATEGY

# FACEBOOK: AZATUTYUN



Monthly averages @azatutyun	6/2018- 5/2019	Change
NEW FANS	80,233	+15%
ENGAGED USERS	4,721,093	+74%
VIDEO VIEWS	43,629,542	+71%
30-SEC VIEWS	13,454,575 (or 31%)	-12%

- Growth despite high numbers last year due to Revolution coverage
- 523.5 million video views
  - Number of videos shared up 77%
- Rise in engagement
  - 56 million engaged users
  - 13 million interactions
- 72% of 607,000 fans are in Armenia





# Office of Internet Freedom

# LSR + OPR Insights

# Language Service Review

- Congressional mandate in the U.S. International Broadcasting Act of 1994 to “review, evaluate, and determine, at least annually, after consultation with the Secretary of State, the addition or deletion of language services”
- Prioritize existing and evaluate new languages using input from State plus indices by Freedom House, Reporters Without Borders, The Heritage Foundation and *The Wall Street Journal*, and UNDP

# Language Service Strategies

Using research, digital analytics, and business intelligence, work with each service to produce annual strategies that include:

- Competitive landscape
- Distribution strategies
- Target audiences
- High-level goals and tactics
- Performance targets from the Impact Model



# OPR Insights

- Cross-functional groups produce demand-driven reports
- Selected previous topics:
  - Hungarian and Polish/Bulgarian and Romanian
  - Affiliate Strategy
- Current projects include:
  - Future of Distribution
  - Global English

# Covering Violent Extremism

**Programs disrupt extremist narratives through fact-based journalism, build resilience, and combat disenfranchisement by creating opportunities for ordinary people to be heard**

**Examples include:**

- **Raise Your Voice**
- **Not in Our Name**
- **Extremism Watch Desk**
- **BenarNews**

# Global Russian Programming

***Current Time*: 24/7 Russian-language television and digital network led by RFE/RL in cooperation with VOA**

- Provides Russian speakers worldwide with access to topical and trustworthy information, serving as a reality check on disinformation
- *Current Time* TV now in 20 countries via 92 distributors and more than 51 affiliates
- *Current Time* Digital is a market leader on social platforms, continuously experimenting with new and innovative formats



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To inform, engage & connect people around the world  
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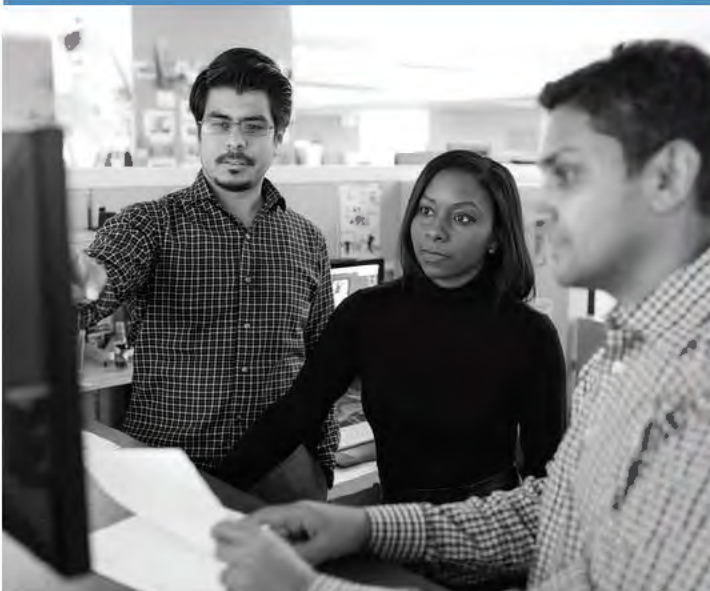


Broadcasting  
Board of  
Governors



## BBG Strategic Plan 2018-2022

Information Matters: Impact and Agility in U.S. International Media







# Executive Summary

Above all, we value the dignity of every human life, protect the rights of every person, and share the hope of every soul to live in freedom. That is who we are.

– President Donald J. Trump; July 2017; as quoted in the National Security Strategy

The Broadcasting Board of Governors (BBG) is America's civilian international media agency, encompassing the Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN), and Radio and TV Martí (under the Office of Cuba Broadcasting – OCB). BBG is a networked global media enterprise that provides content in 58 languages to more than 100 countries on a wide range of broadcast and digital media platforms.

**The BBG networks advance U.S. national interests and universal values of freedom by providing audiences in closed societies, or where free media is not yet fully established, with consistently accurate and compelling journalism and other content that opens minds and stimulates debate. U.S. international media demonstrate to the world values that reflect our society: freedom, openness, democracy, and hope. Societies that embrace these values support U.S. interests because they enjoy greater stability and prosperity, live in peace with their neighbors, reject terrorism and extremism, and make better political allies and trade partners for the United States. As the National Security Strategy explains, “Stable, prosperous, and friendly states enhance American security and boost U.S. economic opportunities.” In covering the United States, BBG networks open a window onto democracy in action, in all its richness and complexity, through which global audiences can see reflected their own struggles to build sustainable democratic systems.**

## A Global Information Challenge

BBG pursues its mission in an increasingly challenging global environment. In a world awash in media and interconnected as never before, governments and non-state actors, including extremist groups like ISIS and Boko Haram, have weaponized information to generate a relentless, sophisticated stream of false narratives that too often go unchallenged. As detailed in the National Security Strategy (NSS), “Rival actors use propaganda and other means to try to discredit democracy. They advance anti-Western views and spread false information to create divisions among ourselves, our allies, and our partners.” Well-funded government broadcasters including

China's CCTV and Russia's RT inundate audiences with disinformation about global events and depict the United States on an irreversible downward social spiral, its institutions failing and global strength on the wane. Global media freedom has deteriorated steadily during the past decade and internet freedom is declining as more governments censor information and expand surveillance.

In addition to these geopolitical challenges, our strategy has been shaped by limited resource availability and new calls for institutional agility as reflected in the Administration's management priorities, which emphasize **effectiveness**, **efficiency** and **accountability**. These imperatives are driving the formulation and execution of BBG's strategic framework of Impact and Agility.

## Mission

Any strategic plan starts with a mission. As BBG CEO John Lansing has said: "We are committed to our mission, impacting the lives of hundreds of millions of people around the world by providing accurate, objective, and uncensored news and information."

We capture this sentiment in the BBG's mission statement: *To inform, engage, and connect people around the world in support of freedom and democracy.*

The mission affirms the BBG's role as a modern multi-platform journalistic organization that **informs** audiences that lack access to fact-based, verifiable news; **engages** them through our online content and on-air programs, including support for independent local journalism and social media; and **connects** them peer-to-peer through our media platforms and to the wider world with technologies that circumvent Internet censorship.

## Overarching Strategic Goals

The BBG's mission is supported by two overarching strategic goals: (1) expanding freedom of information and expression and (2) communicating America's democratic experience and values.

These Strategic Goals support the third and fourth pillars of the National Security Strategy, "Preserving Peace through Strength" and "Advancing American Influence," by using accurate, objective information to foster the American values of democracy and free expression and, as the NSS directs, "expose adversary propaganda and disinformation."

Free press and free expression are universally acknowledged as key to free, open,

democratic societies, which in turn support American interests through stability, peace, alliances, and trade. Communicating America’s democratic experience and values serves the same purpose. In covering the United States, we open a window onto democracy in action.

As the NSS recognizes, “Governments that respect the rights of their citizens remain the best vehicle for prosperity, human happiness, and peace.” The NSS also pledges, “For much of the world, America’s liberties are inspirational, and the United States will always stand with those who seek freedom. We will remain a beacon of liberty and opportunity around the world.”

## Impact and Agility Objectives

The BBG’s mission and two strategic goals serve as first principles, guiding the entire BBG strategy. To support these goals, we have developed two sets of objectives to underscore key themes – Impact and Agility – which in turn support the Administration’s priorities of **effectiveness, efficiency, and accountability**.

“Impact” is the concrete change that happens in the world as a result of our work. It reflects our effectiveness in planning, execution of our mission, and measuring our results. BBG’s Impact Objectives are to:

- Produce and curate journalism and other content of exceptional value that informs and engages audiences and expands the media marketplace
- Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric
- Overcome censorship to connect audiences in closed societies
- Optimize program delivery by market and expand engagement on digital platforms
- Serve as an authoritative source of information on U.S. news, policy, and society
- Serve as a surrogate news operation, delivering information otherwise not available in local markets
- Engage local media and empower citizen information-gathering and exchange.

“Agility” means being structured, organized and equipped to do our work in the most efficient, flexible way possible, able to adapt to fast-changing media markets and short-notice global developments, and to hold ourselves accountable for success. Agility begins with our mindset and encompasses our content production, technology, and support services. BBG’s Agility Objectives are to:

- Run the BBG as a nimble, resilient, cost-effective, and state-of-the-art media enterprise
- Enhance strategic cooperation among the BBG networks and with support elements

- Enable greater impact and accountability through rigorous assessment and evaluation
- Foster employee engagement, development, and productivity.

Both sets of objectives are detailed in the full text that follows. Corresponding performance goals and targets supporting each of these objectives are noted in the Performance Budget section of the Congressional Budget Justification. These objectives are also accomplished through country-level strategic planning that ensures that the agency objectives propagate down to all operational levels.

## Building Evidence and Measuring Success

The BBG has a strong commitment to building evidence and using that evidence to support informed decision-making throughout the agency. To build the evidence base, the BBG uses a consolidated contract vehicle to procure audience and local market research for all agency broadcast services. Moving forward, the BBG is working to ensure that its research archive is fed by fresh data from full surveys for all target countries and regions.

In order to promote the use of this evidence, the BBG has developed and fully operationalized a customized Impact Model. The Impact Model, which ties directly to the BBG mission, is a comprehensive tool for measuring impact in the varied and complicated media environments in which BBG networks operate. The model looks beyond sheer audience size to assess the concrete change that the news and information BBG networks provided has made in the lives of audience members, in the local media sector, and among governments. With a full assessment of impact of BBG programming, everyone from leadership to editorial and support staff can make better-informed decisions toward achieving the mission.

## Focus for the Future

The focus of this Strategic Plan is achieving impact through agility, using the tools of professional journalism, with particular emphasis on effectiveness, efficiency, and accountability. In charting this strategic direction, the BBG seeks to continue its record audience growth but to do so with demonstrated impact in supporting American interests and American national security around the world.

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# Introduction

This Strategic Plan of the Broadcasting Board of Governors for 2018–2022, *Information Matters: Impact and Agility in U.S. International Media*, is the fifth strategic plan since the agency’s inception in 1998. It is the first plan developed since the BBG came under the leadership of a Chief Executive Officer, a position established by the National Defense Authorization Act for Fiscal Year 2017 to make the BBG more effective and efficient. In consultation with the BBG Board and working closely with the International Media Coordinating Committee (ICC) made up of the heads of the five BBG networks, the CEO has provided clear strategic direction that is supported by a reorganized agency structure, capable as never before to implement change.

Global forces that shaped the previous BBG Strategic Plan have only intensified with the weaponization of information and deteriorating media freedom around the world. The prior BBG Strategic Plan addressed these challenges and U.S. international media has delivered on these goals. Signature accomplishments include launching a vibrant 24/7 Russian-language TV and digital channel with a specialized web and social media team that counters Kremlin disinformation and tells the truth about Russian, American, and global events; accelerating the migration from shortwave radio to satellite TV, FM, mobile, and social media; pioneering technologies to circumvent government-imposed Internet firewalls; reinvigorating the telling of America’s story by expanding a “U.S. bureau” approach for reporting to media outlets around the world; and fully operationalizing a sophisticated, dynamic Impact Model to demonstrate effectiveness and improve accountability.

While impact is not a matter of numbers alone, BBG audiences have grown to record levels, with a worldwide measured weekly audience of 278 million people in 2016, an unprecedented year-on-year increase of 52 million.

Yet key challenges and opportunities remain. The BBG has incorporated this Administration’s management priorities – focused on **effectiveness**, **efficiency**, and **accountability** – into this Strategic Plan, which outlines key Impact and Agility Objectives. In support of these objectives, we have developed an annual performance plan in the FY 2019 Budget submission. We continue to establish subordinate strategies for every BBG language service, setting clear goals and targets in over 100 countries, and driving and measuring performance with evolving forms of research – all pegged to our comprehensive Impact Model, which tracks performance through a basket of quantitative and qualitative indicators.

The fast-shifting global environment requires that we focus on continually improving our operations in order to maximize our journalistic impact, thereby supporting

American interests, American national security, and universal values of freedom. Our growing audiences throughout the world are hungry for the exceptional news and information that we offer.

We must serve them, while reaching out to new audiences, with fresh vision, imagination, and innovation. This is the thrust of *Information Matters: Impact and Agility in U.S. International Media*, BBG's Strategic Plan for 2018–2022.

# A Global Information Challenge

Today, more than ever, information is power, and the changing media landscape means that the power is shifting.

In some situations, the shift is beneficial. Social and digital media provide individuals with greater access to news and information as well as a novel, pliable mechanism for generating their own content. And, as markets expand, audiences increasingly are able to seek out and consume content that best meets their needs.

Yet, despite these positive trends, access to open and accurate information in many regions is backsliding. While the world grows ever more interconnected, the freedoms of expression and of the press, and the sanctity of objective truth, are under fire as states and groups hijack the trade of information itself to serve their ends. More media does not equate to more media freedom.

In 2014, scholars Peter Pomerantsev and Michael Weiss coined the phrase “the weaponization of information” to describe how both state and non-state actors successfully appropriate modern media to sow confusion and distrust, weaken opposition to their policies, and suppress dissent. The goal? To defend the indefensible: tyranny, kleptocracy, religious and ethnic intolerance, and visions of society that deny fundamental human rights.

Each day, actors ranging from ISIS to Iran to China to Russia adopt the very tools of free society to serve their own ends. As detailed in the NSS, “America’s competitors weaponized information to attack the values and institutions that underpin free societies, while shielding themselves from outside information.” They employ their version of “journalism” and information technology not as a means to inform audiences but rather as tools to control expression, restrict freedom, obfuscate and pervert truth, or create the impression that there are no objective facts, all in the service of undermining global peace, stability, and democratic values. Our adversaries do this creatively, proactively, and with a keen eye toward production values.

This current context stands in stark contrast to the Cold War, when backward-looking global actors cut off the flow of information to the point of creating informational vacuums in key communities. The United States and its partners moved to fill these spaces through tools including the Voice of America and Radio Free Europe/Radio Liberty. Today, we see the opposite: bad actors flooding media markets with an abundance of false, doctored, or misleading information on a multitude of different platforms.

At the same time, even as they embrace media tools for their own ends, repressive regimes relentlessly attack the free press and stifle free expression. In 2016, Freedom House found that press freedom declined to its lowest point in 13 years, with

intimidation, digital censorship, extralegal harassment, abduction and imprisonment, impunity, and even murder on the rise. In certain places it has never been more dangerous to be a journalist.

Information itself – who has access to it, its veracity and timeliness, the platforms on which it is presented, and the safety of those who report and consume it – is now, and for the foreseeable future, a key currency of the global order.

As a result, responding to the global explosion of information must no longer be considered to be a “value added” function in support of broader strategic ends. Rather it must be understood as a key focus of U.S. foreign policy in its own right.

Today’s media has the power to reach audiences through visual means, enticing and motivating them to action – or suppressing them. It can provide communities with accurate, objective truths and hold governments and institutions accountable – or it can be used by oppressive actors to legitimize their own ideologies and actions. BBG’s agenda in support of freedom and democracy will not be effective if we fail to appreciate these facts.

# Mission and Support for U.S. Interests

The BBG is uniquely placed – both in terms of its mission and global capacity – to combat misinformation and propaganda by using its global reach and network of local media affiliates to provide accurate and fact-based information, innovative programming and content, enhanced fact-checking, and media tools to increase connectivity and circumvent censorship.

The BBG is the U.S. government’s civilian international media agency, encompassing the Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Middle East Broadcasting Networks (MBN, which includes Alhurra and Radio Sawa), and Radio and TV Martí (under the Office of Cuba Broadcasting – OCB). One of the largest media organizations in the world, the BBG provides content in 58 languages to 278 million people in more than 100 countries on a wide range of broadcast and digital media platforms with some 4,000 employees, 1,500 stringer reporters, and 50 news bureaus.

As BBG CEO John Lansing has said: “We are committed to our mission, impacting the lives of hundreds of millions of people around the world by providing accurate, objective, and uncensored news and information.”

We capture this mission in our official mission statement: To inform, engage, and connect people around the world in support of freedom and democracy.

The mission upholds the BBG’s role as a modern multi-platform journalistic organization that informs audiences who lack access to fact-based, verifiable news; engages them through our online content and on-air programs, including support for citizen journalism; and connects them peer-to-peer through our media platforms and to the wider world with technologies that circumvent Internet censorship.

The BBG is not a propaganda outfit and our networks do not “message” or proselytize. Rather, consistent with the American values of free speech and free expression, they advance U.S. national interests by providing audiences in closed societies, or where free media is not yet fully established, with consistently accurate reporting and other content that opens minds and stimulates debate. Even as repressive actors around the world work to keep information from their citizens and propagate false realities through disinformation, BBG networks inform, engage, and connect these very populations in support of freedom and democracy – every day. U.S. international media’s journalistic independence is protected by the “firewall” enshrined in the BBG’s enabling legislation, which prohibits editorial interference by U.S. government officials.

Professional journalism and related support for sustainable independent media have enduring value in helping to foster free, open, democratic societies. Such societies

tend to be more peaceful and prosperous than non-democratic societies and seldom threaten their neighbors or harbor extremists. That is why they are critical to U.S. national interests and foreign policy, and why BBG's role in supporting their development matters.

Both the BBG's mission and global presence are unique. No other U.S. government agency shares BBG's credibility, reach, and impact with audiences around the world.

BBG's measured weekly audiences have grown by 103 million since 2012 to a record 278 million. But we know that our impact is more than just reaching audiences. The BBG has developed and implemented an Impact Model rooted in the BBG mission statement, which tracks progress in the areas of **informing, engaging and connecting, and being influential** across three sectors – audiences, local media, and governments. Our networks are reaching people in strategically important countries and regions with impactful content that helps them make more informed decisions for themselves and their societies.



# Overarching Strategic Goals

The BBG's mission of supporting freedom and democracy is supported by two overarching, long-term strategic goals: (1) expanding freedom of information and expression and (2) communicating America's democratic experience and values.

The goals flow directly from the U.S. International Broadcasting Act, the BBG's enabling legislation. Congress mandates the BBG to do accurate, credible, and comprehensive news; to represent American society; and to present and discuss U.S. policy – all consistent with the standards of professional journalism. Doing so, as the Broadcasting Act establishes, “contributes to international peace and stability” and serves “to support freedom and democracy – in a rapidly changing international environment.”

These Strategic Goals support the third and fourth pillars of the National Security Strategy, “Preserving Peace through Strength” and “Advancing American Influence,” by using accurate, objective information to foster the American values of democracy and free expression and, as the NSS directs, “expose adversary propaganda and disinformation.”

Both of these goals serve to further the BBG mission of supporting freedom and democracy. Free press and free expression are universally acknowledged as key to free, open, democratic societies. Expanding the number of free, open, democratic societies supports U.S. interests because democratic countries enjoy greater stability and prosperity, live in peace with their neighbors, reject terrorism and extremism, and make better political allies and trade partners for the United States.

As the NSS recognizes, “Governments that respect the rights of their citizens remain the best vehicle for prosperity, human happiness, and peace.” The NSS also pledges, “For much of the world, America's liberties are inspirational, and the United States will always stand with those who seek freedom. We will remain a beacon of liberty and opportunity around the world.”

We see the role of journalism in supporting free, democratic, and peaceful societies in the daily work of BBG networks around the world:

- **IN UKRAINE AND RUSSIA**, where challenges to stability and democracy have wracked the region, BBG networks provide breaking news coverage, analysis, and diverse perspectives, featuring U.S. and European views in the face of heightened Russian propaganda.
- **IN WAR-TORN SYRIA**, we aid the besieged citizenry with reports on life-and-death developments, including the progress of the campaign to defeat ISIS.
- **IN SOMALIA AND IRAQ**, we counter violent extremist propaganda targeted to youth with frank on-air and online discussion of extremism and its causes.

- **THROUGHOUT THE ARABIC-SPEAKING MIDDLE EAST AND NORTH AFRICA**, we challenge through news and opinion the ideological dimensions of violent extremism and its support network.
- **IN CHINA**, we combat censorship by tapping into internal viral networks with coverage of taboo subjects, including high-level government corruption, Tibet, and the repression of Uyghur identity.
- **IN NORTH KOREA**, we offer hard news, but also share life stories of defectors in South Korea and the Korean diaspora in the U.S., as an antidote to the DPRK's propaganda.
- **IN A HOST OF COUNTRIES, FROM BURMA TO BURUNDI**, we ease inter-ethnic and inter-religious strife with roundtable discussions that bring diverse parties together to bridge differences and model civil discourse.
- **In lands that have suffered natural as well as man-made disasters, FROM HAITI TO AFGHANISTAN**, we provide a humanitarian lifeline to people in extreme distress.

Communicating America's democratic experience and values serves the same purpose. In covering the United States, the BBG networks open a window onto democracy in action in our society. BBG networks – particularly the Voice of America (VOA) and MBN's Alhurra and Radio Sawa – cover the fullness of the American experience in all its diversity and complexity. BBG networks share our nation's democratic journey so that audiences struggling to establish, nurture, or sustain their own democratic systems might see their stories reflected in ours. This role is more important than ever due to the distortion of U.S. policy and society by adversarial media outlets of foreign state- and non-state actors.

Conveying and critically assessing official U.S. policy – what it is, which parts of our government make and articulate it, and how there are at times sharp policy differences – is a key component of America's story. U.S. leadership in the world depends in part on global audiences knowing where the United States stands on the issues of the day.

The five BBG networks pursue the BBG mission and strategic goals through complementary, reinforcing roles. Radio Free Europe/Radio Liberty, Radio Free Asia and the Office of Cuba Broadcasting emphasize domestic news for their geographically-defined audiences. Covering developments specific to defined target markets is their specialty, most notably in countries without a free press or in transition. At the same time, each also covers limited regional and international issues and events (including those in the United States, as warranted) to ensure comprehensive news coverage. VOA emphasizes international and regional news and in-depth coverage of the United States. VOA also covers significant domestic events to ensure comprehensive news coverage, especially in areas where it is the only BBG presence, such as sub-Saharan Africa. Middle East Broadcasting Networks provides a full range of international, regional, and local news in Arabic as well as thorough coverage of the United States and American society, culture, and politics.

# Impact and Agility Objectives

The BBG's mission and two strategic goals serve as strategic first principles, guiding everything else in the strategy. To support these goals, we have developed two sets of objectives to underscore two key themes – Impact and Agility.

“Impact” is the concrete change that happens in the world as a result of our work. It reflects our effectiveness in planning, execution of our mission, and measuring our results. “Agility” means being structured, organized and equipped to do our work in the most efficient, flexible way possible, able to adapt to fast-changing media markets and short-notice global developments, and to hold ourselves accountable for success. Agility begins with our mindset and encompasses our content production, technology, and support services.

What follows are seven impact objectives and four agility objectives that drill down into the specific work of the agency in support of the goals and the mission. These objectives will be pursued at the agency level through the strategies listed below and assessed by annual measurable performance goals. For simplicity of presentation, examples of these performance goals for each objectives are given below. The full performance goals, with measurable targets, can be found in the Performance Budget section of the Congressional Budget Justification. In addition, these objectives are carried out through the annual development of strategic audiences, goals, tactics, and targets by each BBG language service – ensuring connection between the overall strategy and what is implemented on the ground.

## **Impact Objective 1: Produce and curate journalism and other content of exceptional value that informs and engages audiences and expands the media marketplace**

Journalism is the daily work of BBG broadcasters, and producing fact-based, verifiable news and information must be preeminent in agency strategy. To have impact, BBG journalism must reach audiences, meet their interests along the breadth of subjects that matter to their lives and, at the same time, add value in expanding the media marketplace. BBG's aim is not just to follow the 24-hour news cycle but to drive the news agenda through original stories, investigative reporting, in-depth analysis, and a unique cross-cultural perspective that helps audiences become sophisticated consumers of news and media.

BBG will:

- As mandated by Congress, provide news and other programming that is accurate, objective, and comprehensive and in accordance with the highest professional standards of journalism.
- Produce news and information, consistent with audience preferences and mission requirements, on issues which are not addressed adequately by media in the target area, e.g., human rights and good governance.
- Offer non-news content that research, web analytics, and audience and affiliate feedback show are of vital interest to audiences, such as health, science, and technology.
- Produce enterprise reporting through deep and lasting exploration of critical issues in the countries BBG targets.
- Curate content from and co-create content with reputable partners, as appropriate and consistent with broadcasting standards and editorial guidelines.

Examples of performance goals (and measures):

- Reach significant audiences (measured weekly audiences)
- Provide programming that audiences find trustworthy (program credibility)

## **Impact Objective 2: Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric**

In deciding where to target, BBG considers the local media situation, along with U.S. strategic interests, and prioritizes countries that lack a free or developed press. Special consideration is given to populations at risk due to extremist rhetoric and disinformation. BBG prioritizes reaching audiences in areas plagued by extremism, where extremist forces espouse a violent ideology and execute campaigns of terror that threaten U.S. and regional security and stymie free, open, democratic societies. Another key focus area is audiences subjected to state-sponsored disinformation campaigns, which seek to undermine democratic norms and the very idea of objective truth. In all target countries, BBG networks seek to grow their audience base and reach those traditionally underserved by BBG broadcasts. Populations in the target countries are overwhelmingly young – a challenge, but also a chance for us to connect with a demographic that in many cases has never even heard of us. BBG's current audiences are approximately 58 percent male and 42 percent female – an imbalance ripe for correcting. BBG understands that to reach and be relevant with these audiences, it needs to provide them with content that not only informs them of international and local news, but assists them in building and participating in a civil society.

This objective aligns with the BBG priority **to focus on key issues and audiences**: The BBG is prioritizing resources to ensure that its activities advance the broad foreign policy priorities of the United States, including the universal values of freedom and democracy. To this end, the BBG is targeting its resources strategically to provide accurate and credible news and information for audiences most impacted by state-sponsored disinformation and violent extremism, particularly by campaigns of terror. These audiences are located, among other places, in Russia and its periphery, China, the Democratic People's Republic of Korea, Iran, and Cuba and nations threatened by extremist attacks.

BBG will:

- Prioritize countries lacking freedom and democracy or faced with disinformation or extremism, where accurate, credible news and information are lacking. Boost service to these areas, where feasible.
- Introduce service in selected new languages to reach sizeable new audiences in countries where BBG products are urgently needed.
- Reach out to women and youth with programming that addresses issues of concern and relevance to their lives.
- Sharpen audience segmentation and targeting to drive content strategies and better address gender and age demographics, as well as psychographic segments.
- Serve as a conduit for the transmission of reporting from inside closed societies lacking press freedom to outside audiences.
- Ensure strong local news coverage, as warranted by events, to meet urgent audience needs in areas of crisis.
- Draw on the experiences of the world's many models of free societies, in particular the U.S., to present a broad array of political views and debates.

Examples of performance goals (and measures):

- Achieve significant audience reach in environments subject to extremist rhetoric and violence, including Iraq, Afghanistan, and Pakistan. (measured weekly audience in target countries)
- Reach audiences in information-denied environments, including China, Iran, and Cuba (measured weekly audience in target countries).
- Reach audiences in environments targeted by state-sponsored disinformation campaigns, including Russia and Ukraine (measured weekly audience in target countries).

### Impact Objective 3: Overcome censorship to connect audiences in closed societies

For almost 70 years U.S. international broadcasting has fought censorship in all its forms. Today, as the global media environment undergoes a dynamic revolution, access to a truly free press is actually in decline. Jamming of radio and TV broadcasts, including the BBG's, continues in a number of countries. Journalists suffer harassment and violence daily. Media laws often restrict free flows of information, limiting the ability of international news organizations to distribute their content. The Internet in particular is under assault, even as audiences increasingly access and share our content on digital platforms and via social media. The agency upholds the universal right of citizens everywhere to receive and impart information without restriction. BBG works on many fronts to make news and information accessible to its global audiences with the aim of enabling not only unfettered access to agency products but also the full spectrum of independent news sources on the Internet.

BBG will:

- Lead in assisting the world's citizens to gain access to information on all platforms, advocating on the international stage and coordinating within the U.S. government and with international broadcasters and other allies.
- Help audiences understand through journalistic reports the practices and policies of Internet censorship and circumvention.
- Fund technologies that counter Internet censorship and Internet blocking and allow citizens and journalists to operate securely online.
- Increase effective use of social media and digital platforms to combat censorship.
- Provide in-house digital expertise to address real-time censorship and jamming issues in targeted regions.
- Cultivate information-sharing relationships on Internet freedom matters with other federal agencies, nonprofits, and the private sector.

Example of performance goal (and measures):

- Increase usage of internet freedom products (weekly unique users of proxy tools, weekly visits to BBG sites through proxy tools)



## Impact Objective 4: Optimize program delivery by market and expand engagement on digital platforms

It is essential that BBG networks reach audiences on their preferred media platforms. Yet the agency's distribution methods and means have historically lagged shifts in media use. BBG must therefore align how it delivers content with how consumers access it now and in the future. The BBG must continue growing and enhancing new distribution methods, with specific attention to social and mobile platforms. On traditional media, BBG must continually migrate to the most effective broadcast channels, including satellite and broadcast television and FM radio. The agency must aggressively expand and improve on its successful model of affiliations and syndication of content on all platforms. Ultimately, the agency is platform-agnostic. The BBG seeks to do what works best for the market at hand to get content to as many users as possible.

This objective aligns with the BBG priority to **maximize program delivery agility**: Maximizing platform agility allows our networks to seamlessly adapt to the fast-changing content consumption preferences of their audiences. By streamlining operations and leveraging aggressive research we will rapidly evolve our market-by-market distribution strategy, ensuring continuously growing relevance.

