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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
2nd release date:	18-July-2022
Posted date:	25-August-2025
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 Email: foia@usagm.gov
Note:	Material released 18-July-2022 starts on PDF page 641

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U.S. AGENCY FOR GLOBAL MEDIA

Office of the General Counsel
Freedom of Information Act Office

330 Independence Avenue SW | Washington, DC 20237 | usagm.gov

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 or 202-920-2448. You also may contact USAGM'S FOIA Liaison, Stephen McGinley, with questions about pending FOIA matters at 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;
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.

Sincerely,



James McLaren
Acting Deputy General Counsel

Enclosure

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

1. Agency Position No.: E-2044 (IBES20171)

2. Reason for Submission	3. Service	4. Employing Office Location	5. Duty Station	6. OPM Certification No.
[X] Redescription [ ] New [ ] Reestablishment [ ] Other	[X] Hdqtrs [ ] Field	Washington, DC	Washington, DC	

Explanation *(Show any positions replaced)*: Updates E-2040 (IBES20040)

7. Fair Labor Standards Act: (b) (6) [redacted]

8. Financial Statements Required: [X] Executive Personnel Financial Disclosure [ ] Employment and Financial Interest

9. Subject to IA Action: [ ] Yes [X] No

10. [ ] Competitive [ ] Excepted *(Specify in Remarks)* [X] SES (Gen.) SES (CR)

11. Position is: [X] Supervisory [ ] Managerial [ ] Neither

12. S[redacted]vity: (b) (6) [redacted]

13. Competitive Level Code: [redacted]

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	Chief Financial Officer	ES	560	00		
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 the Chief Financial Officer

c. Third Subdivision

d. Fourth 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: Richard M. Lobo, Director, International Broadcasting Bureau

(b) (6) [redacted] Date

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

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.*

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) [redacted] 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	Initials	Date	Initials	Date
a. Employee *(optional)*								
b. Supervisor								
c. Classifier								

(b) (6) [redacted] qualification requirements

, Marie E. Lennon

(b) (6) [redacted] s 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

INTRODUCTION

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.

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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.

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.
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 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

2. Reason for Submission: [ ] Redescription [X] New [ ] Reestablishment [ ] Other
Explanation *(Show any positions replaced)*

3. Service: [X] Hdqtrs [ ] Field

4. Employing Office Location: Washington, D.C.

5. Duty Station: Washington D.C.

6. OPM Certification No.:

7. Fair Labor Standards Act: (b) (6)

8. Financial Statements Required: [X] Executive Personnel Financial Disclosure [ ] Employment and Financial Interest

9. Subject to IA Action: (b) (6)

10. Position Status: [ ] Competitive [ ] Excepted *(Specify in Remarks)* [X] SES (Gen.) [ ] SES (CR)

11. Position Is: [X] 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	CEO	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

a. First Subdivision: Office of the Chief Executive Officer

b. Second Subdivision:

c. Third Subdivision:

d. Fourth Subdivision:

e. Fifth Subdivision:

[redacted] mployee 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)

Signature: [redacted] Date: 7.17.19

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

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: Carroll Ellis Cobb, Director, Office of Human Resources

Signature: (b) (6) Date: 12/12/19

22. Position Classificaton Standards Used in Classifying/Grading Position:

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										

[redacted] (b) (6) oncurs with qualification requirements. Marie E. Lennon

Pos[redacted] (b) (6) operly 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 organization1s 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

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 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

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	Deputy Director for Operations	ES	0301	00	cec	8/28/18
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

b. Second Subdivision

c. Third Subdivision

d. Fourth 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 (b) (6)
John F
Chief E
Signature (b) (6) Date 5/31/18

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

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	Initials	Date
a. Employee *(optional)*										
b. Supervisor										
c. Classifier										

(b) (6) concurs with the qualifications requirements.
Marie E. Lennon

(b) (6) as SES.
John F. Lansing

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

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U.S. Office of Personnel Management
FPM Chapter 295

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 t 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, polities, 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: ***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 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) [redacted] Senior Human Resources Specialist

Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (6) [redacted]			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 • Other duties, when there is the potential to cause significant or serious damage to national security;

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: • Senior management duties or assignments that do not rise to the level of an automatic High-Risk condition • Substantial responsibility for approving

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) [redacted] – Management and Program Analyst

Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (6) [redacted]			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)*

1. Agency Position No.
E-1602 (IBES20151)

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

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 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

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

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

Signature Date

21. **...ation.** *I certify that this position is ...quired by Title 5, U.S. Code, ...lished 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

(b) (6) Date 12/18/15

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. Re... (b) (6) ...ith the qualification requirements ... Marie E. Lennon

Po... (b) (6) ...das 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.

FOIA21-032 030

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.

FOIA21-032 031

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.

FOIA21-032 032

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 ***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 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

V170240
16644

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

1. Agency Position No.: JT70240

2. Reason for Submission	3. Service	4. Employing Office Location	5. Duty Station	6. OPM Certification No.
☐ Redescription ☒ New ☐ Reestablishment ☐ Other	☒ Hdqtrs ☐ Field	Washington, DC	Washington, DC	

Explanation *(Show any positions replaced)*

7. Fair Labor Standards Act	8. Financial Statements Required	9. Subject to IA Action
(b) (6)	☐ Executive Personnel Financial Disclosure ☐ Employment and Financial Interest	(b) (6)

10. Position Status	11. Position Is	12. Sensitivity	13. Competitive Level Code
☒ Competitive ☐ Excepted *(Specify in Remarks)* ☐ SES (Gen.) ☐ SES (CR)	☒ Supervisory ☐ Managerial ☐ Neither	(b) (6)	(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

a. First Subdivision: Office of Management Services

b. Second Subdivision: Office of Security

c. Third Subdivision

d. Fourth 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: Marie Lennon, Director of Management Services

(b) (6)

Date: 7.29.18

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

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

Signature

Date

22. Position Classification Standards Used in Classifying/Grading Position

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)*

(b) (6) [redacted]

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 Mangement 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 statues, 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.

SUPERVISORY CONTROLS LEVEL 2-5 650 POINTS

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.

GUIDELINES LEVEL 3-5 650 POINTS

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 arid 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.

PHYSICAL DEMANDS **LEVEL 8-1** **5 POINTS**

The work is mostly sedentary.

WORK ENVIRONMENT **LEVEL 9-1** **5 POINTS**

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)

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

1. Agency Position No.: ES20192

2. Reason for Submission	3. Service	4. Employing Office Location	5. Duty Station	6. OPM Certification No.
☐ Redescription ☒ New ☐ Reestablishment ☐ Other	☒ Hdqtrs ☐ Field	Washington, DC	Washington, DC	

Explanation *(Show any positions replaced)*

7. Fair Labor Standards Act	8. Financial Statements Required	9. Subject to IA Action
(b) (6)	☑ Executive Personnel Financial Disclosure ☐ Employment and Financial Interest	(b) (6)

10. Position Status	11. Position Is	12. Sensitivity	13. Competitive Level Code
☐ Competitive ☐ Excepted *(Specify in Remarks)* ☐ SES (Gen.) ☒ SES (CR)	☒ Supervisory ☐ Managerial ☐ Neither	(b) (6)	(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

a. First Subdivision

b. Second Subdivision

c. Third Subdivision

d. Fourth 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

Signature: (b) (6) Date: 11.20.18

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

Signature Date

21 **...tification.** *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

Typed Name and Title of Official Taking Action
(b) (6)
DIRECTOR, OHR

Signature: (b) (6) Date: 6/26/19

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										
Classifier										

24. (b) (6) ...B concurs with the qualification requirements ... Pos... perly classified as SES

Marie E. Lennon ... John Lansing

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

(b) (6)

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Executive Director
ES-301

INTRODUCTION This position requires access to Top Secret information (b) (6) [redacted]

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.

FOIA21-032 047

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, facilities 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.

FOIA21-032 048

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) [redacted], Senior Human Resources Specialist

Final Position Designation and Investigation

Sensitivity Level	Risk Level	Investigation	Form
(b) (6) [redacted]			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 • Other duties, when there is the potential to cause significant or serious damage to national security;

Suitability

No Public Trust duties selected

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

1. Agency Position No.: E20045

2. Reason for Submission: [ ] Redescription [X] New [ ] Reestablishment [ ] Other
Explanation *(Show any positions replaced)*

3. Service: [X] 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: [X] Executive Personnel Financial Disclosure [ ] Employment and Financial Interest

9. Subject to IA Action: (b) (6)

10. Position Status: [ ] Competitive [ ] Excepted *(Specify in Remarks)* [X] SES (Gen.) [ ] SES (CR)

11. Position Is: [X] 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

a. First Subdivision: Office of General Counsel

b. Second Subdivision

c. Third Subdivision

d. Fourth 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 end 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. **Classification.** *I certify that this position is correctly classified as required by Title 5, U.S. Code, in conformity 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
(b) (6) Date: 9/29/17

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) concurs with the qualification requirements
Marie E. Lennon

(b) (6) fied as SES General
John F. Lansing

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

General Counsel - ES-905

INTRODUCTION

This position requires access to Top Secret information (b) (6) [redacted]

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) [redacted]
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

OCFO

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

FAIN: MN01-20-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) [redacted]		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.

BY (b) (6) [redacted]

Alberto M. Fernandez
President

DATE 11/6/2019

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

BY (b) (6) [redacted]

Grant K. Turner
CEO & Director

DATE 11/8/2019

MBN FY 2020
Monthly Plan

BBG

2019 NOV -8 PM 4:5

	OCT	NOV 1-21	NOV 22-30	NOV	DEC	Q1
Salaries & Benefits	(b) (4)	[redacted]				
Salaries						
Benefits						
TOTAL, Salaries & Benefits						
General Operating Expenses						
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						
TOTAL, GOE						
SUBTOTAL, MBN FY20 Funds Available						
Recoveries from Prior Year Obligations						
TOTAL, MBN FY20 Grant						

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) [redacted] 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.

U.S. AGENCY FOR GLOBAL MEDIA

FINANCIAL PLAN APPROVAL

(b) (6) [redacted]

Grant A. Turner | CFO's Director

11/8/2019
Date

BBG

2019 DEC -9 AM 11:49

OGC

AMENDMENT 001 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

	FY 2020 PROGRAM PLAN	Previous Award Total	Current Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	Continuing Resolution	(b) (4) [redacted]			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.

BY (b) (6) [redacted]

Alberto M. Fernandez
President

DATE 12/6/2019

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

BY (b) (6) [redacted]

Grant K. Turner
CEO & Director

DATE 12/9/19

MBN FY 2020
Monthly Plan

BBG

2019 DEC -9 AM 11:49

	OCT	NOV 1-21	NOV 22-30	NOV	DEC	Q1
Salaries & Benefits	(b) (4)					
Salaries						
Benefits						
TOTAL, Salaries & Benefits						
General Operating Expenses						
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						
TOTAL, GOE						
SUBTOTAL, MBN FY20 Funds Available						
Recoveries from Prior Year Obligations						
TOTAL, MBN FY20 Grant						

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.

US AGENCY FOR GLOBAL MEDIA

FINANCIAL PLAN APPROVAL

(b) (6) [redacted]

Grant K. Turner | CEO & Director

12/9/19
Date

BBG

2020 JAN 30 PM 4:58

OCFO

~~AMENDMENT 002 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

	FY 2020 PROGRAM PLAN	Previous Award Total	Current Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	PENDING	(b) (4) [redacted]			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** ("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 HI 1428, 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) [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 (b) (6) [redacted]

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

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 (b) (6) [redacted]

Alberto M. Fernandez
President

DATE 1/24/20

U.S. AGENCY FOR GLOBAL MEDIA

International Broadcasting Bureau

BY (b) (6) [redacted]

Grant K. Turner
CEO & Director

DATE 01/30/2020

MBN FY 2020
Monthly Plan

BBG

2020 JAN 30 PM 4:58

UCFO

	OCT	NOV 1-21	NOV 22-30	DEC	Q1	JAN	FEB	MAR	Q2	FY20 Plan
Salaries & Benefits	(b) (4)									
Salaries										
Benefits										
TOTAL, Salaries & Benefits										
General Operating Expenses										
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										
TOTAL, GOE										
SUBTOTAL, MBN FY20 Funds Available										
Recoveries from Prior Year Obligations										
TOTAL, MBN FY20 Grant										

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

FINANCIAL PLAN APPROVAL

(b) (6) [redacted]

Grant K. Turner | CEO & Director

1/30/2020

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

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

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.

BY (b) (6)

Alberto M. Fernandez
President

DATE 3/19/20

U.S. AGENCY FOR GLOBAL MEDIA

International Broadcasting Bureau

BY (b) (6)

Grant K. Turner
CEO & Director

DATE 3/30/2020

MBN FY 2020
Monthly Plan

	OCT	NOV 1-21	NOV 22-30	DEC	Q1	JAN	FEB	MAR	Q2	FY20 Plan
Salaries & Benefits	(b) (4)									
Salaries										
Benefits										
TOTAL, Salaries & Benefits										
General Operating Expenses										
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										
TOTAL, GOE										
SUBTOTAL, MBN FY20 Funds Available										
Recoveries from Prior Year Obligations										
TOTAL, MBN FY20 Grant										

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to MBN's Operations for March 01, 2020 through March 31, 2020 in the amount of [redacted]. 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.

U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

FINANCIAL PLAN APPROVAL

(b) (6) [redacted] 3/30/2020

Grant K. Turner | CEO & Director — Date

BBG

2020 JAN 30 PM 5:02

OCFO

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

FAIN: OT01-20-GO-00001

GRANT FUNDS TABLE

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

Preamble

This Grant Agreement ("Agreement") is between the **U.S. AGENCY FOR GLOBAL MEDIA**[1] (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;

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

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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 [redacted] (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.

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[2].

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.

[2] 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

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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.

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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.

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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.

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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.

FOIA21-032 023

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.

FOIA21-032 024

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)

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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

BY (b) (6)
Libby Liu
CEO

DATE 1/29/2020

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

BY (b) (6)
Grant Turner
CEO

DATE 01/30/2020

FOIA21 032 025

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:

Broadcasting Standards	Broadcasting Principles
USIB shall –	USIB shall include --
be consistent with the broad foreign policy objectives and the international telecommunications policies and treaties of the United States;	news which is consistently reliable and authoritative, accurate;
not duplicate the activities of private US broadcasters or government supported broadcasting entities of other democratic nations;	a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United
be conducted in accordance with the highest standards of broadcast journalism;	States culture and society;
be based on reliable information about its potential audience;	clear and effective presentation of the policies of the United States Government and responsible discussion and opinion
be designed to effectively reach a significant audience;	on those policies, including editorials, broadcast by the Voice of America, which present the views of the United States Government;
promote respect for human rights, including freedom of religion.	the capability to provide a surge capacity to support United States foreign policy objectives during crises abroad;
	programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations;
	information about developments in each significant region of the world;
	a variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen;
	reliable research capacity to meet the criteria under this section;

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		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.

FOIA21-032 027

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.

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ATTACHMENT C

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.

FOIA21-032 029

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.

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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.

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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.

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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 bas 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.

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Open Technology fund

(b) (6) [redacted]

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).

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Open Technology Fund

(b) (6) [redacted]

Libby Liu

1/29/2020

Date

FOIA21-032 035

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) [redacted]

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 perfiorming 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) [redacted]

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
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	-												
TOTAL OPEN TECHNOLOGY FUND	-												

OPEN TECHNOLOGY FUND FUNDING	October	November	December	January	February	March	April	May	June	July	August	September	FY 2020
PERSONNEL COSTS													
Salaries		(b) (4)											
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	-												

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Open Technology Fund

FY 2020 FINANCIAL PLAN

October 1, 2019 Through March 31, 2020

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

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.

US. AGENCY FOR GLOBAL MEDIA

FINANCIAL PLAN APPROVAL

(b) (6)

Grant K. Turner | CEO & Director

Date 01/30/2020

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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

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

BY (b) (6)
Libby Liu
CEO

DATE 4/22/2020

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

BY (b) (6)
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 & Alewances	-	-	-										
Office Space													
General & Administrative Expenses													
Technical & Capital Expenses													
Total General Operating Expenses													
	-	-	-	-									
TOTAL OF 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.

U.S. AGENCY FOR GLOBAL MEDIA

FINANCIAL PLAN APPROVAL

(b) (6)

4/29/2020

Grant K. Turner | CFO & Director — Date

FOIA21.032_043

BBG

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

2019 NOV -8 PM 4:58

OGC

FAIN: 1065-20-GO-00001

GRANT FUNDS TABLE

	FY2020 PROGRAM PLAN	Previous Award Total	Initial Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	Continuing Resolution	N/A	(b) (4) [redacted]		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) [redacted]

BY [redacted]

Libby Liu (b) (6) [redacted]
President

DATE 11/6/19

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

(b) (6) [redacted]

BY [redacted]

Grant K. Turner
CEO & Director

DATE 11/08/2019

Radio Free Asia

FY 2020 FINANCIAL PLAN

October 1, 2019 Through September 30, 2020

10/7/2019

RADIO FREE ASIA	October	November 1 - 21	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)													
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														
OTF FUNDS														
OTF INTERNET FREEDOM FUNDING														
GLOBAL MANDARIN FUNDS														
OCB/AC														
OF-MC														
TOTAL RADIO FREE ASIA														

[redacted]	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														
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 RFA OPERATIONS														

FOIA21-032_045

Radio Free Asia

FY 2020 FINANCIAL PLAN

October 1, 2019 Through September 30, 2020

10/1/2019

[redacted] Fund

	October	November 1-21	November 22-30	November	January	Fe	February	March	April	May	June	July	August	September	FY 2020
NON-PERSONNEL COSTS															
Contract Services															
Travel & Allowances															
Office Space															
General & Administrative Expenses															
Technical & Capital Expenses															
	-	-	-	-	-	-		-	-	-	-	-	-	-	-
OTF INTERNET FREEDOM FUNDING															
Total General Operating Expenses	-	-	-	-	-	-		-	-	-	-	-	-	-	-
TOTAL OTF FUNDING	-	-	-	-	-	-		-	-	-	-	-	-	-	-

[redacted]	October	November 1-21	November 22-30	November	January	Fe	February	March	April	May	June	July	August	September	FY 2020
Salaries (U.S. and Local Hires)															
Benefits															
Sal/Ben -Operations	-	-	-	-	-	-		-	-	-	-	-	-	-	-
NON-PERSONNEL COSTS															
Contract Services															
Travel & Allowances															
Office Space															
General & Administrative Expenses															
Technical & Capital Expenses															
SUBTOTAL	-	-	-	-	-	-		-	-	-	-	-	-	-	-
Total General Operating Expenses	-	-	-	-	-	-		-	-	-	-	-	-	-	-
TOTAL GLOBAL [redacted] FUNDING	-	-	-	-	-	-		-	-	-	-	-	-	-	-

USAGM APPROVAL STATEMENT: USAOM Financial Plan Approval applies to Radio Free Asia'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

FINANCIAL PLAN APPROVAL

(b) (6) [redacted]

11/08/19

Grant K. Turner | CEO & Director — Date

2019 NOV -8 PM 4:59

FOIA21.032 046

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

	FY 2020 PROGRAM PLAN	Previous Award Total	Current Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	Continuing Resolution	(b) (4) [redacted]			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) [redacted]
BY [redacted]

Parameswaran Ponnudurai
Acting President

DATE 12-9-2019

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau
(b) (6) [redacted]
By [redacted]

Grant K. Turner
CEO & Director

DATE 12/9/2019

2019 DEC -9 PM 2:

FOIA21 032 047

Radio Free Asia

FY 2020 FINANCIAL PLAN

October 1, 2019 Through September 30, 2020

10/1/2019

RADIO FREE ASIA	October	November 1 - 21	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY 2020
PERSONNEL COSTS	(b) (4)													(b) (4)
Salaries (U.S. and Local Hires)														
Benefits														
Total Salaries & Benefits														
SalBen -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														
OTF FUNDS														
OTF INTERNET FREEDOM FUNDING														
GLOBAL MANDARIN FUNDS														
OCB-IAC														
OTF-IAC														
TOTAL RADIO FREE ASIA														

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

92 PM 12:26 6-330

FOIA21-032 048

Radio Free Asia

FY 2020 FINANCIAL PLAN

October 1, 2019 Through September 30, 2020

10/1/2019

[redacted] Fund

	October	November 1 - 21	November 22 - 30	November	January	February	March	April	May	June	July	August	September	FY 2020
NON-PERSONNEL COSTS														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTF INTERNET FREEDOM FUNDING														
Total General Operating Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTF FUNDING	-	-	-	-	-	-	-	-	-	-	-	-	-	-

[redacted]

	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)														
Benefits														
Sal/Ben -Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NON-PERSONNEL COSTS														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
SUBTOTAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total General Operating Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL GLOBAL MAGNITSKY FUNDING	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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 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

[redacted]

Grant K. Turner | CEO & Director

12/9/19

Date

2019 DEC -9 PM

FOIA21-032 049

BBG
2020 JAN 30 PM 5:05
OCFO

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

	FY2020 PROGRAM PLAN	Previous Award Total	Current Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	PENDING	(b) (4) [redacted]			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** (""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) [redacted]

(b) (4) [redacted] 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

BY (b) (6)

Parameswaran Ponnudurai
Acting President

DATE 1-27-2020

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

BY (b) (6)

Grant K. Turner
CEO & Director

DATE 01/30/2020

2020 JAN 30 PM 5:05

OCFO

Radio Free Asia

FY 2020 FINANCIAL PLAN

October 1, 2019 Through September 30, 2020

1/19/2020

RADIO FREE ASIA	October	November 1 - 21	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														
OTF FUNDING														
OTF INTERNET FREEDOM FUNDING														
GLOBAL MANDARIN FUNDS														
OCB-IAC														
OIF-IAC														
TOTAL RADIO FREE ASIA														

RFA Operations	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)													(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 RFA 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

	FY 2020 PROGRAM PLAN	Previous Award Total	Current Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	PENDING	(b) (4) [redacted]			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. Hl 1061 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

BY (b) (6) [redacted]

Bay Fang
President

DATE 3/30/20

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

BY (b) (6) [redacted]

Grant K. Turner
CEO & Director

DATE 3/30/2020

FOIA21-032 053

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
PERSONNEL COSTS														
Salaries (U.S. and Local Hires)	(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														
OTF FUNDS														
OTF INTERNET FREEDOM FUNDING														
GLOBAL MANDARIN FUNDS														
OCB-IAC														
OIF-IAC														
TOTAL RADIO FREE ASIA														

	October	November 1 - 21	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY 2020
RFA Operations														
Salaries (U.S. and Local Hires)	(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 RFA OPERATIONS														

FOIA21-032 054

Radio Free Asia

FY 2020 FINANCIAL PLAN

October 1, 2019 Through September 30, 2020

Open Technology Fund	October	November 1 - 21	November 22 - 30	December	January	February	March	April	May	June	July	August	September	FY 2020
NON-PERSONNEL COSTS														-
Contract Services														-
Travel & Allowances														-
Office Space														-
General & Administrative Expenses														-
Technical & Capital Expenses														-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DTF INTERNET FREEDOM FUNDING														-
														-
T ToGeneral Operating Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DTF FUNDING	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Global Mandarin	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)														-
Benefits														-
Sal/Ben -Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NON-PERSONNEL COSTS														
Contract Services														-
Travel & Allowances														-
Office Space														-
General & Administrative Expenses														-
Technical & Capital Expenses														-
SUBTOTAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
T ToGeneral Operating Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL GLOBAL MANDARIN FUNDING	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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 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 distibuted 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)

Grant K. Turner | CEO & Director

3/30/2020

Date

FOIA21.032_055

Radio Free Asia

FY 2020 FINANCIAL PLAN

October 1, 2019 Through September 30, 2020

1/13/2020

[redacted]

	October	November 1-21	November 22-30	November	January	February	March	April	May	June	July	August	September	FY 2020
NON-PERSONNEL COSTS														
Contract Services														
Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
OTF INTERNET FREEDOM FUNDING														
Total General Operating Expenses														
TOTAL OTF FUNDING														

	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)														
Benefits														
Salaries -Operations														
NON-PERSONNEL COSTS														
Contract Services														
T Travel & Allowances														
Office Space														
General & Administrative Expenses														
Technical & Capital Expenses														
SUBTOTAL														
Total General Operating Expenses														
TOTAL GLOBAL MANDARIN FUNDING														

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 distibuted 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

FINANCIAL PLAN APPROVAL

[redacted]

Grant K. Turner | CEO & Director

01/30/2020

Date

OCPO

2020 JAN 30 PM 5:06

BBG

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

	FY 2020 PROGRAM PLAN[1]	1% Investment Allocation Hold[2]	Previous Award Total	Current Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	(b) (4) [redacted]					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. 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 [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.

[1] FY 2020 Program Plan Submission to Congress dated February 14, 2020 was submitted with rounded totals, this amount reflects actuals.
[2] Agency's 1% 4th Quarter Investment Allocation Funds Hold. Entities may request approval from USAGM CEO in the 4th quarter to access funds held. Amounts will be released at the discretion of the USAGM CEO.

FOIA21032 057

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") (I822 – 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)

[redacted]

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) [redacted]

   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) [redacted] **& 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)

[redacted]

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:**[3] 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:**[4] 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]

[3] 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.
[4] 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

BY (b) (6) [redacted]

Parameswaran Ponnudurai
Acting President

DATE 06-24-2020

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

BY (b) (6) [redacted]

Michael Pack
Chief Executive Officer

DATE 07-08-2020

Supplemental Attachment A[5]

U.S. Agency for Global Media
Radio Free Asia (RFA)
Program Plan Changes

($ in thousands)

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

[5] 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



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) which results in a total of (b) 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. 1865/H Res. 785, (Division G, P.L. 116-94 signed December 20, 2019 and the Explanatory Statement (165 Cong. REc. H11081 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.

US AGENCY FOR GLOBAL MEDIA

FINANCIAL PLAN APPROVAL

(b) (6)

7/9/20

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													
GDE													
GRAND TOTAL													

*NOTE: The (b) 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) [redacted]	2/11/20 thru 2/10/21
"BENARNEWS.ORG"	N0003820MP0RV03	[redacted]	4/24/20 thru 4/23/21
CVE TOTAL		[redacted]	

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 1ccM 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 1ccM 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) [redacted]	
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 1ccM 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 o (in Navy O&M 1ccM 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
PRS # 1 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)
PRS # 2 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.	
PRS # 3 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.	
PRS # 4 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).	
PRS # 5 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).	
		Total	

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

BY (b) (6) [redacted]

Parameswaran Ponnudurai
Acting President

DATE June 29, 2020

U.S. AGENCY FOR GLOBAL MEDIA

BY (b) (6) [redacted]

Michael Pack
Chief Executive Officer

DATE 7/16/20

Radio Free Asia

Benar News Line Item Budget

FY20 BUDGET

April 24, 2020 through April 23, 2021

	Benar News	April 24 - 30 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 1 - 23 2021	TOTAL
3900	Regular Salaries	(b) (4)													
	US SALARIES														
4350	Local Hires														
	TOTAL SALARIES														
7800	US Benefits														
8311	LH Benefits														
	TOTAL BENEFITS														
	TOTAL SALARIES & BENEFITS														
4302	FOREIGN CONSULTANTS														
4307	OPERATIONAL DIRECT COSTS														
4315	STRINGERS														
4333	EDIT CONSULT														
4344	TRANSLATION (DOMESTIC)														
	TOTAL CONTRACT SERVICES														
4400	TRAVEL														
	TOTAL TRAVEL														
4681	OFFICE RENT & STORAGE US														
	TOTAL OFFICE SPACE														
4705	COMMUNICATIONS														
4718	ADVERTISING														
4746	WEB SITE CONTRACT														
	TOTAL ADMIN & GENERAL														
4700	TECHNICAL EXPENSES														
	TOTAL TECHNICAL														
	TOTAL BUDGET														

BREACH APPROVAL STATEMENT: USAGM Financial Services Appropriations funds made available for "Countering Violent Extremism" (CVE) for BBG/RFA for costs associated with providing programming for the Bureau of News.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 19-20-001 in the amount of (b)

(b) (6)

7/6/20

Radio Free Asia
Indo-Asia Stability Project Line Item Budget
FY20BUDGET
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														
7800	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 IA39 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

U.S. AGENCY FOR GLOBAL MEDIA

FINANCIAL PLAN APPROVAL

(b) (6) [redacted]

Michael Pack | Chief Executive Officer

2/26/20
Date

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														
7800	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.

U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

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

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

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)

Copy for Clarity

Radio Free Asia

FY 2020 FINANCIAL PLAN

October 1, 2019 Through September 30, 2020

4/13/2020

RADIO FREE ASIA	October	November 1 21	November 22 30	December	anuary	February	March	April	May	une	uly	uly Reduction	Net uly	August	August Reduction	Net August	September	September Reduction	Net September	Total FY 2020 with 1% Reduction	otal 1% Deduction for Agency Priorities	FY2020 Grant otal
PERSONNEL COSTS	(b) (4)																					
Salaries (U.S. and Local Hires)																						
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																						
TOTAL RADIO FREE ASIA																						
TOTAL RF OPERATIONS																						

	October	November 1 21	November 22 30	December	anuary	February	March	April	May	une	uly		Net uly	August		Net August	September		Net September	Total FY 2020 with 1%	otal 1% Deduction for Agency Priorities	FY2020 Grant otal
Global Mandarin	(b) (4)																					
Salaries (U.S. and Local Hires)																						
Benefits																						
Sal/Ben-Operations																						
NON-PERSONNEL COSTS																						
Contract Services																						
Travel & Allowances																						
Office Space																						
General & Administrative Expenses																						
Technical & Capital Expenses																						
SUBTOTAL																						
To Technical Operating Expenses																						
TOTAL GLOBAL MANDARIN FUNDING																						
TOTAL RFA AND GLOBAL MANDARIN OPERATIONS																						

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 [redacted] 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. 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). This financial plan also includes additional amounts for research related projects and Uyghur activities included in operations and Global Mandarin repoited separately to monitor those activities.

US AGENCY FOR GLOBAL MEDIA

FINANCIAL PLAN APPROVAL

Michael Pack | Chief Executive Officer Date

BBG

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

OCFO

FAIN: 1060-20-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) [redacted]		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 (b) (4) [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) (4) [redacted]

BY
Stephanie Schmidt
Acting Chief Financial Officer
& Assistant Treasurer

DATE 5 NOV 2019

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

(b) (4) [redacted]

BY
Grant K. Turner
CEO & Director

DATE 11/08/2019

BBG

2019 NOV -8 PM 4:54

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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															
Fees & Outside Services															
Travel															
Rent & Utilities															
Licenses, Royalties, Copyrights															
Technical															
News & Information															
Representation															
Conferences															
General & Admin. Costs															
Subtotal FY 2020 Operations						-	-	-	-	-	-	-	-	-	
FY 2020 Funding Requirements						-	-	-	-	-	-	-	-	-	

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

FINANCIAL PLAN APPROVAL

(b) (4)

Grant K. Turner | CEO & Director

11/08/2019
Date

RFE/RL, Inc.

FY 2020 Financial Plan - CR

Current Time Break-out

in US$

2019 NOV -8 PM 4:54

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															
Fees & Outside Services															
Travel															
Rent&Utilities															
Licenses, Royalties, Copyrights															
Technical															
News & Information															
Representation															
Conferences															
General & Admin. Costs															
Subtotal FY 2020						-	-	-	-	-	-	-	-	-	
Carryover - TBD															
FY 2020 Current Time Break-out						-	-	-	-	-	-	-	-	-	



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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

FAIN: 1060-20-GO-00001

GRANT FUNDS TABLE

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

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) [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.

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

DATE 5 Dec 2019

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

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

DATE 12/6/2019

[1] 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)
EmployeeBenefits															
Fees & Outside Services															
Travel															
Rent & Utilities															
Licenses, Royalties, Copyrights															
Technical															
News & Information															
Representation															
Conferences															
General & Admin. Costs															
Subtotal FY 2020 Operations						-	-	-	-	-	-	-	-	-	
FY 2020 Funding Requirements						-	-	-	-	-	-	-	-	-	

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 [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.

US AGENCY FOR GLOBAL MEDIA

FINANCIAL PLAN APPROVAL

(b) (6)

Grant K. Turner | CEO & Director

Date 12/6/19

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RFE/RL, Inc.

FY 2020 Financial Plan - CR

Current Time Break-out

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															
Fees & Outside Services															
Travel															
Rent & Utilities															
Licenses, Royalties, Copyrights															
Technical															
News & Information															
Representation															
Conferences															
General & Admin. Costs															
Subtotal FY 2020						-	-	-	-	-	-	-	-	-	
Carryover - TBD															
FY 2020 Current Time Break-out						-	-	-	-	-	-	-	-	-	

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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

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

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. 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 [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).

[2] Reported on RFE/RL Foreign Currency Loss Report - December 31, 2019.

FOIA21-032 080

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.

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

DATE 23 Jan 2020

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

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

DATE 01/24/2020

2020 JAN 24 AM 8:56

FOIA21 032 081

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															
Fees & Outside Services															
Travel															
Rent & Utilities															
Licenses, Royalties, Copyrights															
Technical															
News & Information															
Representation															
Conferences															
General & Admin. Costs															
Subtotal FY 2020 Operations									-	-	-	-	-	-	
FY 2020 Funding Requirements									-	-	-	-	-	-	

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 opeations 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 distibuted when the Program Plan is finalized. Please spend prudently during the pending approval of the FY 20 Program Plan.

US AGENCY FOR GLOBAL MEDIA

(b) (6)

FINANCIAL PLAN APPROVAL

Grant A. Turner | CFO and Director

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.
FOR ADDITIONAL AMOUNTS IN FY 2020

2020 MAR 13 PM 2:09

OCFO

FAIN: 1060-20-GO-00001

GRANT FUNDS TABLE

	IAA Number	Previous Award Total	Initial Award	New Award Total	Currency gaio/(loss) (Informational)
FUNDING	SINLEC17YVAAF1	N/A	(b) (4) [redacted]		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 o [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)	[redacted]		
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				

FOIA21 032 083

Radio/TV and Web Content (RFE/RL)	Unit	Sub-Total Year One	Sub-Total Year Two	Total
Did you Know Multimedia Campaign				
Project Manager (Kabul)	(b) (4)	[redacted]		
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				
Equipment and Technical				
Edit stations (Kabul and Prague)	(b) (4)	[redacted]		
Graphics Equipment and Software				
Upgraded Internet Kabul-Prague				
Travel to/from Prague-Kabul				
TOTAL				

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 SINEC17YVAAF1 in the amount of [redacted] in fiscal year 2018 funding is hereby made available through June 30, 2021.

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[1] 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.

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

DATE 26 FEB 2020

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

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

DATE 3/2/2020

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2020 MAR 3 PM 2:09
OCFO

RFE/RL, Inc.

Financial Plan October 2019 thru September 2020

(Monthly Funding Requirements)

$ in thousands

Afghanistan - Counter-Narcotics Programming - Year 1	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Employee Salaries	(b) (4)												
Employee Benefits													
Fees & Outside Services													
Travel													
Rent & Utilities													
Licenses, Royalties, Copyrights													
Technical													
News & Information													
Representation													
Conferences													
General & Admin. Costs													
Total													

USAGM APPROVAL STATEMENT: Per Agreement between the USAGM and the Department of State, Bureau of International Narcotics and Law Enforcements ("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

FINANCIAL PLAN APPROVAL

(b) (6) [redacted]

Grant K. Turner | CEO & Director

3/2/2020

Date

2020 MAR 13 PM 2:10

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OCFO

RFE/RL, Inc.

Financial Plan October 2019 thru September 2020

(Monthly Funding Requirements)

$ in thousands

Afghanistan - Counter-Narcotics Programming - Year 1	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Caravans of Poison	(b) (4)												
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													
VideoEditors													
Regional Reporters (48 packages per month @$300)													
Video Producer													
ProducerEditor Social Media (Prague)													
ProducerEditor 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													

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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
Employee Salaries	(b) (4)												
Employee Benefits													
Fees & Outside Services													
Travel													
Rent & Utilities													
Licenses, Royalties, Copyrights													
Technical													
News & Information													
Representation													
Conferences													
General & Admin. Costs													
Total													

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).

U.S. AGENCY FOR GLOBAL MEDIA

FINANCIAL PLAN APPROVAL

(b) (6) [redacted]

3/2/2020

Grant K. Turner | CEO & Director — Date

2020 MAR 3 PM 2:10

OCFO

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	(b) (4)												
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)													
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													
Edit stations (Kabul and Pragus)													
Graphics Equipment and Software													
Upgraded Internet Kabul-Prague													
Travel to/from Prague-Kabul													
Total Did you Know Multimedia Campaign													
Grand Total													

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BBG/INL Afghanistan IAA Work Plan

COUNTERNARCOTICS RADIO PUBLIC INFORMATION PROPOSAL FOR AFGHANISTAN

"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 [redacted] (b) (4) for a net increment of [redacted] and total funding to date of [redacted] (b) (4) 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

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BBG/INL Afghanistan IAA Work Plan

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Summary Description

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 countcrmarcotics 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;

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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 countemarcotics 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.

FOIA21 032 093

BBG/INL Afghanistan IAA Work Plan

BBG

2020 MAR -3 PM 2:12

OCFO

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)

[redacted]

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BBG

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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

OCFO

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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OCFO

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

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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BBG

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

2020 MAR 13 PM 2:13

OCFO

FAIN: 1060-20-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)	[redacted]		

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:

1. 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.

[1] Reported on RFE/RL Foreign Currency Loss Report - January 31, 2020.

FOIA21-032 097

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.

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

DATE 26 FEB 2020

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

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

DATE 23/02/2020

2020 MAR 3 PM 2:15
OCFO
BBG

FOIA21_032_098

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

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

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

Mark Kontos
Chief Financial Officer

DATE 3/19/20

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

(b) (6) [redacted]

BY

Grant Turner
CEO & Director

DATE 3/30/20

[1] Reported on RFE/RL Foreign Currency Loss Report - January 31, 2020.

RFE/RL, Inc.

FY 2020 Financial Plan

Monthly Funding Requirements

in US$

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

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.

U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

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$

Operations	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY 2020
Employee Salaries	(b) (4)												
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)

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

	FY 2020 PROGRAM PLAN[1]	1% Investment Allocation Hold[2]	Previous Award Total	Current Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	(b) (4) [redacted]					

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] (Of which, (b) (4) [redacted] is provided for "Current Time TV and Digital" Operations during FY 2020) (Of which, (b) (4) [redacted] 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 [redacted] 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 [redacted] from RFE/RL to International Broadcasting Bureau ("IBB") (I600 – Security) for RFE/RL's cost share percentage of the USAGM **Background**

[1] FY 2020 Program Plan Submission to Congress dated February 14, 2020 was submitted with rounded totals, this amount reflects actuals.
[2] Agency's 1% 4th quarter Investment Allocation Funds Hold. Entities may request approval from the USAGM CEO in the 4th quarter to access held funds. Amounts will be released at the discretion of the USAGM CEO.
[3] Reported on RFE/RL Foreign Currency Loss Report – March 31, 2020

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.

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 [redacted] from RFE/RL to USAGM. Per the direction of USAGM and RFE/RL's Board of Directors on September 5, 2018, [redacted] of funds were returned to USAGM in FY 2018 related to the write-off of [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 [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 [redacted] of which [redacted] is for "Farda" and [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.