BBG will:

- Increase distribution on platforms that BBG knows audiences are using – FM, satellite and broadcast television, and mobile devices – continuing our migration away from legacy platforms where they do not reach audiences.
- Expand reach and engagement on digital platforms, including new streaming and over-the-top platforms.
- Find creative ways to penetrate closed societies, through flash drives, DVDs, and other alternative delivery means.
- Expand distribution through affiliation with strong local television and FM radio stations and digital platforms and, where possible, installation of FM transmitters.
- Draw on research and other inputs to tailor format and presentation styles to audience needs and media usage habits, creating content that can break through ever-increasing clutter.
- Exploit the falling cost of video production by updating BBG broadcasting facilities to support growing audience appetite for TV and video.

Examples of performance goals (and measures):

- Increase web traffic (weekly visits to websites)
- Increase audience interaction via social media (weekly digital engagement actions)

## **Impact Objective 5: Serve as an authoritative source of information on U.S. news, policy, and society**

Representing American society and presenting and discussing U.S. policy are legislated mandates for the agency and thus constitute mission imperatives. BBG's coverage of the U.S. is comprehensive across all elements of society, but aims overall to convey the practice of democracy in all of its complexity. It is not about persuading audiences to admire the U.S.; it is about helping them see how the U.S. manages the challenges of a democratic society – from economic growth to fiscal crises to race relations to educating youth to addressing environmental change. These topic areas find ready comparisons in BBG's target countries and resonate with the agency's audiences in practical, meaningful ways. Carrying out this element of our mission requires sensitivity and creativity. Currents of anti-Americanism still run strong in some parts of the world, necessitating deft outreach that stresses dialogue, not monologue. The way people interact with media today, with emphasis on interaction, further affirms this approach. At the same time, America's still dominant role on the global stage makes it a focal point of international attention, and its national language is the one that tens of millions of people around the world seek to learn. VOA, in particular, is uniquely mandated and positioned to leverage these advantages to connect with diverse international audiences, serving as a U.S. news bureau for affiliate partners and providing English-learning programming.

BBG will:

- Serve as a U.S. bureau for media outlets across the world that wish to engage with us for news, analysis, and perspectives from the United States – on the model that has succeeded in Ukraine, Latin America, Nigeria, Indonesia, and elsewhere.
- Portray the breadth and diversity of the American experience, with particular attention to diaspora communities and Americans outside of big cities.
- Emphasize English learning as a vehicle for positive audience engagement and interaction as well as information on American society and culture.
- Meet the global interest in American politics with in-depth coverage and analysis of national elections and coverage of other political events to impart the news and to elucidate the democratic process, with stories localized to make them interesting to specific target regions.
- Satisfy the world's growing appetite for learning English through TV and radio programs, online instruction, printed instructional materials, and innovative short-form videos designed for social media.

Examples of performance goals (and measures):

- Provide programming that increases audiences' understanding of the U. S. (understanding of American society, understanding of U.S. foreign policy)
- Provide exceptional news and information (uniqueness)

## Impact Objective 6: Serve as a surrogate news operation, delivering information otherwise not available in local markets

In environments where state-run media are dominant and independent media are either not allowed or not fully established, the BBG networks, particularly RFE/RL, RFA, and OCB, often play a surrogate role, acting as local media would if they were free to operate. In this role, the networks emphasize domestic news for their geographically-defined audiences and cover developments specific to defined target markets, especially in countries without a free press or in transition. They focus on local news events not covered in state-controlled domestic media, as well as other sensitive topics, including religion, science, and locally-banned literature and music. They give voice to dissidents and opposition movements, while maintaining balanced coverage, and serve as platforms for a range of opinions and voices from these countries.

BBG will:

- Build strong networks of local stringers across target regions.
- Where possible, maintain an on-the-ground bureau presence, to report local news from a local perspective.
- Where in-country access is limited, cultivate networks of trusted contributors and closely monitor official and alternative media.
- Use social media and other interactive tools to gather information from closed societies, amplifying voices of those struggling for free expression.
- Provide platforms for free expression of various viewpoints and work to help people bridge traditional divides, including class, ethnicity, religion, etc.

Examples of performance goals (and measures):

- Provide programming that increases audiences' understanding of current events in target countries (understanding of current events in target country)
- Provide exceptional news and information (uniqueness)

## Impact Objective 7: Engage local media and empower citizen information gathering and exchange

Local media affiliates are the primary means through which BBG networks now reach their target audiences in most markets. However, the relationship with these media partners is about much more than just content delivery. By developing these media networks and connecting our affiliates to one another, the BBG fosters rich, open media ecosystems. The BBG leads by example in its journalistic practices, but it also increasingly partners with affiliates on content co-creation, sometimes even

participating in daily editorial meetings. The BBG also provides training to indigenous media on topics ranging from journalism principles to business practices. In a similar way, the BBG works to connect audiences to one another, and to foster the free flow of information, often through a wide array of web, mobile, and social media tools. These tools have made media personal, moving the power from centralized broadcasters to a new class of bloggers, activists, videographers, and a content-generating public. They are using media not only to tell their stories on a digital world stage but also to connect with one another to chart the future of their communities and build new forms of civil society.

BBG will:

- Deepen relationships with key local media affiliates, providing editorial guidance, training and technical assistance, and other resources to strengthen local, independent media sectors.
- Nurture citizen journalism and channel user-generated content from inside repressive states.
- Link citizens within repressive societies to one another and to external audiences through social media networks.
- Facilitate dialogue across religious, national and ethnic groups.
- Enter into a “global conversation” with BBG audiences by using social media tools to identify, source, and distribute news content into the channels where people are having conversations about their community and the world.

Examples of performance goals (and measures):

- Increase engagement with local media outlets (number of affiliates that air custom or interactive segments, weekly downloads from affiliate content distribution portal)
- Increase sharing of BBG programming (percent of weekly audience that share content)

## **Agility Objective 1: Run the BBG as a nimble, resilient, cost-effective, and state-of-the-art media enterprise**

By virtue of historical circumstance, today’s BBG is a complex amalgam of diverse media outlets and respective support organizations, operating under different legal and administrative frameworks. The result is an organization that has sometimes lacked the agility to operate in a rapidly evolving global media environment and the standardization that enables rational resource allocations. However, in recent years, the agency has begun a fundamental transformation in order to fulfill its charter and meet the challenges of growing geo-political instability and substantial budgetary constraints.

BBG will:

- Pursue an efficient and effective organizational structure.
- Enhance the agency's technological platforms and workflows, enabling it to continually adapt to global standards in content acquisition, manipulation, and distribution, as well as audience consumption behaviors.
- Automate and streamline business processes and workflows.
- Employ cloud-based technology to achieve nimbleness, resilience, and cost-savings
- Protect the BBG from persistent threats from state and non-state actors through enhancements to its cybersecurity posture.

Examples of performance goals (and measures):

- Streamline program delivery (milestones related to shifting to more efficient delivery pathways)
- Automate and streamline key business processes (milestones related to business system automation)

## **Agility Objective 2: Enhance strategic cooperation among the BBG networks and with support elements**

The BBG is one of the world's largest news-gathering and reporting enterprises with more than 50 overseas news bureaus, 4,000 employees, and 1,500 stringer reporters. Each of the agency's five networks generates original reporting every day from and around the world's hotspots – the Sahel and Central Africa, the Afghanistan–Pakistan border region, Burma, China, Egypt, Iran, North Korea, Russia, Syria, Yemen, et al – primarily in vernacular languages for target audiences in these areas. Too little of this rich content is translated and shared across BBG networks to augment international news coverage for other vernacular services or made available to other global audiences in English. BBG is remedying this by facilitating coordination among broadcast entities and with support elements through the International Media Coordinating Council (ICC), comprised of the heads of each of our five networks, and reinforcing their unique and respective mission-driven legislated roles in areas served by multiple broadcasters. BBG will also continue to collaborate with other U.S. government entities on areas of mutual concern, and will reach out to forge new partnerships with other governmental and private-sector organizations.

This objective aligns with the BBG priorities of **enhanced strategic cooperation between networks** and **targeted public-private partnerships on innovation and media reach**:

**Enhanced strategic cooperation between networks:** Simply put, we are going to continue and expand the good work that's being done in this area. BBG's five networks will deepen their coordination by extending the successful ICC model to mid-level working groups while remaining focused on the complementary missions of the BBG entities. At the center of this effort will be increasing the level of content sharing and curation among and within its five networks, leveraging resources where it makes sense to better report on the stories that matter to audiences worldwide.

**Targeted public-private partnerships** on innovation and media reach: BBG is focused on launching several new public-private partnerships with leading private-sector stakeholders. The goal of our public-private partnerships is to harness the power of BBG resources together with non- and for-profit organizations in order to combine networks, expertise, and resources to better serve citizens around the world.

BBG will:

- Ensure coordinated and complementary mission-driven operations and content in markets served by two BBG media entities.
- Build and sustain internal content-sharing mechanisms, aligning internal editorial support and coordination, as needed.
- Employ new bridge editors and other content-sharing mechanisms to channel original reporting from the language services to the central newsrooms and across BBG networks to get maximum mileage out of the content the agency currently produces.
- Better leverage news gathering, including stringer and correspondent networks or rotating correspondents, across BBG networks to ensure required editorial coordination and avoid redundancy.
- Align all support functions to BBG priorities, strategies, and goals.
- Participate in inter-agency meetings, committees, and strategies in support of U.S. government priorities to ensure that BBG capabilities, expertise, actions, and impact are fully and accurately shared with government entities.

Examples of performance goals (and measures):

- Ensure complementary coverage in markets served by more than one BBG network (evaluations of BBG networks content)
- Enhance working-level coordination among networks and with support offices (milestones related to internal coordinating committees)



### Agility Objective 3: Enable greater impact and accountability through rigorous assessment and evaluation

The BBG's mission is about more than just reaching audiences. The BBG has prioritized the development and implementation of a comprehensive Impact Model that assesses the extent to which we are accomplishing this mission and making a difference in people's lives. The Impact Model features a full suite of impact indicators, tied to the mission, which can be customized to different media and political environments. In order to successfully deploy the Impact Model across all BBG language services, we need fresh and full media research from across our broadcast regions. We also need to make this information available and accessible to decision-makers across the BBG and its networks. In the same way that we hold our networks responsible for accomplishing the BBG mission, we must also hold individuals responsible for carrying out their job duties in support of the mission. IBB has renewed its focus on personnel appraisals and is currently undertaking several initiatives that will strengthen this important accountability tool.

This objective aligns with the BBG priority of **improved accountability and impact measurement**: The BBG's has emphasized measuring the impact of its programs and activities by putting the audience first and holding itself accountable. The agency recently enhanced its comprehensive Impact Model to measure factors beyond audience reach and instead to assess and evaluate the impact that BBG programming actually has on the lives of each of its audiences and their communities. Master storytelling requires research to be integrated at the front-end, and BBG is committed to leapfrogging others in the media landscape to reach new audiences.

BBG will:

- Continue to implement and refine the BBG Impact Model with incremental improvements.
- Offer briefings to U.S. government groups, other international broadcasters, and other interested organizations to share lessons learned from the path-breaking Impact Model.
- Feed impact data into planning and decision-making at all levels of the agency.
- Within the federal workforce, shift to a five-tier personnel performance appraisal system, tied to performance awards, and hold managers accountable for completing performance appraisals.
- Initiate periodic 360 reviews for all managers in the federal workforce.

Examples of performance goals (and measures):

- Strengthen research and evaluation program (number of target countries with full and recent BBG media surveys)
- Improve personnel evaluation process (percentage of federal employees with personnel evaluations completed on time)

## Agility Objective 4: Foster employee engagement, development, and productivity

BBG's diverse, multi-cultural, and multi-talented workforce offers a rich range of experience and expertise to carry out the agency's mission. Key to success in a rapidly changing, highly competitive global media environment is flexibility to develop innovative products for the agency's target countries consistent with emerging priorities, programming formats, and advances in technology. Enhanced skill sets are required to program for and transmit via multiple media platforms – radio, TV, Internet, mobile, and though social media. BBG employees are most effective when they are well motivated, trained, and led. Continued efforts to equip and energize the entire BBG workforce are critical as the agency confronts mounting competitive pressures worldwide.

BBG will:

- Promote human capital planning and management as a top priority for senior executives, managers, and supervisors throughout the agency.
- Consistently communicate organizational goals, objectives, priorities, and performance expectations in a timely manner to staff at all levels in the agency.
- Ensure a safe and secure work environment for all employees.
- Implement manager training curriculum focusing on performance management, human capital planning and processes, communication, and financial and administrative management.
- Improve the consistency and credibility of agency performance management processes.
- Develop cross-training and internal development standards and procedures, as applicable.
- Foster employee participation in agency health and wellness programs.

Examples of performance goals (and measures):

- Strengthen internal communications (milestones related to internal communication improvements)
- Improve employee training and development (FEVS score on job-relevant knowledge and skills)

# Stakeholder Engagement

In developing this 2018–2022 Strategic Plan, the BBG consulted a broad range of stakeholders at all levels, within the agency and outside. The development of this plan began with incorporating the CEO’s management priorities into the existing strategic framework, and then gathering input from all of the Board members through individual consultations, and from BBG network management.

During the annual Strategic Review process in 2017, the agency set up six deep dive regional discussions with outside experts, who shared their knowledge and strategic recommendations. In addition, the BBG solicited input from all of the language service directors on the draft strategic framework.

BBG staff held multiple briefings for employees at all five networks, as well as in the central support functions of IBB, and received numerous comments that reshaped the evolving strategic framework. Furthermore, there was a federal register notice posted for public input into both the BBG Strategic Plan and the Administration’s Reform Plan for BBG.

After consultation with OMB, BBG reached out to our Congressional committees, soliciting both majority and minority input from our authorizing and appropriations committees in the House and Senate and incorporating feedback received.



# Building Evidence and Measuring Success

The BBG works to advance the use of evidence in decision-making by building a robust research program and implementing a customized Impact Model. The BBG uses a consolidated contract vehicle to procure audience and market research for all agency language services. The agency maintains an extensive database of audience and market data that consolidates research results. The archive covers more than 100 countries and contains socioeconomic and demographic data as well as strategically important information on local media, competition and audience preferences and needs. Looking beyond just audience size, this research covers an array of measures, such as:

- Whether audiences find BBG programming trustworthy
- Whether audiences find BBG content unique
- Whether audiences share information they receive from BBG networks
- Whether BBG programming helps audiences form opinions on important topics

The BBG integrates this research into its strategy and decision-making processes, including Language Service Review (the Board's annual assessment of broadcast languages) and Strategy Review (the process through which each network sets annual strategies for all of its language services). Moving forward, the BBG is working to ensure that this archive is fed by fresh data from full surveys for all target countries and regions.

One key factor in this integration is the development and deployment of the BBG Impact Model. The Impact Model, which ties directly to the BBG mission, is a comprehensive tool for measuring impact in the varied and complicated media environments in which BBG networks operate. The model looks beyond sheer audience size to assess the concrete change that the news and information BBG networks provided has made in the lives of audience members, in the local media sector, and among governments. The BBG has fully aligned all internal and external reporting with strategy and impact and has made evidence and impact central in BBG research and strategic planning. Moving forward, the BBG is looking to expand on the use of evidence in decision-making by raising awareness of the Impact Model among BBG staff and stakeholders and making evidence and impact central at every level of planning throughout the agency.





# Appendix: Impact Model

The BBG has developed and now fully implemented a comprehensive Impact Model.

The Impact Model tracks the BBG mission statement and aims to capture impact across discrete sectors in our target markets, using a basket of quantitative and qualitative indicators. The indicators are flexibly applied, given the widely varying media and political environments in which we operate, to discern and describe BBG success. The Model is now central to country-level planning and performance assessment across the agency.

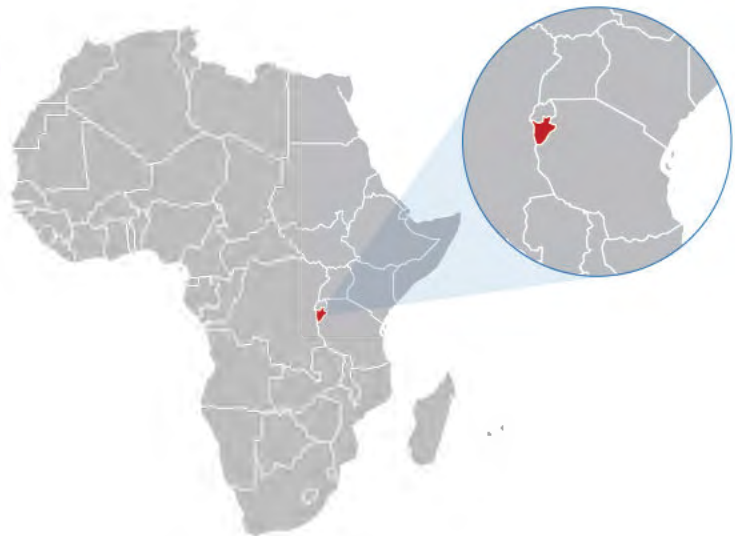
Below are the Impact Pillars, followed by an example of the Impact Model in use for VOA broadcasts to Burundi.

## Impact Pillars



## Impact Model Example: Burundi

Source: February 2016 survey



### INFORM

- 1 Reach Target  
**Audiences**

**57%**

of all adults have consumed  
VOA content in the past week.

- 2 Provide **Value**

**9 in 10**

weekly VOA users find the  
content on VOA trustworthy.

### ENGAGE/CONNECT

- 1 Engage Target  
**Audiences**

**9 in 10**

weekly VOA users regularly share something  
they heard on VOA with others.

- 2 Engage/Connect  
**Media Market**

**CAPACITY BUILDING**

The BBG held security training for journalists in  
November 2015, additional session forthcoming.

- 3 Create **Loyalty**

**94%**

of weekly users plan to continue using VOA.

### BE INFLUENTIAL

WITH

- 1 **People**

**95%**

of weekly VOA users feel that their understanding  
of current events has increased thanks to VOA.

- 2 **Media**

- 3 **Government**

“I must say that Burundians were so lucky to have VOA  
at the very moment they needed balanced views  
on issues after several independent radio networks  
were destroyed. We cannot thank you enough for  
the excellent job you are doing.”

Domitien Ndayizeye  
former president of Burundi



Broadcasting  
Board of  
Governors



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# AUDIENCE AND IMPACT

## OVERVIEW FOR 2019



U.S. AGENCY FOR  
GLOBAL MEDIA

UNITED STATES  
BROADCASTING  
BOARD OF  
GOVERNORS

[usagm.gov](https://usagm.gov) | [@USACMgov](https://twitter.com/USACMgov)

**USAGM AUDIENCE BY  
MEDIA PLATFORM AND  
PERCENTAGE GROWTH  
SINCE 2015**

**+42%**



TV

**201 MILLION**

**+36%**



RADIO

**139 MILLION**

**+297%**



DIGITAL

**127 MILLION**

**+55%**



UNDUPLICATED  
AUDIENCE  
ACROSS ALL MEDIA

**350 MILLION**

The U.S. Agency for Global Media (USAGM) Global Audience Estimate provides a snapshot of the total measured audience—the number of individuals—of the five USAGM media outlets: Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Office of Cuba Broadcasting (Radio and TV Martí), Radio Free Asia (RFA) and the Middle East Broadcasting Networks (Alhurra TV and Radio Sawa).

In 2019, USAGM networks attracted 350 million people weekly in unduplicated audience worldwide—including radio, television and Internet.

In keeping with standards developed by the major western international broadcasters, USAGM measures and reports unduplicated audience, meaning each individual, regardless of how many programs watched or listened to, or media platforms used, is counted only once. This is a conservative approach to quantifying the audience and in keeping with the mission of USAGM to inform and engage people, rather than count individual interactions with them. Hence the reported total audience for a broadcaster is often smaller than the sum of its audience on each platform, and USAGM global audience is smaller than the sum of audiences for all individual networks.

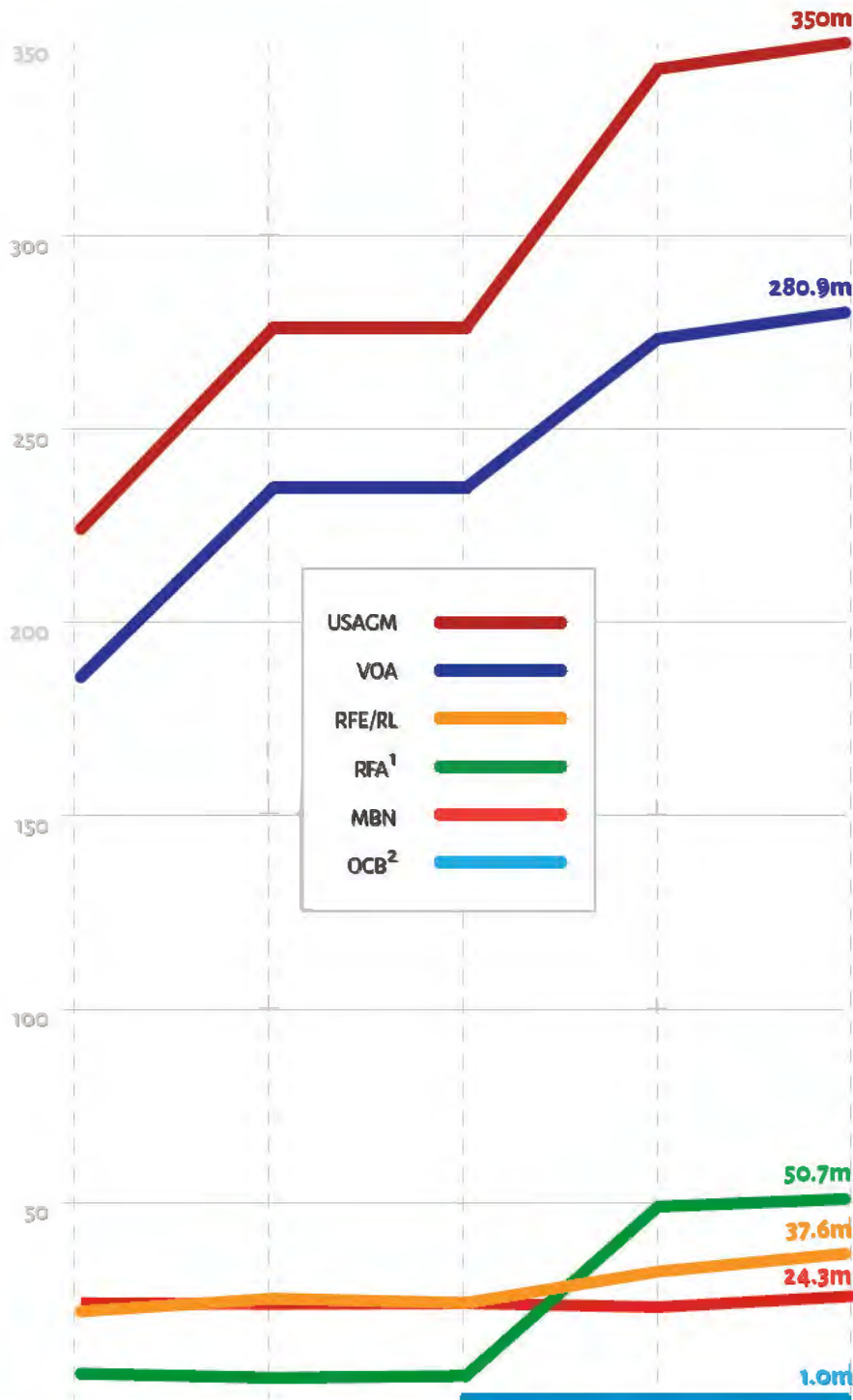
The audience estimate is based on surveys

- conducted within the past five years;
- in more than 100 countries and territories; and
- that represent 3 billion people in markets around the globe.

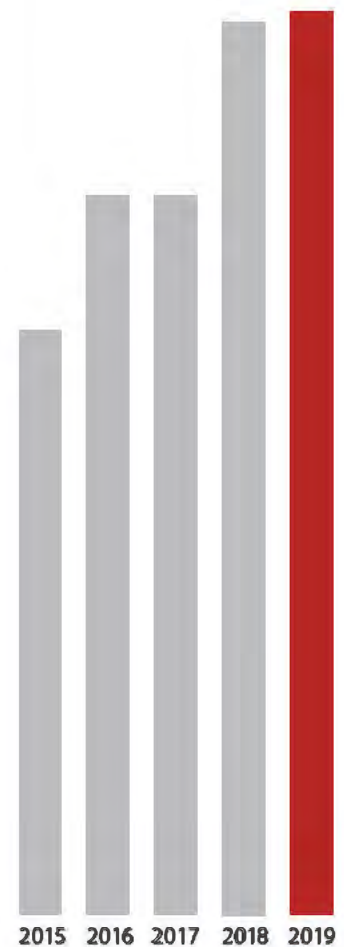
The audience estimate excludes areas where USAGM is unable to conduct audience surveys, including Crimea, North Korea, Oman, and Tibetan and Uyghur regions of China.



## Audiences by Network (in millions)



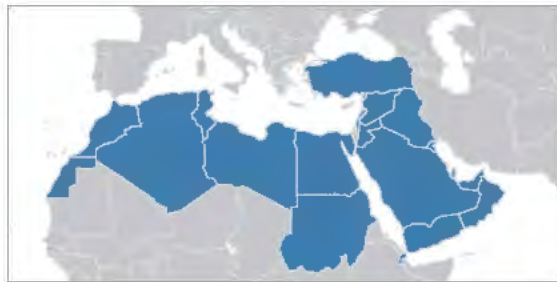
<sup>1</sup> Audience estimate for RFA does not include data for North Korea or the Tibetan and Uyghur regions of China, because political risk has made it impossible to carry out representative surveys in the target regions. This represents a significant portion of the countries and regions targeted by RFA language services. RFA's growth in 2018 is due to new data from China. <sup>2</sup> Because of the historical limitations of reliable survey data in Cuba, FY 2017 was the first year in which USAGM was able to conduct a representative survey in Cuba and report an audience for OCB.



**OVERALL USAGM  
GROWTH WAS 55 %  
OVER THE PAST  
FIVE YEARS TOTALING  
350 MILLION  
UNDUPLICATED  
VIEWERS ACROSS  
ALL MEDIA**



# AUDIENCE BY REGION

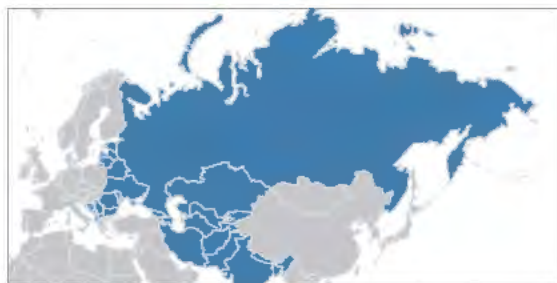


## MIDDLE EAST AND NORTH AFRICA

29.1 MILLION

Reflects audiences for M&N and VOA.

Includes research from the following countries and territories: Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Palestinian Territories, Qatar, Saudi Arabia, Syria, Tunisia, Turkey, UAE, Yemen



## NEAR EAST, SOUTH AND CENTRAL ASIA, EURASIA

65.2 MILLION

Reflects audiences for RFE/RL and VOA.

Includes research from the following countries and territories: Abkhazia, Afghanistan, Albania, Armenia, Azerbaijan, Bangladesh, Belarus, Bosnia, Chechnya, Dagestan, Estonia, Georgia, Iran, Kazakhstan, Kosovo, Kyrgyzstan, Latvia, Lithuania, Macedonia, Moldova, Montenegro, Nagorno-Karabakh, Pakistan (including former FATA), Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan



## EAST AND SOUTHEAST ASIA

117.8 MILLION

Reflects audiences for RFA and VOA.

Includes research from the following countries and territories: Burma, Cambodia, China, Hong Kong, Indonesia, Laos, Taiwan, Thailand, Vietnam



## SUB-SAHARAN AFRICA

69.1 MILLION

Reflects audiences for VOA.

Includes research from the following countries and territories: Benin, Botswana, Burkina Faso, Burundi, Central African Republic, Cote d'Ivoire, Democratic Republic of Congo, Ethiopia, Gabon, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nigeria, Senegal, Sierra Leone, Somalia, South Africa, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe



## LATIN AMERICA

68.8 MILLION

Reflects audiences for OCB and VOA.

Includes research from the following countries and territories: Argentina, Bolivia, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela

# OTHER IMPACT INDICATORS

Percent of weekly audience who consider information to be very or somewhat credible	FY 2018 Actual	FY 2019 Target	FY 2019 Actual
VOA	84	82	83
RFE/RL	77	77	73
RFA	77	77	77
MBN	80	80	75
OCB	97	100	97

## PROGRAM CREDIBILITY

Program credibility is determined by a survey question about the trustworthiness of news and information of those sampled respondents who listened to or viewed each station at least once a week. The answers are registered on a four-point scale: trust it a great deal, trust it somewhat, do not trust it very much, do not trust it at all. The credibility index is a weighted percent of respondents who report trusting news from a station either "somewhat" or "a great deal." Credibility estimates are not available for countries where the small number of regular listeners/viewers/online (n = <50) renders the estimate unreliable.

Helps form opinions on important topics Percentage of weekly audience who report that the broadcasts have helped them form opinions on important topics somewhat or a great deal	FY 2018 Actual	FY 2019 Target	FY 2019 Actual
VOA	63	60	63
RFE/RL	52	54	56
RFA	87	88	87
MBN	71	72	75
OCB	75	85	75

## HELPS FORM OPINIONS

The indicator tracking whether broadcasts inform audience opinions is determined by asking past week listeners/viewers/online users of [insert relevant language] whether broadcasts have helped them form opinions on important topics. The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. This indicator is a weighted percent of respondents who chose "somewhat" or "a great deal."

# TOP 10 AUDIENCES FOR U.S. INTERNATIONAL MEDIA IN 2019

*Overall weekly audiences: adults who listen/view/use programming at least once a week.*

## Weekly unduplicated audience

adults who listen/view/use programming at least once a week

In millions	
China	65.4
Indonesia	39.1
Mexico	35.8
Nigeria	19.6
Iran	14.3
Afghanistan	10.5
Tanzania	8.9
Russia	7.9
Iraq	7.9
Ethiopia	7.5

## As percentage of adult population

Afghanistan	69.3%
Albania	61.0%
Burundi	58.0%
Palestinian Territories (East Jerusalem only)	53.0%
Kyrgyzstan	44.1%
Armenia	41.2%
Mexico	40.4%
Bahrain	40.4%
Kosovo	38.0%
Iraq	35.0%

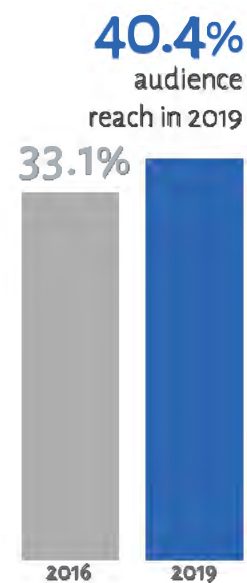
# COUNTRY PROFILES

*In FY 2019, USAGM-commissioned surveys found audience growth in key strategic markets.*



## MEXICO

USAGM had its largest increase in measured past-week audience in Mexico, where VOA Spanish content reached 35.8 million adults nationwide, 5.2 million more than last measured in 2016. The increase came in TV audience, where addition of a second major broadcast partner channel lead to weekly audience reach of almost a third of adults, vs about a quarter in 2016. Weekly online use of VOA Spanish content rose to one in ten. Radio weekly audience declined slightly.



**VOA SPANISH WEEKLY AUDIENCE OF 35.8M (40.4 % OF ADULT POPULATION), UP FROM 30.6M (33.1 %) IN 2016.**

**RADIO—11.3M**

**TV—28.4M**

**INTERNET—9.5M**

Survey: August 2018



# COUNTRY PROFILES



## AFGHANISTAN

USAGM's FY 2019 survey of Afghanistan found that VOA and RFE/RL content is used by 69 percent of adults in Afghanistan on a weekly basis. These audiences have high levels of trust in the information provided by the USAGM networks.

Usage of VOA and RFE/RL grew on every platform in Afghanistan. VOA's weekly audience increased by 4.3 million to 9.6 million or 63.6 percent of the adult population. RFE/RL increased the size of its measured weekly audience by 1.7 million to 6.6 million and now reaches 43.9 percent of Afghan adults each week; growth in radio listening and RFE/RL's return to TV broadcasting provided the largest audience increases.

Over this period of time, audiences in Afghanistan, where peace talks have recently progressed between the Kabul government and the Taliban, have sought out RFE/RL and VOA news and reporting. RFE/RL has exposed the harsh realities faced by those under the Taliban's rule, aired women's voices and concerns that Afghan women might pay a huge price if a peace deal is reached with the Taliban, and showcased Western voices and analysis of what could result from a deal. VOA has provided policy and perspectives from the U.S. and around the world.

69.3%

OF AFGHAN ADULTS  
CONSUME USAGM  
MEDIA WEEKLY

AN INCREASE OF

3.3M

OVER TWO YEARS

VOA—9.6M

RFE/RL—6.6M

 RADIO—7.9M

 TV—7.5M

 INTERNET—1.3M

Survey: July 2018

# COUNTRY PROFILES



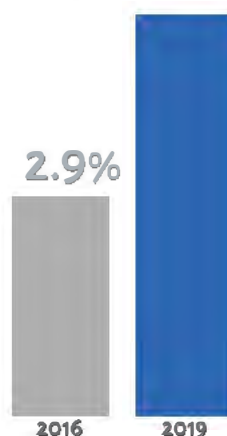
## PAKISTAN

According to the most recent survey, VOA Urdu reaches an estimated 6.3 million adults weekly, vs. 3.2 million in 2016. VOA Urdu is taking advantage of Pakistanis' increasing use of internet and social media for news, measured VOA past-week audience reach online now tops that on radio or TV. Almost three-fourths (73.1percent) of VOA Urdu users trust its news, though its growing online-only audience is more skeptical of news sources.

USAGM also registered gains for Pashto-language programming in Pakistan through VOA's Radio Deewa and RFE/RL's Radio Mashaal. Although this national survey did not include the border areas home to their primary target audience (since they are surveyed separately), it found a combined weekly audience of 1.7 million for Deewa and Mashaal.

Through RFE/RL's Radio Mashaal and VOA's Radio Deewa, USAGM engages Pashto-speaking audiences, primarily youth, which are targeted by recruitment efforts of militant groups that have had a monopoly on information in Pakistan's former Federally Administered Tribal Areas, which merged with Pakistan's northwestern Khyber Pakhtunkhwa province in 2018. In FY 2019, Radio Mashaal also launched a special radio project focusing on how extremists seek to influence and radicalize youth via social media.

**5.3%**  
audience  
reach in 2019



**GROWTH IS DRIVEN PRIMARILY BY INCREASED ONLINE USAGE OF USAGM CONTENT – FROM 0.2 % IN 2016 TO 2.6 % THIS YEAR.**

**VOA Urdu – 6.3M**

**VOA Deewa (Pashto) – 1.0M**

**RFE/RL Mashaal (Pashto) – 1.0M**

**RADIO – 3.0M**

**TV – 1.7M**

**INTERNET – 3.5M**

Survey: January 2019



# COUNTRY PROFILES



## INDONESIA

According to surveys conducted in FY 2019, VOA's online audience surged, while its TV audience declined, though still remaining the largest platform. VOA now reaches 21.6 percent of Indonesian adults each week, 6.8 percentage points lower than that measured in 2016 (28.4 percent) and closer to 2014 levels. Nearly the entire audience consumes VOA in Indonesian and consists primarily of those who watch its TV programming, which is distributed via placement on affiliate stations throughout the country and reaches 18.5 percent of the population weekly.

VOA's internet audience, including web and social media reach, grew by a factor of more than five since 2016, with a current weekly reach of 7.4 percent among the adult population. This growth is larger than the growth of internet use in the country overall.

VOA WEEKLY AUDIENCE OF  
**39.1M**  
(21.6 % OF ADULT POPULATION),  
DOWN FROM  
**47.8M**  
(28.4 %) IN 2016.

 **RADIO—6.9M**

 **TV—33.5M**

 **INTERNET—13.4M**

Survey: January 2018

# COUNTRY PROFILES

## ZIMBABWE

VOA currently reaches one-third of Zimbabwean adults (34.4 percent) each week through radio, television and internet content, and across four different languages. This figure represents a sharp increase from the 5.8 percent weekly audience reach recorded in 2015. VOA's weekly audience reach is highest among men living in the country's rural areas. Radio is by far the most popular medium for regular users to access VOA, with 32.0 percent of all adults in the country listening to VOA radio each week. Shortwave radio as a distribution platform continues to have a role in delivering news and information to Zimbabwean audiences as it is used to bypass restrictive Zimbabwean broadcast legislation. Two thirds of all VOA radio listeners (62.9 percent) say they hear VOA's programs direct from abroad via shortwave.

In 2019, 3.2 percent of Zimbabwean adults say they have used VOA online in the past week, continuing an upward trend from 0.0 percent in 2015. The internet is more accessible in Zimbabwe's cities (60.0 percent) than in rural areas (22.7 percent).



**VOA WEEKLY AUDIENCE OF 2.9M (34.4 % OF ADULT POPULATION), UP FROM 0.6M (5.8 %) IN 2015.**

 **RADIO—2.7M**  
 **TV—3.7M**  
 **INTERNET—0.3M**

Survey: April—June 2019

## MALAWI

VOA's audience reach in Malawi has risen from 4.7 percent of adult residents each week to 23.0 percent over the past four years. While all three service mediums — TV, radio and internet — have seen gains, much of VOA's increase comes from television viewers; 26.3 percent of Malawians currently watch VOA TV programming each week, compared with 4.3 percent in 2015. This was a result of increased television viewing in rural areas. VOA broadcasts its flagship TV programs, Straight Talk Africa (viewed by 20.1 percent of adults in the past week) and Africa 54 (with 18.8 percent weekly reach) across Malawi through three local affiliates.

Though TV audience drove the weekly VOA audience increase, the majority of Malawians (71.5 percent) say they get news from radio every week, and four in 10 (42.6 percent) say they get news from television. VOA radio use stands at 3.9 percent in 2019, up from 1.4 percent in 2015. As in most countries, use of internet for news continues an upward trend; in Malawi, it rose from 0.0 percent in 2015 to 3.1 percent in 2019.



**VOA WEEKLY AUDIENCE OF 2.8M (26.3 % OF ADULT POPULATION), UP FROM 0.4M (4.7%) IN 2014.**

 **RADIO—0.4M**  
 **TV—2.5M**  
 **INTERNET—0.3M**

Survey: April—June 2019

# COUNTRY PROFILES

## NIGERIA

VOA's weekly audience reach in Nigeria has been largely steady in recent years. The current estimate of 19.2 percent of adults is down slightly from 21.0 percent in 2016, but remains higher than the 16.9 percent recorded in 2014. Currently, the network's Hausa Service reaches about twice as many Nigerians each week as its English to Africa programming — 16.0 percent vs. 8.2 percent, respectively.

Radio remains the most common media platform for news consumption in Nigeria; two-thirds of adults say they have listened to radio news in the past week, while just over half have watched TV news during that time. About one in six adults overall (16.3 percent) have listened to VOA radio in the past week, while fewer (6.5 percent) have watched VOA TV programming.

Just 3.3 percent of Nigerians say they have accessed online content from VOA in the past week. In general there has been slow growth of internet access and use in the country. The 29.7 percent of Nigerians in 2018 who said they have used the internet at all in the past week is up only slightly from 27.9 percent in 2016.



**VOA WEEKLY AUDIENCE  
OF 19.6M (19.2 % OF  
ADULT POPULATION),  
DOWN FROM 20.8M  
(21.0%) IN 2016.**

 **RADIO—116.6M**

 **TV—6.6M**

 **INTERNET—3.4M**

Survey: April–July 2018

# HIGHLIGHTS IN PRIORITY REGIONS

**USAGM networks used a combination of broadcast and digital platforms to engage with audiences in closed societies and worked where media freedom has declined. Here are some of the key countries and strategic markets of USAGM's focus:**



## IRAN

In Iran, where the government bans satellite dishes and online access to international media, VOA Persian and RFE/RL Farda have been able to evade censorship. They reach audiences in Iran via internet, social media, and satellite television, broadcasting stories not reported by Iranian state media or that had previously been spun to reflect only the interests of Iran's regime, as well as covering live events important to Iranians from the United States perspective.

In FY 2019, under the network umbrella of VOA365, VOA Persian, in cooperation with Radio Farda, added specialty web and TV programming focusing on the issues of corruption and inequality in the Iranian regime that have sparked continuing widespread protests. VOA365 has broadened its slate of content offerings to present programs unavailable in Iran, combining original content with commissioned and acquired offerings.

# 23.4%

OF IRANIAN ADULTS  
CONSUME USAGM  
MEDIA WEEKLY

VOA—9.7M

RFE/RL—9.6M

 RADIO—5.8M

 TV—11M

 INTERNET—5.3M

Survey: July—Oct 2017

# HIGHLIGHTS IN PRIORITY REGIONS



## **NORTH KOREA**

Amid intensive United States diplomatic efforts to denuclearize North Korea in FY 2019, VOA's Korean Service expanded its daily TV news offerings to North Korea. The Korean Service has increased video content on social media platforms in order to reach senior government officials inside North Korea and abroad. RFA's Korean Service also expanded the use of social media to amplify its reach and leverage the phenomenon of human proxies bringing information from the outside into the Hermit Kingdom.

USAGM has collected data from multiple surveys of North Korean refugees and defectors since early 2003, most recently in 2018, which have repeatedly confirmed direct use of RFA and VOA radio programs inside North Korea despite the threat of severe penalties for listening. While not representative of the underlying population, 13 percent of respondents reported listening to RFA and 9 percent had used VOA before they left their homeland – the majority on a weekly basis.



# HIGHLIGHTS IN PRIORITY REGIONS



## CHINA

VOA and RFA Mandarin Services played increasingly prominent roles through their coverage of China in FY 2019. Their online and social media audience shot up during major news events that were heavily censored or even not reported inside China. Chinese audiences used circumvention technology to access this online, social media, and broadcast coverage. Distribution of branded VOA and RFA content through peer-to-peer social media technology was increasingly used by Chinese interested in other points of view about U.S./China relations and trade practices, and coverage of the massive incarceration of Muslim minorities and interference in Taiwan and in Hong Kong affairs that were unreported domestically.



## COVERAGE OF HONG KONG PROTESTS

RFA Mandarin and Cantonese Services have collaborated closely and shared content in covering the 2019 Hong Kong protests. In June as the protests were taking off, Hong Kong staff from the Mandarin and Cantonese Services ran a five-hour live show to provide first-hand information to audiences, including on social media.

**6.2%**  
audience  
reach in 2018



**VOA & RFA HAVE EXPANDED ON DIGITAL AND SOCIAL MEDIA PLATFORMS IN CHINA AND ACHIEVED DRAMATIC GROWTH IN A COUNTRY WHERE THEY ARE CENSORED ON MAINSTREAM PLATFORMS**

**RFA—44.1M**

**VOA—40.7M**

 **RADIO—13.9M**

 **TV—15.1M**

 **INTERNET—53.5M**

Survey: August–December 2017



# HIGHLIGHTS IN PRIORITY REGIONS

## COVERAGE OF INTERNMENT CAMPS IN XINGJIANG UYGHUR AUTONOMOUS REGION

RFA Uyghur Service has been breaking the shocking stories of Uyghurs being detained in internment camps in the Xingjiang Uyghur Autonomous Region (XUAR) since 2016. It is now estimated that more than one million Uyghurs are in the camps all over XUAR, including the family members of six RFA Uyghur Service reporters. Despite tremendous pressure, RFA's Uyghur service is still on the front line delivering exclusive news from inside Xingjiang. The Uyghur Service's reports are continuously cited by major media, the U.S. Department of State, the U.S. Congress, and academia around the world, making the Uyghur situation one of the most concerning human rights issues today. RFA Uyghur Service serves as the leading news source for the Uyghur-speaking community as well as for the Western media and human rights observers.

## REACHING SENSITIVE COMMUNITIES

High levels of political repression make it impossible for USAGM to conduct representative surveys for its Uyghur, Tibetan, and North Korean language services. However, RFA, working with USAGM and external research vendors, has successfully carried out surveys of travelers, defectors, and refugees from these inaccessible target markets in order to obtain the best possible information on these extraordinarily difficult markets.

In FY 2019, USAGM completed its first-ever survey of Uyghur travelers and refugees in Turkey. As more than a million Uyghurs were forced into reeducation camps within Xingjiang, Chinese threats to Uyghurs working and studying abroad led many to seek refuge in Turkey. This unprecedented survey of 300 Uyghur adults reached a relatively more educated and affluent group than the Uyghur population in Xingjiang. Even among this relatively elite group, direct experience with Chinese repression was widespread, including 62 percent who had had their homes searched, 97 percent who had been stopped at a random checkpoint and 5 percent who had been forced by the government to marry or divorce. More than a quarter of respondents were punished for using banned media, including RFA, which was used weekly by nearly 19 percent of respondents while in Xingjiang.

One in four RFA audience members said they had gotten in trouble for using RFA. Most paid bribes to avoid harsh punishment, but others were detained or had their media confiscated or destroyed. Two were detained more than a year for RFA use. VOA's Mandarin and/or English services also were used by more than one in ten of these multilingual Uyghurs refugees.

# HIGHLIGHTS IN PRIORITY REGIONS



## RUSSIA

The 24/7 Current Time TV and digital network, led by RFE/RL in collaboration with VOA, provides Russian speakers across Russia, Ukraine, Central Asia, the Caucasus, the Baltics, Eastern Europe, and as far away as Israel with access to factual, accurate, topical and trustworthy information, and serves as a reliable antidote to disinformation that is driving conflict in the region. Current Time aims to depoliticize the Russian language by serving as a bias-free news source for all Russian speakers, who are often limited to Kremlin-controlled media options even when living far beyond Russia's borders. Current Time covers social and political protests that state media ignore and reports extensively on corruption and the ongoing war in eastern Ukraine.

This year, VOA's Russian Service launched a digital video series analyzing and debunking manipulation and propaganda entitled "Context", which analyzes rhetorical manipulation by Russian officials and the role of Russian state media in slanting domestic and foreign events. "Context" has achieved more than three million views since its onset.

RFE/RL's Faktograph in Russian and VOA's Polygraph in English are fact-checking sites that serve as a resource for verifying the increasing volume of disinformation and misinformation being distributed and shared globally. Especially popular on these sites are video fact checks, which have attracted hundreds of thousands of video views, particularly in Russia, Ukraine, Georgia, and Central Asia.

**7.7%**  
audience  
reach in 2018

**4.9%**



**VOA & RFE/RL HAVE  
INCREASED RUSSIAN  
AUDIENCE ACROSS ALL  
MEDIA**

**RFE/RL—6.9M  
CURRENT TIME—3.9M  
VOA—3.2M**

 **RADIO—1.8M**

 **TV—3.2M**

 **INTERNET—5.3M**

Survey: April—June 2018

# HIGHLIGHTS IN PRIORITY REGIONS



## CUBA

Cuba is one of the most media-restricted societies in the world, with a repressive political system and lack of democratic institutions and guarantees for human rights. Reporters Without Borders ranks Cuba last among all Western Hemisphere countries for press freedom, and Freedom House notes that Cuba is the hemisphere's most restrictive environment for information and communication technologies. The Cuban news media are owned and controlled by the state. The independent press is considered illegal and its publications are classified as "enemy propaganda." While Cuba has long had one of the lowest internet penetration rates in the world, Cuban civil society has fostered a broad range of innovative technologies to distribute digital information, including the famous "paquetes" (digital content packages on removable media). Earlier this year, new regulations permitting broader access to the Internet and networking equipment significantly expanded the potential reach of digital content.

USAGM reaches Cubans through the Office of Cuba Broadcasting, which is based in Miami and operates Radio and TV Martí. Research conducted in 2017 found that approximately one in ten Cubans consumed Martí content each week, and that 97 percent of the audience found the information trustworthy, while 79 percent said that little or none of what they learned from Martí was available from other sources. While Martí has historically reached its audiences largely through shortwave and medium wave radio, the rapid expansion of access to digital media on the island in recent years means that the organization must adapt its approach in order to meet audiences as they migrate platforms.

**OCB WEEKLY AUDIENCE  
OF 1.0M (11.1 % OF ADULT  
POPULATION)**

 **RADIO—0.7M**

 **TV—0.6M**

 **INTERNET—0.5M**

Survey: March 2017

## MEASURES OF IMPACT

In FY 2019 USAGM continued to implement its Impact Model, which tracks networks' performance against indicators aligned with the agency's mission to inform, engages and connect with foreign audiences, media, and government.

Indicators include weekly audience numbers; perceived trustworthiness of content; content-sharing; content co-creation with affiliates; perceived uniqueness of news (i.e., not available elsewhere); increased understanding of current events; and recognition—positive or negative—by foreign governments.

## WEEKLY AUDIENCE

Measured weekly audience captures the number of people consuming USAGM products – radio listeners, TV viewers, and online users – and is the number of adults (15+) who “listened, watched or saw online materials last week.” It is the standard measure of audience reach for USAGM and other international broadcasters. This number is estimated by scientific survey using probability sampling to identify and project audience members in a given population.

Wherever possible, USAGM-commissioned surveys are national in scope, including rural and economically marginal populations that are typically excluded from commercial media studies but whose behavior is critical for understanding USAGM's audience and tracking performance.

Although USAGM has conducted surveys in more than 100 countries and territories, and continuously looks for creative methods of sharing or buying research from commercial media studies, the agency cannot survey everywhere that an audience might possibly exist, and the estimate may therefore reflect an undercount.

Measured audience size and its expression as a percentage of the adults within a population, is not the same as “popularity” or “preferred source of news” – indicators sometimes cited by other polls. Weekly audience is also not the same as “footprint” or the number of people who have access to broadcasts. Measured audience size is in keeping with the standards of the Conference of International Broadcasting Audience Researchers, and is a key indicator of success for international broadcasters in a local market.

## QUALITY RESEARCH

USAGM's audience and market research is done in accordance with the highest professional standards via local market research firms around the world. Since the FY 2016, USAGM has implemented research projects by awarding competitively-bid contracts to the international media research industry's leading firms. USAGM has also relied on industry experts such as AC Nielsen and others for market data, although only surveys using USAGM's standard questions and meeting its methodological and quality-control criteria are currently used to estimate audience reach.

To achieve maximum objectivity, measurements are performed independently. Outside research providers under contract to USAGM carry out the representative audience research on VOA, OCB, RFE/RL, RFA, and MBN. Network-wide performance values are computed by the USAGM Office of Policy and Research and verified by each network's research director.

## **INVESTMENT IN RESEARCH**

In FY 2019, the agency continued to expand its acquisition of digital analytics sources and to lay the groundwork for future upgrades in research methodology. Research funding obligated in FY 2019 was just over \$4 million, which was divided among quantitative and qualitative research (\$2.7 million), digital analytics and related services (\$1.1 million), and research methodology (\$250,000).

## **HARD TO REACH LOCALES**

USAGM commissions research in the overwhelming majority (95 percent) of its target countries and regions, except for a small group of countries where geopolitics make it dangerous to conduct research activities and/or the government has severely restricted press freedom. In countries where information is tightly controlled and tuning in to foreign broadcasts is sometimes illegal or where populations are hard to access, audiences can be difficult to measure. In the FY 2019, the Agency was not able to research audiences in China's Xingjian-Uyghur Autonomous Region (XUAR), North Korea, Tibet, and Oman. Numbers for these hard-to-reach countries and regions (where we can only conduct non-representative surveys) are excluded from the overall audience reach estimate.

## **METHODOLOGY**

Quantitative audience measurement comprises national (and to a smaller extent and sub-national or urban) surveys, utilizing face-to-face interviews whenever possible and phone interviews in restricted environments.

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

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



# BY THE NUMBERS

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The U.S. Agency for Global Media is an independent federal agency, supervising all U.S. government-supported, civilian international broadcasting, whose mission is to inform, engage, and connect people around the world in support of freedom and democracy. USAGM networks have an audience of 350 million in more than 100 countries. USAGM networks include the Voice of America, Radio Free Europe/Radio Liberty, the Middle East Broadcasting Networks (Alhurra TV and Radio Sawa), Radio Free Asia, and the Office of Cuba Broadcasting (Radio and TV Marti).

## WORLDWIDE OPERATIONS

50

Overseas bureaus and production centers

1,500

Stringers/reporters

Nearly

200

Operational transmitters for TV, FM, MW & SW at 100 transmission sites in over 40 countries worldwide

## AFFILIATES

68

Number of USAGM affiliates with national reach that air custom or interactive segments during primetime

Over

3,700

television, radio and digital affiliates across the globe

ANNUAL BUDGET  
**\$807.9 million**

EMPLOYEES  
**3,561**

LANGUAGES  
**61**

AUDIENCE  
**350 million**



DIGITAL GROWTH  
**23 million**

Weekly Average  
Web & Mobile Visits

## Social Media EXPANSION

USAGM networks engage with audiences on:

Facebook  
Twitter  
YouTube  
Instagram  
OK.ru  
VKontakte  
WhatsApp  
WeChat







U.S. AGENCY FOR  
GLOBAL MEDIA

UNITED STATES  
BROADCASTING  
BOARD OF  
GOVERNORS

# Embarking on Reform of the Office of Cuba Broadcasting

May 21, 2019

## Introduction from USAGM CEO

The U.S. Agency for Global Media (USAGM) and its networks are mandated by law to abide by “the highest professional standards of broadcast journalism” (22 USC 6202). All of its networks, including the Office of Cuba Broadcasting (OCB), support the Agency’s mission of informing, engaging, and connecting people around the world in support of freedom and democracy. Adhering at all times to the journalistic values of accuracy, fairness, and balance is fundamental to that mission.

In May 2018, OCB aired a blatantly anti-Semitic video segment about George Soros that was deeply offensive and wholly inconsistent with USAGM’s professional standards and ethics. Upon learning of the situation in October, I ordered a thorough and multi-faceted review of OCB content, operations, and personnel.

As part of this wholesale review, a panel of independent experts examined an extensive sample of OCB content to identify and address any patterns of unethical, unprofessional, biased, or sub-standard journalism. The results of that panel are presented in the following report.

In addition, the Agency internally reviewed OCB’s journalistic standards, editorial processes, and personnel practices. Furthermore, a comprehensive human resources investigation of the incident was completed and the agency has terminated, or is in the process of disciplinary action against, employees and contractors who have been deemed responsible. Collectively, these reviews highlight some urgent needs at OCB – particularly in shoring up journalistic principles and practices.

With reform in mind, I have assembled a joint USAGM-OCB working group to take up and carry out the recommendations from these reviews. To start, the working group will focus on five areas:

- ❑ Updating journalistic standards, reinforcing editorial processes, and producing relevant, engaging and balanced journalism consistent with the legislative mandate;
- ❑ Clarifying strategy and strengthening leadership;
- ❑ Bolstering workforce planning and personnel management;
- ❑ Ensuring the right balance of media platforms and effective distribution of content into Cuba; and
- ❑ Deepening coordination and collaboration with USAGM and its other networks.

We commit to making this process collaborative and transparent. We will be reaching out to stakeholders to solicit their input and will report out our progress and next steps at quarterly intervals.

These efforts are part of a longer arc of modernization and reform at OCB. In June 2018, Tomás Regalado was appointed as Director of OCB. Tomás brings to this leadership position an impressive journalism career and a history of public service, having served as City Commissioner and two-term Mayor of Miami. Since day one, Tomás has led on an ambitious program of revitalization for OCB, and he will remain a key driver of these continued reform efforts.

In addition, OCB appointed a new Central News Director to lead the newsroom in reinforcing editorial and ethical standards and implementing long-term newsgathering strategies. USAGM has also initiated the search for a Standards and Best Practices Editor, a new position at OCB, to provide oversight of OCB's editorial and journalistic processes.

In the interim, the Voice of America (VOA), which operates as a separate news operation but is also under the USAGM umbrella, has sent their Editor for News Standards and Best Practices to Miami to conduct mandatory training for all OCB employees involved in content and programming. VOA is required by law to produce fair and unbiased journalism. It has a rigorous set of standards for stories and social media, and has established editing and production practices that enforce these standards. Additional training covering fairness, objectivity, balance and bias in coverage will be required for all OCB employees going forward; the Anti-Defamation League has already provided training for staff.

I know that the path ahead will not be easy, but I – and all of USAGM – stand committed to the challenge. OCB is at all times required to adhere to the highest standards of professional journalism and any deviation from that is unacceptable. Our audience in Cuba has an urgent need for news that is representative of the highest professional standards, and we will not let them down.

John F. Lansing

(b) (6)



Chief Executive Officer and Director

## About the Report

After TV Martí's airing of the egregiously false and anti-Semitic story about George Soros came to light, U.S. Agency for Global Media (USAGM) CEO and Director John F. Lansing asked me to oversee a third-party, independent assessment of the Office of Cuba Broadcasting's (OCB) programs. The purpose and scope of this review was straightforward and broad: to study content produced by Radio and TV Martí and identify whether or not it met our standards for quality and professionalism.

Drawing from my academic training, I structured this assessment to be scientific in research design, independent in analysis, and fair to the journalism being reviewed. I organized a panel of experts with notable professional experience in journalism, Cuba, and multimedia.

The five experts were each asked to review a representative, random sample of OCB news and opinion content from the previous eight months. Grounded in their own areas of expertise, the reviewers evaluated the subject matter independently of one another to ensure an objective assessment. Then, the group convened to share findings only after all content was individually reviewed.

Throughout the process, I assured the panel's independence, asking only that they assess the programs vis-à-vis our established journalistic standards, as well as OCB's and the Agency's mission to provide objective news and information programming. Paired with a proper literature review, I can say with confidence that this study would pass the peer-review process of any major academic journal in the field of media and journalism studies.

This report is limited to OCB, and thus to Radio and TV Martí, and it does not and should not be construed to assess any of the other USAGM networks. Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Middle East Broadcasting Networks Inc. (MBN), and Radio Free Asia (RFA) each routinely and systematically review their content to ensure the highest professional standards are applied throughout their language services.

The issues raised here are unique to OCB. That certain OCB news programming would purposefully promote a single viewpoint or policy is a situation, as the experts state at the outset, "unlike that of any of the Agency's other news services." The experts also note that the Agency's journalistic guidelines "reflect the principles that for more than a century have guided the independent news media in the United States and, over time, most other democratic countries." This stems from the Agency's legal mandate to be a "consistently reliable and authoritative source of accurate, objective, and comprehensive news."

We take this mandate seriously. As the CEO has stated, law and Agency policy require that such content always "adhere to the highest professional standards of broadcast journalism." This report reflects our collective commitment to transparency and accountability. The independent assessment provides a crucial starting place for much needed ground-up reform at OCB, which is already well underway.

(b) (6)



Shawn Powers, Ph.D  
Acting Chief Strategy Officer  
U.S. Agency for Global Media

# Expert Panel Assessment of OCB Content

*Study Concluded April 29, 2019*

## Introduction

The expert panel was asked to review Radio Televisión Martí's video, radio and web content based on the standards of Martí's ethical guidelines, and to review its production quality. Martí is produced by the Office of Cuba Broadcasting in the United States Agency for Global Media.

Those ethical guidelines, adopted from the agency's Voice of America (VOA), reflect the principles that for more than a century have guided the independent news media in the United States and, over time, most other democratic countries, including in Latin America. Reinforcing those ethics, Martí's mission statement, published on its web site, states that its mission is "to serve as a trusted and authoritative source of accurate, balanced and complete information for the Cuban people."

The panel's unanimous conclusion, reached with no reservations, was that the video, radio and web content of Radio Televisión Martí falls far short of those ethical standards and stated mission.

Two questions have long surrounded the U.S. Agency for Global Media and its predecessors. One is whether it should produce propaganda, meaning information expressly designed to influence a foreign population or undermine a government—so much so that at times the information can be misleading, biased, incomplete or even inaccurate. The other is whether the agency and its media should be a direct instrument controlled by the secretary of state to carry out each given administration's foreign policy, thereby tailoring information to meet changing policy and political objectives. Congress and every administration since at least that of President Dwight Eisenhower have decided against both courses. They charged the agency instead to reflect American ideals of a free, objective and fair press, and in that way seek to influence foreign populations by demonstrating how a democracy works, warts and all. The agency, and its predecessors, were made quasi-independent. The agency's oldest outlet is VOA, whose charter, signed into law by President Gerald Ford in 1976, explicitly states that the "VOA will represent America, not any single segment of American society," and that it "will present the policies of the United States clearly and effectively, and will also present responsible discussions and opinion on these policies."