BY (b) (6) [redacted]
Mark Kontos
Chief Financial Officer

DATE 8 May 2020

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

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

DATE 5/14/2020

Supplemental Attachment A[4]

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
News Division	(b) (4)				
Director					
Marketing & Affiliates					
Language Services					
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					
Subtotal, Programming Division					
Office of the President					
Technology Division					
Finance Division					
Human Resources Division					
Subtotal, Admin, Mgt & Finance					
TOTAL, RFE/RL - Program Plan					

[4] 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$

Operations	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jon	Jul	Aug	Sep	Total FY 2020	(1% Investment Allocation) Jul	Aug	Sep	Total 1% Investment Allocation	TOTAL FY2020
	(b) (4)																	
Subtotal FY 2020 Operations																		
VOA - CT Graphics																		
TSI - Travel/Training for CT Affiliate in Kyrgystan Next TV																		
IBB - Travel																		
IBB - OPR Research Project for Countering Disinformatio																		
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 [redacted] for a September draw down amount of [redacted] Program Plan changes include: a transfer of [redacted] to VOA for Current Time Graphics; [redacted] to TSI for the reversal of a prior year non-base transfer for the Eurasia regional office in conjuction with Next TV; [redacted] to IBB for Security Background Investigations; [redacted] to IBB for the final payment for the unrecoverable property management payment to CEEMC; and [redacted] to VOA for the shared newswire services contract. Other transfers include [redacted] from IBB for travel for an RFE/RL employee to represent USAGM at an annual conference; and [redacted] for an Office of Policy and Research Project for Countering Russian Disinformation; and [redacted] from TSI for studio upgrades at RFE/RL headquarters in Prague.

US AGENCY FOR GLOBAL MEDIA

(b) (6)

5/14/2020

Grant K. Turner | CEO & Director — Date

RFE/RL, Inc.

FY 2020 Financial Plan

Current Time Break-out

in US$

Operations	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY2020
Employee Salaries	(b) (4)												
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



RFE/RL, Inc.

FY 2020 Financial Plan

Farda Break-out

in US$

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

INITIAL HERE (b) (6)

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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.

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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.

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U.S. AGENCY FOR GLOBAL MEDIA

COVID-19 Reconstitution Framework



VOICE OF AMERICA | RadioFreeEurope RadioLiberty | Office of Cuba Broadcasting | Radio Free Asia | MIDDLE EAST BROADCASTING NETWORKS INC. MBN | OPEN TECHNOLOGY FUND

PUBLIC SERVICE MEDIA

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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
Identifying Returning Personnel	**JOB CLASSIFICATIONS:** EAC will identify personnel whose jobs are best performed on-site for return to workplace.	**JOB CLASSIFICATIONS:** 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.	**JOB CLASSIFICATIONS:** 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.
	Requests for disability-related accommodations will be evaluated through the reasonable accommodation process on a case-by-case basis.		
	VULNERABLE STAFF AND CAREGIVERS: 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. 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. 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. Detailed guidance on this will be sent to employees asked to return.	**VULNERABLE STAFF AND CAREGIVERS:** 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. 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. 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. Detailed guidance on this will be sent to employees asked to return.	**VULNERABLE STAFF AND CAREGIVERS:** 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.

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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. **VULNERABLE STAFF AND CAREGIVERS SEE PREVIOUS CHART** * Offices and divisions are encouraged to continue telework opportunities whenever possible and within mission needs.	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.
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)*

Personal Protective Equipment (PPE)	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.		
Cleaning and Disinfecting	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		
Travel Restrictions and Monitoring	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.		Official agency travel restrictions may be lifted. Non-essential travel can resume.
Facility Access for Visitors	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)*

	Gating Phase	Phase 1	Phase 2	Phase 3
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	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. Personnel are encouraged to keep track of all their close contacts should contact tracing be necessary.			
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.			

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 Reconstitutio 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

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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) by COB Friday, October 9th.

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.	4 Staggered 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	0	A Team of Contractors shares 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	2	Staggered shifts/schedules would be possible
Information Technology (IT)/TSI	63	0	60	3	N/A	Yes	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).	6	Staggered shifts/schedules would be possible
Office of Policy	7	1	6	6	N/A	Yes	voice recording of editorials is much better in quality when done in a studio	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	0	2 employees share 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	3	All simultaneously
Enterprise Telecommunications T/CT	5	0	8	0	N/A	Yes	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.	2	Staggered shifts/schedules would be possible
Facilities Management Division	16	0	15	1	Movers work throughout the building.	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.	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.	2	Staggered 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	0	4 individuals have their own office due to sensitive nature of 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	0	Two staff members currently work periodically in the 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	8	2 members share an individual office with desks that are about 6-8 feet apart.	No
Office of Contracts	27	4	23	0	N/A	No

Gating Criteria

Updated: 5/12/2020

State Government Indicators

	Virginia	Maryland	DC	Miami	New York City
Basic Numbers					
Total Cases	274,438	248,471	24,098	251,283	317,424
Percent Change in Cases from Prior 14 Days (Red = Increase and Green = Decrease)	37.0%	14.9%	52.7%	27.1%	36.0%
14 Daily Day Case Trend					
7 or 14 Day Positivity Rate	10.8%	7.5%	3.7%	8.8%	5.4%
Total Tests	3,634,892	4,904,352	757,883	Not Available	7,650,476
Total Deaths	4,370	4,901	708	3,943	24,421
State Phasing					
State Phase	Phase Three	Phase Three	Phase Two	Phase Three	Phase Four
State Phase Start Date	1-Jul	4-Sep	22-Jun	25-Sep	20-Jul
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 such as shared office spaces, while someone visiting another home also will be required to wear a mask. Northam capped private and public gatherings at 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 areas have eliminated indoor dining, while Baltimore banned all dining. Cities have lower social gathering caps (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 holidays. The newest order limited indoor gatherings to 10, down from 50, and outdoor gatherings to 25 people. She 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 agressively enforce the local curfew (12 AM to 6 AM). When the positivity rate goes down below 5.5% the curfew can be lifted.	People traveling to NY from 40+ states must quarantine. Government ordered restrictions in some hotspot areas, including school closures. With the recent spike in cases the state mandated closure of bars, restaurants, and gyms at 10PM. State is limiting indoor gatherings to 10 people. Indoor dining is banned starting Monday. Governor also said that he would institute a shutdown if hospitals reach 90% capacity.
Stay at Home Orders					
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 county - 25 Indoor Statewide	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 hotspot areas in the city may have extra restrictions.
Child Care					
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 unions failed. The Chancellor announced that parents could expect schools to reopen some 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 reopen for in person instruction. Students who want to continues distance learning can do so.	Schools are reopen for young learners who signed up for in-person schools. However, the schools will reclose if the positivity rate hits 9%.
Daycares	Childcare services across the state can reopen to anyone, 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 15 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.
Regional Public Transportation					
WMATA	Metro trains running on a pre-pandemic schedule from 5AM to 11PM with trains every 5 to 8 minutes during peak hours. Busses 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 5AM to 11PM with trains every 5 to 8 minutes during peak hours. Busses 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 5AM to 11PM with trains every 5 to 8 minutes during peak hours. Busses 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 "5 Schedule," until further notice. This is approximately 50% of the VRE's normal schedule.	VRE operating on the holiday/snow day "5 Schedule," until further notice. This is approximately 50% of the VRE's normal schedule.	VRE operating on the holiday/snow day "5 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. Busses 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.

Sourcing Located in Hidden Columns

U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS





FY 2021 CONGRESSIONAL BUDGET JUSTIFICATION





VOA VOICE OF AMERICA · RadioFreeEurope RadioLiberty · Office of Cuba Broadcasting · RFA Radio Free Asia · MBN Middle East Broadcasting Networks, Inc. · Open Technology Fund

FOIA21-032_035

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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[1].

1 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,[2] 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)

INTERNATIONAL BROADCASTING OPERATIONS *Programs, Projects, and Activities*	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
FEDERAL ENTITIES			
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
Internet Freedom; Anti-Censorship (non-add to IBB)	$ 6,058		
Office of Technology, Services, and Innovation	$ 183,263	$ 180,591	$ 152,347
TOTAL - FEDERAL ENTITIES	**$ 515,482**	**$ 498,855**	**$ 399,679**
NON-FEDERAL ENTITIES			
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
TOTAL - NON-FEDERAL ENTITIES	**$ 279,766**	**$ 299,841**	**$ 233,053**
TOTAL - INTERNATIONAL BROADCASTING OPERATIONS	**$ 795,248**	**$ 798,696**	**$ 632,732**
BROADCASTING CAPITAL IMPROVEMENTS *Programs, Projects, and Activities*			
Broadcasting Capital Improvements	$ 5,053	$ 11,700	$ 4,520
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	**$ 5,053**	**$ 11,700**	**$ 4,520**
USAGM GRAND TOTAL - Appropriation/Request	**$ 800,301**	**$810,396**	**$ 637,252**

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
INTERNATIONAL BROADCASTING OPERATIONS						
FEDERAL ENTITIES						
Voice of America	**971**	**971**	**1,055**	**1,052**	**856**	**855**
American/Domestic Employees	954	954	1,038	1,038	852	852
Foreign Nationals DH/ Personnel Service Agreements	17	17	17	14	4	3
Office of Cuba Broadcasting	**100**	**100**	**91**	**91**	**81**	**81**
American/Domestic Employees	100	100	91	91	81	81
International Broadcasting Bureau	**185**	**176**	**186**	**172**	**186**	**172**
American/Domestic Employees	185	176	186	172	186	172
Office of Technology, Services, and Innovation	**353**	**361**	**440**	**381**	**440**	**413**
American/Domestic Employees	143	150	187	158	187	176
Foreign Nationals DH/ Personnel Service Agreements	210	211	253	223	253	237
SUBTOTAL, FEDERAL EMPLOYEES	**1,609**	**1,608**	**1,772**	**1,696**	**1,563**	**1,521**
NON-FEDERAL ENTITIES						
Radio Free Europe/Radio Liberty	**699**		**829**		**503**	
American/Domestic Employees	379		462		244	
Foreign Nationals DH/ Personnel Service Agreements	320		367		259	
Radio Free Asia	**274**		**280**		**214**	
American/Domestic Employees	254		254		197	
Foreign Nationals DH/ Personnel Service Agreements	20		26		17	
Middle East Broadcasting Networks	**725**		**870**		**870**	
American/Domestic Employees	423		562		562	
Foreign Nationals DH/ Personnel Service Agreements	302		308		308	
Open Technology Fund			**12**		**18**	
American/Domestic Employees			12		15	
Foreign Nationals DH/Personal Service Agreements					3	
SUBTOTAL, NON-FEDERAL ENTITY EMPLOYEES	**1,698**		**1,991**		**1,605**	
USAGM TOTALS	**3,307**	**1,608**	**3,763**	**1,696**	**3,168**	**1,521**

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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)

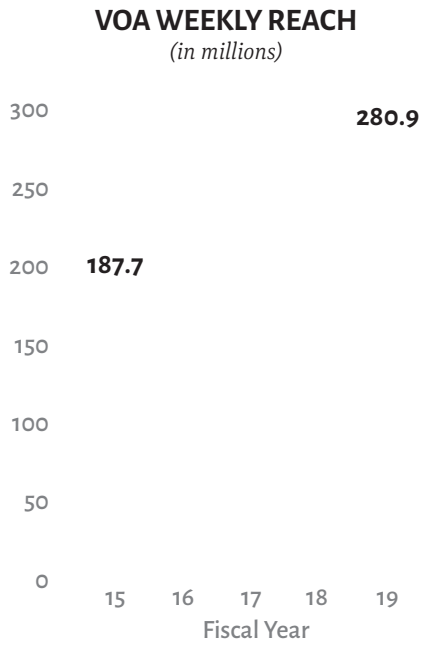
Funding *($ in thousands)*

$	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.

With more than 2,200 hours of radio and television each week, plus 24/7 web and social media programming, VOA has a measured weekly audience of 280.9 million people. Among this weekly audience, 83% say they trust VOA to provide accurate and reliable information, while 76% say VOA helps them better understand current events. VOA programs and staff won more than 25 national and international awards for journalism in FY 2019.



VOA places particular emphasis on regions where violent extremism can breed, such as North Africa, and South Asia, countries in turmoil such as Sudan, Somalia, Afghanistan, and Venezuela, countries considered state sponsors of terrorism including North Korea and Iran, and regions where information is controlled or censored such as China, Turkey, and Russia. In addition, campaigns supporting the information needs of refugees and increasing the inclusion of women's voices in programming complement VOA's key content priorities.

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 un-free 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.

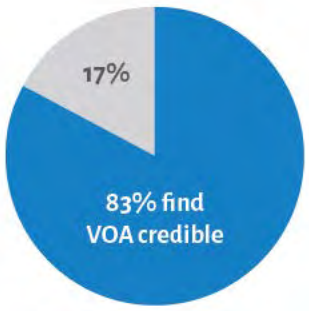
In FY 2019, VOA expanded coverage of the United States to focus on American issues that resonate with international audiences, with a particular focus on United States entrepreneurship, technology, and innovation. VOA marked the 400th anniversary of the introduction of slavery in the United States with 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 CREDIBILITY



Weighted percentage of weekly audience that finds VOA information to be very or somewhat trustworthy.

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

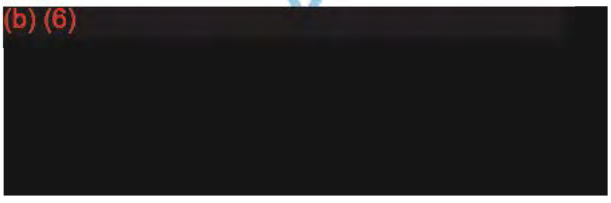
Turkish government censorship of over-the-air media. The YouTube channel has attracted 179,000 subscribers and more than 13 million total video views since launching in April 2019, and continues to grow at a rate of 1,000 subscribers per day.

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.

> *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.*



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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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.

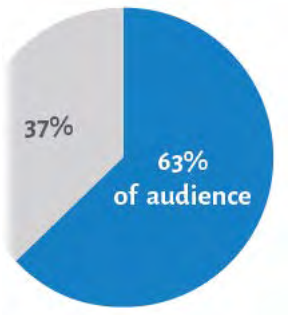
Off the air, VOA serves as a model for local journalists, conducting journalism trainings in more than ten countries where journalism is under threat from censorship. VOA has trained journalists and government officials in countries such as Ethiopia, where press freedom is gradually taking hold, and 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



Weighted percentage of weekly audience that says VOA content helps them 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.

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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.

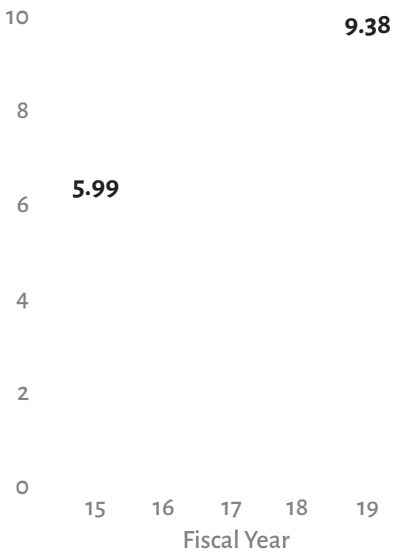
VOA also supports media targeting the one million Rohingya refugees who fled to Bangladesh from Burma. In FY 2019, VOA launched daily Rohingya language news broadcasts for the Bangladeshi camp where most refugees are being held. VOA also hired ethnic Rohingya reporting teams in Washington and Bangladesh 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

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

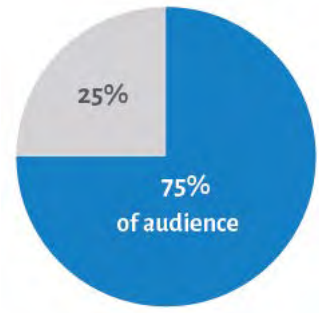
In FY 2019, OCB aired new investigative and historical series called *Cuba 60 Años*, consisting of seven one-hour programs for TV, and thirty-five one-hour radio shows that captured the history of Cuba from January 1, 1959, to January 1, 2019. The series spotlighted the longest running authoritarian 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



Weighted percentage of weekly audience that says OCB content helps them 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 Marti 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 Marti. Throughout the month, Radio Marti 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.

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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.

> *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.*
>
> (b) (6)

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.

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International Broadcasting Bureau

Funding *($ in thousands)*

$	52,879	$	45,291	$	42,800

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) and accessible to Agency, network, and interagency personnel with 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.

USAGM

Office of Internet Freedom (OIF)

Funding *($ in thousands)*

$	6,058	$	-	$	-

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

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.

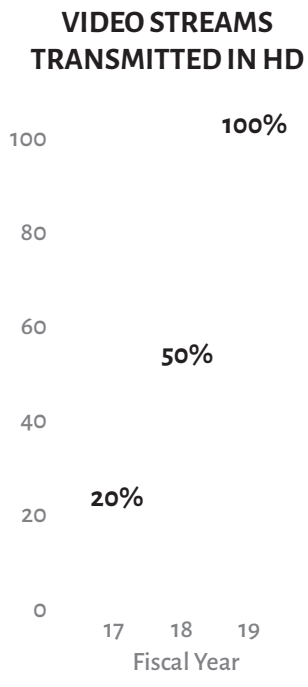
In FY 2019, TSI matured USAGM's Information Security Program by developing key IT security policies and enhancing and updating USAGM's documentation templates. TSI also completed security assessments and continued developing a comprehensive Information Security Architecture.

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), 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

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.

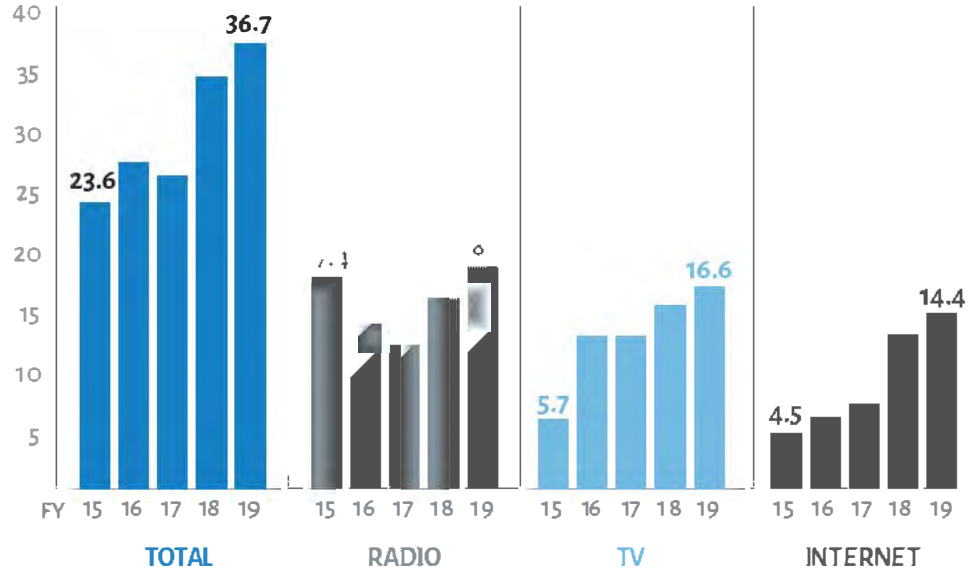
Based on the conviction that a major requirement of democracy is a well-informed citizenry:

- 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

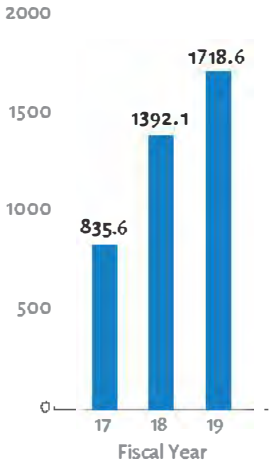
(in millions)



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.

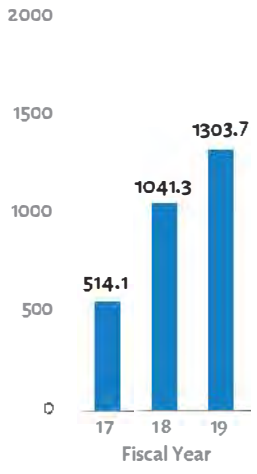
RFE/RL VIDEO VIEWS ON FACEBOOK

(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

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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.