The expert panel recognizes that there continues, nonetheless, an inherent tension in the agency's mission as a part of the U.S. government. Nowhere is that tension and the two debates about mission more evident than in the Office of Cuba Broadcasting and Martí. Much of Martí's content is unlike that of any of the agency's other news services. Martí openly engages in both propaganda and the promotion of a current administration's foreign policy, in this case towards Cuba (as well as Venezuela and Nicaragua).

The panel unanimously decided that it was not its place to take a position in whether Martí is correct to do so. That is a political decision to be made by Congress and the White House. Rather, the panel decided to judge Martí on its own terms. Are the many programming attempts at propaganda and promoting a single foreign policy effective in influencing Cubans in Cuba to change their government? There is no good way to measure that, but it was the unanimous professional judgment of the panel—based on what each knows on how to use



communications to engage and influence an audience, and based on the success of the tactics that contributed to the collapse of the Soviet Union—that Martí’s one-sided attempts are misguided and are almost sure to fail.

It is important to note that each of the panelists came to these conclusions independently, before meeting for the first time. Nor did the U.S. Agency for Global Media ever ask any of the panel members about their politics or opinions about Martí during the selection process. In no way afterwards did the agency try to steer the panel to any conclusion. But what did become immediately apparent to the panel members themselves when they gathered to discuss the initial findings, most of them meeting each other for the first time, that each is a deep believer in liberal democracy and individual freedom, as enshrined by the United States Constitution. Said another way, none of the panelists are sympathizers of communism or of the Cuban dictatorship. This becomes an important point to make in the hyper-partisan and emotional political atmosphere that surrounds Martí, especially in its home base among the large Cuban refugee community in South Florida.

[Andrea Sarralde](#) is an Emmy-nominated contributor and former reporter for Telemundo, the Spanish language television network based out of Miami. Telemundo represents a deep and rich variety of Spanish language news sources in the United States that practice the highest ethical standards of democratic journalism. Telemundo reaches Cuba itself, digitally and through different contraband services. Ms. Sarralde has also been a reporter for the Voice of America, bringing to the panel the additional valuable experience of having upheld the standards and ethics of the flagship news media outlet financed by the US Government.

[Laura Castañeda, Ed.D.](#), a professor of practice at the Annenberg School of Communication and Journalism at the University of Southern California, was the academic-at-large officer of the National Association of Hispanic Journalists. She has been a writer and editor at the *Dallas Morning News*, *San Francisco Chronicle* and Associated Press. She is co-author of the book, *The Latino Guide to Personal Money Management*, a free market guide for Cuban and other Hispanic Americans. Ms. Castañeda is widely recognized as expert in almost all types of print and digital news reporting, writing and editing, and has taught them all to generations of journalists coming out of USC.

[Maria Fernanda Sandoval](#) is not a journalist but rather a marketing and social media expert who brings great technical and communications experience to the panel. Ms. Sandoval is an authoritative judge on production quality in television, radio and social media, and of media strategies to reach and engage a Latin American market. A Colombian who lives in Colombia, she also brought an independent Latin American view to what is a Cuban and American drama, not to judge it politically, but rather to doubly assure both cultural understanding and political neutrality in reviewing Martí.

[Roberto Suro](#) is the founder and former director of the scrupulously non-political and highly authoritative Pew Hispanic Center in Washington. Mr. Suro now holds a joint appointment as a professor in the Annenberg School for Communication and Journalism and the Price School of Public Policy at the University of Southern California. He is also director of the Tomás Rivera Policy Institute at USC and a non-resident senior fellow at the Brookings Institute. He is co-author or editor of four books and more than 100 major studies. Before going into research and teaching, Mr. Suro was a reporter for the *Washington Post*, *Time Magazine*, *The New York Times*, *The Chicago Tribune* and the *Chicago Sun Times*. He has been in and out of Cuba regularly over the years as a journalist and academic.



Edward Schumacher-Matos, the chairman of the panel, is director of the Edward R. Murrow Center for a Digital World at Tufts' Fletcher School of Law and Diplomacy. Mr. Schumacher-Matos was the founding editor and associate publisher of *The Wall Street Journal Americas*, the founder and CEO of the *Rumbo* chain of Spanish language dailies in Texas, *The New York Times* bureau chief in Buenos Aires, a member of a team to win a Pulitzer Prize at *The Philadelphia Inquirer* and ombudsman separately at NPR and *The Miami Herald*. The only reporter to be inside Mariel Harbor during the Mariel boatlift, he witnessed firsthand the yearning of more than 100,000 Cubans fleeing the island, and crossed with them on an overloaded boat to freedom in Key West. In the interest of divulging conflicts of interest, Schumacher-Matos is married to a Peter Pan child refugee from Cuba. His late father-in-law was a Catholic intellectual and writer who escaped to the U.S. after being imprisoned by the Castro regime for a year. His mother-in-law was held under virtual house arrest in Havana as punishment for a year more. Born in Colombia and on the board of the Latin America Program at the Woodrow Wilson Center in Washington, Schumacher-Matos has also been a longtime friend of several board members of the International Institute for Democracy, which produces a Martí show.

Each member of the panel reviewed roughly 29 hours of radio and television programming and another 40 written web reports. The material given to each was picked and assigned randomly by the agency and did not overlap.<sup>1</sup> Panel members on their own further followed Martí's current television and radio production online, as well as its web edition.

Each member of the panel stated the same conclusion the moment after the panel first came together in Washington, D.C. The sports, arts and light content was fine. The news wrap-ups online consisted largely of wire reports and were fine, too. The problems lie with the news shows on radio and television, and especially the steady daily diet of political talk shows and background reports. They were peppered with bad journalism. And yet they also were ineffective propaganda.

## Production Quality

From a technical and aesthetic point of view, the production quality of Martí's radio and television is mediocre. The vast majority of radio programs have distracting noises in the background. On television, the quality of camera handling, lighting and graphics is uneven, reflecting what seems to be shortage of technical expertise and professionalism. As a result, many of the productions look obsolete and old, if not sometimes embarrassing.

In one of the TV talk shows reviewed, for example, the camera cut off the heads of some of the guests. During the show, a lighting bulb broke, creating a big shadow on top of the hostess. Yet, the show continued, even though it was a pre-recorded show and could easily have been stopped to fix the lighting.

The anchors and presentation of the two main daily *Noticieros*, or news round-ups, are for the most part professional. But the reports and interviews on the many background, analysis and talk shows regularly are too long, repetitive and difficult to understand or follow. They quickly become boring for the viewer.

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<sup>1</sup> USAGM officials provided each panelist a random selection of episodes from OCB's radio and TV news and information programs and web articles aired/posted between March 1 and November 30, 2018. OCB officials were not involved in the selection of content for review.

In the digital edition, a large part of the news articles are obtained from EFE or Reuters. This is mostly just copy and paste work, with little additional contribution from OCB journalists. That does not make it bad. Smart aggregation has a value of its own, and Martí has been a good source for some of the reports by independent journalists in Cuba. But the wire material is available on other sites online. The panel did not do a review of those sites, but cautions that cutting and pasting may have no particular value added in drawing and engaging an audience.

## News Standards

### *Sourcing and Attribution*

Most of the digital, radio and TV reports include on-the-record sources, meaning someone willing to be named and quoted. However, the problem is that the sources often a) have one point of view and/or b) it is not clear what their expertise is and why they are part of the story. Clearly, there should be a greater range of sources with different points of view included in stories, as called for by Martí's standards.

Similarly, too much information was presented without attribution, leaving the impression that it was pulled out of mid-air. Although no plagiarism was detected, sloppy sourcing can lead to charges of plagiarism.

Here are some everyday examples of these shortcomings drawn from the web version, where due to greater space it is even easier than on radio and television to source and attribute correctly:

A digital story on 9/12/18 about the deterioration of the historic Colegio de la Salle included lots of voices in Cuba and Florida but lacked any response from Cuban government officials. Even a "no comment" or "Cuban officials did not respond to repeated requests for comment" is better than nothing.

A digital profile of Mariela Castro on 4/13/18 appears to be an aggregation of many other news articles and statements from various political organizations and NGOs. It would have been strengthened by including in-depth interviews with Cuba experts from a wide spectrum of political leanings, as well as human rights activists, religious leaders, etc. Of course, every effort should have been made to seek comment from Mariela Castro, too, and the report should have said so, no matter how unlikely it is that she would have responded.

A digital story on 8/13/18 about an elderly educator now living in poverty is really an account of a short film produced by one of the educator's former students, who is now a human rights activist. No effort is made to talk to the educator herself, to get a response from the church that sits across from her house nor the nearby office of Jorge Jesus Hernandez, president of the Popular Power Assembly, which has been notified of her situation.

A digital story about Raul Castro's successor on 4/19/18 appears to be an Op-Ed. If so, it should be clearly highlighted as such because it is just the author providing all details without any attribution or links to support what he says.

That said, the panel found almost no use of anonymous sources, which was commendable.

### *Balance and Fairness*

An *Encuentros* episode April 18 encapsulates the failure of so many politically oriented shows to live up to Martí's own ethical standards on balance and fairness.

The 30-minute show is admirable in the time it gave to spokespersons from the State Department and the National Security Council and to South Florida Congressmen Mario and Lincoln Díaz-Balart to fully explain themselves. The interviews dealt with the Trump Administration's announcement that it would lift the suspension of Title 3 of the Helms Burton Act. Title 3 allows American former owners of properties expropriated by the Cuban government to file suits in US courts against whoever might be occupying or "trafficking" in the property today. Roughly 2 million Cuban-born American citizens and their descendants could bring suits under the law. Every U.S. Administration, Republican and Democrat, has suspended the implementation of Title 3 since Helms Burton was enacted in 1996. They did so for a legion of reasons considered beneficial for the United States and for democratic transition in Cuba. Among them are the potential chaos and costs this could cause for a new democratic government in Cuba, the interference of US courts in what is a Cuban matter, the precedence set after the collapse of communism in Eastern Europe, and the need for all societies sooner or later to close the door on history, as most US and other nations' businesses already have done. Not one defender of those or other reasons was presented, nor were such reasons addressed by the anchor. Instead, the anchor turned to being a cheerleader and referred to the Trump Administration officials who are lifting the suspension as the "dream team" for Cuba policy. The issue here is not whether lifting Title 3 is good or bad. It is that while the defenders of the policy change were given full time to defend it, not one of the opponents were, and these include many Cuban Americans, American business leaders, allied governments, foreign policy experts and ordinary Cubans on the island.

This anchor on air, especially in the nighttime one-hour *Noticiero* he anchors, is generally professional and straightforward. The same can be said for the 5 PM *Noticiero* co-anchors. The news stories themselves by journalists who clearly seem to be Martí reporters did not fabricate, distort or overly dramatize an event, although many did not present all the nuances of an issue. The story selection, however, on both programs is heavily weighted towards stories critical of the governments of Cuba, Venezuela and Nicaragua. The heavy emphasis on the latter two for an audience in Cuba—as opposed to in Miami—is questionable.

But what is more questionable is when you get away from the two *Noticieros* to look at the many news oriented talk and background shows.

The host of *Temas y Opinión* spent 16 years in jail in Cuba and since coming to the U.S. has been honored as a brave leader and selfless contributor in the Cuban American community in South Florida. But like many of the show hosts, commentators and even reporters appearing on these other shows, it is near impossible to know her or their status as an employee and journalist. Commentators normally have more freedom to editorialize, but even for them there are standards that must be followed to ensure that their statements are responsible and that the audience knows the distinction between their views and those of Martí itself. Hosts are normally more neutral. Martí day in and day out totally fails in these distinctions—hence, the panel's consideration of Martí as purposeful propaganda. An everyday example was when this individual on her show as the host—not someone being interviewed for their views, but the host—referred to the Cuban government as a "cancer." On another show, *Tras la Noticia*, she said that Venezuela's Nicolás Maduro was Castro-like in that "he takes the food off the plate of his own children."

Similarly, opinion articles online are not identified as such. Nor is a distinction made among authors between who is a straight Martí news reporter and who is an outside contributor. One individual, for example, is identified in his bio as a “writer and journalist of MartíNoticias.” That suggests he might be a staff reporter. Yet, in a piece on the Castros and culture, he wrote that Fidel is “the anti-culture and, in consequence, the anti-nation.” Raúl, he continued, is so uncomfortable with culture that “if obliged to say the word in some pig roast, he chokes on it like on a big piece of sweet potato stuck in the alcoholic breath of his mouth.” This writer is clearly colorful with words, but is he writing on behalf of himself or Martí? This question alone undermines Martí’s credibility with the audience—any audience, including a Cuban one.

One of the hosts of *En Debate* told his audience on air that he was a Republican. To be fair, he said he was married to a Democrat, and that he was making the point that in the United States, there could be multiple points of view. Still, the question remains, is that appropriate for a journalist? Meanwhile, he and all the hosts openly give their opinions on the subject at hand, more as if they were panelists themselves and not the host. One can say that cable news in the United States is moving in that direction on its night time talk shows, too. But in addition to this being inappropriate on a U.S. government sponsored news service meant to represent all Americans, there is a question about its effectiveness inside Cuba, a question which we will return to in the last section of this report.

The above examples are not cherry picked. Almost any criticism of the Cuban government and its leaders appears to be allowed on Martí, on radio, TV and online, day in and day out, in news commentary and shows and online reports throughout the day. Television appears to be the worst. The hosts and guests are so anti-Castro that their language is often raw. The hosts insert themselves and their own experiences into the stories being told. There is little or no attempt to obtain a response or provide balancing information, in that program or another one.

The television talk show *Libertad y Democracia* provides an example of how Martí also often looks at the rest of Latin America through tinted lenses. The show is produced by the Interamerican Institute for Democracy, a non-profit organization dedicated to promoting democracy in the Americas through studies and events in Miami. The executive director of the institute is host of the Martí show. His own politics are readily apparent, but not just about countries like Venezuela and Nicaragua, but also democracies like Brazil. In one show he defended Brazil’s new right-wing president, Jair Bolsonaro, as a democrat disdained by democracy-hating groups. Many Brazilian democrats would take issue with that characterization and argue the opposite. The point here is not to say who is right or wrong, but that Martí should not have a show that takes sides. And here, neither communist dictatorship nor the Castros are at issue.

The panel agrees that Martí should not allow itself to be used as a platform to defend dictatorship or communism. There are subjective lines based on American values that have to be drawn in selecting content. But most everyday concerns of the Cuban people have to do with government policies and many other factors on which any audience wants to be accurately informed, including on impacts that are good and bad. We also need to know the adversary and hear what it has to say from time to time. Martí is derelict on these grounds. It has let the pendulum of being guided by well-meaning subjective values swing to an extreme position that is undemocratic and self-defeating.

### *Accuracy, Context and Comprehensiveness*

Even taking the anti-Castro broadsides on their own terms, there is no effort to explain or contextualize them. For example, guest and hosts often refer to events from the 1960s with no explanation for an audience not intimately familiar with or too young to know about the early stages of the Cuban revolution. Even when contemporary matters are discussed, whether in a news or talk format, precious little contextual information is provided to make the content comprehensible to someone who does not follow controversies about Cuba as they are portrayed by anti-Castro propagandists of the old school. Often times this commentary assumes that information, or coded language, is known to average individuals on the island today. As such the broadcasts are of limited utility even in a propagandistic effort to undermine support for the regime.

Meanwhile, there did not appear to be enough coverage of the political, geographical, cultural, ethnic, religious and social diversity within the U.S. and the rest of the world.

To Martí's credit, on the other hand, the panel found few factual errors in its straight news stories, and those that were found were corrected fairly quickly.

## **Recommendations**

*"The mission of United States Agency for Global Media (USAGM) is to inform, engage, and connect people around the world in support of freedom and democracy."*

*"The Office of Cuba Broadcasting's mission is to promote freedom and democracy by providing the people of Cuba with objective news and information programming."*

Source: [USAGM website](#)

Are OCB's mission and that of its parent agency reflected in Radio Televisión Martí? The panel's review raised significant concerns, including these findings:

1. Well-established norms of objectivity in journalism are routinely disregarded in favor of overtly propagandistic communications tactics.
2. The content presentation on radio, via video and online seem unlikely to succeed in promoting freedom and democracy given the demography, culture and political circumstances of Cuba today.
3. Shortcomings in both intention and implementation reflect the extent to which Martí operates as an anachronism.

Lacking access to newspapers or television, immigrant Cubans in Miami in the 1960s turned to AM radio as the medium for political expression and community-building. The content and style of those broadcasts reflected a shared identity, as exiles awaited a vengeful return to the homeland from which they had been forcibly expelled by an illegitimate regime that their host nation was committed to overthrowing. Stations like Radio Mambi, La Poderosa and WQBA became essential listening by loading their schedules with talk-format shows that provided a constant stream of hostile commentary about the Cuban Revolution. Reflecting the island's

style of political discourse, the conversations were rapid fire, overtly emotional, highly personal, and lacking any commitment to veracity.

Moreover, the norms that limit incitement to violence or hatred in public statements did not apply to Miami Cubans speaking about the Castro regime. The radios operated as if they had the kind of wartime exception that applied to American depictions of German and Japanese just 20 years earlier. That can be explained by the fact that this community was indeed involved in a form of warfare against the Castro regime that endured with engagements large and small over many years, with the full support and sanction of the United States government. Along the way, the Miami Cubans suffered many casualties that they memorialized with long and oft-repeated eulogies on the radio.

Radio Martí, the progenitor of OCB, took its personnel and programming directly from the Miami Cuban radios and pointed it at the island. As depicted in our content analysis, these origins continue to characterize the style and substance of both news and information programming produced by OCB. The content has been updated to the extent that discussions focus on contemporary events and personalities, although reflections back to events through the long history of the Cuban Revolution appear in frequent interludes. The talk show format both on radio and television persists unchanged as the predominant form of communication on Martí. The tone of the conversations is no different than what could have been heard on the Miami radios 50 years ago.

One important exception is that even implicit calls for violent actions against the Cuban government have gradually fallen away, reflecting changes in U.S. policy. Instead, the emphasis, in both Washington and Miami, has shifted to dissent on the island, with emphatically supportive coverage of those who favor regime change, while giving less attention to those who seek reform. Traditional norms of journalistic objectivity are irrelevant to this form of broadcasting. As our review has shown, OCB makes no effort to provide any measure of balance in the viewpoints expressed in its content.

Meanwhile back in Miami the airwaves have changed. Both Radio Mambi and WQBA have changed ownership and format, leaving only La Poderosa to provide the old style Cuban talk, albeit with a diluted schedule that also provides contemporary fare. Nostalgia has given way to demographic reality in Miami. The generation that lived the exile drama is now almost extinct, replaced by generations of Cuban-Americans born and bred in the United States.

Similarly, and this is critical, the population of Cubans on the island with a living memory of Castro's triumph in 1959 is greatly diminished and small. Indeed, a majority of today's 11.5 million Cubans on the island have no living memory of the Revolution from even prior to the collapse of its essential patron, the Soviet Union. Forty percent of Cubans were born after the fall of the Berlin Wall. The 30 years since have been marked by a series of political and economic zig-zags intended to put Cuba on a secure footing again.

The period since Fidel Castro first became sick in 2006 and began a decade-long withdrawal from public life has seen significant changes in the political landscape as well. The Roman Catholic Church has increasingly asserted itself as an actor in public discourse. A still small but growing and prominent segment of the labor force has left government employment for a nascent private sector. Also, in the last few years, growing access to smartphones and internet connections has exposed Cubans to a multiplicity of information sources unavailable when OCB was trying to break the Cuban government's monopoly over communications media.



Cuba today, in other words, seems ripe for change. But Martí's content is fundamentally ill-suited to promote a switch to democracy. This is due to two reasons. One is that much of its content and style is anachronistic. The other is that while its one-sided talk shows and combative hosts might seem to mirror trends witnessed in U.S. cable news, they miss a fundamental difference between the two audiences. The highly politicized American talk shows exercise influence by affirming views already held by their audience. The power of these broadcasts lies in activation not persuasion. They harden divisions and polarization. But affirming views and hardening divisions is not the way to bring change to Cuba. Most of the opposition who hold views hostile to the entirety of the Cuban Revolution long ago left. They are in Miami and other Cuban refugee centers. The great mass of Cubans on the island today have more mixed feelings or are not overly political. The challenge is to reach out to these Cubans and connect with them in their mixed reality, and not the fevered false reality that refugee communities everywhere typically hold about their home countries.

A primordial rule of successful political messaging and modern marketing is that to influence people, you must usually first establish empathy with them. You must show that you understand them and their current situation, that you sympathize with them, that you appreciate the good as well as the bad of their lives and the issues they confront. OCB's broadcasts and postings do that far too little. They seek instead to activate overt opposition and hostility to the entirety of the Cuban Revolution in all its social, political, cultural and economic manifestations, and it attempts to do so with a rhetorical and ideological approach unchanged since the hottest days of the Cold War. It failed then, and it is failing now.

And then there is a second fundamental issue. In what possible way does this kind of broadcasting promote democracy? Perhaps opposition to a Communist regime inherently translated into support for the Western democracies in the bipolar world of the Cold War. But, that world, too, is long gone. Whatever its impact on the ways Cubans think about their government, Martí's content makes no effort to depict, let alone to promote, an alternative democratic world or otherwise.

And, this singular point of view—attacking the Cuban government by any means possible—carries over to coverage of news far beyond Cuba. Whether it is a concert in Buenos Aires by a Cuban musician or a change in Brazil's policy on pay for Cuban doctors, the news is assessed only by its relevance to a single objective. The news judgment that values information on the basis of the harm it might inflict to the inheritors of the Castro regime leaves little room for news coverage or commentary about events that might serve as examples of democratic governance to a contemporary Cuban audience. That kind of content is readily accessible to Martí in great volume, if only it will use it.

Objective, explanatory coverage of American society and politics, even with all its shortcomings and contentiousness, would offer powerful witness to the workings of a democratic society with a free and vigorous civil society, including a free press. Neutral, explanatory coverage of news in Cuba, especially the government's increasingly complex and sometimes contradictory efforts at economic reform, would provide a unique and potentially useful service to a Cuban audience. Presenting commentary from multiple points of view, including supporters of the Cuban government, would model the functioning of a democratic system. And, routine news service coverage of non-controversial developments in Cuba, such as successful hurricane evacuation efforts or happenings at a book or film festival, would show a potential audience that OCB could produce content without an overt, political agenda.

With a new editorial line and a clear production format, Martí could reach Cubans in Cuba in a more neutral way. Once Cubans are enthralled with controversial issues, but in neutral television and radio formats, they can absorb the news in a respectful way. In Cuba, there are many interesting things to show, and many ways to reach young people with current material, without talking about the regime and events of years ago. News shows could focus on current events and trends, with fresh news, to enrich both the message and the content. Experts in controversial topics can be brought into debates, but the show itself must keep a critical and unbiased view. All this would allow the introduction of fresher and more current programs, with the possibility of captivating and influencing a greater audience.

There is nothing new or revolutionary about these recommendations. They are the approach used by the Voice of America and the other services of the U.S. Agency for Global Media. It is the approach that worked in helping to bring down the Iron Curtain with the Soviet Union and moderate China from what it was in the days of Mao, even if there is backsliding in both countries today. It is the approach being used to moderate Muslim extremism in the Middle East and Africa.

The Cuban regime's misdeeds and shortcomings, and the resultant difficulties of life on the island, should legitimately dominate any news feed. Nothing here is meant to suggest that Martí downplay those topics. But they do not need to crowd out every other topic, as is now the case. Constant, monotonal discussion of Cuban affairs in the style of a Miami radio station will not and cannot achieve OCB's mission. In the judgment of the authors of this report, beginning an effort to accomplish that mission will require a substantial reduction of the time and space devoted to Cuban affairs and a categorical change in the way Cuba is treated. Simultaneously, Martí will have to develop multiple new categories of content in multiple new formats that are designed to appeal to Cuba's current population, especially its young people. These tools would then allow OCB to craft a strategy that deliberately and methodically seeks "to promote freedom and democracy by providing the people of Cuba with objective news and information programming."



"...the work performed by the international broadcasting entities...can hardly be described as a typical government function. Cynics may deride their work as 'propaganda,' but in fact the broadcasters are journalists, reporting the news of the United States and the world to foreign audiences. The news gathering and reporting functions of the broadcasters must continue to be independent and objective. The broadcasters themselves understand the importance of this imperative."

U.S. House. Foreign Affairs  
Reform and Restructuring  
Act, Conference Report  
(to Accompany H.R. 1757).  
(1051 H.Rpt. 432).

## USAGM's Editorial Independence

In order for journalists and broadcasters to maintain their professional independence and their ability to produce factual, unbiased and balanced content, the U.S. Agency for Global Media's (USAGM) five networks—Voice of America (VOA); Radio Free Europe/ Radio Liberty (RFE/RL); Middle East Broadcasting Networks (MBN); Radio Free Asia (RFA); and the Office of Cuba Broadcasting (OCB)—hold their editorial independence as a bedrock principle. This independence is enshrined in both law and practice, including by a legislated "firewall" protecting the "professional independence and integrity" of our broadcasters, their content, and staff from government interference. This structure, combined with USAGM's commitment to supporting freedom of expression and information as universal human rights, ensure that its networks operate as public service media organizations, similar to the BBC or NPR.



## THE "FIREWALL" EXPLAINED

An essential guarantee of the journalistic credibility of USAGM's networks is the "firewall." The networks enjoy full editorial autonomy, free of influence from other U.S. government entities and authorities, to include the USAGM CEO and the Board of Governors. The International Broadcasting Act of 1994 (22 U.S.C. §§ 6201 et seq.), as amended, the Agency's authorizing legislation, contains provisions which establish this autonomy and protect the complete professional editorial independence of USAGM and its networks. These provisions, referred to as the "firewall" in the legislative history of the Act, are a recognition by Congress of the "need for journalists and broadcasters to maintain their professional independence in order to produce factual, unbiased and balanced work products."



## KEY PROVISIONS OF LAW

- 22 USC 6204(b), requires the CEO and Secretary of State to “respect the professional independence and integrity” of VOA, OCB, RFE/RL, RFA, and MBN.
- 22 USC 6202(a)(5), requires that agency programming meet the “highest professional standards of broadcast journalism”
- 22 USC 6202(b)(1), requires that agency news broadcasts be “consistently reliable and authoritative, accurate, objective, and comprehensive.”
- S. Rep. 103-107 (to accompany S. 1281) July 23, 1993 “protects the independence and journalistic integrity of the broadcasting entities.”
- S. Rep. 103-107 (1993) “secures the professional independence and integrity of [the Agency’s] broadcasting services.”

The firewall is violated if another U.S. government agency or a U.S. government official tries to influence the Agency’s programming or journalistic work by putting undue pressure on a USAGM journalist or on the Agency itself or takes any other action that may undermine the journalistic credibility or independence of USAGM journalists. To that end, the head of the USAGM is required to at all times to “respect the professional independence and integrity” of the networks.

## JOURNALISTIC STANDARDS & THE FIREWALL

The firewall is critical to ensuring that the editors, reporters, and other journalists make the final decisions on what stories to cover and how they are covered, and that those decisions are ultimately governed by the highest standards of professional journalism, as required by law.

To that end, all USAGM employees, regardless of their roles, and including the CEO, are required to take training that explains the legal and operational role of the firewall. Additionally, the firewall is enforced as part of the broader set of professional standards that are required of all USAGM networks’ journalists and are codified in each network’s journalistic standards. These standards reflect the best practices of the highest quality of journalism across the industry.

USAGM’s journalistic standards have teeth: conduct involving violations of these standards have resulted in the suspension and even termination of employees. In the past three years, USAGM has terminated journalists for conduct involving inappropriate use of social media, having financial relationships with the subjects of their coverage, and violating basic principles of balance and fairness. As appropriate, if its programming is called into question, USAGM consults independent journalism experts with decades of experience to produce independent analyses of whether the network has followed the highest standards of professional journalism, including implementing the expert recommendations.

The firewall is not meant to discourage USAGM journalists from interviewing government officials, or USG officials from appearing on USAGM programs. It is, however, central to the credibility of its networks, and notably differentiates the agency from state-sponsored propaganda operations.

Together, USAGM’s journalistic standards and statutorily mandated firewall reinforce one another, enabling its journalist workforce to produce authoritative, accurate, objective, and award-winning journalism free from undue political interference.



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## EXPECTATIONS FOR NETWORK PROGRAM REVIEW

USAGM's Office of Policy and Research

April 2019

**Summary:** Program reviews are evaluations of the quality of a selection of programming of the language service based upon both internal and external feedback. The program review also addresses the political and media environment in the target market. The review aims to provide network leadership and USAGM an independent evaluation of the work of each language service.

The guiding principle underlying program reviews is to seek a constructive dialogue with the service members and their management such that all parties understand, and ultimately implement, recommendations and best practices identified during the review. These recommendations are linked to and reinforced by an individual service's strategic plan, which is intended to track improvements and performance beyond the program review process itself. USAGM's Office of Policy and Research (OPR) proposes the following framework of baseline expectations for each network's program review process:

1. **Language Service Self-Assessment:** The program review process should begin with a language service self-assessment, to be managed by the service chief with input from others, that highlights key accomplishments, challenges, and problems that need to be addressed. This self-assessment should reference previous program reviews and strategic plans and be included in the final report. The self-assessment should assume existing/continued staffing and resources and identify strengths, weaknesses, opportunities, and challenges.
2. **Evaluation Criteria:** Each network should have a formal set of criteria against which each service's programming is judged. These criteria should cover the following areas:
  - a. Journalistic Standards – balance/objectivity, accuracy, comprehensiveness
  - b. Relevance – market focus, timeliness, usefulness, uniqueness
  - c. Presentation Quality – formats/organization, talent, language
  - d. Technical Quality – use of videos/images/graphics, use of sound, use of text, studio settings, branding/cross-promotion
  - e. Audience Engagement – interactivity, service participation

Each network has the flexibility to design their own evaluation criteria, as long as they cover the major categories listed here.

3. **Frequency:** Each USAGM language service should be reviewed at least once per year. More frequent reviews can be conducted as warranted for high-profile services, special coverage, where problems have previously been identified, or other reasons. For Networks dealing with just one language, program reviews should take place on a more routine basis (at least twice a year).