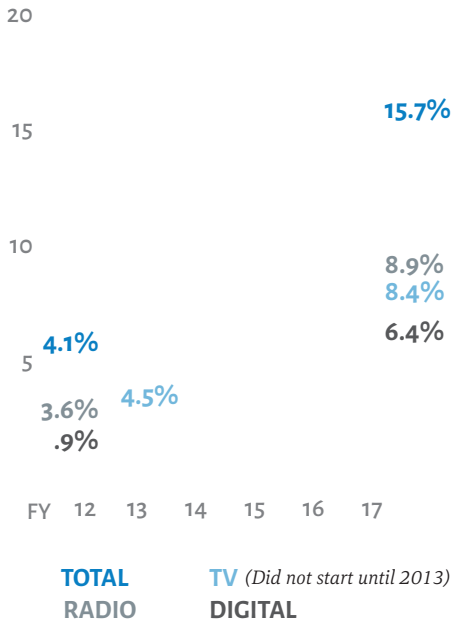
Radio Farda is a leader on digital platforms. Although RFE/RL's website is officially blocked within Iran, Radio Farda received 159 million visits to its websites and news app, as well as 75 million video views across social media networks in FY 2019. Most notably, Farda sharply increased engagement 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

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

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. 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.



Global Mandarin

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.

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)*

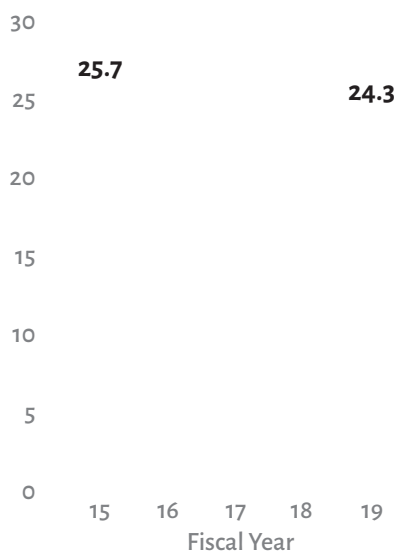
$ 110,060	$ 110,312	$ 96,773

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 WEEKLY REACH*
(in millions)



**FY 2019 does not reflect MBN's post-transformation research.*

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.
- *Debatabl*e — 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:

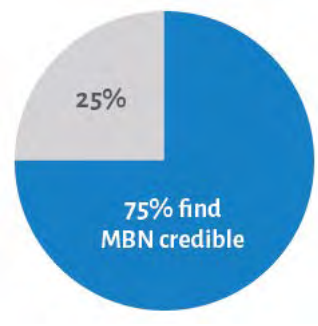
- *My Story* — an 11-part series profiling Arab-Americans who left their homeland to start a better life in the U.S., offering viewers first-hand accounts of the challenges and triumphs they faced as they left their family and friends behind to seek opportunities in a new country that offered them refuge 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

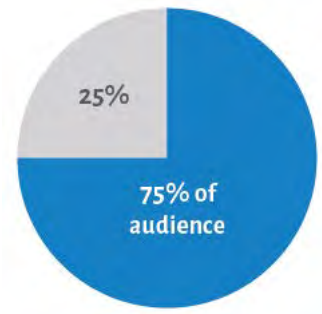


Weighted percentage of weekly audience that finds MBN information to be very or somewhat trustworthy.

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.

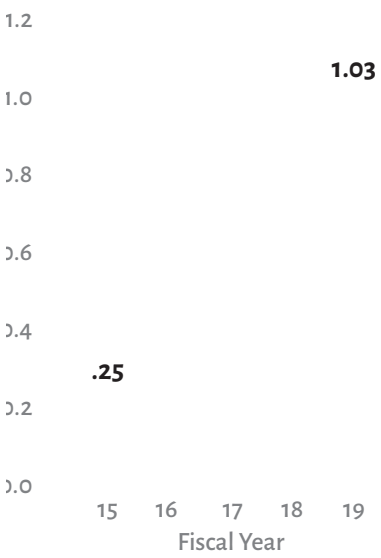
MBN's audience in Iraq is its second largest ever, with 63.2% of adults (aged 15 and older) using Alhurra, Radio Sawa, or MBN digital in the past week.[3] Past week viewership for Alhurra - at 37.2% - is almost double the last USAGM survey figure of 22.1% in 2017. In the Palestinian Territories, more than half of the population

3 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.[4] 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.[5]

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 WEEKLY AVERAGE WEB AND MOBILE VISITS*
(in millions)



**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

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 researched 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 Andriod that allows users to easily share apps with others in their vicinity without and 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

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.

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)[1]

USAGM[2]	**278**	**345**	**337**	**350**	**354**	**255**
VOA	**236.8**	**275.2**	**265.0**	**280.9**	**282.0**	**210.0**
RFE/RL	**25.8**	**33.9**	**34.2**	**37.6**	**37.7**	**36.0**
RFA[3]	**6.9**	**50.7**	**49.5**	**50.7**	**49.5**	**2.8**
MBN	**25.7**	**24.7**	**27.0**	**24.3**	**28.0**	**30.0**
OCB	**1.0**	**1.0**	**2.0**	**1.0**	**1.2**	**1.5**

[1] 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.

[2] 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.

[3] 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.

[4] FY 2019 targets are from the FY 2020 Congressional Budget Request and were based on significant proposed budget decreases.

[5] 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

VOA	**83**	**84**	**82**	**83**	**82**	**82**
RFE/RL	**80**	**77**	**77**	**73**	**74**	**75**
RFA	**93**	**77**	**77**	**77**	**76**	**85**
MBN	**80**	**80**	**80**	**75**	**80**	**80**
OCB	**97**	**97**	**100**	**97**	**97**	**97**

[1] 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

VOA	**81**	**76**	**75**	**76**	**75**	**75**
RFE/RL	**81**	**73**	**74**	**75**	**75**	**76**
RFA	**NA**	**52**	**54**	**52**	**53**	**75**
MBN	**71**	**70**	**70**	**66**	**70**	**70**
OCB	**96**	**96**	**100**	**96**	**80**	**83**

[1] 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

VOA	**62**	**63**	**60**	**63**	**63**	**60**
RFE/RL	**55**	**52**	**54**	**56**	**56**	**57**
RFA	**82**	**87**	**88**	**87**	**87**	**87**
MBN	**71**	**71**	**72**	**75**	**80**	**80**
OCB	**75**	**75**	**85**	**75**	**75**	**75**

[1] 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 USAMG. 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[1]	FY 2021 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
Iraq[3]	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[4]	26.4% (Jun 2015)	26.4% (Jun 2015)	27%	26.4% (Jun 2015)	26.4%	26.4%
Central Asia[5]	3.9 million	3.9 million	4.1 million	4.3 million	4.3 million	4.3 million

[1] 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.

[2] 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.

[3] Iraq includes audience for Alhurra, Radio Sawa, and VOA Kurdish and English. FY 2018 and beyond also include audience for www.Irfaasawtak.com.

[4] 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 DI Khan, Kohat, Lakki, and Peshawar, which are now part of the Khyber Pakhtunkhwa province.

[5] 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:[2]					
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.

[1] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

[2] 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 2017 Actual	FY 2017 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
The Russian Federation	4.9% (Jun 2016)	7.7% (May2018)[3]	8%	7.7% (May2018)	9%	9%
Ukraine	18.0% (Jun 2016)	18.0% (Jun 2016)	20%	18.0% (Jun 2016)	20%	20%
Moldova[4]	32.1% (Feb 2016)	32.1% (Feb 2016)	32%	32.1% (Feb 2016)	15%	15%
Kazakhstan	9.6% (Nov2016)	9.6% (Nov2016)	10%	9.6% (Nov 2016)	10%	10%
Tajikistan	10.8% (Jun2017)	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%

[1]Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

[2]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 state-sponsored propaganda.

[3]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%.

[4] 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

Weekly unique users on Psiphon	**649,040**	**967,763**	**1,000,000**	**621,392**	**615,000**	**645,000**
Weekly unique users on NthLink	**NA**	**NA**	**NA**	**NA**	**30,000**	**33,000**
Weekly visits to USAGM web sites through Psiphon	**8,794,243**	**8,452,100**	**13,125,000**	**7,092,592**	**3,725,000**	**4,000,000**
Weekly visits to USAGM web sites through NthLink	**NA**	**NA**	**NA**	**NA**	**180,000**	**199,000**
Weekly visits to USAGM web sites through NewNode	**NA**	**NA**	**NA**	**NA**	**200,000**	**212,000**
Proxy traffic through Psiphon	**15,402 TB**	**21,725 TB**	**24,000 TB**	**15,875 TB**	**17,500 TB**	**18,250 TB**
Proxy traffic through NthLink	**NA**	**NA**	**NA**	**NA**	**1,000 TB**	**1,100TB**

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.

[1]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[1]

VOA	**8,810,700**	**8,850,000**	**9,027,000**	**9,383,700**	**2%**	**2%**
RFE/RL	**8,464,600**	**9,751,200**	**10,238,800**	**10,990,200**	**5%**	**5%**
RFA	**901,200**	**1,010,900**	**1,061,400**	**1,267,000**	**5%**	**3%**
MBN	**1,092,400**	**854,500**	**982,700**	**1,028,100**	**15%**	**10%**
OCB	**172,500**	**142,600**	**156,900**	**136,100**	**10%**	**25%**

[1] 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.

[2] 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)[1]	FY 2019 Actual (including Instagram)[1]	FY 2020 Target (increase over FY19)[2]	FY2021 Target (increase over FY20)[2]
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[3]	32,200	70,700	77,800	69,900	70,000	10%	20%

[1]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.

[1]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.

[2]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.

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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[1]	FY 2021 Target[1]
USAGM[2]				3,729	3,850	3,950
VOA[3]	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

[1] 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.

[2] 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.

[3] 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

VOA	**67**	**62**	**61**	**56**	**56**	**58**
MBN	**44**	**42**	**50**	**44**	**55**	**55**
OCB	**85**	**85**	**90**	**85**	**85**	**90**

[1]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

VOA	**68**	**60**	**60**	**54**	**54**	**55**
MBN	**43**	**42**	**50**	**44**	**55**	**55**
OCB	**89**	**89**	**90**	**89**	**90**	**95**

[1]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[1]

Percent of weekly audience reporting that broadcaster presents information they cannot get from other media

VOA	**29**	**31**	**29**	**28**	**27**	**28**

[1]Uniquenessscores 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.

[2]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

UNDERSTANDING OF CURRENT EVENTS IN TARGET COUNTRY[1]

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

NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[2]	FY 2021 Target[2]
RFE/RL	83	77	78	75	76	77
RFA	86	83	84	83	84	77
MBN						
OCB						
VOA in relevant markets to be determined						

[1] 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.

[2] 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

RFE/RL	**22**	**25**	**25**	**26**	**26**	**27**
RFA	**82**	**40**	**50**	**40**	**50**	**42**
MBN[1]	**20**	**32**	**48**	**29**	**40**	**40**
OCB	**78**	**78**	**85**	**78**	**80**	**85**

[1]For FY 2017, the MBN estimate was based on Libya only.

2Factors 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[1]	FY 2021 Target[1]
Number of USAGM affiliates with national reach that air custom or interactive segments during primetime[2]	50	60	65	68		
Number of USAGM radio and TV affiliates that serve multiple markets[2]				452	475	500
Number of USAGM affiliates that air custom or interactive segments[2]				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

[1] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

[2] 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

VOA	**45**	**46**	**45**	**49**	**49**	**45**
RFE/RL	**48**	**44**	**48**	**41**	**45**	**50**
RFA	**49**	**41**	**42**	**41**	**42**	**43**
MBN	**67**	**67**	**67**	**62**	**55**	**55**
OCB	**56**	**56**	**70**	**56**	**60**	**65**

[1] 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 2011 Target	FY 2020 Target	FY 2011 Target
Transition to internet and fiber optic content distribution to stations and uplinks, migrating away from more costly satellite distribution	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)

Optimize remaining shortwave distribution, taking advantage of the strategic location and lower operating cost of Kuwait Transmitting Station	Closed Sri Lanka Transmitting Station	Poro Transmitting Station closed; handover pending final action by Filipino government. Installation of new antenna at Kuwait Transmitting Station underway, expected to be complete in Q2 FY 2019.	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.
Expand FM transmissions, to match audience preferences	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

Complete business process reengineering and automation of business and media workflows	Completed integration of payroll and time and attendance systems. Completed rollout of electronic performance management system. Deployed electronic invoice payment system for domestic invoices; foreign invoices to be added in FY 2018.	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. 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. Roll out unified communications capability to 67% of Agency users.	Majority of Help Center services consolidated. Full rollout not achieved due to new requirement to support VOA technology suite. Continued to participate in effort to identify a new HR management system. 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.	Help Center 100% consolidated. Replacement of help desk tracking and assignment tool, Footprints, with a more robust, adaptable tool to help improve outcomes and response times. Continue to refine and improve USAGM's suite of key business process tools.	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 2018 Target	FY 2019 Target	FY 2019 Actual	FY 2017 Target	FY 2017 Target
Migrate onsite systems to cloud for enhanced effectiveness and efficiency	Transitioned onsite digital archive system to a private cloud with recovery capability. Completed migration of intranet content to cloud-based platform. Upgraded IT infrastructure with more storage, bandwidth, and security.	Migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile nearly complete (80%). Full completion expected in Q2 FY 2019. Transition of some broadcast operations to cloud-based playout and switching systems has not yet begun.	Complete migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile. Continue transition of radio broadcast operations to cloud-based playout and switching systems. 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. Mature and expand support for business analytics suite that drives USAGM increased utilization of data-driven strategy and decision-making.	Completed migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile. Continued transition of radio broadcast operations to cloud-based playout and switching systems. 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. Matured and expanded support for business analytics suite that drives USAGM increased utilization of data-driven strategy and decision-making.	Relocate USAGM headquarters network core to offsite data center to replace current core and to facilitate potential building relocation. Leverage Data Center-hosted storage systems to replace current on-premises storage. Implement Managed Service Provider (MSP) service model for 24 x 7 x 365 network support. Complete transition of radio broadcast operations to cloud-based playout and switching systems. Extend business analytics suite and AI to assist journalists by automating a number of translation and simple story posting tasks.	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.

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
Strengthen USAGM's cybersecurity posture	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[1] 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 FISMA 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 FY2020 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 FY2020 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.

[1]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 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2019 Actual
Upgrade program production and delivery systems to HD capable	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.
% of video streams transmitted in HD[1]	20%	50%	100%	100%	NA—transition completed	NA—transition completed

[1] 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, *The Dragon's Reach*, 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.	CIO 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
Conduct periodic content analysis of services that serve the same market	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

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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 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strengthen personnel evaluation processes and compliance in the federal workforce	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.
Implement 360 feedback tools for managers in the federal workforce (reviews to be scheduled every three years)	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 2017 Actual	FY 2018 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 though 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
Establish/ enhance two-way communication channels for better lateral and vertical communication	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.
Improve transparency and accountability using internal communication initiatives	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

Percentage of employees who believe that the workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals
(from Federal Employee Viewpoint Survey)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Target	FY 2019 Target	FY 2017 Actual
USAGM	56	70	73	71	73	75
Government-wide (for comparison)	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
VOA DIRECTOR			
VOA Director Office/Resource Management/Research/PR	$ 12,026	$ 7,047	$ 5,047
Digital Office, Strategy, and Audience Engagement	$ 1,269	$ 1,000	$ 1,500
Contract Journalists and Other Support	$ 10,225		
SUBTOTAL, VOA DIRECTOR	**$ 23,520**	**$ 8,047**	**$ 6,547**
OFFICE OF GLOBAL PRODUCTS AND TECHNOLOGY	**$ 5,311**	**$ 5,331**	**$ 2,331**
ASSOCIATE DIRECTOR, PROGRAMMING DIRECTORATE	**$ 5,995**	**$ 9,814**	**$ 9,814**
STUDIO AND PRODUCTION OPERATIONS			
Director, Studio, and Production Operations	$ 889	$ 3,118	$ 3,345
Central Production Services Division	$ 20,414	$ 9,531	$ 8,829
Operations Support Division	$ 18,948	$ 25,498	$ 14,498
Technical Support Division	$ 13,019	$ 7,772	$ 7,772
SUBTOTAL, STUDIO, AND PRODUCTION OPERATIONS	**$ 53,270**	**$ 45,919**	**$ 34,444**
AFRICA DIVISION			
Division Chief	$ 3,393	$ 4,017	$ 4,505
Bambara Service	$ -	$ 307	$ 318
Central Africa (Kinyarwanda, Kirundi)	$ 1,503	$ 1,365	$ 2,365
English to Africa	$ 5,854	$ 5,594	$ 6,906
French To Africa Service	$ 4,214	$ 4,415	$ 4,815
Hausa Service	$ 1,688	$ 3,424	$ 4,924
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	$ 2,851	$ 2,785	$ 2,950
Portuguese Service	$ 1,205	$ 1,434	$ 2,484
Somali Service	$ 2,251	$ 2,382	$ 2,482
Swahili Service	$ 1,767	$ 1,694	$ 2,794
Zimbabwe/Shona/Ndebele/English	$ 755	$ 1,186	$ 1,236
SUBTOTAL, AFRICA DIVISION	**$ 25,481**	**$ 28,603**	**$ 35,779**

(continued)

VOICE OF AMERICA	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
EAST ASIA AND PACIFIC DIVISION			
Division Chief	$ 2,820	$ 2,150	$ 2,455
Burmese Service	$ 3,220	$ 3,168	$ 3,238
Cantonese Service	$ 843	$ 1,187	$ 187
English to Asia	$ -	$ 228	$ 528
Indonesian Service	$ 5,003	$ 6,173	$ 5,173
Khmer Service	$ 2,581	$ 2,431	$ 2,501
Korean Service	$ 4,873	$ 6,327	$ 2,327
Lao Service	$ 803	$ 754	$ 779
Mandarin Service	$ 11,702	$ 12,342	$ 5,342
Thai Service	$ 848	$ 922	$ 922
Tibetan Service	$ 3,538	$ 3,344	$ 3,544
Vietnamese Service	$ 1,926	$ 2,241	$ 2,241
SUBTOTAL, EAST ASIA AND PACIFIC DIVISION	**$ 38,157**	**$ 41,267**	**$ 29,237**
EURASIA DIVISION			
Division Chief	$ 2,500	$ 2,791	$ 2,915
Albanian Service	$ 1,797	$ 1,355	$ 2,090
Armenian Service	$ 496	$ 545	$ 555
Bosnian Service	$ 1,016	$ 835	$ 880
Georgian Service	$ 676	$ 600	$ 676
Macedonian Service	$ 499	$ 352	$ 477
Russian Service	$ 7,900	$ 10,085	$ 4,085
Serbian Service	$ 1,411	$ 1,248	$ 1,308
Ukrainian Service	$ 1,989	$ 2,601	$ 2,626
SUBTOTAL, EURASIA DIVISION	**$ 18,284**	**$ 20,412**	**$ 15,612**
LATIN AMERICA DIVISION			
Division Chief	$ 2,008	$ 606	$ 682
Creole Service	$ 1,192	$ 2,169	$ 1,169
Spanish Service	$ 5,295	$ 5,369	$ 3,293
Production Unit			
SUBTOTAL, LATIN AMERICA DIVISION	**$ 8,495**	**$ 8,144**	**$ 5,144**

(continued)