4. Scope: Reviews should examine samples of content from a set time period, with efforts made to ensure diversity of programming types, staff, and stringers. While the quantity of programming reviewed may vary according to the size and output of the service, each review should consider at least 3 hours of original programming or 5 percent of a service's weekly original output, whichever is greater.
5. Reviewers: To ensure objectivity, reviews should be conducted by an office that reports directly to the Network head, outside of the programming or editorial chain of command. Ideally, reviews should draw from internal analysts, internal panels, and external experts (area specialists and/or media professionals). Every review should include at least some expert external to the language service in question (either an outsider, or another USAGM or grantee employee with the requisite expertise and language proficiency). Translations should be provided where reviewers are not proficient in language. To manage costs, machine translations may be used where they are feasible and reasonably accurate.
6. Reporting: Results of the evaluation should be presented to the service in person to facilitate a robust discussion on how to follow up. Meetings should include service staff, leadership, and representatives of offices that support or coordinate with the services (e.g., Training, HR, TSI, Newsroom). Some networks also use this opportunity to present other data relevant to the service's performance, including research, digital analytics, impact evidence, progress on service goals, analysis of the media and political environment, etc. Final reports should be updated to reflect the outcome of this collective review and discussion, including the addition of any relevant data shared in preparation for or during the meeting.
7. Action Plans: The reviewing office should facilitate the development of a plan to correct any deficiencies found in the reviews. These action plans should identify the responsible offices and expected timeframes and should be revisited at regular intervals to ensure progress.
8. Documentation: Results of the evaluation should be written up into a formal report that combines feedback from both internal and external sources and action plans. Reports should include foundational information about the language service (hours of content produced/week, a typical weekly program schedule, annual budget, number of journalists and stringers, bureaus, etc.) as well as the review schedule, list of experts involved, scope of content assessed, key findings, action items for the language services, and any additional requests or action items for USAGM. These reports should be provided to the network heads and USAGM (OPR).
9. Verification: USAGM and Network leadership will convene annually (at least) to present the findings of the language reviews and discuss recommendations and next steps. Several features of this process will help to ensure that it is accurate and credible:
  - Objective, clear evaluation criteria
  - Independence of reviewing office



- Use of internal and external experts
- Open discussion of results
- Involvement of other offices
- Agreement on follow up actions
- Monitoring of follow up actions
- Documentation of results

OPR proposes the following schedule:

- ASAP: Network plans program review for the year, including recruiting experts, refining methods, and establishing a schedule for all program.
- ASAP: Networks inform USAGM's Office of Policy and Research (OPR) of the schedule, methods, and let's USAGM know if there are any additional unmet needs (e.g. assistance in methods, identifying outside experts, etc.). Individual language services conduct self-assessment.
- June-October: Program reviews take place, as per the Network's schedule
- November-December (or before): Program review reports are finalized and discussed amongst Network leadership and the management of the relevant language service (and, if applicable, regional service chief). A copy of this report is shared with USAGM's OPR by December 31, as well as a certification that the report was discussed with the relevant stakeholders.
- January-February: USAGM and Network leads convene for a 1-2 day presentation of all language service reviews and discussion of findings. (This could be connected to the annual strategy retreat, or part of a broader business review meeting, to be determined.)



U.S. AGENCY FOR  
GLOBAL MEDIA

330 Independence Avenue SW | Washington, DC 20237 | usagm.gov

## Clearance Cover Sheet

To: CEO Office

From: Division/Office:  
OMS

Title of Document: Equal Employment Opportunity (EEO) Program Status Report

Request for Action: CEO Signature

Brief Description: USAGM Fiscal Year (FY) 2019 Equal Employment Opportunity (EEO) Program Status Report per the Equal Opportunity Commission's (EEOC) Management Directive 715 (MD-715)

When do you need this by? September 23, 2020

Drafted by: Office: OMS/R Name: (b) (6)

Draft approved by: Name of Division: OMS/R Office Head: (b) (6) Approval: ☒

Cleared:	OMS/R	(b) (6)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	OMS	(b) (6)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	OGC	(b) (6)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	OHR	(b) (6)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	ExecSec	(b) (6)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	OCEO	(b) (6)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	OCEO	(b) (6)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	OCEO	(b) (6)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		(b) (6)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Approved: CEO

or designee

(b) (6)

20/23/2020



PUBLIC SERVICE MEDIA



August 28, 2020

ACTION MEMO: Chief Executive Officer Michael Pack  
FROM: Office of Civil Rights (OCR)  
SUBJECT: FY19 Equal Employment Opportunity Program Status Report

The Office of Civil Rights (OCR) is seeking Office of Chief Executive Officer (OCEO) approval of the U.S. Agency for Global Media's (USAGM) Fiscal Year (FY) 2019 Equal Employment Opportunity (EEO) Program Status Report per the Equal Opportunity Commission's (EEOC) Management Directive 715 (MD-715). The report is due to the EEOC on September 30, 2020, and it covers the period from October 1, 2018, through September 30, 2019.

#### Background

EEOC's MD-715 requires federal agencies to submit an annual report that evaluates whether agencies are establishing and maintaining effective EEO programs under Section 717 of Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000e et seq., and Section 501 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. § 791 et seq. The required annual self-assessment is conducted using EEOC-prescribed compliance indicators and measures.

The overriding objective of MD-715 is to see that all federal agencies become a model EEO agency and ensure that all employees and applicants for employment enjoy equality of opportunity in the federal workplace regardless of race, color, religion, sex, national origin, age, disability, genetic information, or reprisal for participation in a protected EEO activity. Consistent with this objective, MD-715 also requires agencies to identify any institutional, structural, attitudinal, and/or physical barriers that may operate to exclude certain groups, and to develop strategic plans to eliminate identified barriers.

This report reflects the results of USAGM's self-assessment and highlights the Agency's accomplishments in advancing EEO objectives and identifying action items to correct deficiencies in its EEO program. During FY 2019, the Agency improved sixteen EEO deficiencies previously reported in FY 2018, and it is on track to make continued improvements in FY 2020.

#### Recommendation

OCR requests CEO approval of the Agency's FY 2019 EEO Program Status Report. Please affix the CEO's signature to Attachment Part F to indicate concurrence with this requested action.

(b) (6)

APPROVE

DISAPPROVE

DATE

DISCUSS

08/28/2020



U.S. AGENCY FOR  
GLOBAL MEDIA

UNITED STATES  
BROADCASTING  
BOARD OF  
GOVERNORS

## Management Directive 715 Report

### *Equal Employment Opportunity Program Status Report*

Fiscal Year 2019



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## ATTACHMENTS

Part F:	Certification of Establishment of Continuing Equal Employment Opportunity Programs
Part G:	EEOC Form Part G, Annual Self-Assessment Checklist
Part H:	EEOC Form Part H, Plan to Attain Essential Elements of a Model EEO Program
Part I:	EEOC Form Part I, EEO Plan to Eliminate Identified Barrier
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## **INTRODUCTION**

The Equal Employment Opportunity Program Status Report for Fiscal Year 2019 (FY 2019) outlines the status of the US Agency for Global Media's (USAGM) Equal Employment Opportunity (EEO) Program activities undertaken pursuant to its EEO program responsibilities under Title VII of the Civil Rights Act of 1964. This report also describes USAGM activities undertaken pursuant to its affirmative action obligations under the Rehabilitation Act of 1973, and as required by the U.S. Equal Employment Opportunity Commission's (EEOC) Management Directive 715.

The report highlights USAGM's accomplishments in establishing and maintaining a model program by promoting equal employment opportunity (EEO) for all of its employees and applicants. The report also provides the FY 2019 plan to address programmatic deficiencies that were identified during the course of the year.

### **US Agency for Global Media**

The mission of the US Agency for Global Media (USAGM) is to inform, engage, and connect people around the world in support of freedom and democracy, which encompasses international media providing news and information to 215 million people in 100 countries and 61 languages, every week. USAGM is a diverse multicultural agency and is committed to promoting EEO, diversity, and inclusion in all aspects of employment and professional development.

USAGM provides multimedia broadcast distribution, as well as technical and administrative support to its entities. It manages a global network of transmitting sites and an extensive system of leased satellite and fiber optic circuits, along with a rapidly growing internet delivery system servicing all USAGM broadcasters. It is also the administrative and marketing arm of the Agency.

USAGM oversees five networks and one internet freedom grantee, the Open Technology Fund (OTF). The networks include two federal organizations — the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB), which oversees Radio and TV Martí — and three non-profit organizations — Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA) and the Middle East Broadcasting Networks (MBN) — which receive grants from USAGM.

### **Office of Civil Rights**

The Office of Civil Rights (OCR) supports USAGM's mission to inform, engage, and connect people around the world in support of freedom and democracy by ensuring the Agency preserves fairness and equity under the law. OCR is responsible for overseeing the integration of civil rights into all USAGM activities. OCR accomplishes this by: advising USAGM leadership and partners of ways to promote respect for civil rights in policy creation and implementation; promoting appropriate attention within USAGM to concerns and experiences of individuals and communities; investigating and issuing recommendations regarding civil rights complaints filed by the public regarding USAGM policies, practices,



procedures or activities, or actions taken by USAGM personnel; and leading USAGM's EEO programs and promoting workforce diversity and merit system principles.

### **Program Elements**

According to EEOC Management Directive 715 (MD-715), the following six essential elements serve as the foundation for a model EEO program:

- A. Demonstrated commitment from Agency leadership;
- B. Integration of EEO into the Agency's strategic mission;
- C. Management and Program accountability;
- D. Proactive prevention and unlawful discrimination;
- E. Efficiency; and
- F. Responsiveness and legal compliance.

## EXECUTIVE SUMMARY

### *Essential Element A – Demonstrated Commitment from Agency Leadership*

To demonstrate commitment to equal employment opportunity (EEO), diversity, affirmative employment, and the prohibition of illegal discrimination and harassment, on January 3, 2020, the US Agency for Global Media (USAGM) issued its updated and signed EEO Policy Statement. Additionally, the Agency is in the process of revising its policy statement on the Prohibition of Harassment and Reasonable Accommodation, including Personal Assistance Services (PAS). The current policy statements are provided to new employees and discussed at orientation, given to new managers and supervisors at training sessions, and made available to employees and job applicants through USAGM's Intranet and public website. Furthermore, EEO training programs and events are publicized to all employees through house announcements sent to employees by email, and are prominently posted on the Agency's Intranet.

The Agency also continues to demonstrate its commitment to EEO, diversity and inclusion by rating senior leadership, managers and supervisors performance annually on their compliance with the Agency's EEO/diversity policies and principles. During the Fiscal Year (FY), USAGM's EEO, Diversity & Inclusion Advisory Council met quarterly with senior officials, managers, and employees to identify barriers to EEO, diversity and inclusion, and to recommend strategies and actions to assist the Agency in becoming a Model EEO Agency.

In January 2020, the Office of Civil Rights (OCR) began to conduct quarterly meetings with the Office General Counsel (OGC), Office of Human Resources (OHR), and other senior leadership, managers and supervisors. This approach is about collaboratively working together to develop strategies throughout the year to identify and remove barriers to EEO while ensuring that each division/office is free of discrimination, harassment, retaliation, or reprisal.

Additionally, USAGM's 2018-2022 Strategic Plan calls for the Agency to "foster employee engagement, development, and productivity" by promoting human capital planning and management as a top priority for senior executives, managers and supervisors throughout the Agency; consistently communicating organizational goals, objectives, priorities, and performance expectations; ensuring a safe and secure work environment for all employees; implementing management training curriculum focused on performance management, human capital planning and processes, communications, and financial and administrative management; improving the consistency and credibility of Agency performance management practices; developing cross-training and internal development standards and procedures, and developing cross-training and internal development standards and procedures to support the Agency's strategy to have "*Impact and Agility*." The Agency's Strategic Plan is posted on USAGM's intranet and public website.

The Agency also implemented its 2020-2024 Diversity and Inclusion Strategic Plan outlining the following three goals:

- Goal 1: Recruit a diverse, highly capable workforce
- Goal 2: Build a work environment that promotes inclusion
- Goal 3: Build leadership commitment to a diverse and inclusive USAGM through accountability, data and education

Additionally, the Agency continues to administer a training program that includes a Diversity Series, which is a variety of EEO, diversity and inclusion courses offered annually to the workforce. All new employees are required to complete an orientation, which includes briefings and mandatory training on the Agency's EEO and anti-harassment policies, diversity and the requirements of the No FEAR Act. Furthermore, employees are encouraged to take refresher EEO and diversity training annually and required to take Anti-Harassment (including sexual harassment) and No FEAR Act training every two years, in accordance with EEOC requirements.

***Essential Element B - Integration of EEO into the Agency's Strategic Mission***

As part of integrating EEO into the strategic mission, Section II (B) instructs agencies to ensure that: 1) it has a reporting structure where the EEO Director has access to the Agency Head and Senior Management, and the EEO Director is a regular participant at Senior Staff Meetings; 2) the EEO office is involved with and consulted on the management and deployment of human resources; 3) sufficient resources are allocated to the EEO program; 4) the EEO office recruits, develops and retains competent staff; 5) it recruits, develops and retains managers and supervisors that have good communication and interpersonal skills, and provides them with the necessary training and resources to carry out their duties and responsibilities; 6) managers and employees are involved in implementing the EEO program; and 7) EEO information regarding Federal EEO statutes, regulations, rights, responsibilities, and to promote best practices is distributed and available to the workforce and applicants.

The OCR Director reports directly to the Director, Office of Management Services (OMS), who regularly participates in senior staff meetings. For FY 2020, the Agency will assess the following: 1) the reporting structure; 2) OCR's participation in senior staff meetings; and, 3) OCR's participation in management and personnel issues as required by the EEOC.

During FY 2019, OCR had seven staff members, including the Director, Affirmative Employment Program Manager, Complaints Manager (currently vacant), Disability Program Manager, Diversity and Inclusion Program Manager (currently vacant), Informal Complaints Manager (who retired shortly after serving a 6-month detail), and Special Emphasis Program Manager (permanent selection made). OCR has been without administrative staff resources since FY 2014, requiring staff to handle administrative work or utilize Interns when available.

In FY 2019, OCR began conducting quarterly EEO Diversity and Inclusion Advisory Council (DIAC) Meetings, which included participation from the Office of the Chief Executive Officer (OCEO), OGC, OHR, Office of Workforce Support and Development (OWSD), and division and program offices. In October 2019, OCR provided the DIAC with the EEO State of the Agency Briefing, highlighting the barrier analysis process, and deficiencies and planned activities with respect to recruitment, training, upward mobility and workforce data. Further, OCR provided the Interim CEO and Director with the state of USAGM in September 2019, and for FY 2020, the OCR Director will provide the State of the Agency Briefing.

**External Communication:** In FY 2019, EEO programs and events were announced to other federal government agencies. All Agency information materials online and in print feature the diversity of the workforce as well as the audiences they engage. In terms of openness and transparency, USAGM's Board meetings were routinely webcast, broadcast on the in-house AV systems, and open to the public on a first-come, first-serve basis. Individuals were able to register to speak to the Board as part of the public comments portion of the agenda. Recordings and associated documents from the Board meetings were available on-demand at USAGM.gov. The Agency produced a monthly electronic newsletter that was made available to the public and employees.

**Internal Communication:** The Agency continues to publicize EEO events and activities to all employees through emailed house announcements, notices on the Agency's Intranet, on display monitors and flyers throughout the Agency's headquarters in the Wilbur J. Cohen Building in Washington, DC, and at OCB's headquarters in the Jorge Mas Canosa Building in Miami, FL, and through computer desk alerts. Internal all-hands meetings with Agency leadership were open to all employees, broadcast internally, and by private streaming for remote employees. In order to increase employee engagement and communication, the Agency continues to utilize *Workplace* by Facebook, which is an enterprise version of Facebook and provides employees with an internal dedicated and secure space to connect, communicate, and collaborate.

### ***Essential Element C – Management and Program Accountability***

This element requires agencies to hold managers, supervisors, EEO officials, and human resource officers accountable for the implementation and management of the EEO program. Senior leadership, managers, supervisors, and EEO officials are evaluated annually on their compliance with the Agency's EEO and diversity policies, and meeting EEO and diversity-related goals and objectives. Leadership and management promoted EEO and diversity, and assist in implementing the Agency's EEO program by consulting with the EEO Office and applying EEO and diversity principals to their operating procedures and personnel decisions. Senior leadership and management also supported the EEO program by participating in special emphasis programs and encouraging staff to attend these events.

The Agency's EEO Diversity & Inclusion Advisory Council (DIAC) is continuously working to expand and utilize the DIAC to further involve senior leadership, supervisors, managers, and employees in EEO activities including recruitment, outreach, and barrier analysis. In October 2019, OCR provided the DIAC with the State of the Agency Briefing and also informed



participants of the expectations and emphasis being placed on increasing the participation rates for persons with disabilities and targeted disabilities, Hispanics, and upward mobility for minority groups. In January 2020, OHR hired a full-time Selective Placement Coordinator/Workforce Recruitment Placement Coordinator. Further, the Agency filled the vacant OHR Director position.

In January 2020, OCR began conducting quarterly meetings with OGC and OHR to focus on Agency deficiencies, proactive preventive measures and triggers, complaints, and reasonable accommodation, etc. Additionally, the OHR Deputy Director and OCR Director plan to meet regularly.

Supervisors and managers are strongly encouraged to complete 8 hours of EEO training each year, and all employees, including supervisors and managers, are required to complete the online No Fear Act and Anti-harassment training every two years. Various EEO, Diversity and Inclusion training options are made available to all Agency staff on an annual basis and Agency staff are encouraged to attend. In addition, a series of reasonable accommodation training sessions were made available for all employees, managers and supervisors, including Schedule A hiring.

The Agency continued to offer leadership and development courses such as the "Foundations of Leadership: Skills for Supervisors" course, which are comprehensive five-day courses that new supervisors/managers are required to successfully complete during their probationary period, the course include an EEO segment. Furthermore, senior leadership, managers and supervisors are also rated annually on their implementation of EEO and diversity-related principles and specific EEO organizational objectives as a critical element in their annual performance evaluations. In addition, each year the Agency awards the Nathanson Public Diplomacy Scholarship to a number of employees so that they attend the Aspen Institute's Socrates Seminars in July in Aspen Colorado. The Aspen Institute Socrates Program provides a forum for emerging leaders from various professions to convene and explore contemporary issues in areas related to public diplomacy and international media through expert-moderated dialogue, as well as provide the opportunity for participants to enter into a diverse professional network.

**Reasonable Accommodation Procedures:** The OCR continued to collaborate with OHR and management to process requests for reasonable accommodations and provide interim accommodations to employees as needed. OCR processes reasonable accommodation requests for equipment and requests sufficient information from employees to help management determine the most appropriate accommodation necessary to meet the employees' needs. The Agency's reasonable accommodations procedures, which have been approved by EEOC, are posted on the Agency's intranet, and are accessible to applicants on the internet through a web-link posted on each vacancy announcement. The Agency's updated reasonable accommodation policy and procedures, and newly implemented Personal Assistance Services (PAS) Procedures are pending final review.

The Agency's reasonable accommodation procedures give OCR primary responsibility for administering the Agency's reasonable accommodations program and provide employees with multiple avenues for initiating requests for accommodation and generally give managers

authority to approve or disapprove requests for accommodations. The procedures provide flexibility in processing requests for reasonable accommodations; promote timely processing of requests; include an interactive process to assist the Agency and requestor in determining if the request is reasonable and appropriate; and allows the Agency to provide interim accommodations in the event the request cannot be immediately approved/disapproved due to extenuating circumstances. During FY 2019, OCR processed 79 USAGM accommodation requests.

#### ***Essential Element D – Proactive Prevention of Unlawful Discrimination***

This element requires agencies to conduct a self-assessment at least annually to: identify barriers and potential barriers to EEO and diversity in the workforce; develop strategic and action plans to eliminate identified barriers; and to assess the progress and effectiveness of the Agency's strategies and initiatives to remove barriers to EEO and promote diversity in the workforce. OCR is also responsible for the Agency's Special Emphasis Program which focuses on the workforce needs (to include recruitment, retention, training and development) of individual groups who have historically, less than expected representation in the Federal sector, as well as, acknowledging the various National Observances and contributions of diverse groups to our nation. During FY 2019, USAGM had numerous speakers, who are very knowledgeable regarding various cultural and relevant issues. Additionally one of the Agency's most educational and enjoyable observances is USAGM's Diversity Day, which celebrates the many cultures that we have within the Agency. Supported by, President Obama's Executive Order 13583-- Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, it is supported by the many diverse employees at USAGM. This observance is an opportunity for employees to promote and celebrate, acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, religion, etc.

Ensuring that employees are treated with dignity and respect is critical to effective management. Employees are encouraged to discuss concerns with their managers and supervisors. Employees may also raise EEO-related concerns with OCR, OHR, and the Agency's Ombudsman; and work-related concerns with OHR, the Employee Assistance Program, or the unions. The Agency also has an Alternative Dispute Resolution (ADR) Program, which encourages employees, managers, and supervisors to informally resolve workplace disputes at the lowest level possible. Additionally, the Agency took proactive measures to ensure all managers and employees were thoroughly trained on the Agency's EEO and diversity policies, which prohibit unlawful discrimination and harassment and promote diversity and inclusion in the workplace.

#### ***Essential Element E – Efficiency in the Federal EEO Process***

The Agency has an efficient and fair dispute resolution process and an effective system for evaluating the impact and effectiveness of its EEO and ADR programs. The Agency utilizes an electronic complaint tracking system to track and monitor complaints and ADR activities in accordance with EEOC Form 462. USAGM also relies on feedback provided by the workforce and its customers to evaluate the effectiveness of its EEO and ADR programs.



At the beginning of FY 2019, the Agency had an inventory of 35 open formal EEO complaints. Fourteen additional complaints were filed for a total of 49 open formal complaints during FY 2019. At the end of FY19, the Agency had an inventory of 29 open complaints pending processing at various stages of the EEO complaint process.

During FY 2019, OCR received staffing resources for a dedicated Complaints Manager position which had been vacant for over three years. The position is currently vacant. Additionally, the Informal Complaints Manager retired shortly. Although there were staffing changes, the Agency completed 26 informal counselings, whereas 3 were counseled within the 30-day timeframe, 12 were counseled within 31 to 90 days (including 1 extension, 5 ADR requests and 6 within 31-90 days that were untimely) and 11 were counseled beyond the 90-day counseling period. The Agency also completed 16 investigations and issued 12 Final Agency Decisions during the reporting period. OCR's timeliness was impacted by the Federal government shutdown, and as a result, will work with contractors to ensure timely completion with complaints processing.

During FY19, the Agency offered ADR to aggrieved persons for 17 of 17 (100%) informal complaints, and 12 of 17 (70.59%) employees rejected the offer of ADR, and elected to participate in traditional EEO counseling. USAGM will continue to encourage employees, supervisors, and managers to participate in the Agency's ADR program or seek other forms of informal dispute resolution offered by USAGM to attempt to resolve complaints at the lowest level possible. During the formal complaints process, there were no employees who participated in the ADR process and settled the complaints.

The Agency also has the Office of the Ombudsman, which assists employees, officials, and OCR in resolving complaints informally; and has an Employee Assistance Program, which provides a range of services including assessment, counseling and referral services for employees and officials who may be experiencing professional and personal challenges. The Office of the Ombudsman and the Employee Assistance Program help many employees and officials address and resolve work and personal issues, which could otherwise escalate into problems or conflicts in the workplace.

To ensure the impartiality of the Agency's EEO Program to include ADR programs, the Agency's EEO administrative functions are separate from its legal defense component, and Agency offices with conflicting and/or competing interests.

#### ***Essential Element F – Responsiveness and Legal Compliance***

USAGM worked diligently to comply with EEO laws, EEOC regulations, directives, orders, and other written instructions. Additionally, during the first quarter of FY 2019, OCR hired a Complaints Manager, who is working to address the backlog with complaints processing and to update and post the No FEAR Act report. Further, the Agency continues to utilize an electronic complaint tracking system to track and monitor complaint and ADR activities in accordance with the EEOC Form 462.

## ACCOMPLISHMENTS

- USAGM continued its upward trend with a 1.2 average increase across all indicators on the Federal Employee Viewpoint Survey (FEVS). Employee morale and satisfaction is of the utmost importance and contributes to the success of the Agency.
- The Agency's Chief Executive Officer (CEO) and Director, and Voice of America (VOA) Director and senior leadership conducted town hall meetings every three months and regularly visited language services and support units.
- The VOA Director and senior leaders held regular meetings of the Women's Caucus and published a monthly newsletter to advance participation and recognition of women in the workplace.
- In FY 2019, USAGM hired one Black/African American male at the SES grade level, which broke the nine-year trend of no Black/African Americans at the SES grade level.
- The Agency's internship program brought nearly 200 students from throughout the United States and around the world for periods ranging from two to six months, including a mandatory orientation session, meeting with mentors, job shadowing assignments, and opportunities to learn about the Agency's mission and functions.
- USAGM obtained a Hispanic Association of Colleges and Universities (HACU) student who was assigned to work in the Office of Contracts.
- The Agency's Office of Civil Rights (OCR) held quarterly Diversity and Inclusion Advisory Council (DIAC) Meetings. The purpose of the DIAC is to: 1) notify leadership and employees of their responsibility to promote EEO, diversity and inclusion in the workplace; 2) provide updates on significant changes to EEO, diversity and inclusion laws, regulations and guidelines; 3) identify barriers to EEO diversity and inclusion in the workforce; 4) recommend strategies and actions to remove identified or potential barriers; and 5) monitor and evaluate the progress of EEO, diversity and inclusion programs and initiatives.
- The OCR continued to collaborate with the Agency's Divisions and Offices to celebrate diversity and cultural awareness. OCR hosts Commemorative Programs that are in line with the elements outlined in the Management Directive 715 (MD-715). The programs are designed to help eliminate employment barriers to low participation groups. Each Special Observance is organized to speak on topics that help the Agency make equal opportunity available to those targeted groups. The topics discussed help to create tolerance, enhance cultural awareness and connect employees.
- USAGM continued to provide managers and supervisors with mandatory leadership training (which includes an extensive EEO component) within six months of onboarding

or from the date they were converted to a manager and supervisor. Additionally, the training is also offered biennially as a refresher.

- The Agency presented live training videos (including an EEO component) for the Office of Cuba Broadcasting.
- The OCR sponsored a series of Diversity and Inclusion classes such as “Responding to Change in Multicultural Organizations”, “Fostering a Culture of Inclusion”, “Conflict Happens”, “The Opportunity Conflict”, and “Leading Consciously: How Bias Impacts Your Everyday Decisions.” In addition, OCR conducted multiple training sessions to include the following: “Prevention of Sexual Harassment” and “Respect and Civility in the Workplace.”
- The Agency’s Disability Program Manager (DPM) conducted a series of RA and disability training sessions for managers, supervisors and employees, including “Identifying and Managing Mental Disabilities” and “What is Reasonable and Sufficient Medical Documentation?” In addition, the DPM provided training webinars via Workplace.
- USAGM’s OCR implemented a new RA application by Netcom Database Systems, which is a secure tracking system for reasonable accommodations.
- The Agency’s Office of Human Resources (OHR) hired a Selective Placement Program Coordinator/Workforce Recruitment Program Coordinator to focus on recruitment and low participation populations.

## **PLANNED ACTIVITIES**

- Assess the reporting structure of USAGM and requirements for the OCR Director to report directly to the CEO and Director
- Collaborate with HR, colleges and universities for targeted outreach of low participation groups
- Ensure EEO policies and procedures are available on the Agency's public website and Intranet
- Implement new workforce database and applicant flow system
- Include the OCR Director in Senior Leadership meetings and decision-making
- Prepare quarterly Diversity and Inclusion reports, highlighting the state of each Division/Office
- Re-survey the Agency's workforce to encourage self-reporting of disabilities
- Update the Agency's strategic plan to include EEO, diversity and inclusion principles
- Update and post No FEAR Act data to the Agency's website
- Update the Reasonable Accommodation (RA) Policy and Procedures and develop required Personal Assistance Services (PAS)



## WORKFORCE ANALYSIS

### The Total Workforce

The Agency's self-assessment for FY 2019, indicates the overall participation rates in the total workforce for Asians, Blacks/African-Americans, and Two or More Races exceeded the participation rates reported for the Civilian Labor Force (CLF) (see total workforce charts below). Additionally, the participation rate for White males in the Agency was slightly below their ratio in the CLF and the participation rates for females (overall), White females and Hispanics were below the national CLF ratios. The percentages of American Indian/Alaska Natives and Native Hawaiian/Other Pacific Islander males in the CLF are small, as well as, at USAGM. In addition, the participation rates for individuals with disabilities was below the Federal goal of 12% and below the 2% goal for individuals with targeted disabilities. OCR will continue to collaborate with OHR management officials to identify current recruitment sources and determine its accuracy in reaching low participation groups.

#### *USAGM Trend Analysis of Total Workforce*

Percentage of Total Workforce	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Minorities	46.76%	46.85%	47.7%	48.41%	51.08%	51.59%	50.88%	51.49%	51.65%
Females	38.91%	38.6%	39.08%	39.2%	39.4%	40.69%	40.09%	39.56%	40.34%
Individuals w/Targeted Disabilities	0.74%	0.48%	0.68%	0.64%	0.60%	0.51%	0.54%	0.41%	0.44%

### Senior Leadership

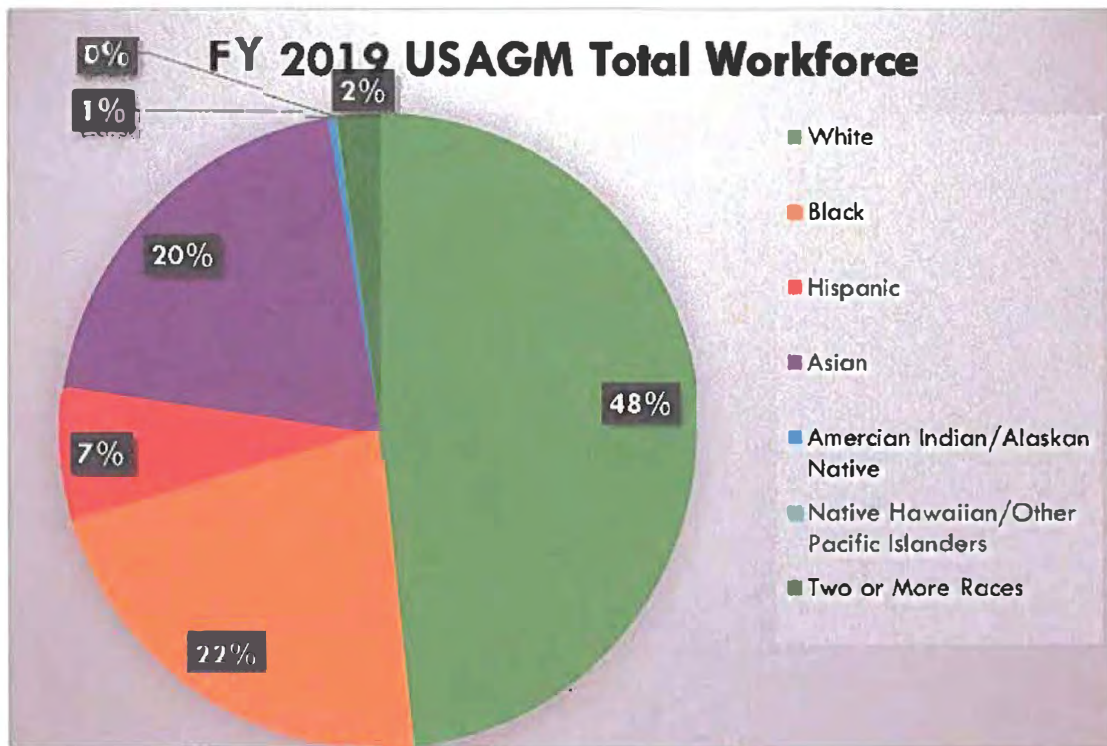
In FY 2019, USAGM hired one Black/African American male at the SES grade level, which broke the nine-year trend. The participation rate for females (overall), Hispanics, Native Hawaiian/Other Pacific Islanders, American Indian/Alaska Natives, and persons with disabilities and targeted disabilities in leadership positions were also below their overall participation rates in the total and permanent workforces. The Agency is reviewing and revising the last developed action plan to evaluate and address this issue as described in Part I of the report.