VOICE OF AMERICA	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
SOUTH ASIA DIVISION			
Division Chief (South Asia and NECA)	$ 2,649	$ 3,034	$ 3,263
Afghanistan Service	$ 8,672	$ 8,015	$ 5,015
VOA Radio Deewa (Pashto)	$ 2,794	$ 5,083	$ 4,083
Azerbaijani Service	$ 867	$ 669	$ 894
Bangla Service	$ 1,694	$ 1,538	$ 1,538
Kurdish Service	$ 3,315	$ 4,571	$ 4,571
Turkish Service	$ 2,629	$ 3,420	$ 3,420
Urdu Service	$ 4,646	$ 5,661	$ 3,661
Uzbek Service	$ 846	$ 698	$ 773
SUBTOTAL, SOUTH ASIA DIVISION	**$ 28,112**	**$ 32,689**	**$ 27,218**
VOA PERSIAN	**$ 13,122**	**$ 17,714**	**$ 10,714**
CENTRAL NEWS			
VOA Central News	$ 24,272	$ 25,805	$ 10,975
Home Leave and Transfer (HLT)	$ 137	$ 207	$ 207
SUBTOTAL, CENTRAL NEWS	**$ 24,409**	**$ 26,012**	**$ 11,182**
DOMESTIC BUREAUS			
Los Angeles	$ 532	$ 317	$ 317
New York	$ 345	$ 840	$ 840
Silicon Valley	$ 142	$ 295	$ 295
SUBTOTAL, DOMESTIC BUREAUS	**$ 1,019**	**$ 1,452**	**$ 1,452**
OVERSEAS BUREAUS AND NEWS CENTERS			
Bangkok	$ 591	$ 958	$ -
Beijing	$ 675	$ 724	$ -
Dakar	$ 26	$ 299	$ -
Hong Kong	$ 232	$ 220	$ -
Islamabad	$ 478	$ 373	$ -
Istanbul	$ 419	$ 318	$ -
Jakarta	$ 486	$ 450	$ -
Johannesburg	$ 240	$ 238	$ -
London	$ 1,099	$ 1,674	$ 1,674
Moscow	$ 163	$ 340	$ -
Nairobi	$ 794	$ 411	$ 411
Seoul	$ 213	$ 591	$ -
SUBTOTAL, OVERSEAS BUREAUS	**$ 5,416**	**$ 6,596**	**$ 2,085**
GRAND TOTAL, VOA	**$ 250,591**	**$ 252,000**	**$ 191,559**

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
OCB Directorate and Advisory Board	$ 820	$ 820	$ 820
Administration	$ 3,507	$ 3,506	$ 3,507
Radio Marti	$ 4,892	$ 2,696	$ 1,236
New Media	$ 1,234	$ 1,234	$ 1,234
Central News	$ 4,218	$ 2,695	$ 1,236
TV Marti	$ 6,251	$ 2,695	$ 1,235
Technical Operations	$ 3,195	$ 2,695	$ 1,235
Computer Services	$ 1,211	$ 1,211	$ 1,235
Greenville Transmitting Station	$ 3,421	$ 3,421	$ 1,235
GRAND TOTAL, OCB	$ 28,749	$ 20,973	$ 12,973

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
USAGM Chief Executive Officer and Director	$ 2,212	$ 2,651	$ 2,368
Office of Management Services	$ 4,619	$ 3,237	$ 3,127
Office of Chief Financial Officer	$ 11,883	$ 13,279	$ 12,286
Office of Policy and Research	$ 8,195	$ 7,053	$ 7,053
Office of Communications and External Affairs	$ 2,182	$ 1,471	$ 1,305
Office of General Counsel	$ 1,839	$ 2,234	$ 1,972
Office of Contracting and Procurement	$ 3,383	$ 3,915	$ 3,628
Office of Human Resources	$ 6,677	$ 6,050	$ 6,553
Office of Workforce Support and Development	$ 1,641	$ 1,102	$ 1,714
Office of Civil Rights	$ 1,098	$ 1,067	$ 1,166
Office of Policy	$ 895	$ 939	$ 955
Office of Security	$ 2,197	$ 2,127	$ 2,334
Office of Internet Freedom	$ 6,058	$ 166	$ 210
SUBTOTAL, IBB	**$ 52,879**	**$ 45,291**	**$ 44,671**
PROGRAM DECREASES			
Administrative and Organizational Efficiencies			$ (1,871)
GRAND TOTAL, IBB	**$ 52,879**	**$ 45,291**	**$ 42,800**

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
TECHNOLOGY, SERVICES, AND INNOVATION DIRECTOR			
Director	$ 214	$ 215	$ 218
Home Leave & Transfer (HLT)	$ 426	$ 412	$ 430
SUBTOTAL, TSI DIRECTOR	**$ 640**	**$ 627**	**$ 648**
OFFICE OF THE CIO	$ 10,176	$ 10,601	$ 12,573
Global Networks Division	$ 11,417	$ 9,742	$ 8,334
Satellites	$ 16,839	$ 16,982	$ 20,708
Satellites Carryover (X0206)	$ -	$ 3,726	$ -
SUBTOTAL, OFFICE OF THE CIO	**$ 38,432**	**$ 41,051**	**$ 41,615**
INFORMATION TECHNOLOGY DIRECTORATE	$ 15,268	$ 15,573	$ 16,226
TECHNOLOGY SUPPORT DIRECTORATE	$ 10,181	$ 8,045	$ 9,122
OFFICE OF BUSINESS DEVELOPMENT	$ 2,740	$ 3,621	$ 1,979
Regional Marketing Offices	$ 10,175	$ 10,965	$ 10,203
SUBTOTAL, OFFICE OF BUSINESS DEVELOPMENT	**$ 12,915**	**$ 14,586**	**$ 12,182**
RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	$ 2,867	$ 2,768	$ 2,966
Project Management	$ 586	$ 862	$ 1,388
Facilities Management	$ 35,128	$ 34,907	$ 35,872
Administrative and Organizational Efficiencies	$ -	$ -	$ -
SUBTOTAL, RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	**$ 38,581**	**$ 38,537**	**$ 40,226**
BROADCAST TECHNOLOGIES DIVISION	$ 1,725	$ 1,961	$ 2,260
Leased Transmissions	$ 3,643	$ 3,653	$ 3,722
FM Transmissions	$ 1,570	$ 2,848	$ 1,000
SUBTOTAL, BROADCAST TECHNOLOGIES DIVISION	**$ 6,938**	**$ 8,462**	**$ 6,982**

(continued)

TECHNOLOGY, SERVICES AND INNOVATION	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
OPERATIONS DIVISION	$ 2,022	$ 1,987	$ 2,419
Worldwide Procurement (WWP)	$ 4,830	$ 3,474	$ 2,932
SUBTOTAL, OPERATIONS DIVISION	**$ 6,852**	**$ 5,461**	**$ 5,351**
STATIONS DIVISION			
DOMESTIC TRANSMITTING STATIONS			
Tinian	$ 6,729	$ 6,652	$ 5,805
SUBTOTAL, DOMESTIC STATIONS	**$ 6,729**	**$ 6,652**	**$ 5,805**
OVERSEAS TRANSMITTING STATIONS			
Afghanistan	$ 3,572	$ 3,739	$ 3,806
Botswana	$ 2,651	$ 2,624	$ 2,633
Germany	$ 12,920	$ 10,195	$ 9,534
Kuwait	$ 12,766	$ 12,828	$ 13,564
Philippines	$ 6,033	$ 6,022	$ 6,498
Sao Tome	$ 4,003	$ 4,362	$ 4,363
Thailand	$ 4,038	$ 4,799	$ 4,311
Radio transmission reductions	$ -	$ -	$ -
RECONCILATION TO APPROPRIATION	$ -	$ -	$ -
Satellite Carryover	$ -	$ (3,726)	$ -
PROGRAM DECREASES			
Radio Transmission Reductions	$ -	$ -	$ (23,938)
Global Network Realignment	$ -	$ -	$ (2,846)
Administrative and Organizational Efficiencies	$ -	$ -	$ (4,611)
GRAND TOTAL, TSI	**$ 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
PROGRAMMING DIVISION			
Director	$ 2,502	$ 2,665	$ 2,938
Marketing and Affiliates	$ 938	$ 1,153	$ 1,038
LANGUAGE SERVICES			
Armenian	$ 1,953	$ 1,911	$ 1,843
Azerbaijani	$ 1,970	$ 1,910	$ 1,821
Balkans (Bosnian, Macedonian, Serbian, Albanian, Montenegrin, Croatian)	$ 5,450	$ 4,820	$ 2,585
Belarusian	$ 2,362	$ 2,307	$ 2,085
Bulgarian	$ 347	$ 514	$ 471
Current Time TV and Digital	$ 11,546	$ 11,593	$ 4,686
Georgian	$ 2,674	$ 2,425	$ -
Hungarian	$ -	$ 471	$ 500
Kazakh	$ 1,803	$ 1,633	$ 1,152
Kyrgyz	$ 2,283	$ 2,206	$ 1,638
Radio Farda (Persian)	$ 8,567	$ 10,507	$ 5,329
Radio Free Afghanistan (Dari and Pashtu)	$ 5,238	$ 5,203	$ 5,023
Radio Mashaal (Pashto)	$ 3,312	$ 3,254	$ -
Romanian to Moldova and Romania	$ 2,383	$ 2,450	$ 1,799
Russian	$ 8,278	$ 8,426	$ 4,776
North Caucasus (Chechen)	$ 1,263	$ 1,227	$ -
Tajik	$ 2,089	$ 1,976	$ 1,264
Tatar-Bashkir	$ 1,368	$ 1,503	$ -
Turkmen	$ 829	$ 809	$ 659
Ukrainian	$ 5,067	$ 4,710	$ 5,046
Uzbek	$ 1,842	$ 1,552	$ 1,544
News and Current Affairs	$ 4,445	$ 4,821	$ 3,496
Multimedia Strategy, Development, and Training	$ 2,090	$ 2,080	$ 1,093
SUBTOTAL, PROGRAMMING DIVISION	$ 80,599	$ 82,126	$ 50,786

(continued)

RADIO FREE EUROPE/RADIO LIBERTY	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
ADMINISTRATION, MANAGEMENT, AND FINANCE			
Office of President	$ 6,045	$ 7,476	$ 5,871
Human Resources Division	$ 2,732	$ 2,347	$ 1,836
Finance Division	$ 2,442	$ 7,309	$ 5,803
Technology Division	$ 33,600	$ 35,822	$ 23,685
SUBTOTAL, ADMIN., MANAGEMENT, AND FINANCE	$ 44,819	$ 52,954	$ 37,195
SUBTOTAL, RFE/RL	$ 125,418	$ 135,080	$ 87,981
(-) Balances In - Prior Year Balances			
Pre-FY 2014 - Bureau Regularization/Security/Munich/Iran/Iraq Final Return	$ (792)	$ (760)	$ (720)
FY 2015 - Bureau Improvements	$ (167)	$ -	$ -
FY 2017 - Current Time Research - OCO Funds - Transfer from USAID	$ (124)	$ (124)	$ -
FY 2017 - Relocation/Upgrades/Infrastructure	$ (131)	$ (131)	$ -
FY 2017 - Current Time Ukraine Advertising	$ (20)	$ (17)	$ -
FY 2017 - Raise Your Voice	$ (233)	$ -	$ -
FY 2017 - Georgian Green Wave Perveli TV Pilot Project Funding from TSI	$ (94)	$ -	$ -
FY 2017 - Next Generation Influencers	$ (2,744)	$ -	$ -
FY 2017 - TV/Video Infrastructure Improvement and Storage	$ (324)	$ -	$ -
FY 2017 - Video Storage	$ (438)	$ -	$ -
FY 2018 - Return of Funds (CEEMC)	$ (1,170)	$ (370)	$ -
FY 2018 - FY 2019 Q1 of Radio Baltic Waves Belarus and Russia AM Transmission from TSI	$ (43)	$ -	$ -
FY 2018 - New Initiatives Startup Costs - Bulgaria	$ (200)	$ -	$ -
FY 2018 - New Initiatives Startup Costs - Romania	$ (200)	$ -	$ -
FY 2018 - Current Time Content	$ (656)	$ -	$ -
FY 2018 - Persian 24/7 Initiative	$ (3,786)	$ (2,550)	$ -
FY 2018 - Georgian Perveli TV Pilot Project Funding from TSI	$ (169)	$ (69)	$ -
FY 2018 - Ukrainian TV Pilot Funding from TSI	$ (110)	$ -	$ -
(+) Balances Out - Prior Year Balances			
Pre-FY 2014 - Bureau Regularization/Security/Munich/Iran/Iraq Final Return	$ 760	$ 720	$ -
FY 2017 - Current Time Research - OCO Funds - Transfer from USAID	$ 124	$ -	$ -
FY 2017 - Relocation/Upgrades/Infrastructure	$ 131	$ -	$ -
FY 2017 - Current Time Ukraine Advertising	$ 17	$ -	$ -
FY 2018 - Georgian Green Wave Perveli TV Pilot Project Funding from TSI	$ 69	$ -	$ -
FY 2018 - Persian 24/7 Initiative - Reallocated to Prague Basement Studio Improvements	$ 2,550	$ -	$ -
FY 2018 - Return of Funds (CEEMC)	$ 370	$ -	$ -
FY 2019 - Internet Freedom Funds from IBB	$ 500	$ (500)	$ -
FY 2019 - Prague Basement Studio Improvements Funding from TSI	$ 800	$ (800)	$ -
FY 2019 - Hungarian Re-Launch Research Funding from IBB	$ 80	$ (80)	$ -
FY 2019 - Dalet Archive System Funding from TSI	$ 180	$ (180)	$ -
FY 2019 - Persian 24/7 Initiative - Prague Basement Studio Improvements	$ 1,859	$ (1,859)	$ -
FY 2019 - Signiant Fast File Transfer System	$ 455	$ (455)	$ -
FY 2019 - Hungarian Service Launch	$ 957	$ (957)	$ -
FY 2019 - Critical Needs	$ 210	$ (210)	$ -
FY 2019 - Prague Basement Studio Improvements - Funding from Currency Gains	$ 206	$ (206)	$ -
FY 2019 - Currency Gains for Critical Needs	$ 1,226	$ (1,226)	$ -
GRAND TOTAL, RFE/RL	$ 124,511	$ 125,306	$ 87,261

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE ASIA (RFA)

Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

RADIO FREE ASIA	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
PROGRAMMING DIVISION			
Executive Editor	$ 2,481	$ 2,379	$ 2,489
PROGRAM SERVICES			
Burmese Service	$ 1,878	$ 1,831	$ 1,911
Cambodian Service	$ 1,701	$ 1,795	$ -
Cantonese Service	$ 1,128	$ 1,115	$ 1,128
Korean Service	$ 2,757	$ 2,912	$ 3,044
Korea DPRK TV	$ 1,083	$ 798	$ -
Laotian Service	$ 1,435	$ 1,487	$ 1,557
Mandarin Service	$ 4,359	$ 4,212	$ -
Global Mandarin	$ 25	$ 375	$ 2,309
Tibetan Service	$ 4,407	$ 4,473	$ 4,693
Uyghur Service	$ 1,357	$ 1,519	$ 1,587
Vietnamese Service	$ 1,259	$ 1,233	$ -
PROGRAM OFFICES			
Bangkok Office	$ 109	$ 123	$ 123
Dharamsala Office	$ 121	$ 104	$ 104
Hong Kong Office	$ 1,063	$ 1,189	$ 1,063
Seoul Office	$ 689	$ 1,108	$ 1,129
Taipei Office	$ 491	$ 566	$ 617
Yangon Office	$ 491	$ 525	$ 533
SUBTOTAL, PROGRAMMING DIVISION	$ 26,834	$ 27,744	$ 22,287
OFFICE OF THE PRESIDENT	$ 965	$ 811	$ 847
Internet Freedom Salaries (Open Technology Fund)	$ 1,200	$ 1,200	$ -
Research, Training, and Evaluation	$ 663	$ 863	$ 777
Technical Operations	$ 7,984	$ 8,469	$ 8,262
HQ Facilities	$ 4,349	$ 4,227	$ 4,538
Communications	$ 347	$ 293	$ 306
Finance	$ 1,844	$ 1,990	$ 2,076
Human Resources	$ 313	$ 405	$ 426
SUBTOTAL, ADMINISTRATION, MANAGEMENT, AND FINANCE	$ 17,665	$ 18,258	$ 17,232
SUBTOTAL, RFA	$ 44,499	$ 46,002	$ 39,519
(-) Balances In - Prior Year Balances	$ -	$ -	$ -
FY 2018 Korean/DPRK	$ (1,083)	$ (798)	$ -
FY 2019 Internet Freedom	$ -	$ (500)	$ -
FY 2019 Global Mandarin	$ -	$ (375)	$ -
FY 2019 Research	$ -	$ (106)	$ -
(+) Balances Out - Prior Year Balances			
FY 2019 Korean/DPRK	$ 798	$ -	$ -
FY 2019 Internet Freedom	$ 500	$ -	$ -
FY 2019 Global Mandarin	$ 375	$ -	$ -
FY 2019 Research	$ 106	$ -	$ -
GRAND TOTAL, RFA	$ 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
PROGRAMMING			
Alhurra Television	$ 27,078	$ 32,874	$ 24,815
Radio Sawa	$ 6,363	$ 5,697	$ 5,658
MBN Digital	$ 6,921	$ 10,548	$ 11,380
SUBTOTAL, PROGRAMMING	$ 40,362	$ 49,119	$ 41,853
OVERSEAS OFFICES			
IRAQ	$ 5,396	$ 5,937	$ 2,253
PAN ARAB	$ 13,047	$ 16,356	$ 16,253
Beirut	$ 2,397	$ 3,291	$ 3,233
Cairo	$ 747	$ 998	$ 985
Dubai	$ 8,628	$ 11,027	$ 11,003
Jerusalem	$ 1,275	$ 1,040	$ 1,032
MAGHREB	$ 940	$ 1,092	$ 1,068
Rabat	$ 789	$ 827	$ 810
Tunis	$ 151	$ 265	$ 258
SUBTOTAL, OVERSEAS OFFICES	$ 19,383	$ 23,385	$ 19,574
Technical Operations	$ 38,039	$ 35,057	$ 23,236
Administration	$ 11,370	$ 12,444	$ 10,697
Creative Services	$ 3,766	$ 5,540	$ 3,913
SUBTOTAL, MBN	$ 112,920	$ 125,545	$ 99,273
(-) Balances In - Prior Year Balances			
FY 2011 Carryover	$ (176)	$ -	$ -
FY 2012 Carryover	$ (1,485)	$ -	$ -
FY 2013 Carryover	$ (1,005)	$ -	$ -
FY 2014 Carryover	$ (1,226)	$ -	$ -
FY 2015 Carryover	$ (470)	$ -	$ -
FY 2016 Carryover	$ (687)	$ -	$ -
FY 2017 Carryover	$ (771)	$ -	$ -
FY 2018 Infrastructure/Equipment	$ (14,100)	$ -	$ -
FY 2018 Advertising Carryover	$ (673)	$ -	$ -
FY 2019 Base Operations Carryover	$ -	$ (2,500)	$ -
FY 2019 Technical Infrastructure Upgrade	$ -	$ (9,250)	$ -
FY 2019 Programming/CMS/Marketing/System Upgrades	$ -	$ (4,833)	$ -
FY 2019 Satellite Capacity	$ -	$ (650)	$ -
FY 2019 Internet Freedom	$ -	$ (500)	$ -
FY 2020 Carryover	$ -	$ -	$ (2,500)
(+) Balances Out - Prior Year Balances	$ -	$ -	$ -
FY 2019 Base Operations Carryover	$ 2,500	$ -	$ -
FY 2019 Technical Infrastructure Upgrade	$ 9,250	$ -	$ -
FY 2019 Programming/CMS/Marketing/System Upgrades	$ 4,833	$ -	$ -
FY 2019 Satellite Capacity	$ 650	$ -	$ -
FY 2019 Internet Freedom	$ 500	$ -	$ -
FY 2020 Carryover	$ -	$ 2,500	$ -
GRAND TOTAL, MBN	$ 110,060	$ 110,312	$ 96,773

BROADCASTING BOARD OF GOVERNORS

OPEN TECHNOLOGY FUND (OTF)

Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

OPEN TECHNOLOGY FUND	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
Open Technology Fund Programs	$ -	$ 20,000	$ 8,300
Open Technology Fund Staff and Operations	$ -	$ -	$ 1,200
GRAND TOTAL, OTF		$ 20,000	$ 9,500

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
MAINTENANCE, IMPROVEMENTS, REPLACE AND REPAIR (MIRR)			
Continuing M&R	$ 2,318	$ 4,222	$ 1,952
VOA TV M&R	$ 297	$ 615	$ 539
Security M&R	$ 840	$ 582	$ 510
HVAC System M&R	$ 531	$ 554	$ 486
Office of Cuba Broadcasting	$ 164	$ 143	$ 125
UPGRADE OF EXISTING FACILITIES PROJECTS	$ 82	$ 4,550	$ -
SATELLITES			
Satellite & Terrestrial Program Feeds	$ 821	$ 1,034	$ 908
GRAND TOTAL, BCI	$ 5,053	$ 11,700	$ 4,520

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U.S. AGENCY FOR GLOBAL MEDIA

Funding from Outside Sources (estimated)

FY 2019 - FY 2021

($ in whole dollars)

FY 2015/20 FUNDS	FY 2018/19 FUNDS	FY 2019 FUNDS	FY 2015/20 FUNDS	FY 2019/20 FUNDS	FY 2020 FUNDS	FY 2021 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 STATED PACIFIC COMMAND (PACOM)	$ -	$ 2,225,000	$ -	$ -	$ 2,030,000	$ -	$ 4,255,000
GRAND TOTAL	$ 2,698,287	$ 3,983,051	$ 2,546,000	$ 240,000	$ 2,030,000	$ -	$ 11,497,338

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Appendix B: Broadcast Hours

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2019 - FY 2021

LANGUAGE SERVICE	FY2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
VOICE OF AMERICA			
AFRICA DIVISION			
Bambara Service	8.00	8.00	8.00
Central Africa (Kinyarwanda, Kirundi)	40.14	40.14	40.14
English to Africa Service	260.25	260.25	260.25
French to Africa and the Trans Sahel	176.50	176.50	176.50
Hausa Service	16.50	16.50	16.50
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	34.50	34.50	34.50
Portuguese Service	10.25	10.25	10.25
Somali Service	31.41	31.41	31.41
Swahili Service	16.78	16.78	16.78
Zimbabwe/Shona/Ndebele/English	17.00	17.00	17.00
TOTAL, AFRICA DIVISION	**611.33**	**611.33**	**611.33**
EAST ASIA AND PACIFIC DIVISION			
Burmese Service	59.75	59.75	58.50
Cantonese Service	54.67	54.67	0.67
English to Asia Programs	6.23	6.23	6.23
Indonesian Service	58.87	58.87	34.67
Khmer Service	11.24	11.24	11.24
Korean Service	52.50	52.50	21.00
Lao Service	4.67	4.67	4.67
Mandarin Service	185.50	185.50	94.76
Thai Service	6.62	6.62	6.62
Tibetan Service	204.00	204.00	204.00
Vietnamese Service	7.00	7.00	7.00
TOTAL, EAST ASIA AND PACIFIC DIVISION	**651.05**	**651.05**	**449.36**

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2019 - FY 2021

LANGUAGE SERVICE	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
VOICE OF AMERICA - CONTINUED			
EURASIA DIVISION			
Albanian Service	3.67	3.67	3.67
Armenian Service	1.58	1.58	1.58
Bosnian Service	2.58	2.58	2.58
Georgian Service	1.42	1.42	1.42
Macedonian Service	1.05	1.05	1.05
Russian Service	11.17	11.17	5.54
Serbian Service	2.75	2.75	2.75
Ukrainian Service	2.83	2.83	2.83
TOTAL, EURASIA DIVISION	**27.05**	**27.05**	**21.42**
LATIN AMERICA DIVISION			
Creole Service	17.83	17.83	11.16
Spanish Service	187.49	187.49	2.60
TOTAL, LATIN AMERICA DIVISION	**205.32**	**205.32**	**13.76**
SOUTH ASIA DIVISION			
Dari	31.67	31.67	3.38
Pashto	31.67	31.67	3.38
VOA Radio Deewa (Pashto)	63.33	63.33	49.33
Azerbaijani Service	3.75	3.75	3.75
Bangla Service	11.02	11.02	11.02
Kurdish Service	65.10	65.10	65.10
Turkish Service	13.16	13.16	13.16
Urdu Service	78.04	78.04	66.64
Uzbek Service	4.50	4.50	4.50
TOTAL, SOUTH ASIA DIVISION	**302.24**	**302.24**	**220.26**

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2019 - FY 2021

LANGUAGE SERVICE	FY 2019 ACTUALS	FY2020 ENACTED	FY2021 REQUEST
VOICE OF AMERICA - CONTINUED			
PERSIAN NEWS NETWORK	**168.00**	**168.00**	**100.80**
ENGLISH DIVISION			
Music (FM Team/Programming)	178.00	178.00	178.00
Learning English (VOA Programming)	91.53	91.53	91.53
English News (News Center)	132.92	132.92	132.92
TOTAL, ENGLISH DIVISION	**402.45**	**402.45**	**402.45**
TOTAL, VOA	**2,367.44**	**2,367.44**	**1,819.38**
OFFICE OF CUBA BROADCASTING			
Radio Marti	100.00	100.00	100.00
TV Marti	92.00	92.00	92.00
TOTAL, OCB	**192.00**	**192.00**	**192.00**
RADIO FREE EUROPE/RADIO LIBERTY			
Armenian	107.58	107.60	107.60
Azerbaijani	74.58	74.60	74.60
Balkans (Bosnian, Serbian, Albanian, Macedonian, Montenegrin, Croatian)	73.92	73.88	68.50
Belarusian	168.00	168.00	168.00
Bulgarian	-	-	-
Current Time TV and Digital	158.50	158.50	123.50
Georgian	32.58	32.60	-
Hungarian	-	-	-
Kazakh	0.50	0.50	0.50
Kyrgyz	68.58	68.60	68.60
Radio Farda (Persian)	168.00	168.00	158.00
Radio Free Afghanistan (Dari and Pashto)	84.00	84.00	84.00
Radio Mashaal (Pashto)	63.00	63.00	-
Romania (Romanian to Moldova)	17.18	17.20	17.20
Russian	168.00	168.00	35.00
North Caucasus (Chechen)	-	-	-

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2019 - FY 2021

LANGUAGE SERVICE	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
RADIO FREE EUROPE/RADIO LIBERTY - CONTINUED			
Tajik	42.00	42.00	42.00
Tatar-Bashkir	-	-	-
Turkmen	56.00	56.00	56.00
Ukrainian	60.57	60.60	60.60
Uzbek	168.00	168.00	168.00
TOTAL, RFE/RL	**1,511.00**	**1,511.08**	**1,232.10**
RADIO FREE ASIA			
Burmese Service	77.00	63.00	63.00
Cambodian Service	59.50	-	-
Cantonese Service	49.00	49.00	49.00
Korean Service	63.00	63.00	63.00
Laotian Service	42.00	42.00	42.00
Mandarin Service	154.00	-	-
Tibetan Service	154.00	154.00	154.00
Uyghur Service	42.00	42.00	42.00
Vietnamese Service	-	-	-
TOTAL, RFA	**640.50**	**413.00**	**413.00**
MIDDLE EAST BROADCASTING NETWORK			
Alhurra	168.00	168.00	168.00
Radio Sawa	168.00	168.00	168.00
MBN Digital	168.00	168.00	168.00
TOTAL, MBN	**504.00**	**504.00**	**504.00**

Appendix C: Good Accounting Obligation in Government Act

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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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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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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
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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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
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. USAGM 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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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-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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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-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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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-IT-IB-15-13	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	
AUD-IT-IB-15-13	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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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-IT-IB-15-13	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	
AUD-IT-IB-15-13	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 BOARD OF GOVERNORS

VOA VOICE OF AMERICA

RadioFreeEurope RadioLiberty

Office of Cuba Broadcasting

RFA Radio Free Asia

MIDDLE EAST BROADCASTING NETWORKS, INC. MBN

OPEN TECHNOLOGY FUND

PUBLIC SERVICE MEDIA

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U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

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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**

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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.

Voice of America (VOA) Transfers	Ins	Outs	VOA TOTAL
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)	
Total, VOA Transfers	**$ 2,880,605**	**$ (1,119,969)**	**$ 1,760,636**

Office of Cuba Broadcasting (OCB) Transfers	Ins	Outs	OCB TOTAL
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)	
Total, OCB Transfers	**$ 38,111**	**$ (113,040)**	**$ (74,929)**

International Broadcasting Bureau (IBB)	Ins	Outs	IBB TOTAL
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)	
Total, IBB Transfers	**$ 3,420,284**	**$ (20,976,758)**	**$ (17,556,474)**

Technology, Services, and Innovation (TSI) Transfers	Ins	Outs	TSI TOTAL
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		
Total, TSI Transfers	**$ 943,223**	**$ (4,018,671)**	**$ (3,075,448)**

Radio Free Europe/Radio Liberty (RFE/RL) Transfers	Ins	Outs	RFE/RL TOTAL
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)	
Total, RFE/RL Transfers	**$ 208,688**	**$ (1,054,583)**	**$ (845,895)**
Radio Free Asia (RFA) Transfers	**Ins**	**Outs**	**RFA TOTAL**
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)	
Total, RFA Transfers	**$ 1,713,000**	**$ (299,274)**	**$ 1,413,726**
Middle East Broadcasting Networks (MBN) Transfers	**Ins**	**Outs**	**MBN TOTAL**
IBB- DCSA Background Investigations		$ (700,000)	
TSI - Satellite Broadcast service		$ (695,859)	
VOA - News Wire service		$ (50,757)	
Total, MBN Transfers	**$ -**	**$ (1,446,616)**	**$ (1,446,616)**
Open Technology Fund (OTF)	**Ins**	**Outs**	**OTF TOTAL**
IBB - Internet Freedom funding	$20,000,000		
IBB - OTF Oversight		$ (175,000)	
Total, OTF Transfers	**$ 20,000,000**	**$ (175,000)**	**$ 19,825,000**
Grand Total USAGM Transfers	**$ 29,203,911**	**$ (29,203,911)**	**$ -**

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

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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
Total	**$ 11,305**	**$ 18,476**	**$ 29,781**

FY 2020 PERSIAN-LANGUAGE SERVICE	
Entity ($ in thousands)	FY 2020 Program Plan
Voice of America	$ 16,789
Radio Free Europe/Radio Liberty	$ 10,507
Total	**$ 27,296**

FY 2020 MANDARIN-LANGUAGE SERVICE	
Entity ($ in thousands)	FY 2020 Program Plan
Voice of America	$ 12,342
Radio Free Asia	$ 6,087
Total	**$ 18,429**

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:

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U.S. Agency for Global Media Broadcasting Capital Improvements (BCI) Program Plan Changes			
($ in Thousands)			
Broadcasting Capital Improvements	**FY 2020 Enacted Level**	**Carryover**	**FY 2020 Operating Plan**
Maintenance, Improvements, Replace and Repair (MIR	**6,116**	**2,289**	**8,405**
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
Upgrade of Existing Facilities Projects	**4,550**	**15,508**	**20,058**
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
Satellites	1,034	320	1,354
Grand Total BCI	**11,700**	**18,117**	**29,817**

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

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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
Subtotal, VOA Director	**$ 13,378**	**$ 18,587**	**$ 5,209**
Programming Directorate[1]	**$ 9,814**	**$ 8,507**	**$ (1,307)**
Studio and Production Operations			
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	$ -
Subtotal, Associate Director, Operations	**$ 45,919**	**$ 46,782**	**$ 863**
Africa Division			
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	$ -
Subtotal, Africa Division	**$ 28,603**	**$ 29,430**	**$ 827**
East Asia & Pacific Division			
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	$ -
Subtotal, East Asia & Pacific Division	**$ 41,267**	**$ 42,739**	**$ 1,472**

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Voice of America	FY 2020 Enacted	FY 2020 Program Plan	Changes
Eurasia Division			
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)**
Latin America Division			$ -
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**
South Asia Division			
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)**
VOA Persian	**$ 17,714**	**$ 16,789**	**$ (925)**
Central News			
VOA Central News	$ 25,805	$ 24,160	$ (1,645)
Home Leave & Transfer (HLT)	$ 207	$ 207	$ -
Subtotal, Central News	**$ 26,012**	**$ 24,367**	$ (1,645)
			$ -
Los Angeles	$ 317	$ 532	$ 215
New York	$ 840	$ 345	$ (495)
Silicon Valley	$ 295	$ 126	$ (169)
Subtotal, Domestic Bureaus	**$ 1,452**	**$ 1,003**	$ (449)

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Voice of America	FY 2020 Enacted	FY 2020 Program Plan	Changes
Overseas Bureaus and News Centers			
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)
Suntotal, Overseas Bureaus	**$ 6,596**	**$ 5,380**	$ (1,216)
GRAND TOTAL, VOA	**$ 252,000**	**$ 253,761**	**$ 1,761**

[1]Funding for Global Mandarin Network is included

U.S. Agency for Global Media
Office of Cuba Broadcasting (OCB)
Program Plan Changes

($ 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	$ -
GRAND TOTAL, OCB	**$ 20,973**	**$ 20,898**	**$ (75)**

***Administration includes office space and guard service.**

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U.S. Agency for Global Media
International Broadcasting Bureau (IBB)
Program Plan Changes

($ in thousands)

International Broadcasting Bureau	FY 2020 Enacted	FY 2020 Program Plan	Changes
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
GRAND TOTAL, IBB	**$ 45,291**	**$ 47,738**	**$ 2,448**

* 20M was transferred out of OIF to OTF

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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
Technology, Services, and Innovation Director			
Director	215	$ 215	$ -
Home Leave & Transfer (HLT)	411	$ 411	$ -
Subtotal, TSI Director	**$ 626**	**$ 626**	**$ -**
Office of the CIO	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	$ -
Subtotal, Office of the CIO	**$ 40,500**	**$ 41,254**	**$ 754**
Information Technology Directorate	**15,573**	**$ 15,537**	$ (36)
Technology Support Directorate	**8,004**	**$ 7,979**	$ (25)
Office of Business Development	3,088	$ 3,088	$ -
Regional Marketing Offices	10,965	$ 10,965	$ -
Subtotal, Office of Business Development	**$ 14,053**	**$ 14,053**	**$ -**
Resource and Project Management Directorate	2,768	$ 2,768	$ -
Project Management	862	$ 842	$ (20)
Facilities Management	34,907	$ 34,877	$ (30)
Subtotal, Resource and Project Management Directorate	**$ 38,537**	**$ 38,487**	**$ (50)**
Broadcast Technologies Division	1,961	$ 1,961	$ -
Leased Transmissions	5,347	$ 3,653	$ (1,694)
FM Transmissions	2,848	$ 2,548	$ (300)
Subtotal, Broadcast Technologies Division	**$ 10,156**	**$ 8,162**	**$ (1,994)**
Operations Division	1,987	1,952	$ (35)
Worldwide Procurement (WWP)	3,109	3,474	$ 365
Subtotal, Operations Division	**5,096**	**5,426**	**330**
Stations Division			
Domestic Transmitting Stations			
Tinian	5,988	5,988	$ -
Subtotal, Domestic Stations	**5,988**	**5,988**	**-**
Overseas Transmitting Stations			
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
Subtotal, Overseas Stations	**45,030**	**42,975**	**(2,055)**
Monitoring Offices	**754**	**754**	$ -
Reconcilation to Appropriation			
Satellite Carryover	(3,726)	**(3,726)**	$ -
GRAND TOTAL, TSI	**180,591**	**177,515**	**(3,076)**

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U.S. Agency For Global Media
Radio Free Europe/Radio Liberty (RFE/RL)
Program Plan Changes

($ in thousands)

Radio Free Europe/Radio Liberty	FY 2020 Enacted	FY 2020 Program Plan	Changes
News Division			
Director	2,633	2,623	(10)
Marketing and Affiliates	1,104	1,104	-
Language Services			
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)
Subtotal, News Division	**81,485**	**81,061**	**(425)**
Office of the President	6,762	6,568	(194)
Technology Division	29,273	29,416	143
Finance Division	5,443	5,073	(370)
Human Resources Division	2,343	2,343	-
Subtotal	**43,821**	**43,400**	**(421)**
GRAND TOTAL, RFE/RL	**125,306**	**124,460**	**(846)**

In addition to the FY 2020 Enacted level there is $10,494 available in prior year carryover balances

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U.S. Agency for Global Media
Radio Free Asia (RFA)
Program Plan Changes

($ in thousands)

Radio Free Asia	FY 2020 Enacted	FY 2020 Program Plan	Changes
Programming Division			
Executive Editor	$ 2,379	$ 2,379	$ -
Program Services			
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	$ -
Program Offices			$ -
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	$ -
Subtotal, Programming Division	**$ 26,571**	**$ 28,271**	**$ 1,700**
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	$ -
Subtotal, Administration, Management, and Finance	**$ 17,652**	**$ 17,366**	**$ (286)**
GRAND TOTAL, RFA	**$ 44,223**	**$ 45,637**	**$ 1,414**

In addition to FY2020 Enacted level, there is $1,779 available in prior year carryover balances

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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
Programming			
Alhurra Television	$ 29,674	$ 29,674	$ -
Radio Sawa	$ 5,469	$ 5,469	$ -
MBN Digital	$ 10,143	$ 10,143	$ -
Subtotal, Programming	**$ 45,286**	**$ 45,286**	**$ -**
Overseas Offices			
Iraq	**$ 5,937**	**$ 5,937**	**$ -**
Pan Arab	**$ 16,356**	**$ 16,356**	**$ -**
Beirut	$ 3,291	$ 3,291	$ -
Cairo	$ 998	$ 998	$ -
Dubai	$ 11,027	$ 11,027	$ -
Jerusalem	$ 1,040	$ 1,040	$ -
Maghreb	**$ 1,092**	**$ 1,092**	**$ -**
Rabat	$ 827	$ 827	$ -
Tunis	$ 265	$ 265	$ -
Subtotal, Overseas Offices	**$ 23,385**	**$ 23,385**	**$ -**
Technical Operations	$ 22,633	$ 21,886	$ (747)
Administration	$ 12,180	$ 11,480	$ (700)
Creative Services	$ 4,328	$ 4,328	$ -
Subtotal, MBN	**$ 107,812**	**$ 106,365**	**$ (1,447)**
Balances Out - Carryover	$ 2,500	$ 2,500	$ -
GRAND TOTAL, MBN	**$ 110,312**	**$ 108,865**	**$ (1,447)**

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)
GRAND TOTAL, OTF	**$ 20,000**	**$ 19,825**	**$ (175)**

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U.S. Agency for Global Media Funding from Outside Sources *(estimated)* FY 2019 - FY 2020 *($ 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 Stated Pacific Command (PACOM)		$2,225,000			$2,030,000	$ 4,255,000
GRAND TOTAL	**$ 2,698,287**	**$3,983,051**	**$2,546,000**	**$ 240,000**	**$2,030,000**	**$ 11,497,338**

9. Appendix B: Weekly Broadcast Hours

U.S. Agency for Global Media Weekly Broadcast Hours Program Plan Changes			
Language Service	**FY 2020 Enacted**	**FY 2020 Program Plan**	**Changes**
Voice of America (VOA)			
Africa Division			
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
Total, Africa Division	**611.33**	**611.33**	**0.0**
East Asia and Pacific Division			
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
Total, East Asia and Pacific Division	**651.05**	**646.93**	**-4.1**

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Weekly Broadcast Hours Continued