In accordance with EEOC MD-715, OCR reviewed the Agency's workforce statistical data using *EEOC's Workforce Data Tables A-1 to A-9 and B-1 to B-9*. OCR is working on a nine-year trend analysis to identify any potential triggers that may be prohibiting the Agency from maintaining a model EEO program in the area of gender and disability. Where potential triggers or deficiencies were identified previously, the Agency developed an action plan to address them in

*Part I* of this Report and these will be updated with the ongoing analyses. Comparisons to the Civilian Labor Force (CLF) are based on the 2010 National Census Data.

**EEOC Workforce Data Table A-1:** As of September 30, 2019, the Agency's total workforce constituted a total of 1,371 employees (1,313 permanent and 58 temporary), including 553 (40.34%) females and 818 (59.66%) males; 232 (16.92%) White females and 431 (31.44%) White males, for a total of 663 (48.36%) White employees; 160 (11.67%) Black/African-American females and 142 (10.36%) Black/African-American males, for a total of 302 (22.03%) Black/African-American employees; 29 (2.12%) Hispanic/Latino females and 67 (4.89%) Hispanic/Latino males, for a total of 96 (7.01%) Hispanic/Latino employees; 118 (8.61%) Asian females and 156 (11.38%) Asian males, for a total of 274 (19.99%) Asian employees; 1 (0.07%) American Indian/Alaska Native female and 4 (0.29%) American Indian/Alaska Native males, for a total of 5 (0.36%) American Indian/Alaska Natives; 1 (0.07%) Native Hawaiian/Other Pacific Islander female and no males; and, 12 (0.88%) Two or More Races female and 18 (1.31%) males were classified as Two or More Races for a total of 30 (2.19%) Two or More Races employees.

Native Hawaiian/Other Pacific Islander males were not employed in the Agency's Federal workforce during this period.



The total workforce participation rates for the groups listed below have consistently remained significantly below the national CLF ratios. Please note that USAGM's mission (international broadcasting) requires a specialized workforce that may not be directly comparable to the general CLF ratios.



1.	232 White females at 16.92%
2.	29 Hispanic/Latino females at 2.12%
3.	67 Hispanic/Latino males at 4.89%
4.	0 Native Hawaiian/Other Pacific Islander males 0%
5.	1 American Indian/Alaska Native females 0.07%
6.	4 American Indian/Alaska Native males 0.29%

### Permanent Workforce

The Agency's permanent workforce constituted a total of 1,313 employees, including 535 (40.75%) females and 778 (59.25%) males; 223 (16.98%) White females and 404 (30.77%) White males, for a total of 627 (47.75%) White employees; 159 (12.11%) Black/African-American females and 139 (10.59%) Black/African-males, for a total of 298 (22.7%) Black/African-American employees; 29 (2.21%) Hispanic/Latino females and 64 (4.87%) Hispanic/ Latino males, for a total of 93 (7.08%) Hispanic/Latino employees; 111 (8.45%) Asian females and 150 (11.42%) Asian males, for a total of 261 (19.87%) Asian employees; 1 (0.08%) American Indian/Alaska Native female, and 4 (0.30%) American Indian/Alaska Native males, for a total of 5 (0.38%) American Indian/Alaska Native employees; 1 (0.08%) Native Hawaiian/Other Pacific Islander female; and, 11 (0.84%) Two or More Races females and 17 (1.29%) Two or More Races males, for a total of 28 (2.13%) multiracial employees.

Native Hawaiian/Other Pacific Islander males were not employed in the Agency's Federal workforce during this period. (See Workforce Data Table A-1).

The Agency's permanent workforce decreased by 70 employees, from 1,383 in FY 2018, to 1,313 employees in FY 2019. The number of females in the permanent workforce decreased by 20, from 555 (40.13%) to 535 (with a slight percentage increase to 40.75%). The number of males in the permanent workforce decreased by 50, from 828 (59.87%) to 778 (59.25%).

The number of White females in the permanent workforce decreased by 2, from 225 (16.27%) in FY 2018 to 223 (16.98%) in FY 2019. There were 12 (28.57%) permanent new hires (which exceeded the overall participation rate) and 16 (15.69%) separations. White males decreased by 29, from 433 (31.31%) to 404 (30.77%). There were 12 (28.57%) permanent new hires and 33 (32.35%) separations (which exceed the overall participation rate. Black/African American females decreased by 16, from 175 (12.65%) to 159 (12.11%). There were 3 (7.14%) permanent new hires and 20 (19.61%) separations, which exceeded the overall participation rate. Black/African American males decreased by 14, from 153 (11.06%) to 139 (10.59%). There were 4 (9.52%) permanent new hires and 10 (9.80%) separations. Hispanic females decreased by 2, from 31 (2.24%) to 29 (2.21%) and the number of Hispanic/Latino males decreased by 4, from 68 (4.92%) to 64 (4.87%). There were 2 (4.76%) new hires and 3 (2.94%) separations for Hispanic females, which exceeded the overall participation rate. There was 1 (2.38%) permanent new hire for Hispanic males and 7 (6.86%) separations (which exceeded the overall participation rate). Asian females decreased by 1, from 112 (8.10%) to 111 (8.45%). There were 3 (7.14%) permanent new hires and 3 (2.94%) separations. Asian males decreased by 3, from 153 (11.06%) to 150 (11.42%); however, the percentage slightly increased. There were 4 (9.52%) permanent new hires and 10 (9.80%) separations. The number of American Indian/Alaska females remained the same at 1 employee, with a slight increase in the percentage rate (0.08%).

American Indian/Alaska Native males also remained the same at 4 (0.29%) employees. There were no new hires or separations for American Indian/Alaska Natives. The number of Native Hawaiian/Other Pacific Islander females remained the same at 1 (0.07%), with a slight increase in the percentage rate (0.08%). Native Hawaiian/Other Pacific Islander males were not employed in the permanent workforce in FYs 2013, 2014, 2015, 2016, 2017, 2018 or 2019. Females that were classified in the Two or More Races category increased by 1, from 10 (0.72%) to 11 (0.84%), and males remained the same at 17; however, had a slight increase in the percentage rate (1.29%). There was 1 (2.38%) permanent female new hire (which exceed the overall participation rate) and no separations. There were no new hires or separations for males in the Two or More Races category. (See Workforce Data Table A-1, A-8).

### Temporary Workforce

The Agency's temporary workforce decreased by 10, from 68 employees in FY 2018 to 58 employees in FY 2019. The number of females in the temporary workforce decreased by 1, from 19 (1.37%) to 18 (1.37%). The number of males in the temporary workforce decreased by 9 from 49 (72.06%) to 40 (68.97%). (See EEOC Workforce Data Table A-1)

The number of White females in the temporary workforce decreased by 2, from 11 (0.80%) to 9 (0.69%). White males decreased by 8, from 35 (51.47%) to 27 (46.66%). Black/African American females decreased by 1, from 2 (0.14%) to 1 (0.08%). Black/African American males increased by 1, from 2 (2.94%) to 3 (5.17%). Hispanic/Latino males decreased by 1, from 4 (5.88%) to 3 (1.37%). There were no Hispanic/Latino females employed in the temporary workforce. The number of Asian females increased by 2, from 5 (0.36%) to 7 (0.53%). Asian males decreased by 2, from 8 (11.76%) to 6 (10.34%). American Indian/Alaska Natives and Native Hawaiian or Other Pacific Islanders were not employed in the temporary workforce in FYs 2013, 2014, 2015, 2016, 2017, 2018, and 2019. Females classified in the Two or More Races category remained the same at 1; however, the percentage changed to 0.08%. Males classified in the Two or More Races category increased from 0 to 1 (1.72%). (See Workforce Data Table A-1 and Chart 1)

<b>CHART 1</b>						
<b>FYs 2011 to 2019</b>						
<b>Nine-Year Trend Analysis of USAGM Total Workforce By Gender</b>						
<b>(For Permanent and Temporary Federal Government Employees)</b>						
<b>Fiscal Years</b>	<b>Total Female CLF -48.14%</b>	<b>Total Male CLF - 51.86%</b>	<b>Total Female and Male Workforce</b>	<b>Changes In Total Female and Male Workforce By FYs</b>		
				<b>Females</b>	<b>Males</b>	<b>Total Change</b>
2011	677 (38.79%)	1,068 (61.20%)	1,745 (100%)	-10	-18	-28
2012	650 (38.60%)	1,034 (61.40%)	1,684 (100%)	-27	-34	-61
2013	630 (39.08%)	982 (60.92%)	1,612 (100%)	-20	-52	-72
2014	617 (39.20%)	957 (60.80%)	1574 (100%)	-13	-25	-38
2015	593 (39.04%)	926 (60.96%)	1519 (100%)	-24	-31	-55
2016	638 (40.69%)	930 (59.31%)	1568 (100%)	+45	+4	+49
2017	599 (40.09%)	895 (59.91%)	1494 (100%)	-39	-35	-74
2018	574 (39.56%)	877 (60.44%)	1451 (100%)	-25	-18	-43
2019	553 (40.34%)	818 (59.66%)	1371 (100%)	-21	-59	-80

**EEOC Workforce Data Table B-1:** In FY 2019, there continued to be a decrease in the Agency's total workforce. The number of employees with disabilities decreased by 2, from 34 (2.34%) to 32 (2.33%), and have remained below EEOC's Federal goal of 12%. Employees with targeted disabilities remained the same at 6, with a slight increase in the percentage to 0.44%. A nine-year trend analysis for the period of FY's 2011 to 2019 shows the Agency's total number of employees with targeted disabilities has remained below the EEOC's federal goal of 2% (See Chart 2). To reach the federal goal, the Agency must recruit and hire 22 qualified candidates with a targeted disability.

**CHART 2**  
FYs 2011 to 2019  
Nine Year Trend Analysis of Distribution of  
Employees with a Non-Targeted Disability and Employees with a Targeted Disability

Fiscal Years	Total Workforce (100%)	[05] No Disability	[01] Not Identified	[06-94] Non-Targeted Disability	Targeted Disability FG: 2.00%	New Hires	Separations
2011	1,745	1,656 (94.89%)	34 (1.94%)	42 (2.40%)	13 (0.74%)	1	1
2012	1,684	1,614 (95.84%)	24 (1.43%)	38 (2.26%)	8 (0.48%)	0	2
2013	1,612	1,545 (95.84%)	18 (1.12%)	38 (2.36%)	11 (0.68%)	0	1
2014	1,574	1,516 (96.32%)	14 (0.89%)	34 (2.16%)	10 (0.64%)	0	1
2015	1,519	1,468 (96.64%)	10 (0.66%)	32 (2.11%)	9 (0.60%)	1	*
2016	1,568	1,521 (97.00%)	7 (0.45%)	40 (2.55%)	8 (0.51%)	*	*
2017	1,494	1,451 (97.12%)	7 (0.47%)	36 (2.41%)	8 (0.54%)	*	*
2018	1,451	1,409 (97.11%)	8 (0.55%)	34 (2.34%)	6 (0.41%)	0	3
2019	1,371	1,333 (97.23%)	6 (0.44%)	32 (2.33%)	6 (0.44%)	1	2

\*Data not available

**EEOC Workforce Data Tables A-2 and B-2:** USAGM operates as a single component. Therefore, these workforce data tables are not applicable.

**EEOC Workforce Data Tables A3-1, A4-1 and A3-2, A4-2:** The number of permanent senior level officials (Grade 15 or equivalent combined) in the Agency decreased by 2, from 78 in FY 2018 to 76 in FY 2019. White females increased by 2 from 11 (14.10%) to 13 (17.11%). The number of White males decreased by 7 from 45 (57.69%) to 38 (50%). Black/African-American



females increased by 1, from 6 (7.69%) to 7 (9.21%). Black/African-American males increased by 1, from 5 (6.41%) to 6 (7.89%). Hispanic females remained the same at 3; however, the percentage slightly increased (from 3.85% to 3.95%). The number of Hispanic males remained that same at 2; however, the percentage slightly increased (from 2.56% to 2.63%). Asian females and males both remained the same at 2; however, the percentages slightly increased (from 2.56% to 2.63%). The number of males classified as two or more races increased by 1, from 2 (2.56%) to 3 (3.95%). There were no females classified as having two or more races.

Native Hawaiian/Other Pacific Islanders, and American Indians/Alaska Natives were not employed at the senior levels within the Agency in FY's 2013, 2014, 2015, 2017, 2018 or 2019. In FY 2016, there was 1 (1.75%) American Indian/Alaskan Native male at the senior level.

**Senior Executive Service (SES):** The Agency's number of SES employees increased by 1, from 15 in FY 2018 to 16 in 2019. This includes 3 (18.75%) White females and 8 (50%) White males, 1 (6.25%) Black male, 3 (18.75%) Asian females, and 1 (6.25%) Asian male.

There were no, Hispanics, Native Hawaiian/Pacific Islanders, American Indians/Alaska Natives, or employees classified as having two or more races in the SES during FY19.

**EEOC Workforce Data Tables B3-1, B4-1 and B4-1, B-4-2:** In FY's 2013, 2014, 2015, 2016, 2017, 2018, and 2019, there were no permanent employees who self-identified as having a targeted disability employed at the senior level, including the SES, within the Agency. However, there was 1 (4.35%) employee at the senior level (GS-15 and above combined) who identified as having a disability.

**EEOC Workforce Data Tables A-7, B-7:** In March 2020, OCR's Affirmative Employment Program Manager was granted access to the USA Staffing Cognos database, which captures the Agency's Applicant Flow Data (AFD) for vacancies posted on USAJobs. Previously, the OCR point of contact for the Cognos database left the Agency in August 2015, and the applicant flow data was no longer accessible.

**EEOC Workforce Data Tables A-8, B-8:** The Agency did not hire any applicants who self-identified as having a targeted disability during the review period. For FY 2019, the number of employees with targeted disabilities remained the same at 6 (permanent workforce) employees; however, the percentage rate slightly increased (from 0.41% to 0.44%). The ratio of employees in the total workforce also remained below the federal goal of 2%. To meet the federal goal of 2%, the Agency must newly hire 22 employees with a targeted disability. Additionally, the Agency is continuing to work on a plan to recertify the workforce and to increase recruitment opportunities, including encouraging hiring officials to utilize special hiring authorities, such as Schedule A to hire qualified persons with disabilities. Further, OHR hired a Selective Placement Program Coordinator and Workforce Recruitment Placement Coordinator to assist with carrying out this goal.

## FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

CERTIFICATION of ESTABLISHMENT of CONTINUING  
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, (b) (6) am the

(Insert name above)

(Insert official title/series/grade above)

Principal EEO

Director/Official for

USAGM/OCR

(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

(b) (6)

Signature of Principal EEO Director/Official

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

August 11, 2020

(b) (6)

Signature of Agency Head or Agency Head Designee

9/23/2020

**U.S. Agency for Global Media**

**For period covering October 1, 2018 to September 30, 2019**

**Agency Self-Assessment Checklist**

**Essential Element: A Demonstrated Commitment From Agency Leadership**

<p>➔ <b>Compliance Indicator</b></p>		<b>Measure Has Been Met</b>			<p>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</p>
<p>⬇ <b>Measures</b></p>		Yes	No	N/A	
	<p><b>A.1. The agency issues an effective, up-to-date EEO policy statement</b></p>				
<p><b>A.1.a.</b> Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "Yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]</p>			<p>X</p>		<p>In FY 2020, USAGM issued its signed EEO Policy Statement on 01/03/2020, and an updated policy on 03/31/2020.</p>
<p><b>A.1.b.</b> Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)] If the EEO policy statement covers any additional bases (e.g., marital status, veteran status and political affiliation), please list them in the comments column.</p>		<p>X</p>			<p>USAGM's EEO policy statement was updated and signed on 03/31/2020 to include all protected bases.</p>



U.S. Equal Employment Opportunity Commission  
FEDERAL AGENCY ANNUAL  
EEO PROGRAM STATUS REPORT

U.S. Agency for Global Media

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Compliance Indicator	Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	A.2. The agency has communicated EEO policies and procedures to all employees				
	A.2.a. Does the agency disseminate the following policies and procedures to all employees:				
	A.2.a.1. Anti-harassment policy? (see MD 715.11(A))	X			
	A.2.a.2. Reasonable accommodation procedures? (see 29 CFR § 1614.203(d)(3))	X			
	A.2.b. Does the agency prominently post the following information throughout the workplace and on its public website:				
	A.2.b.1. The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? (see 29 C.F.R. § 1614.102(b)(7))	X			
	A.2.b.2. Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? (see 29 CFR § 1614.102(b)(5))	X			
	A.2.b.3. Reasonable accommodation procedures? (see 29 CFR § 1614.203(d)(3)(i)) If so, please provide the internet address in the comments column.	X			<a href="https://www.usagm.gov/wp-content/media/2012/10/Reasonable-Accommodation-Procedures-2012.p">https://www.usagm.gov/wp-content/media/2012/10/Reasonable-Accommodation-Procedures-2012.p</a>
	A.2.c. Does the agency inform its employees about the following topics:				
	A.2.c.1. EEO complaint process? (see 29 CFR §§ 1614.102(a)(2) and 1614.102(b)(5)) If "yes", please provide how often and the means by which such training is delivered	X			Employees, managers and supervisors are informed of the EEO complaint process during new employee orientation, via the Website, annually for the Foundations of Leadership, and bi-annually for EEO Awareness.
	A.2.c.2. ADR process? (see MD-110, Ch. 3(B)(C)) If "yes", please provide how often	X			Annually
	A.2.c.3. Reasonable accommodation program? (see 29 CFR § 1614.203(d)(7)(ii)(C)) If "yes", please provide how often.	X			Annually
	A.2.c.4. Anti-harassment program? (see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1) If "yes", please provide how often.	X			Annually
	A.2.c.5. Behaviors that are inappropriate in the workplace and could result in disciplinary action? (5 CFR § 2635.101(b)) If "yes", please provide how often.	X			Annually

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 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
	A.3. The agency assesses and ensures EEO principles are part of its culture.				
A.3.a. Does the agency provide recognition to employees, supervisors, managers and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If "yes", provide one or two examples in the comments section. .		X			Employees, managers and supervisors receive time-off awards and acknowledgements for their special achievements and collaboration with the EEO Office
A.3.b. Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]		X			

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Essential Element: B Integration of EEO into the agency's Strategic Mission

Compliance Indicator	Measure Has Been Met	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures	Yes No N/A	
B.1. The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.		
B.1 a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	X	The OCR Director reports directly to the Director, OMS.
B.1 a.1 If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes" please provide the title of the agency head designee in the comments.	X	The OCR Director reports directly to the Director, OMS.
B.1 a.2 Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	X	
B.1 b. Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1), MD-715 Instructions, Sec. I]	X	
B.1 c. During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD 715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	X	OCR's Affirmative Employment Program Manager presented the State of EEO to the CIO and Director
B.1 d. Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	X	The OCR Director meets regularly with the Director, OMS.

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**Agency Self-Assessment Checklist**

 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
	<b>B.2. The EEO Director controls all aspects of the EEO program.</b>				
	B.2.a. Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? (see MD-110, Ch. 1 (III)(A); 29 CFR §1614.102(c)) If not, identify the office with this authority in the comments column	X			
	B.2.b. Is the EEO Director responsible for overseeing the completion of EEO counseling? (see 29 CFR §1614.102(c)(4))	X			
	B.2.c. Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? (see 29 CFR §1614.102(c)(5)) [This question may not be applicable for certain subordinate level components.]	X			
	B.2.d. Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? (see 29 CFR §1614.102(c)(5)) [This question may not be applicable for certain subordinate level components.]	X			
	B.2.e. Is the EEO Director responsible for ensuring compliance with EEOC orders? (see 29 CFR §§ 1614.102(e); 1614.502)	X			
	B.2.f. Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? (see 29 CFR §1614.102(c)(2))	X			
	B.2.g. If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? (see 29 CFR §§ 1614.102(c)(2); (c)(3))	X			



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<p>➔ Compliance Indicator</p>		Measure Has Been Met			
<p>➔ Measures</p>		Yes	No	N/A	<p>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</p>
<p>B.3.a. Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]</p>			X		<p>The OCR Director meets regularly with the Director, OMS regarding EEO and workforce changes. Also, in FY 2020, the OCR Director and HR Deputy Director began meeting quarterly regarding workforce changes that impact EEO.</p>
<p>B.3.b. Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.</p>			X		<p>USAGM is in the process of updating its strategic plan to include EEO and diversity principles.</p>

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**Agency Self-Assessment Checklist**

 <b>Compliance Indicator</b>   <b>Measures</b>		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
B.4. The agency has sufficient budget and staffing to support the success of its EEO program.					
B.4.a. Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:					
B.4.a.1. to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715. II(D)]		X			
B.4.a.10. to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]		X			
B.4.a.11. to ensure timely and complete compliance with EEOC orders? [see MD-715. II(E)]		X			
B.4.a.2. to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715. II(B)]		X			
B.4.a.3. to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR §§ 1614.102(c)(5); 1614.105(b) (f); MD-110, Ch. I(IV)(D) & 5(IV); MD-715. II(E)]		X			In FY 2019, OCR hired a full-time permanent Complaints Manager to oversee complaints processing; however, the position is currently vacant along with the Informal Complaints Manager.
B.4.a.4. to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715. II(B) and II(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.		X			The Agency provides annual EEO and diversity training for all supervisors and employees.
B.4.a.5. to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]		X			Due to COVID-19, OCR's travel plans to conduct an EEO assessment of the Office of Cuba Broadcasting (OCB) was canceled and is pending rescheduling.
B.4.a.6. to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715. II(B)]		X			



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B.4.a.7. to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)] If not, please identify the systems with insufficient funding in the comments section.		X		In FY 2020, OCR obtained access to OPM's USA Staffing database for applicant flow data.
B.4.a.8. to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 21.3.102(i) and (u); 5 CFR § 315.709]	X			OCR hired a full-time permanent Special Emphasis Program Manager to administer programs.
B.4.a.9. to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I: EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C. 1]	X			During FY 2019, the OMS Director managed the harassment program.
B.4.b. Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	X			
B.4.c. Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. I(III)(A), 2(III), & 6(II)]	X			
B.4.d. Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II) (A) of MD-110?	X			
B.4.e. Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	X			
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">➔</div> <div>Compliance Indicator</div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="margin-right: 10px;">➔</div> <div>Measures</div> </div> <div style="margin-top: 10px;"> <p>B.5. The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills</p> </div>	Measure Has Been Met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report	
B.5.a. Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received orientation, training, and advice on their responsibilities under the following areas under the agency EEO program.				
B.5.a.1. EEO complaint process? [see MD-715(II)(B)]	X			
B.5.a.2. Reasonable Accommodation Procedures? [see 29 CFR § 1614.102(d)(3)]	X			
B.5.a.3. Anti-harassment policy? [see MD-715(II)(B)]	X			
B.5.a.4. Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	X			
B.5.a.5. ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(F)]	X			

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Agency Self-Assessment Checklist



 Compliance Indicator   Measures		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
B.6. The agency involves managers in the implementation of its EEO program.					
B.6.a. Are senior managers involved in the implementation of Special Emphasis Programs? (see MD-715 Instructions, Sec. I)		X			
B.6.b. Do senior managers participate in the barrier analysis process? (see MD-715 Instructions, Sec. I)			X		OCR will utilize the Diversity and Inclusion Advisory Council to include senior managers in the barrier analysis process.
B.6.c. When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? (see MD-715 Instructions, Sec. I)		X			
B.6.d. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? (29 CFR §1614.102(a)(5))			X		OCR is working with Senior Leadership to implement EEO action plans and objectives.

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**Agency Self-Assessment Checklist**

**Essential Element: C Management and Program Accountability**



 <b>Compliance Indicator</b>		<b>Measure Has Been Met</b>			
 <b>Measures</b>		Yes	No	N/A	<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<b>C.1. The agency conducts regular internal audits of its component and field offices.</b>					
<b>C.1.a</b> Does the agency regularly assess its component and field offices for possible EEO program deficiencies? (see 29 CFR §1614.102(c)(2)) If "yes", please provide the schedule for conducting audits in the comments section.			X		Due to COVID-19, in March 2020, OCR was unable to conduct its scheduled visit with the Office of Cuba Broadcasting and is working to conduct a virtual meeting.
<b>C.1.b</b> Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? (see 29 CFR §1614.102(c)(2)) If "yes", please provide the schedule for conducting audits in the comments section.			X		Due to COVID-19, in March 2020, OCR was unable to conduct its scheduled visit with the Office of Cuba Broadcasting and is working to conduct a virtual meeting.
<b>C.1.c.</b> Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? (see MD-715, II(C))				X	The Agency has not yet conducted field audits.