Language Service	FY 2020 Enacted	FY 2020 Program Plan	Changes
Eurasia Division			
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
Total, Eurasia Division	**27.05**	**28.38**	**1.33**
Latin America Division			
Creole Service	17.83	17.83	0.00
Spanish Service	187.49	191.49	4.00
Total, Latin America Division	**205.32**	**209.32**	4.00
South Asia Division			
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
Total, South Asia Division	**302.24**	**302.24**	0.00
Persian News Network	**168.00**	**168.00**	**0.00**
English			
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
Total, English	**402.45**	**402.45**	**0.00**
TOTAL, VOA	**2,367.44**	**2,368.65**	**1.21**

Language Service	FY 2020 Enacted	FY 2020 Program Plan	Changes
Office of Cuba Broadcasting (OCB)			
Radio Marti	168.00	168.00	0.00
TV Marti	168.00	168.00	0.00
TOTAL, OCB	**336.00**	**336.00**	**0.00**

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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
Radio Free Europe/Radio Liberty (RFE/RL)			
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		-	-
TOTAL, RFE/RL	**1,511.08**	**1,511.08**	**-**

Language Service	FY 2020 Enacted	FY 2020 Program Plan	Changes
Radio Free Asia (RFA)			
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	-	-	-
TOTAL, RFA	**413.00**	**413.00**	**-**

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Language Service	FY 2020 Enacted	FY 2020 Program Plan	Changes
Middle East Broadcating Network (MBN)			
Alhurra	336.00	336.00	-
Alhurra Pan-Arab	168.00	168.00	-
Alhurra Iraq	168.00	168.00	-
Radio Sawa	504.00	504.00	-
Sawa Iraq	168.00	168.00	-
Sawa Levant	168.00	168.00	-
Sawa Sudan	168.00	168.00	-
MBN Digital	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	-
TOTAL, MBN	**3,024.00**	**3,024.00**	**-**

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Digital Transformation

TL;DR

- 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



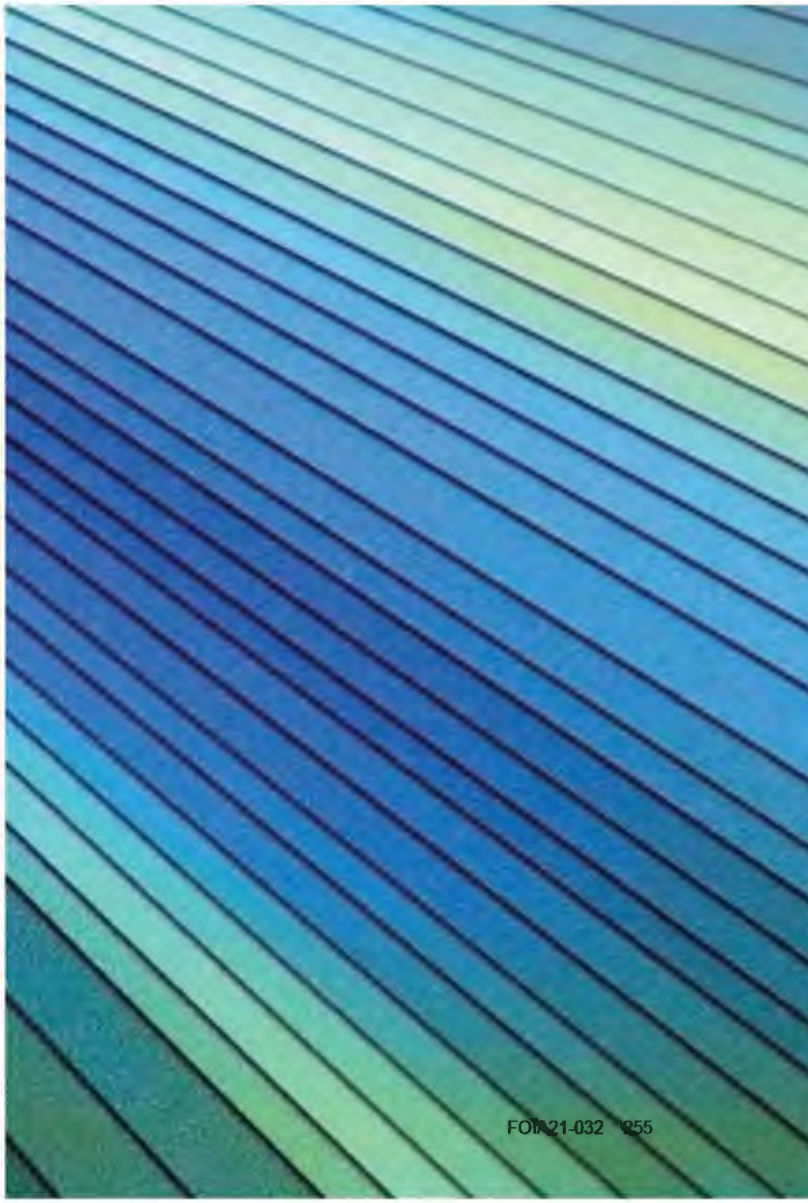
Fixed lingering issues that caused systemic and incorrect data

Launched many new service apps

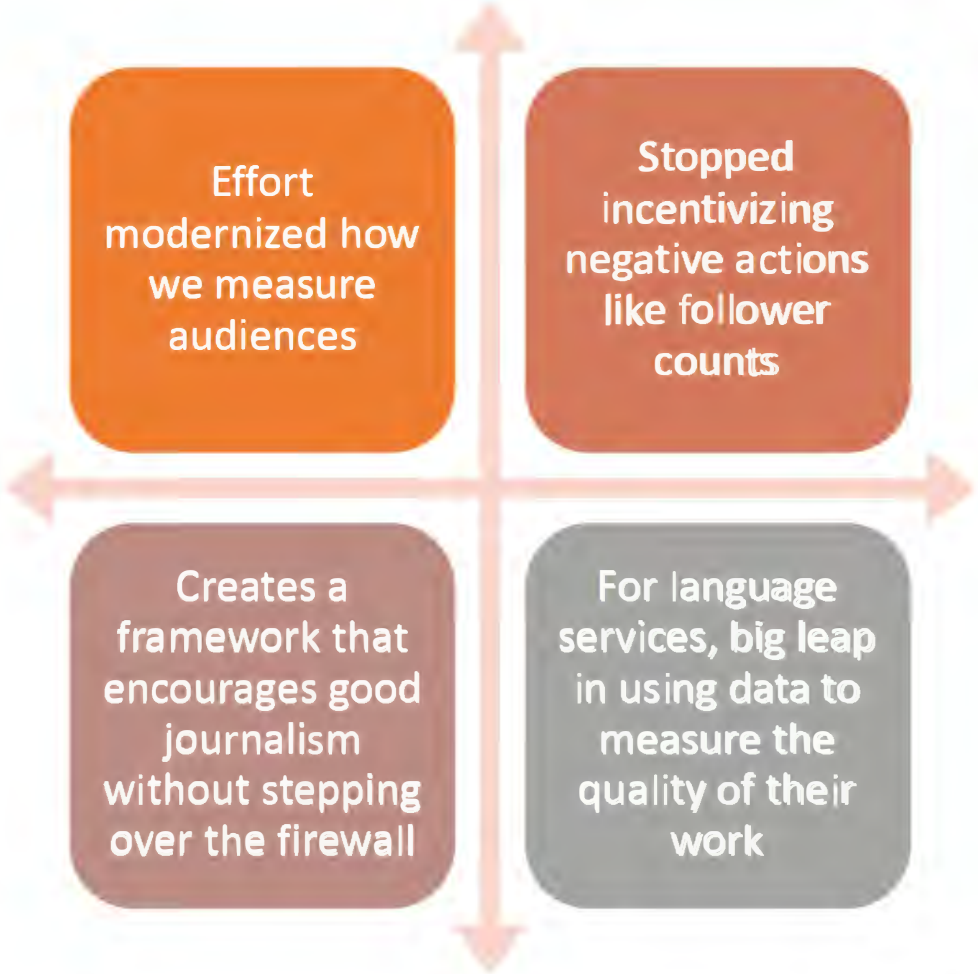
VOA language service mobile apps

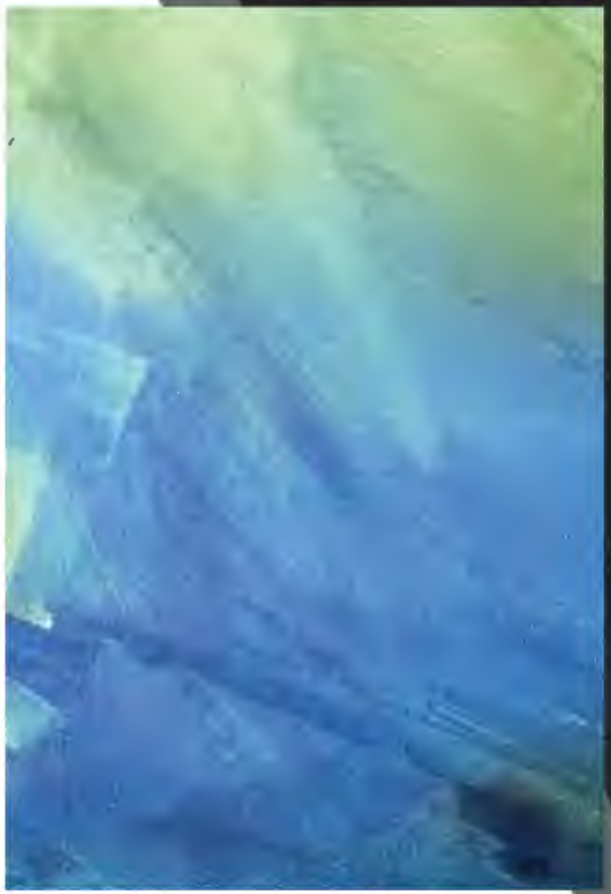
RFE language service mobile apps

RFA in progress



Enhanced Impact Model to better evaluate performance





Summary

Methodical and incremental approach to optimized and improved data capture resulting in greater data confidence

Mixed expertise from producers, researches and technical groups for optimal solutions

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.



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.

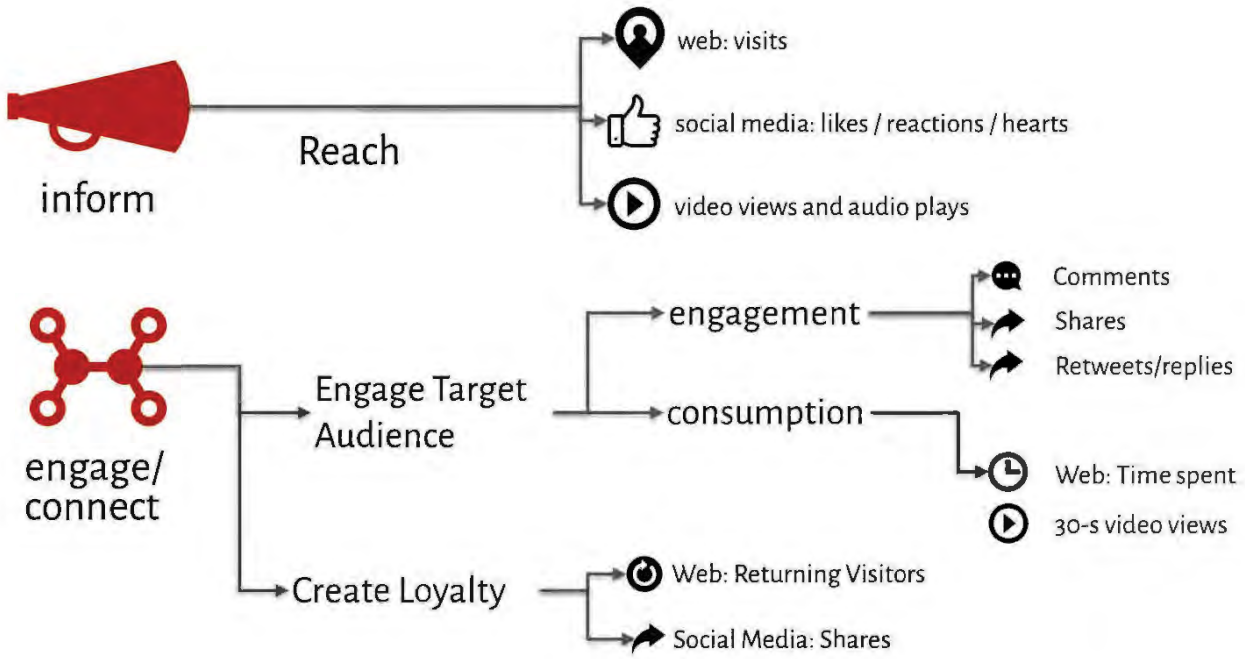
Further, by updating digital metrics, it will shine a light on services and networks that may otherwise appear to “underperform” with the metrics currently available. This may prove useful in diffusing new and innovative methods to other parts of the agency or inside of networks themselves. The theoretical 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

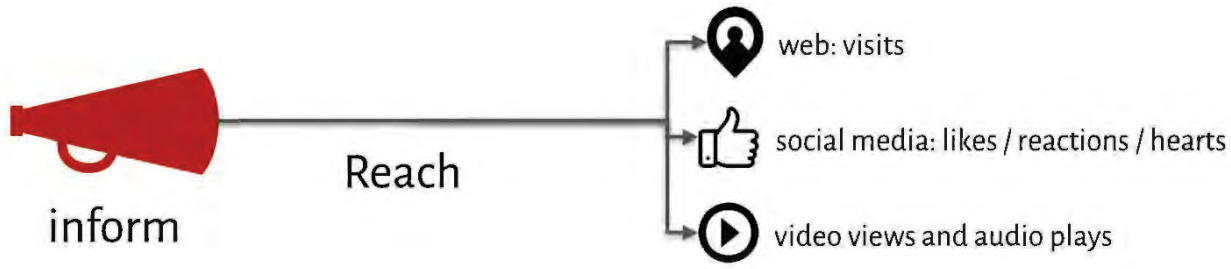
Reflect content exposure on digital platforms, focusing on actions.

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.

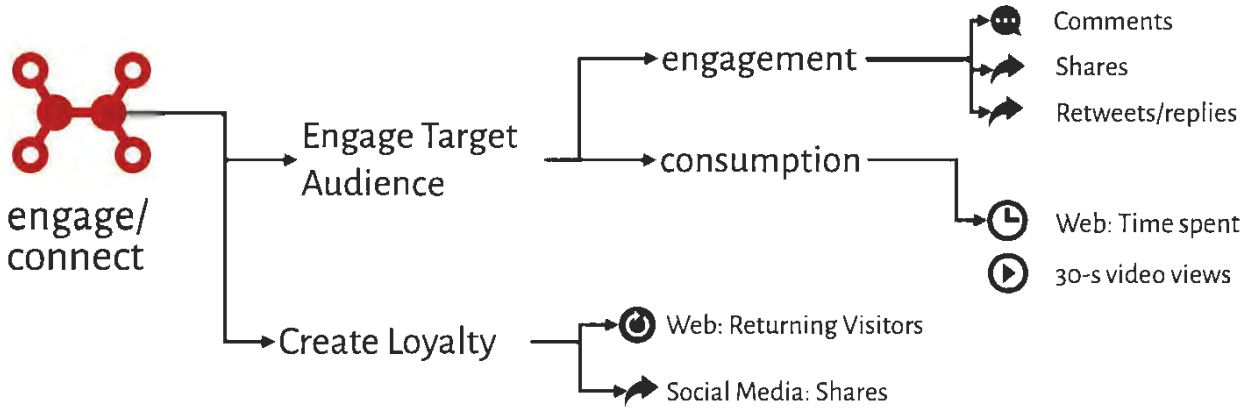
ENGAGE/CONNECT

Current Engage Pillar

Average weekly number of interactions on Facebook, Twitter, YouTube (CORE)

Proposed Engage Pillar

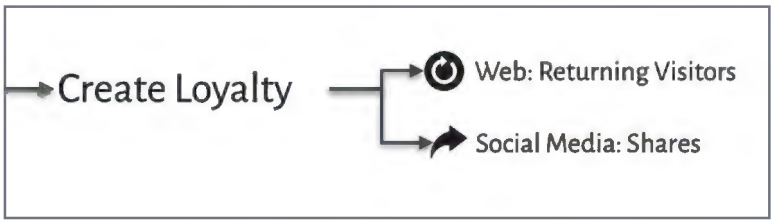
MODIFIED: Interactions, higher quality (comments, shares**)** (CORE)
NEW: Average Time on Site (website) (CORE)
NEW: Engaged video views
NEW: Returning Visitors
NEW: Number of Shares



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.

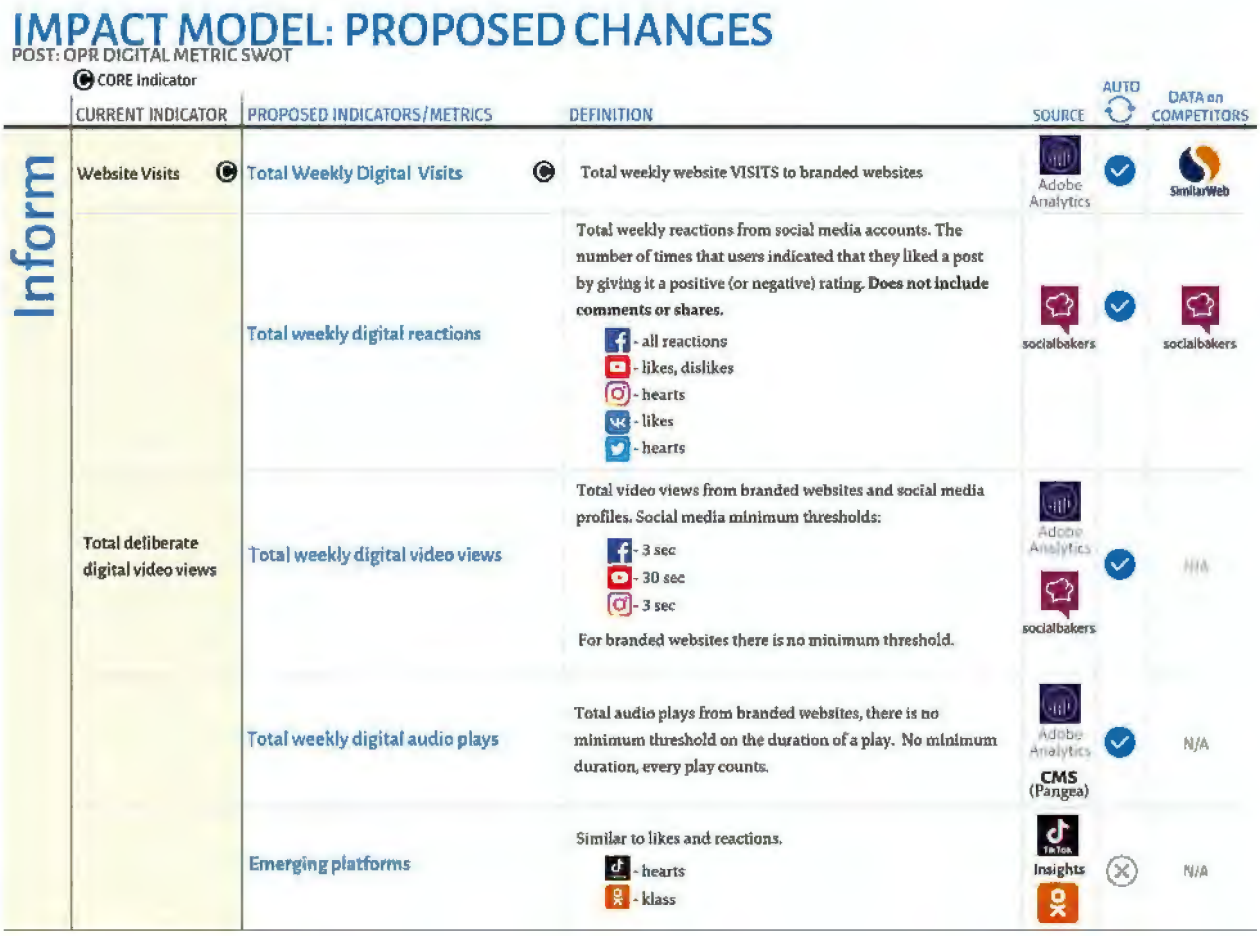
Engagement may include different actions dependent on the platform itself: clicks, reactions, comments, shares, mentions, saves, bookmarks, votes in polls, conversations started, threads, replies, etc. Engagement does not include negative feedback (like “hidden from a newsfeed”).