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**Agency Self-Assessment Checklist**

<div style="text-align: center;">  <b>Compliance Indicator</b>    <b>Measures</b> </div>		Measure Has Been Met		N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No		
	C.2. The agency has established procedures to prevent all forms of EEO discrimination.				
	C.2.a. Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			
	C.2.a.1. Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	X			
	C.2.a.2. Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	X			
	C.2.a.3. Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			
	C.2.a.4. Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]	X			
	C.2.a.5. Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015), Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	X			Harassment inquiries are conducted within 10-days of notification.
	C.2.a.6. Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR §1614.203(d)(2)]	X			Training materials have been updated to include disability-based harassment
	C.2.b. Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR §1614.203(d)(3)]	X			
	C.2.b.1. Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR §1614.203(d)(3)(D)]	X			
	C.2.b.2. Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. I(IV)(A)]	X			
	C.2.b.3. Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR §1614.203(d)(1)(ii)(B)]	X			
	C.2.b.4. Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 30 business days), as established by the agency in its affirmative action plan? [see 29 CFR §1614.203(d)(3)(i)(M)]	X			
	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.	X			

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C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]			X		USAGM's Personal Assistance Services (PAS) policy and procedures are pending final review.
C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.				X	The Agency will post its PAS policy and procedures once finalized.
 Compliance Indicator	C.3. The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-DI PART H to the agency's status report
 Measures		Yes	No	N/A	
C.3.a. Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?		X			
C.3.b. Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:					
C.3.b.1. Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.1]		X			
C.3.b.2. Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]		X			
C.3.b.3. Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]		X			
C.3.b.4. Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. 1]		X			
C.3.b.5. Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]		X			
C.3.b.6. Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]		X			
C.3.b.7. Support the EEO program in identifying and removing barriers to equal opportunity? [see MD-715, II(C)]		X			
C.3.b.8. Support the anti-harassment program in investigating and correcting harassing conduct? [see Enforcement Guidance, V C.2]		X			
C.3.b.9. Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]		X			
C.3.c. Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]		X			
C.3.d. When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]		X			

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Compliance Indicator	Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	C.4. The agency ensures effective coordination between its EEO program and Human Resources (HR) program.				
	C.4.a. Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]		X		In FY 2020, the OCR Director and Deputy OHR Director began meeting quarterly.
	C.4.b. Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	X			
	C.4.c. Does the EEO office have timely access to accurate and complete data (e.g., demographic data for the workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]		X		The Agency is working to implement a new workforce database and applicant tracking system.
	C.4.d. Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]		X		OCR is working in collaboration with OHR to develop an exit survey for the Agency and to provide grievance data as requested.
	C.4.e. Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:				
	C.4.e.1. Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	X			
	C.4.e.2. Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	X			
	C.4.e.3. Develop and/or provide training for managers and employees? [see MD-715, II(C)]	X			
	C.4.e.4. Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	X			
	C.4.e.5. Assist in preparing the MD-715 report? [see MD-715, II(C)]	X			



**U.S. Agency for Global Media**

**For period covering October 1, 2018 to September 30, 2019**

**Agency Self-Assessment Checklist**



➔ Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
➡ Measures		Yes	No	N A	
	C.5. Following a finding of discrimination, the agency explores whether it should take a disciplinary action.				
	C.5.a. Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? (see 29 CFR §1614.102(a)(6); see also <i>Douglas v. Veterans Administration</i> , 5 MSPR 280 (1981))	X			
	C.5.b. When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? (see 29 CFR §1614.102(a)(6)) If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	X			There were no findings of discrimination during the fiscal year.
	C.5.c. If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct (e.g., post mortem to discuss lessons learned)? (see MD-715, H(C))	X			
➔ Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
➡ Measures		Yes	No	N A	
	C.6. The EEO office advises managers/supervisors on EEO matters.				
	C.6.a. Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? (see MD-715 Instructions, Sec. I) If "yes", please identify the frequency of the EEO updates in the comments column.	X			EEO updates are provided on a quarterly basis.
	C.6.b. Are EEO officials readily available to answer managers' and supervisors' questions or concerns? (see MD-715 Instructions, Sec. I)	X			

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Agency Self-Assessment Checklist

Essential Element: D Proactive Prevention

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N A	
 Measures	D.1. The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year				
	D.1.a. Does the agency have a process for identifying triggers in the workplace? (see MD-715 Instructions, Sec. I)	X			
	D.1.b. Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; and/or external special interest groups? (see MD-715 Instructions, Sec. I)	X			
	D.1.c. Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? (see 29 CFR §1614.203(d)(1)(ii)(C))		X		OCR is working in collaboration with OHR to develop an exit survey for the Agency

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## Agency Self-Assessment Checklist

Compliance Indicator	Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N A	
D.2. The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)					
D.2.a. Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (I)(X)(B)]		X			
D.2.b. Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]		X			
D.2.c. Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]		X			
D.2.d. Does the agency regularly review the following sources of information to find barriers, complaints, grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, and or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column		X			OCR frequently uses complaint data, harassment information, and special emphasis programs and groups. In addition, in FY 2020, OCR began to collaborate with OHR quarterly regarding Agency trends and grievances.
D.3. The agency establishes appropriate action plans to remove identified barriers.					
D.3.a. Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]		X			
D.3.b. If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]		X			
D.3.c. Does the agency periodically review the effectiveness of the plans? [see MD-715, III(D)]		X			

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**Agency Self-Assessment Checklist**

 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR § 1614.203(d)(4)] If yes, please provide the internet address in the comments.		X			<a href="https://www.usagm.gov/wp-content/uploads/2020/03/FY-2018-Affirmative-Action-Plan-for-Website.pdf">https://www.usagm.gov/wp-content/uploads/2020/03/FY-2018-Affirmative-Action-Plan-for-Website.pdf</a>
D.4.b. Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR § 1614.203(d)(1)(i)]		X			
D.4.c. Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR § 1614.203(d)(1)(ii)(A)]		X			
D.4.d. Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR § 1614.203(d)(7)(ii)]		X			

**EEOC FORM  
715-02  
PART G**

*U.S. Equal Employment Opportunity Commission*  
**FEDERAL AGENCY ANNUAL  
EEO PROGRAM STATUS REPORT**

**U.S. Agency for Global Media**

**For period covering October 1, 2018 to September 30, 2019**

**Agency Self-Assessment Checklist**

**Essential Element: E Efficiency**



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For period covering October 1, 2018 to September 30, 2019

**Agency Self-Assessment Checklist**

➔	Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
➔	Measures		Yes	No	N/A	
		E.1. The agency maintains an efficient, fair, and impartial complaint resolution process.				
		E.1.a. Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?		X		OCR was without a Complaints Manager for over 2 years and as a result had a backlog of cases which affected the timely processing of EEO complaints. In FY 2019, OCR onboard a new Complaints Manager; however, the position is currently vacant along with the Informal Complaints Manager
		E.1.b. Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	X			
		E.1.c. Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(f)?	X			Acknowledgment letters are timely issued upon receipt of a formal complaint
		E.1.d. Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(f)? If so, please provide the average processing time in the comments.		X		OCR was without a Complaints Manager for over 2 years and as a result had a backlog of cases which affected the timely processing of EEO complaints. In FY 2019, OCR onboard a new Complaints Manager; however, the position is currently vacant
		E.1.e. Does the agency ensure that all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	X			



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Agency Self-Assessment Checklist

E.1 f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?		X	OCR was without a Complaints Manager for over 2 years and as a result had a backlog of cases which affected the timely processing of EEO complaints. In FY 2019, OCR onboard a new Complaints Manager; however, the position is currently vacant.
E.1 g. If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	X		
E.1 h. When the complainant did not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?		X	OCR was without a Complaints Manager for over 2 years and as a result had a backlog of cases which affected the timely processing of EEO complaints. In FY 2019, OCR onboard a new Complaints Manager; however, the position is currently vacant.
E.1 i. Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	X		
E.1 j. If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	X		The performance work statement provides specific delivery accountability
E.1 k. If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	X		
E.1 l. Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEFP)? [See 29 CFR § 1614.403(g)]	X		

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**Agency Self-Assessment Checklist**

Compliance Indicator	Measure Has Been Met	Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures					
E.2. The agency has a neutral EEO process.					
E.2.a. Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. I(IV)(D)] If "yes", please explain.	X				The EEO Director has control over the EEO complaint program and General Counsel controls the defensive functions.
E.2.b. When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. I(IV)(D)] If "yes", please identify the source/ location of the attorney who conducts the legal sufficiency review in the comments column.	X				The Complaints Manager does not have to be an attorney and has access to CyberFEds, EEO appellant cases, and Westlaw.
E.2.c. If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. I(IV)(D)]				X	OCR conducts legal sufficiency reviews which is separate and apart from the agency representative.
E.2.d. Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. I(IV)(D)]	X				
E.2.e. If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, Attaining a Model Agency Program Efficiency (Dec. 1, 2004)]	X				

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**Agency Self-Assessment Checklist**

→ Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
↓ Measures		Yes	No	N/A	
	<b>E.3. The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.</b>				
	E.3.a. Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	X			
	E.3.b. Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	X			
	E.3.c. Does the Agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]	X			
	E.3.d. Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	X			
	E.3.e. Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(1)]	X			
	E.3.f. Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	X			
	<b>F.4. The agency has effective and accurate data collection systems in place to evaluate its EEO program.</b>				
	F.4.a. Does the agency have systems in place to accurately collect, monitor, and analyze the following data:				
	F.4.a.1. Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(F)]	X			
	F.4.a.2. The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	X			
	F.4.a.3. Recruitment activities? [see MD-715, II(F)]		X		See Part II
	F.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(F)]		X		OCR is working in collaboration with OHR and OPM to capture applicant flow data for recruitment activities.
	F.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]	X			
	F.4.a.6. The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	X			
	F.4.b. Does the agency have a system in place to re-survey the workforce on a regular basis? (MD-715 Instructions, Sec. I)	X			

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**Agency Self-Assessment Checklist**

 <b>Compliance Indicator</b>		<b>Measure Has Been Met</b>			
 <b>Measures</b>		Yes	No	N/A	<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<b>E.5.a</b> Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.		X			The Agency monitors its workforce data, complaint activity, diversity programs and training to ensure obligations are met.
<b>E.5.b</b> Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.		X			OCR works closely with the Small Agency Counsel and frequently request information and examples from other small agencies.
<b>E.5.c</b> Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]		X			



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Agency Self-Assessment Checklist



Essential Element F: Responsiveness and Legal Compliance

Compliance Indicator	Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	F 1. The agency has processes in place to ensure timely and full compliance with EEOC orders and settlement agreements.				
	F.1.a. Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	X			
	F.1.b. Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	X			
	F.1.c. Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	X			
	F.1.d. Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	X			
	F.1.e. When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	X			
	F 2. The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.				
	F 2.a. Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	X			
	F 2.a.1. When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	X			Investigative files are timely forwarded to the appropriate EEOC hearing office
	F 2.a.2. When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	X			There were no findings of discrimination during the fiscal year
	F 2.a.3. When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	X			
	F 2.a.4. Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	X			

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 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all named measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
	F.3. The agency reports to EEOC its program efforts and accomplishments.				
F.3.a. Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]			X		See Part H
F.3.b. Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]			X		OCR is working to ensure the No FEAR Act data is posted to the webpage.

Essential Element: O Other



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Plan to Attain Essential Elements

PART H.1

STATEMENT OF  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

A.1.a. Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "Yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]

Essential Element A.1.a: Demonstrated Commitment from Agency Leadership - USAGM's former CEO and Director issued a signed and updated EEO policy statement to all employees on January 3, 2020.

<b>OBJECTIVE:</b>	<u>Date Objective Initiated:</u> Sep 30, 2018	<u>Target Date For Completion Of Initiative:</u> Mar 31, 2020
	Issue a signed and dated EEO policy statement on Agency letterhead that clearly communicates the Agency's commitment to EEO for all employees and applicants	
<b>Responsible Official</b>	Grant K. Turner Marie Lennon (b) (6)	
<b>Planned Activities</b>	<u>Target Date</u>	<u>Planned Activity</u>
<b>Report of Accomplishments and Modifications to Objective</b>	The former CEO and Director issued a signed and dated EEO policy statement on Agency letterhead that clearly communicates the Agency's commitment to EEO for all employees and applicants.	

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Plan to Attain Essential Elements

PART H.2

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

B.3.b. Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715.1((B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.

Essential Element B.3.b: Integration of EEO into the Agency's Strategic Mission - The Agency's strategic plan does not reference EEO/diversity and inclusion principles.

OBJECTIVE:

Date Objective Initiated:  
Sep 30, 2018

Target Date For Completion Of Initiative:  
Sep 30, 2020

Update the Agency's strategic plan to reference EEO/diversity and inclusion principles.

Responsible Official

Marie Lennon  
Michael Pack

Planned Activities

Target Date

Planned Activity

Aug 31, 2020 12:00  
AM

Establish meeting dates to discuss and address the Agency's strategic plan how to integrate EEO, diversity and inclusion.

Oct 31, 2020 12:00  
AM

Modify the Agency's strategic plan to reference EEO/diversity and inclusion principles.

Report of Accomplishments  
and Modifications to  
Objective

USAGM developed and implemented its FY 2020-2024 Diversity and Inclusion Strategic Plan.

**U.S. Agency for Global Media**

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**Plan to Attain Essential Elements**

**PART H.3**

**STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:**

B 1.a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office?  
[see 29 CFR §1614.102(b)(4)]

**Essential Element B.1.a: Integration of EEO into the Agency's Strategic Mission - The Office of Civil Rights (OCR) Director does not report to the Agency Head**

**OBJECTIVE:**

**Date Objective Initiated:** Sep 30, 2018  
**Target Date For Completion Of Initiative:** Sep 30, 2020

Implement new reporting structure for the Office of Civil Rights (OCR) Director to report directly to the Agency Head or Chief Operating Officer.

**Responsible Official**

Michael Pack  
Marie Lennon  
Matthew Walsh  
Andre Mendes

**Planned Activities**

**Target Date**      **Planned Activity**

Aug 31, 2020 12:00  
AM

Establish timeframe for the CEO, COO, Deputy Director of Operations, OMS Director and OCR Director to discuss USAGM's reporting structure and delegated EEO authority.

Sep 30, 2020 12:00  
AM

Notify OCR of the decision prior to the next fiscal year and before the FY 2020 MD-715 Report due date (January 2021).

**Report of Accomplishments  
and Modifications to  
Objective**

The OCR Director reports to the Director, Office of Management Services (OMS)

U.S. Agency for Global Media

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Plan to Attain Essential Elements

PART H.4

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

B.4.a.7. to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)] If not, please identify the systems with insufficient funding in the comments section.

Essential Element B.4.a.7.: Integration into the Agency's Strategic Mission - The Agency does not have sufficient budget and staffing to maintain accurate data collection and tracking for workforce demographics and applicant flow data.

**OBJECTIVE:**

Date Objective Initiated: Sep 30, 2018 Target Date For Completion Of Initiative: Sep 30, 2020

Collaborate with the Agency and Human Resources (HR) to secure an effective workforce database system and applicant tracking system.

**Responsible Official**

Vacant (Director, OHR)  
Marie Lennon  
(b) (6)

**Planned Activities**

Target Date	Planned Activity
Dec 31, 2020 12:00 AM	Secure new Agency database and tracking system for workforce and applicant flow data.
Dec 31, 2020 12:00 AM	Meet quarterly with HR regarding EEO data requirements and the implementation of a new database system.
Dec 31, 2020 12:00 AM	Dedicate funding to ensure OCR has accurate data collection and tracking systems.

**Report of Accomplishments  
and Modifications to  
Objective**

OCR began conducting quarterly meetings with General Counsel and Human Resources to address EEO concerns and deficiencies.

The Diversity and Inclusion Advisory Council meets quarterly and includes the CEO and Director's Office, Human Resource, General Counsel, Training and Development, and Division and Program Offices to focus on EEO reporting requirements, including workforce data.

The Office of Civil Rights (OCR) currently uses EEOnet for complaints processing. In addition, the Agency uses the Defense Civilian Personnel Data System (DCPDS) for HR and workforce data, and has been working with various contractors to secure a new database system.



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Plan to Attain Essential Elements

PART H.5

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

B.1.a.1. If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.

Essential Element B.1.a.1.: Integration of EEO into the Agency's Strategic Mission - The Office of Civil Rights (OCR) Director does not report to the same Agency Head Designee as the mission-related programmatic offices.

OBJECTIVE:

*Date Objective Initiated:* Sep 30, 2018  
*Target Date For Completion Of Initiative:* Sep 30, 2020

Implement new reporting structure for the OCR Director to report to the Agency Head or Chief Operation Officer

Responsible Official

Michael Pack  
Maria Lennon  
Matthew Welsh  
Andre Mendes

Planned Activities

Target Date	Planned Activity
Aug 31, 2020 12:00 AM	Establish timeframe for the CEO, COO, Deputy Director for Operations, and Director, OMS to discuss further with the Director, OCR.
Sep 30, 2020 12:00 AM	Notify OCR of the decision before the next MD-715 Report due date (in January 2021).

Report of Accomplishments  
and Modifications to  
Objective

The OCR Director reports to the Director, Office of Management Services (OMS).

U.S. Agency for Global Media

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Plan to Attain Essential Elements

PART H.6

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

B.1.d. Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? (see MD-715.11(B))

Essential Element B.1.d.: Integration of EEO into the Agency's Strategic Mission - The OCR Director does not regularly participate in senior-level staff meetings.

OBJECTIVE:

Date Objective Initiated: Sep 30, 2018  
Target Date for Completion of Initiative: Sep 30, 2020

To include the OCR Director in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues.

Responsible Official

Marie Lennon  
Michael Pack  
Andre Mendes

Planned Activities

Target Date	Planned Activity
Aug 31, 2020 12:00 AM	For the OMS Director and CEO to discuss plans to integrate OCR with senior-level staff meetings.

Report of Accomplishments  
and Modifications to  
Objective

The OCR Director meets regularly with the Director, Office of Management Services (OMS).



U.S. Agency for Global Media

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Plan to Attain Essential Elements

PART H.7

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

B.3.a. Do EEO program officials participate in agency meetings regarding work force changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? (see MD-715, H(B))

Essential Element B.3.a.: Integration into the Agency's Strategic Mission - EEO program officials are not present during Agency meetings regarding work force changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities.

<b>OBJECTIVE:</b>	<u>Date Objective Initiated:</u> Sep 30, 2018	<u>Target Date For Completion Of Initiative:</u> Sep 30, 2020
	Collaborate with Senior Leadership, Divisions and Offices to ensure OCR is involved in Agency meetings and changes that impact EEO issues.	
<b>Responsible Official:</b>	Michael Pack Vacant (OHR Director) (b) (6)	
	Marie Lannon (b) (6) David Kligerman Andre Mendes	
<b>Planned Activities:</b>	<u>Target Date</u> Sep 30, 2020 12:00 AM	<u>Planned Activity:</u> Work in collaboration with the Agency, Divisions and Offices regarding changes that impact EEO, such as strategic planning, recruitment, vacancy projections, succession planning, training and career development.
<b>Report of Accomplishments and Modifications to Objective:</b>	The OCR Director meets regularly with the Director, Office of Management Services (OMS). The Diversity and Inclusion Advisory Council includes Senior Leadership, Divisions and Offices, and meets quarterly to focus on EEO barrier analysis and changes that impact EEO.	

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.8

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

B.1.c. During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.

Essential Element B.1.c.: Integration of EEO into the Agency's Strategic Mission - During the reporting period, the OCR Director did not present the State of the Agency Briefing.

OBJECTIVE:

Date Objective Initiated:  
Sep 30, 2018

Target Date For Completion Of Initiative:  
Sep 30, 2020

For the OCR Director to present the EEO State of the Agency Briefing to the CEO and senior management officials.

Responsible Official

Michael Pack  
(b) (6)  
Marie Lennon

Planned Activities

Target Date  
Aug 7, 2020 12:00  
AM

Planned Activity

Prepare State of the Agency Briefing covering the six essential elements of a Model EEO Program

Report of Accomplishments  
and Modifications to  
Objective

OCR began conducting quarterly meetings with General Counsel and Human Resources to address EEO concerns and deficiencies.

OCR's Affirmative Employment Program Manager briefed the former CEO/Director on the status of EEO for FY 2018, and presented the EEO State of the Agency for the Diversity and Inclusion Advisory Council.

<b>EEOC FORM 715-02 PART B</b>		<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>							
<b>U.S. Agency for Global Media</b>		<b>For period covering October 1, 2018 to September 30, 2019</b>							
<b>Plan to Attain Essential Elements</b>									
<b>PART H.9</b>									
<b>STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</b>		B.6 b. Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]							
Essential Element B.6 b: Integration into the Agency's Strategic Mission - Senior managers do not participate in the barrier analysis process or the development of Agency action plans.									
<b>OBJECTIVE:</b>		<table border="1"> <tr> <td><i>Date Objective Initiated:</i> Sep 30, 2018</td> <td><i>Target Date For Completion Of Initiative:</i> Sep 30, 2020</td> </tr> <tr> <td colspan="2">           Include senior managers in the barrier analysis process and the development of EEO action plans.         </td> </tr> </table>		<i>Date Objective Initiated:</i> Sep 30, 2018	<i>Target Date For Completion Of Initiative:</i> Sep 30, 2020	Include senior managers in the barrier analysis process and the development of EEO action plans.			
<i>Date Objective Initiated:</i> Sep 30, 2018	<i>Target Date For Completion Of Initiative:</i> Sep 30, 2020								
Include senior managers in the barrier analysis process and the development of EEO action plans.									
<b>Responsible Official</b>		Marie Lennon (b) (6)							
<b>Planned Activities</b>		<table border="1"> <thead> <tr> <th><i>Target Date</i></th> <th><i>Planned Activity</i></th> </tr> </thead> <tbody> <tr> <td>Sep 30, 2020 12:00 AM</td> <td>Utilize the Diversity and Inclusion Advisory Council for input to the Agency's barrier analysis process.</td> </tr> <tr> <td>Sep 30, 2020 12:00 AM</td> <td>Meet with Division Director's or appointed officials on a quarterly basis regarding the barrier analysis process and development of action plans.</td> </tr> </tbody> </table>		<i>Target Date</i>	<i>Planned Activity</i>	Sep 30, 2020 12:00 AM	Utilize the Diversity and Inclusion Advisory Council for input to the Agency's barrier analysis process.	Sep 30, 2020 12:00 AM	Meet with Division Director's or appointed officials on a quarterly basis regarding the barrier analysis process and development of action plans.
<i>Target Date</i>	<i>Planned Activity</i>								
Sep 30, 2020 12:00 AM	Utilize the Diversity and Inclusion Advisory Council for input to the Agency's barrier analysis process.								
Sep 30, 2020 12:00 AM	Meet with Division Director's or appointed officials on a quarterly basis regarding the barrier analysis process and development of action plans.								
<b>Report of Accomplishments and Modifications to Objective</b>		The Office of Civil Rights (OCR) began conducting quarterly meetings with General Counsel and Human Resources to address EEO concerns and deficiencies.  The Diversity and Inclusion Advisory Council meets quarterly and includes the CEO and Director's Office, Human Resource, General Counsel, Training and Development, and Division and Program Offices. During the meetings, the focus is on barrier analysis, data, planned activities, recruitment, training and agency trends.							

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.10

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

B.6.d. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? (29 CFR §1614.102(a)(5))

Essential Element B.6.d.: Integration of EEO into the Agency's Strategic Mission - EEO Action Plans are not included in the Agency strategic plans.

**OBJECTIVE:**

Date Objective Initiated:  
Sep 30, 2018

Target Date For Completion Of Initiative:  
Sep 30, 2020

Collaborate with senior managers regarding the implementation of EEO Action Plans and incorporating those objectives to the Agency's strategic plans.

Responsible Official

(b) (6)

Marie Lennon  
Michael Pack  
Andre Mendes

Planned Activities

Target Date

Planned Activity

Oct 31, 2019 12:00 AM

Utilize the Diversity and Inclusion Advisory Council to discuss EEO Action Plans and how that information should be incorporated to the Agency's strategic plan.

Oct 31, 2019 12:00 AM

During Senior Staff Meetings, provide an overview of the MD-715 report and EEO Action Plans and Objectives to be incorporated to the Agency's strategic plan.

Sep 30, 2020 12:00 AM

Meet quarterly with Division Directors or appointed officials to discuss EEO Action Plans and how those plans should be incorporated to the Agency's strategic plans.

Report of Accomplishments  
and Modifications to  
Objective

During the 1st quarter of FY 2020, OCR provided a State of the Agency Briefing for the Diversity and Inclusion Advisory Council, including EEO Action Plans. In addition, the Agency developed and implements its FY 2020-2024 Diversity and Inclusion Strategic Plan.



U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.11

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

C.4.c. Does the EEO office have timely access to accurate and complete data (e.g., demographic data for the workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? (see 29 CFR §1614.601(a))

Essential Element C.4.c.: Management and Program Accountability - The Office of Civil Rights (OCR) does not have timely access to accurate and complete data from HR required to prepare the MD-715 report.

**OBJECTIVE:**

Date Objective Initiated:  
Sep 30, 2018

Target Date For Completion Of Initiative:  
Sep 30, 2020

To ensure OCR receives accurate and complete data required to prepare the MD-715 and workforce data tables.

Responsible Official

(b) (6)

Vacant

Planned Activities

Target Date

Planned Activity

Dec 31, 2020 12:00  
AM

Develop and implement an Agency Exit Survey.

Dec 31, 2020 12:00  
AM

Implement new Agency tracking system to capture data needed to complete the MD-715 report.

Report of Accomplishments  
and Modifications to  
Objective

The Diversity and Inclusion Advisory Council meets quarterly and includes the CEO and Director's Office, Human Resources, General Counsel, Training and Development, and Division and Program Offices. In addition, OCR continues to submit data requests and updates to the committee, HR and workforce Development regarding reporting requirements.

USAGM's OCR developed an Exit Survey which is pending review and clearance.

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.12

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

C.4.d. Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? (see MD-715, II(C))

See Essential Element C.4.c



U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.13

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]

Essential Element C.2.c.: Management and Program Accountability - The Agency's Personal Assistance Services (PAS) policy and procedures are pending review and clearance.

OBJECTIVE:

Date Objective Initiated:  
Sep 30, 2018

Target Date For Completion Of Initiative:  
Sep 30, 2020

To finalize the Agency's policy and procedures for processing Personal Assistance Services (PAS).

Responsible Official

Marie Lannon

Planned Activities

Target Date

Planned Activity

Sep 30, 2020 12:00  
AM

Submit updated procedures to the CEO and Director for signature.

Oct 31, 2020 12:00  
AM

Distribute procedures for processing requests for personal assistance services and post to the public website.

Report of Accomplishments  
and Modifications to  
Objective

The Personal Assistance Policy (PAS) is pending Agency review and approval.

USAGM's Office of Civil Rights (OCR) drafted the Personal Assistance Services (PAS) policy and procedures for review and clearance. In addition, OCR collaborated with other Small Agencies on their PAS policies and procedures.

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.14

STATEMENT OF  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

C.1.a. Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.

Essential Element C.1.a. & C.1.b. Management and Program Accountability - The Agency does not assess its components and field offices for possible EEO program deficiencies and its efforts to remove barriers.

OBJECTIVE:

Date Objective Initiated:  
Sep 30, 2018

Target Date For Completion Of Initiative:  
Dec 31, 2020

To annually assess the Agency components and field offices of its EEO programs and efforts to remove barriers.

Responsible Official

[REDACTED]  
Marie Connor

Planned Activities

Target Date

Planned Activity

Sep 30, 2019 12:00  
AM

Develop a plan to assess the Divisions and Field Offices for EEO deficiencies and its efforts to remove barriers.

Dec 31, 2020 12:00  
AM

Meet with Divisions and field offices quarterly to assess the EEO programs and efforts to remove barriers.

Report of Accomplishments  
and Modifications to  
Objective

Due to COVID-19, the Office of Civil Rights (OCR) was unable to conduct a scheduled visit with the Office of Cuba Broadcasting (OCB) to assess its programs. In addition, OCR began conducting quarterly meetings with General Counsel and Human Resources to address EEO concerns and deficiencies.

The Diversity and Inclusion Advisory Council meets quarterly to assess its programs and offices.

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.15

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

C.1.b. Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? (see 29 CFR §1614.102(c)(2)) If "yes", please provide the schedule for conducting audits in the comments section.

See Essential Element C.1.a.

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.16

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

C.4 a. Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]

Essential Element C.4.a : Management and Program Accountability - The HR Director and the EEO Director do not meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives.

**OBJECTIVE:**

Date Objective Initiated: Sep 30, 2018  
Target Date For Completion Of Initiative: Sep 30, 2020

To coordinate quarterly meetings between the Director, Office of Civil Rights (OCR) and the Director, Office of Human Resources (OHR) to assess whether programs, policies, and procedures conform to EEOC laws, instructions and directives.

**Responsible Official**

Vacant (OHR Director)  
(b) (6)

**Planned Activities**

**Target Date**      **Planned Activity**

**Report of Accomplishments  
and Modifications to  
Objective**

The Diversity and Inclusion Advisory Council meets quarterly and includes the CEO and Director's Office, Human Resource, General Counsel, Training and Development, and Division and Program Offices.

The Office of Civil Rights (OCR) began conducting quarterly meetings with General Counsel and Human Resources to address EEO concerns and deficiencies.

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.17

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

D.1.c. Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? (see 29 CFR §1614.203(d)(1)(ii)(C))

Essential Element D.1.c.: Proactive Prevention - The Agency does not conduct exit interviews or surveys.

**OBJECTIVE:**

Date Objective Initiated: Sep 30, 2018 Target Date For Completion Of Initiative: Sep 30, 2021

To conduct exit interviews or surveys that include general questions on how the Agency could improve recruitment, hiring, inclusion, retention and advancement of individual with disabilities.

**Responsible Official**

Vacant  
Marie Lennon  
(b) (6)

**Planned Activities**

Target Date	Planned Activity
Jun 30, 2019 12:00 AM	Collaborate with the Diversity and Inclusion Advisory Council for feedback on the draft exit survey.
Sep 30, 2019 12:00 AM	Develop draft exit interview or survey for Senior Agency review and comments.
Mar 30, 2020 12:00 AM	Research other small agencies and their exit interview and/or survey process.

**Report of Accomplishments  
and Modifications to  
Objective**

In collaboration with the CEO and Director's Office, Diversity and Inclusion Advisory Council, and other small agencies, OCR drafted an exit survey for Agency review.



U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.18

STATEMENT OF  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

E.1.d. Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(i)? If so, please provide the average processing time in the comments.

Essential Element E.1.d.: Efficiency - The Agency does not timely issue acceptance letters/dismissal decisions.

OBJECTIVE:

Date Objective Initiated:

Sep 30, 2018

Target Date For Completion Of Initiative:

Sep 30, 2020

To timely issue acceptance/dismissal decisions within statutory guidelines

Responsible Official:

(b) (6) Maria Lennon

(b) (6)

Planned Activities

Target Date

Planned Activity

Sep 30, 2020 12:00 AM

Hire a Complaints Manager

Dec 31, 2020 12:00 AM

Continue to work to clear up any backlogs and/or issues with complaints processing.

Report of Accomplishments  
and Modifications to  
Objective

In October 2018, OCR hired a Complaints Manager to oversee complaints processing, which is currently vacant along with the Informal Complaints Manager. Also, previously the Complaints Manager and OCR Director met regularly regarding EEO cases.



<b>EEOC FORM</b> <b>715-02</b> <b>PART H</b>	<b>U.S. Equal Employment Opportunity Commission</b> <b>FEDERAL AGENCY ANNUAL</b> <b>EEO PROGRAM STATUS REPORT</b>	
<b>U.S. Agency for Global Media</b>		<b>For period covering October 1, 2018 to September 30, 2019</b>
<b>Plan to Attain Essential Elements</b>		
<b>PART H.19</b>		
<b>STATEMENT of</b> <b>MODEL PROGRAM</b> <b>ESSENTIAL ELEMENT</b> <b>DEFICIENCY:</b>	<b>E.1.h. When the complainant did not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?</b>	
<b>See Essential Element E.1.f.</b>		
Empty space for statement		
<div style="text-align: right;">Page 51</div>		

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For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.20

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

E.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? (see MD-715, II(E))

See Essential Element E.4.a.3.

<b>EEOC FORM</b> <b>715-62</b> <b>PART H</b>	<b>U.S. Equal Employment Opportunity Commission</b> <b>FEDERAL AGENCY ANNUAL</b> <b>EEO PROGRAM STATUS REPORT</b>									
<b>U.S. Agency for Global Media</b>		<b>For period covering October 1, 2018 to September 30, 2019</b>								
<b>Plan to Attain Essential Elements</b>										
<b>PART H.21</b>										
<b>STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</b>	<b>E.1.a. Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?</b>									
<b>Essential Element E.1.a.: Efficiency - The Agency did not timely issue EEO counseling.</b>										
<b>OBJECTIVE:</b>	<table border="1"> <tr> <td><i>One Objective Initiated:</i></td> <td><i>Target Date For Completion Of Initiative:</i></td> </tr> <tr> <td>Sep 30, 2018</td> <td>Sep 30, 2020</td> </tr> </table>		<i>One Objective Initiated:</i>	<i>Target Date For Completion Of Initiative:</i>	Sep 30, 2018	Sep 30, 2020				
<i>One Objective Initiated:</i>	<i>Target Date For Completion Of Initiative:</i>									
Sep 30, 2018	Sep 30, 2020									
To timely process EEO counseling in accordance with EEOC regulations and guidelines.										
<b>Responsible Official</b>	(b) (6)									
<b>Planned Activities</b>	<table border="1"> <thead> <tr> <th><i>Target Date</i></th> <th><i>Planned Activity</i></th> </tr> </thead> <tbody> <tr> <td>Sep 30, 2020 12:00 AM</td> <td>Hire a Complaints Manager</td> </tr> <tr> <td>Sep 30, 2020 12:00 AM</td> <td>Hold monthly case update meetings to discuss EEO cases and focus on any problems or issue with processing complaints.</td> </tr> <tr> <td>Sep 30, 2020 12:00 AM</td> <td>Continue to focus on backlog and outstanding problems and/or issues with complaints processing, including contractor funding and the timely completion of cases from contract counselors and investigators.</td> </tr> </tbody> </table>		<i>Target Date</i>	<i>Planned Activity</i>	Sep 30, 2020 12:00 AM	Hire a Complaints Manager	Sep 30, 2020 12:00 AM	Hold monthly case update meetings to discuss EEO cases and focus on any problems or issue with processing complaints.	Sep 30, 2020 12:00 AM	Continue to focus on backlog and outstanding problems and/or issues with complaints processing, including contractor funding and the timely completion of cases from contract counselors and investigators.
<i>Target Date</i>	<i>Planned Activity</i>									
Sep 30, 2020 12:00 AM	Hire a Complaints Manager									
Sep 30, 2020 12:00 AM	Hold monthly case update meetings to discuss EEO cases and focus on any problems or issue with processing complaints.									
Sep 30, 2020 12:00 AM	Continue to focus on backlog and outstanding problems and/or issues with complaints processing, including contractor funding and the timely completion of cases from contract counselors and investigators.									
<b>Report of Accomplishments and Modifications to Objective</b>	A Complaints Manager was hired in October 2018 to oversee complaints processing, which is currently vacant along with the Informal Complaints Manager. In March 2019, the Complaints Manager provided an informational session for contract EEO counselors and investigators, including OCR's expectations for complaints processing.									
<div style="text-align: right;">Page 33</div>										

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.12

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

E.I.f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?

Essential Element E.I.f. & E.I.h.: Efficiency - The Agency did not timely complete investigations and Final Agency Decisions (FADs).

OBJECTIVE:

Date Objective Initiated:  
Sep 30, 2018

Target Date For Completion Of Initiative:  
Sep 30, 2020

To timely issue FADs and investigations in accordance with EEOC regulations and guidelines.

Responsible Official

(b) (6)  
Vacant (OHR Director)  
(b) (6)

Planned Activities

Target Date	Planned Activity
Sep 30, 2020 12:00 AM	Hire a Complaints Manager to oversee complaints processing, including FADs and investigations.
Sep 30, 2020 12:00 AM	Continue to address outstanding backlog and problems/issues with pending EEO cases, contractor funding and complaints processing.
Sep 30, 2020 12:00 AM	Meet quarterly with HR to discuss the EEO complaint process and information needed to complete EEO investigations and FADs.
Sep 30, 2020 12:00 AM	Hold monthly case update meetings to discuss EEO cases and focus on problems or issues with processing complaints.
Sep 30, 2020 12:00 AM	Hold meetings/teleconference with contract investigators and FAD writers to discuss EEO complaints processing, with emphasis on timeliness.

Report of Accomplishments  
and Modifications to  
Objective

In addition to the quarterly Diversity and Inclusion Advisory Council Meetings, OCR also conducts quarterly meetings with Human Resources and General Counsel to focus on complaints processing. A Complaints Manager was hired in October 2018 to oversee complaints processing, which the position is currently vacant along with the Informal Complaints Manager.

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.23

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

E.4.a.3. Recruitment activities? [see MD-715, II(E)]

Essential Element E.4.a.3. & E.4.a.4.: Efficiency - The Agency does not have an effective and accurate data collection system in place to evaluate its EEO programs, including recruitment activities, and external and internal applicant flow data.

OBJECTIVE:

Date Objective Initiated: Sep 30, 2018 Target Date For Completion Of Initiative: Sep 30, 2020

Collaborate with the Agency and HR on the implementation of a new database system to capture recruitment activities and external/ internal applicant flow data.

Responsible Official

(b) (6)

Vacant (OHR Director)  
Marie Lennon

Planned Activities

Target Date Planned Activity

Sep 30, 2020 12:00  
AM

Develop plans to meet with HR on a quarterly basis to discuss data and system requirements.

Sep 30, 2020 12:00  
AM

Work in collaboration with the Agency, HR and new contract company on the implementation of a new database system.

Report of Accomplishments  
and Modifications to  
Objective

In FY 2019, OCR attended monthly meetings with Agency personnel to discuss the new database company and MD-715 reporting requirements. In addition, OCR continues to request data from HR and also collaborate with OPM for applicant data.

For FY 2020, the Agency contracted with a new company to provide HR, workforce and applicant data. In addition, the Office of Civil Rights (OCR) implemented a new Disability Employment Workgroup and Hispanic Employment Workgroup to focus on low participation rates, recruitment and retention activities.



U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.24

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

E.4.b. Does the agency have a system in place to re-survey the workforce on a regular basis? (MD-715 Instructions, Sec. i)

Essential Element E.4.b.: Efficiency - The Agency does not have a system in place to re-survey the workforce on a regular basis.

**OBJECTIVE:**

Date Objective Initiated:  
Sep 30, 2018

Target Date For Completion Of Initiative:  
Sep 30, 2020

Collaborate with Human Resources to implement a plan to re-survey the workforce on a regular basis.

**Responsible Official**

Vacant (OHR Director)  
Marie Lennon  
(b) (6)

**Planned Activities**

Target Date

Planned Activity

Dec 30, 2020 12:00  
AM

Implement new database system that has the mechanism to capture survey data.

Jun 30, 2021 12:00  
AM

Resurvey USAGM's workforce to encourage employees to update their disability status.

**Report of Accomplishments  
and Modifications to  
Objective**

The Agency is working to implement a new workforce database system.  
USAGM's Office of Civil Rights (OCR) established a Reasonable Accommodation Employee Workgroup (RAEW) to focus on a campaign to resurvey the workforce.



U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.25

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

F.3.b. Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]

See Essential Element F.3.a.

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.26

STATEMENT of  
MODEL PROGRAM  
ESSENTIAL ELEMENT  
DEFICIENCY:

F.3.a. Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? (Public Law 107-174 (May 15, 2002), §203(a))

Essential Element F.3.a and F.3.b : Responsiveness and Legal Compliance - The Agency does not timely submit its No FEAR Act Report to EEOC or post the information quarterly on its public website.

OBJECTIVE:

Date Objective Initiated:  
Sep 30, 2018

Target Date For Completion Of Initiative:  
Mar 31, 2021

Timely submit the No FEAR Act Report to EEOC and update the data quarterly on its website.

Responsible Official

Vacant (Complaints Manager)  
(b) (6)

Planned Activities

Target Date

Planned Activity

Sep 30, 2020 12:00 AM

Hire a Complaints Manager to oversee the EEO complaints process and No FEAR Act data.

Mar 31, 2021 12:00 AM

Update No FEAR Act data quarterly to the Agency website and complete No FEAR Act Report

Report of Accomplishments  
and Modifications to  
Objective

The No FEAR Act Report was finalized and submitted in April 2020.

U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Eliminate Identified Barriers

PART I.I

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:

Provide a brief narrative describing the condition at issue.  
How was the condition recognized as a potential barrier?

Less than expected representation of women in the permanent workforce: This condition has been recognized as a trigger through the review of workforce statistics, Civilian Labor Force (CLF) data, and the analysis of the MD-715 workforce tables (The overall participation rate for females, 535 or 40.75, in the permanent workforce was below the CLF (48.16%).

STATEMENT OF BARRIER GROUPS:

Barrier Group  
Hispanic or Latino Females  
White Females  
American Indian or Alaska Native Females

BARRIER ANALYSIS:

Provide a description of the steps taken and data analyzed to determine cause of the condition.

STATEMENT OF IDENTIFIED BARRIER:

Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.

The Agency has not identified a specific policy, procedure, or practice as a barrier to the employment of females, Hispanics, Whites and American Indian or Alaska Native females. However, the Agency continues to evaluate the selection process, starting with the applicant flow data analysis of major occupations, and plans to further evaluate the selection process for flagged areas.

Objective

To ensure the Agency's recruitment program is attracting a diverse pool of qualified candidates and the selection process is valid, fair and objective.

Date Objective Initiated Sep 30, 2018

Target Date For Completion Of Objective Sep 30, 2021

Responsible Officials

Marie Lennon Director, OMS  
Vivian Director, OHR  
Director, OCR  
Senior Leadership Senior Leadership

Planned Activities Toward Completion of Objective

Planned Activity

Target Date

Assess applicant flow data to identify areas that do not have diverse pools of qualified candidates and selections to improve the recruitment program and identify job groups that warrant further evaluations to determine if there are adverse selection policies or practices that tend to screen qualified candidates from groups with low participation rates within the Agency

Sep 30, 2021

Where possible fill positions at lower grade levels, or near the entry level that indicate career ladders to higher grade levels to attract a diverse pool of qualified applicants.

Sep 30, 2021

Collaborate with affinity groups/organizations to increase the visibility of USAGM and recruit qualified candidates, including but not limited to, forwarding vacancies.

Sep 30, 2020

Report of Accomplishments and Modifications to Objective

The Agency's Office of Human Resources (OHR) hired a Selective Placement Program Coordinator/Workforce Recruitment Program Coordinator to focus on recruitment and low participation populations.  
In FY 2019, the Diversity and Inclusion Advisory Council provided an overview of the Agency's workforce demographics and EEO diversity initiatives.

**U.S. Agency for Global Media**

**For period covering October 1, 2018 to September 30, 2019**

**Plan to Eliminate Identified Barriers**

**PART 1.2**

**STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:**

Provide a brief narrative describing the condition at issue.

How was the condition recognized as a potential barrier?

Hispanics or Latinos were not employed at the SES level during the review period and their overall participation rate (93 or 7.08%) was below the CLF (10.70%). This condition has been recognized as a trigger through the review of workforce statistics, Civilian Labor Force (CLF) data, and the analysis of the MD-715 workforce tables.

**STATEMENT OF BARRIER GROUPS:**

**Barrier Group**

Hispanic or Latino Males

Hispanic or Latino Females

**BARRIER ANALYSIS:**

Provide a description of the steps taken and data analyzed to determine cause of the condition.

**STATEMENT OF IDENTIFIED BARRIER:**

Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.

The Agency had not identified a specific barrier or condition that caused a decrease in the participation rate for Hispanics. The Agency plans to take the steps listed below to identify and eliminate the barrier(s) or potential adverse condition.

**Objective**

To identify and remove barriers to the selection and career advancement of Hispanics, including the senior level within the agency.

**Date Objective Initiated** Sep 30, 2018

**Target Date For Completion Of Objective** Sep 30, 2021

**Responsible Officials**

Senior Leadership Senior Leadership  
Vacant (OHR Director) Director, OHR

**Planned Activities Toward Completion of Objective**

**Planned Activity**

**Target Date**

Meet with senior leadership to encourage them to require supervisors and managers to assess the qualifications and developmental activities in the feed pools for senior level positions, including groups with low participation rates, against successful senior leader candidates' qualifications and developmental activities.

Sep 30, 2021

Evaluate the recruitment process for low participation rates at the senior level to determine how it can be more effective, and collaborative with affinity groups to recruit and develop candidates from diverse backgrounds for senior level positions.

Sep 30, 2021

**Report of Accomplishments and Modifications to Objective**

During FY 2019, the Diversity and Inclusion Advisory Council provided an overview of the workforce and low participation groups. In addition, OHR participated in several outreach and hiring programs.

USAGM's OCR implemented a new Hispanic Employment Workgroup (HEW) that will focus on the recruitment and retention of Hispanic employees.



U.S. Agency for Global Media

For period covering October 1, 2018 to September 30, 2019

Plan to Eliminate Identified Barriers

PART I.3

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:

Provide a brief narrative describing the condition at issue.

How was the condition recognized as a potential barrier?

The Agency has less than 12 percent of employees with disabilities in grade levels GS-8 to GS-15, and SES.; and, less than 2 percent of employees with targeted disabilities at grade levels GS-6, GS-8 to GS-10, GS-12, to GS-15, and SES.

STATEMENT OF BARRIER GROUPS:

Barrier Group

BARRIER ANALYSIS:

Provide a description of the steps taken and data analyzed to determine cause of the condition.

STATEMENT OF IDENTIFIED BARRIER:

Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.

The Agency has not identified a specific policy, procedure or practice as a barrier to the employment of persons with disabilities and targeted disabilities. However, lack of disclosure of disability by applicants/employees, perceptions among hiring officials and inadequate targeted recruitment for this population may continue to have been factors in low participation rates for employees with disabilities. As such, the Agency will take action to evaluate this issue.

Objective

To ensure the Agency has a effective and efficient recruitment program for individuals with disabilities and targeted disabilities

Date Objective Initiated Sep 30, 2018

Target Date For Completion Of Objective Sep 30, 2021

Responsible Officials (b) (6) Director, OCR  
Senior Leadership Senior Leadership  
Vacant Director, OHR Vacant (OHR Director)

Planned Activities Toward Completion of Objective

Planned Activity

Target Date

Evaluate the Agency's recruitment program for persons with disabilities to promote efficient and effective collaboration among the offices and officials involved in the recruitment and selection process for persons with disabilities and targeted disabilities.

Sep 30, 2021

Distribute an annual notice encouraging employees to identify/ update their disability status in the Agency's database, which will include a statement regarding Federal disability employment initiatives and a notice of confidentiality

Sep 30, 2021

Report of Accomplishments and Modifications to Objective

For FY 2019, the Agency participated in several outreach and hiring programs, including the Department of Defense Operation Warfighter Program (OWF) Recruitment Fair, University of District Columbia Internship Fair, National HBCU Week Conference & Federal Agency Meet & Greet, Department of Veteran Affairs Nonpaid Work Experience Program (NWPE) Recruitment Fair, OPM President Management Fellows Hiring Fair, and National Black Journalist Conference.

In FY 2020, USAGM's OCR implemented a new disability employment workgroup (DEW), whereas the first priority is to resurvey the workforce and encourage self-reporting of disabilities. In addition, a new reasonable accommodation employee workgroup (RAEW) was established to partner with stakeholders and develop strategies to increase and retain persons with disabilities and targeted disabilities. Additionally, OHR hired a Selective Placement Program Coordinator Workforce Recruitment Program Coordinator to focus on recruitment and low participation populations

**MD-715 -- Part J**  
**Special Program Plan**  
**for the Recruitment, Hiring, Advancement, and**  
**Retention of Persons with Disabilities**

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their affirmative action plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities.

**Section I: Efforts to Reach Regulatory Goals**

EEOC regulations (29 CFR §1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with disabilities and persons with targeted disabilities in the federal government

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWD)

Answer Yes

b. Cluster GS-11 to SES (PWD)

Answer Yes

The Agency has less than 12 percent of employees who self-identified as having a disability in GS grade levels 8-15 and SES.

\*For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. § 1614.203(d) (7). For all other pay plans, please use the approximate grade clusters that are above or below GS-11 Step 1 in the Washington, DC metropolitan region.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWTD)

Answer Yes

b. Cluster GS-11 to SES (PWTD)

Answer Yes

The Agency has less than 2 percent of employees who self-identified as having a targeted disability in GS grade levels 6, 8-10, 12-15 and SES.

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

USAGM began communicating the Agency's commitment to meeting the following numerical goals: 12% for PWD and 2% for PWTD. This information was discussed during the Diversity and Inclusion Advisory Council Meeting and will be provided in the State of the Agency Briefing. Additionally, Director's will receive quarterly workforce reports and continued training on numerical goals and schedule A hiring authorities. Additionally, OCR will collaborate with HR on recruitment initiatives and programs to increase low participation groups, including sending vacancy announcements to affinity groups, colleges and universities of low population groups.

**Section II: Model Disability Program**

Pursuant to 29 C.F.R. § 1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

**A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM**

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If "no", describe the agency's plan to improve the staffing for the upcoming year.

Answer Yes

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official



Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Answering questions from the public about hiring authorities that take disability into account	1	0	0	(b) (6) HR Specialist, (b) (6)
Special Emphasis Program for PWD and PWTB	1	0	0	(b) (6) EEO Specialist-Disability Program Manager, (b) (6)
Section 508 Compliance	1	0	0	(b) (6) IT 508/Accessibility Program Manager, (b) (6)
Processing applications from PWD and PWTB	1	0	0	(b) (6) HR Specialist, (b) (6)
Processing reasonable accommodation requests from applicants and employees	1	0	0	(b) (6) EEO Specialist-Disability Program Manager, (b) (6)
Architectural Barriers Act Compliance	1	0	0	(b) (6) Supervisory Facility Operations Specialist, (b) (6)

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If "yes", describe the training that disability program staff have received. If "no", describe the training planned for the upcoming year.

Answer Yes

FY 2019, the Disability Program Manager attended the FDR Conference and completed the following training: Hitting the Refresh Button on Your RA Program, Taking a Positive Approach to Animal Accommodation Requests, The Accommodation Managers Love to Hate: Leave, Telework and Reassignment as a RA; and, Refresher EEO and Investigator Training.

## B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If "no", describe the agency's plan to ensure all aspects of the disability program have sufficient funding and other resources

Answer Yes

## Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTB

### A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities

USAGM is continuing to work to increase the participation rates of qualified persons with disabilities and targeted disabilities in the Federal workforce. Hiring officials are strongly encouraged to utilize special hiring authorities, including Schedule A to hire qualified persons with disabilities. Additionally, the Agency will continue to notify employees of affinity/resource groups to encourage and support employee participation; announce and publicize affinity/resource group activities by email, approved social media and word of mouth; and, reward and/or acknowledge employees and officials that made significant contributions to the success of the groups. Further, OHR hired an HR Specialist to serve in the capacity of Selective Placement Program Coordinator and Workforce Recruitment Placement Coordinator.

2. Pursuant to 29 C.F.R. §1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTB for positions in the permanent workforce

The Agency is continuing to work to increase the participation rates of qualified persons with disabilities and targeted disabilities in the Federal workforce, and strongly encourage hiring officials via training, briefings and meetings to utilize special hiring authorities, including Schedule A to hire qualified persons with disabilities. In addition, USAGM encourages individuals with disabilities to apply for positions that are posted via vacancy announcements on USAJobs.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority; and, (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

USAGM's OHR regularly engage in recruitment and outreach activities geared for PWD and PWTD. Additionally, OHR and OCR will continue to work with hiring managers to use the Schedule A appointing authority and 30% or more disabled veterans hiring authority to identify and hire qualified PWD and PWTD for positions in the permanent workforce. Furthermore, the Agency encourages individuals with disabilities to apply for positions that are posted via vacancy announcements on USAJobs. Individuals with disabilities who meet minimum qualifications and provide the appropriate documentation are referred to the hiring manager for consideration.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes", describe the type(s) of training and frequency. If "no", describe the agency's plan to provide this training.

Answer Yes

In conjunction with OHR, recruitment officials completed the ABC's of Schedule A, via EEOC's online training module. Additionally, OCR hosted several reasonable accommodation (RA) training sessions for supervisors, managers and employees, as well as Disability Awareness. During the sessions, the Disability Program Manager provided training via face-to-face, live video and webinar, which focused on RA policies and Schedule A hiring. New supervisors and managers are also provided with leadership training, including disability employment initiatives, Schedule A and RA requirements.

## B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

The Agency's OHR attends and participates in several outreach and career fairs, including those dedicated to the recruitment of Veterans, PWDs and PWTDs. For FY 2019, OHR participated in the Department of Defense Operation Warfighter Program (OWF) and the Department of Veteran Affairs Nonpaid Work Experience Program (NWPE). Also, OHR collaborates with Divisions and Offices on White House Initiatives and Internship programs focused on groups and organizations that represent low populations. In addition, the Agency hired a HR Specialist to serve as the Selective Placement Program Coordinator and Workforce Recruitment Placement Coordinator, who will maintain contacts with various disabled and Veteran organizations for applicant referral services.

## C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes", please describe the triggers below

a. New Hires for Permanent Workforce (PWD)	Answer	Yes
b. New Hires for Permanent Workforce (PWTD)	Answer	Yes

PWD and PWTD have consistently remained below the benchmarks among new hires in the permanent workforce.

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for MCO (PWD)	Answer	N/A
b. New Hires for MCO (PWTD)	Answer	N/A

The Agency is working with a new contractor (Oracle) to provide workforce data, including applicant flow data (AFD). Additionally, OCR is working with OHR to secure sufficient access and data to USA Staffing AFD.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTB among the qualified internal applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below. Select "na" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Qualified Applicants for MCO (PWD)

Answer N/A

b. Qualified Applicants for MCO (PWTB)

Answer N/A

The Agency is working with a new contractor (Oracle) to provide workforce data, including applicant flow data (AFD). Additionally, OCR is working with OHR to secure sufficient access and data to USA Staffing AFD. Further, there is an overall lower than expected participation rate of PWD and PWTB.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTB among employees promoted to any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below. Select "na" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Promotions for MCO (PWD)

Answer N/A

b. Promotions for MCO (PWTB)

Answer N/A

The Agency is working with a new contractor (Oracle) to provide workforce data, including applicant flow data (AFD). Additionally, OCR is working with OHR to secure sufficient access and data to USA Staffing AFD. Further, there is an overall lower than expected participation rate of PWD and PWTB.

#### Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

##### A. ADVANCEMENT PROGRAM PLAN

Describe the agency's plan to ensure PWD, including PWTB, have sufficient opportunities for advancement.

USAGM plans to utilize the Diversity and Inclusion Advisory Council (DIAC) to address any triggers/barriers and anomalies, including providing an overview of the workforce, PWDs and PWTBs. In addition managers and supervisors receive annual mandatory training which includes an overview of the RA process and Schedule A hiring authorities. Further, OCR will develop disability employment workgroups and continue to collaborate with HR regarding advancement opportunities for all employees, including PWDs and PWTB.

##### B. CAREER DEVELOPMENT OPPORTUNITIES

1. Please describe the career development opportunities that the agency provides to its employees.

USAGM continues to promote Leadership 2020, which is a comprehensive career development and leadership initiative for Agency managers and supervisors with emphasis on all SES and GS-13s to GS15s. In addition, the Agency utilizes the Pathways Program and also plans to strengthen its partnerships with colleges and universities to secure internships for students with disabilities and targeted disabilities.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTB	
	Applicants (#)	Selectees (#)	Applicants (#)	Selectees (#)	Applicants (#)	Selectees (#)
Training Programs	11	3	0	0	0	0
Fellowship Programs	1	1	0	0	0	0
Other Career Development Programs	5	5	0	0	0	0
Mentoring Programs	0	0	0	0	0	0
Internship Programs		3		33.33		
Coaching Programs	4	3	0.25	33.33	0	0
Total Programs		2		50%	0	0

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "na" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Applicants (PWD)

Answer Yes



## b. Selections (PWD)

Answer N/A

There is a low rate of applicants among PWD for career development programs.

4. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

## a. Applicants (PWD)

Answer Yes

## b. Selections (PWD)

Answer No

There is a low rate of applicants among PWD for career development programs.

## C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWT for any level of the time-off awards, bonuses, or other incentives? If "yes", please describe the trigger(s) in the text box.

## a. Awards, Bonuses, &amp; Incentives (PWD)

Answer No

## b. Awards, Bonuses, &amp; Incentives (PWT)

Answer No

USAGM has an overall lower than expected population of PDWs and PWT. However, with respect to awards, there were a total of 4 cash/individual cash awards issued and 2 time-off awards for PDWs. There were also a total of 5 cash/individual cash awards issued and 2 time-off awards for PWT. Also, there were a total of 4 time-off awards and 1 individual cash award issued to persons identified as having a disability or serious health condition not listed in any of the categories. In addition, there were a total of 6 individual cash/ performance awards and 2 time-off awards issued to persons who did not wish to identify their disability.

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWT for quality step increases or performance-based pay increases? If "yes", please describe the trigger(s) in the text box.

## a. Pay Increases (PWD)

Answer No

## b. Pay Increases (PWT)

Answer No

3. If the agency has other types of employee recognition programs, are PWD and/or PWT recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If "yes", describe the employee recognition program and relevant data in the text box.

## a. Other Types of Recognition (PWD)

Answer No

## b. Other Types of Recognition (PWT)

Answer No

## D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

## a. SES

## i. Qualified Internal Applicants (PWD)

Answer N/A

## ii. Internal Selections (PWD)

Answer N/A

## b. Grade GS-15

## i. Qualified Internal Applicants (PWD)

Answer N/A

## ii. Internal Selections (PWD)

Answer N/A

## c. Grade GS-14

## i. Qualified Internal Applicants (PWD)

Answer N/A

## ii. Internal Selections (PWD)

Answer N/A

## d. Grade GS-13

## i. Qualified Internal Applicants (PWD)

Answer N/A

## ii. Internal Selections (PWD)

Answer N/A

For FY 2020, the Agency plans to implement its new workforce database system, including applicant flow data.

2. Does your agency have a trigger involving PWT among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES		
i. Qualified Internal Applicants (PWTB)	Answer	N/A
ii. Internal Selections (PWTB)	Answer	N/A
b. Grade GS-15		
i. Qualified Internal Applicants (PWTB)	Answer	N/A
ii. Internal Selections (PWTB)	Answer	N/A
c. Grade GS-14		
i. Qualified Internal Applicants (PWTB)	Answer	N/A
ii. Internal Selections (PWTB)	Answer	N/A
d. Grade GS-13		
i. Qualified Internal Applicants (PWTB)	Answer	N/A
ii. Internal Selections (PWTB)	Answer	N/A

The Agency has a low participation rate of PWDs and PWTBs and has developed a Disability Employment Workgroup to focus on recruitment and retention. In addition, the Office of Civil Rights (OCR) obtained access to OPM's USA Staffing for a comparison of applicant data to the selections.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWTB)	Answer	N/A
b. New Hires to GS-15 (PWTB)	Answer	N/A
c. New Hires to GS-14 (PWTB)	Answer	N/A
d. New Hires to GS-13 (PWTB)	Answer	N/A

The Agency is working to implement a new workforce database system, including AFD.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTB among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWTB)	Answer	N/A
b. New Hires to GS-15 (PWTB)	Answer	N/A
c. New Hires to GS-14 (PWTB)	Answer	N/A
d. New Hires to GS-13 (PWTB)	Answer	N/A

The Agency is working to implement a new workforce database system, including applicant flow data.

5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives		
i. Qualified Internal Applicants (PWTB)	Answer	N/A
ii. Internal Selections (PWTB)	Answer	N/A
b. Managers		
i. Qualified Internal Applicants (PWTB)	Answer	N/A
ii. Internal Selections (PWTB)	Answer	N/A
c. Supervisors		
i. Qualified Internal Applicants (PWTB)	Answer	N/A
ii. Internal Selections (PWTB)	Answer	N/A

There is a low participation rate of PWDs and PWTBs. Also, the Agency is working to implement a new workforce database, including applicant flow data.

6. Does your agency have a trigger involving PWTB among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

i. Qualified Internal Applicants (PWTB)	Answer	N/A
ii. Internal Selections (PWTB)	Answer	N/A
b. Managers		
i. Qualified Internal Applicants (PWTB)	Answer	N/A
ii. Internal Selections (PWTB)	Answer	N/A
c. Supervisors		
i. Qualified Internal Applicants (PWTB)	Answer	N/A
ii. Internal Selections (PWTB)	Answer	N/A

There is a low participation rate of PWDs and PWTBs. In addition, the Agency is working to implement a new workforce database system, including AFD.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWTB)	Answer	N/A
b. New Hires for Managers (PWTB)	Answer	N/A
c. New Hires for Supervisors (PWTB)	Answer	N/A

There is a low participation rate of PWDs and PWTBs. Also, the Agency is working to implement a new workforce database system, including AFD.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTB among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWTB)	Answer	N/A
b. New Hires for Managers (PWTB)	Answer	N/A
c. New Hires for Supervisors (PWTB)	Answer	N/A

There is a low participation rate of PWDs and PWTB. Also, the Agency is working to implement a new workforce database system, including applicant flow data.

## Section V: Plan to Improve Retention of Persons with Disabilities

To be model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace assistance services.

### A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 CFR § 213.3102(u)(6)(i))? If "no", please explain why the agency did not convert all eligible Schedule A employees.

Answer No

OCR will collaborate with HR on Schedule A Hiring Authority and quarterly analysis of eligible employees ready for conversion.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If "yes", describe the trigger below.

a. Voluntary Separations (PWTB)	Answer	No
b. Involuntary Separations (PWTB)	Answer	No

3. Using the inclusion rate as the benchmark, did the percentage of PWTB among voluntary and involuntary separations exceed that of persons without targeted disabilities? If "yes", describe the trigger below.

a. Voluntary Separations (PWTB)	Answer	No
b. Involuntary Separations (PWTB)	Answer	No

N/A

4. If a trigger exists involving the separation rate of PWD and/or PWTB, please explain why they left the agency using exit interview results and other data sources.

N/A

### B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES



Pursuant to 29 CFR §1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b)), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

<https://www.usagm.gov/accessibility/>

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

<https://www.usagm.gov/accessibility/>

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

The OCR is working to conduct internal audits of its Divisions and Offices, including site reviews. In addition, accessibility data and reports are coordinated with the Agency's Facility Division.

### C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

The average time frame for processing initial requests for reasonable accommodations during the reporting period was 7-10 days.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

The Disability Program Manager conducts training on reasonable accommodation (RA) policies and procedures quarterly and meets with employees and senior leadership regularly regarding RA requests. OCR timely processes RA requests and Leadership frequently seeks guidance and clarification on the process. In addition, OCR implemented a new RA application by Netcom Database Systems, which is a secure tracking system for reasonable accommodations.

### D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

Pursuant to 29 CFR §1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

Although USAGM's PAS policy is pending approval, employees are referred to the Disability Program Manager for reasonable accommodation, personal assistance and disability-related questions and/or concerns.

### Section VI: EEO Complaint and Findings Data

#### A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

Answer No

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

USAGM did not have any findings of discrimination based on disability-based harassment claims.

#### B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Answer No

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

The Agency did not have any findings of discrimination based on failure to provide a reasonable accommodation.

## Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWT?D?

Answer Yes

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWT?D?

Answer Yes

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

Not having applicant data has been an overall challenge in accurately assessing the agency for planned activities.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s)

USAGM's Diversity and Inclusion Advisory Council (DIAC) meets quarterly to address any triggers/barriers and anomalies, including providing an overview of the workforce, PWDs and PWT?Ds. In addition managers and supervisors receive annual mandatory training which includes an overview of the RA process and Schedule A hiring authorities.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

The Agency is working to implement the new workforce database system which will have the capabilities of capturing applicant flow data. Also, OCR plans to increase collaboration with HR and conduct quarterly meetings regarding workforce planning and data requirements. The Agency will strengthen collaboration with colleges and universities to announce internships and vacancies, and also work with vocational rehabilitation. Additionally, OHR hired a Selective Placement Program Coordinator/Workforce Recruitment Program Coordinator to focus on recruitment and low participation populations. Further, OCR will lead new disability employment and reasonable accommodation workgroups and continue to collaborate with HR regarding advancement opportunities for all employees, including PWDs and PWT?D.