Loyalty

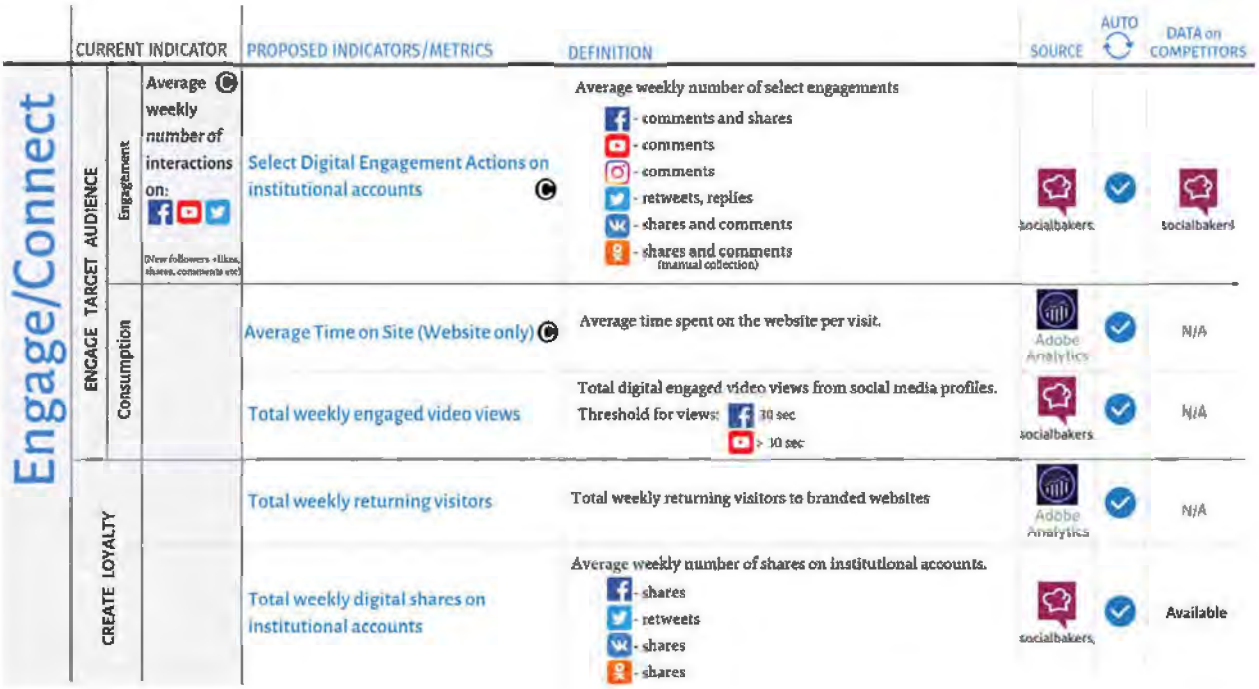


Loyalty accounts for those who keep coming back for more content. Loyalty can be measured by "Returning Visitors" on the website, and "Number of Shares" on social media. Sharing or mentioning a broadcaster's message from the user's name is as close as it gets to active loyalty.

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.



[*continued ->*



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

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	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		

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	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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GLOBAL MEDIA
UNITED STATES
BROADCASTING
BOARD OF
GOVERNORS



U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS

USAGM Overview

August 2019

Voice of America

RadioFreeEurope RadioLiberty

Office of Cuba Broadcasting

RFA Radio Free Asia

MIDDLE EAST BROADCASTING NETWORKS, INC. MBN

FOIA21082

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USAGM's Mission

To inform, engage & connect people around the world in support of freedom and democracy.

Support for a free press

Citizen discourse

User-generated content

Peer-to-peer sharing

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USAGM Organizational Structure



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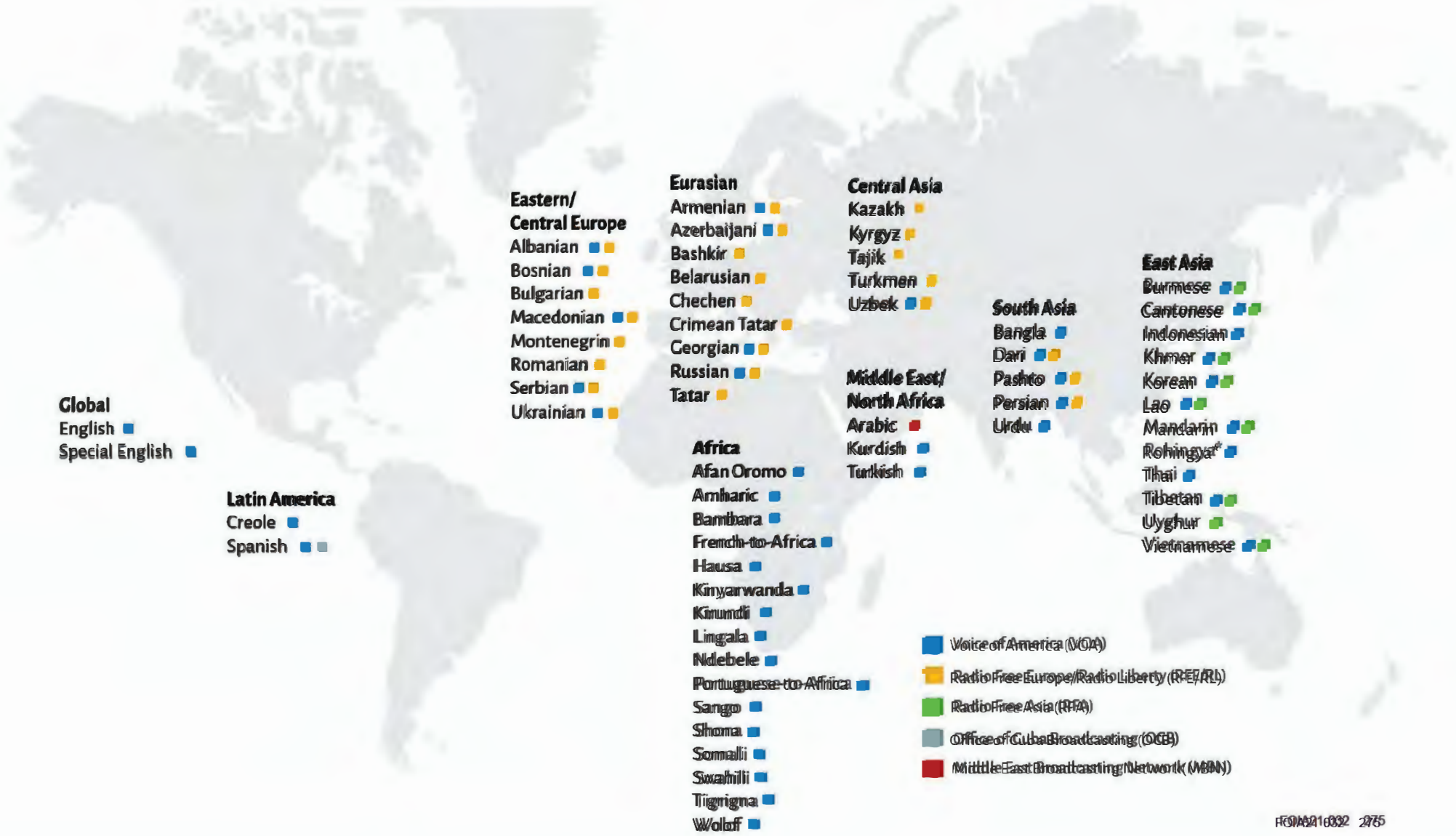
USAGM Firewall

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

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Global
English
Special English
Latin America
Creole
Spanish
Eastern/
Central Europe
Albanian
Bosnian
Bulgarian
Macedonian
Montenegrin
Romanian
Serbian
Ukrainian
Eurasian
Armenian
Azerbaijani
Bashkir
Belarusian
Chechen
Crimean Tatar
Georgian
Russian
Tatar
Africa
Afan Oromo
Amharic
Bambara
French-to-Africa
Hausa
Kinyarwanda
Kirundi
Lingala
Ndebele
Portuguese-to-Africa
Sango
Shona
Somali
Swahili
Tigrigna
Wolof
Central Asia
Kazakh
Kyrgyz
Tajik
Turkmen
Uzbek
Middle East/
North Africa
Arabic
Kurdish
Turkish
South Asia
Bangla
Dari
Pashto
Persian
Urdu
East Asia
Burmese
Cantonese
Indonesian
Khmer
Korean
Lao
Mandarin
Rohingya*
Thai
Tibetan
Uyghur
Vietnamese
Voice of America (VOA)
Radio Free Europe/Radio Liberty (RFE/RL)
Radio Free Asia (RFA)
Office of Cuba Broadcasting (OCB)
Middle East Broadcasting Networks (MBN)

Global Affiliates



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

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Strategy and Priorities

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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"

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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

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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

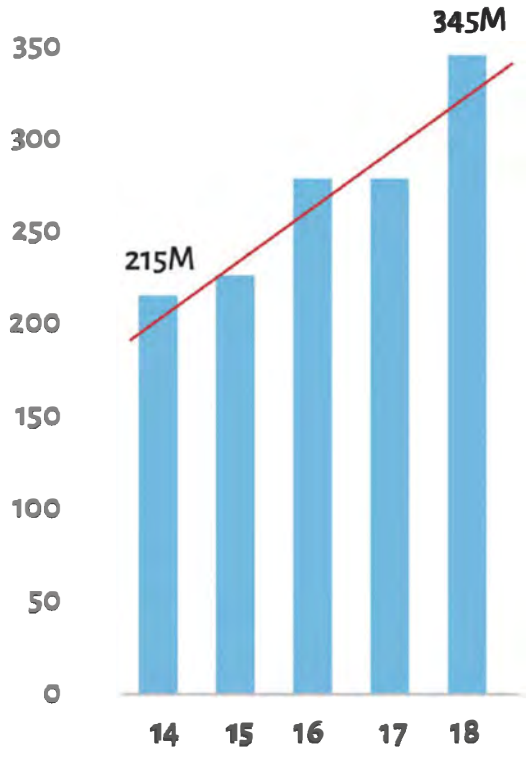
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Overview of Research

USAGM Global Audience

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AUDIENCE GROWTH 2014–2018
UNDUPLICATED WEEKLY AUDIENCE



DIGITAL GROWTH
21 million
Weekly Average
Web & Mobile Visits

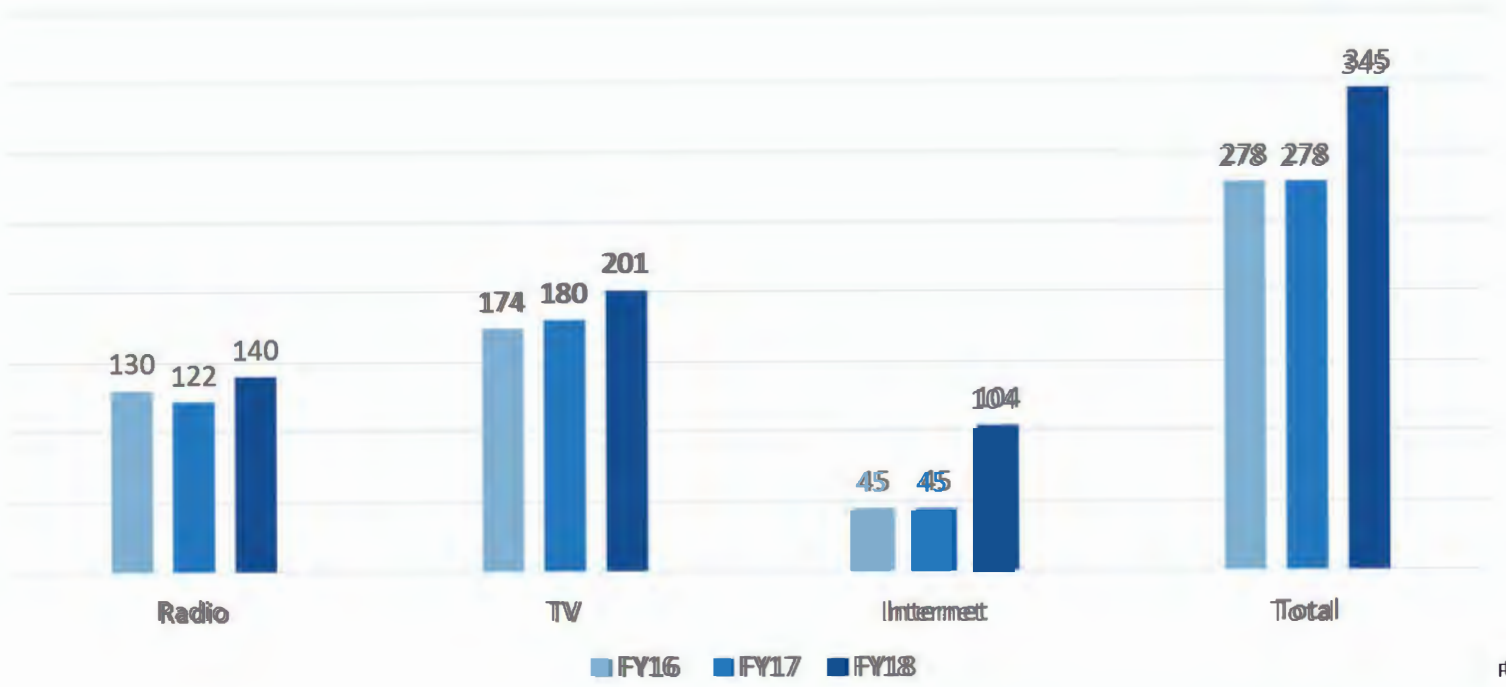
Social Media EXPANSION

USAGM networks engage with audiences on:

- Facebook
- Twitter
- YouTube
- Instagram
- OK.ru
- VKontakte
- WhatsApp
- WeChat

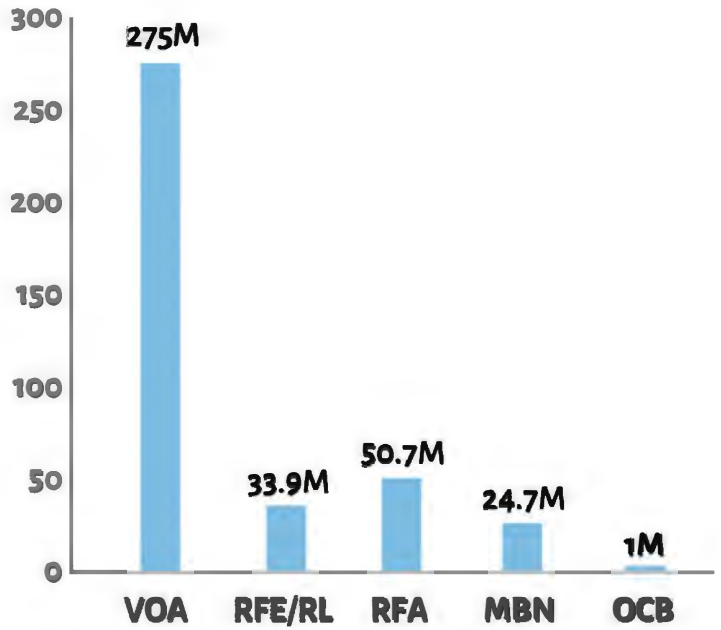
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USAGM Weekly Audience by Platform (unduplicated weekly audience in millions)



USAGM Audience by Network

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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

Turkey
Haiti

Iraq
Lebanon
Morocco
Egypt
Saudi Arabia

Cambodia

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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

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Digital Analytics

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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

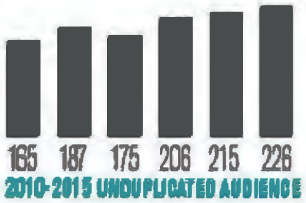
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Impact Model

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

in support of freedom and democracy

*** Optional Indicator.**



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 *Invitation Only*	EVALUATION MEETING (w/director & chief editors) *Invitation Only*	STRATEGY SESSION *Open to All*
SEP 2019	(b) (6)	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

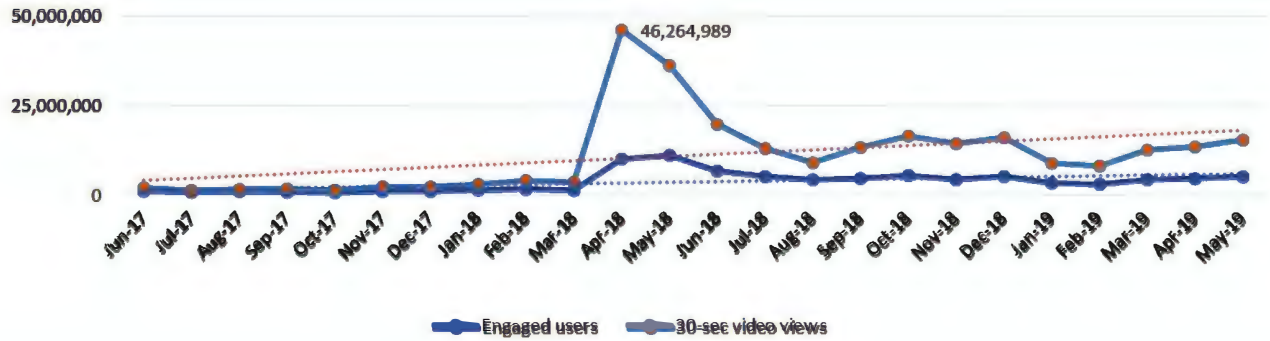
- Over-reliance on “live news” approach at the expense of context and analysis
  - Improvement in technical and production quality needed to align with market standards
- *In Fact* offered a give-and-take discussion
  - Significantly more effort needed to contextualize discussion
  - Male host stood 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



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Office of Internet Freedom



LSR + OPR Insights

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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

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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

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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

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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

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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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U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS

To inform, engage & connect people around the world in support of freedom and democracy.

Broadcasting Board of Governors

VOA | RadioFreeEurope RadioLiberty | Martí | RFA | MBN



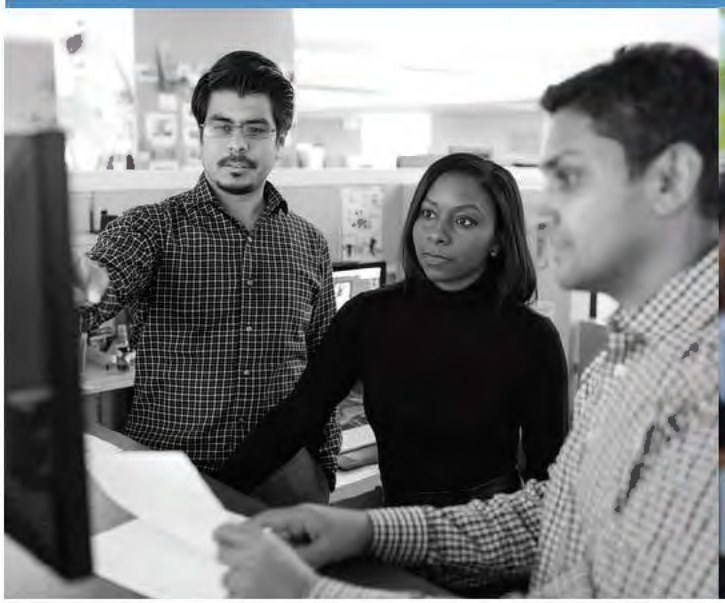






BBG Strategic Plan 2018-2022

Information Matters: Impact and Agility in U.S. International Media





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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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Overarching Strategic Goals 13

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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 t**o 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 successful 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)**

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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.

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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.

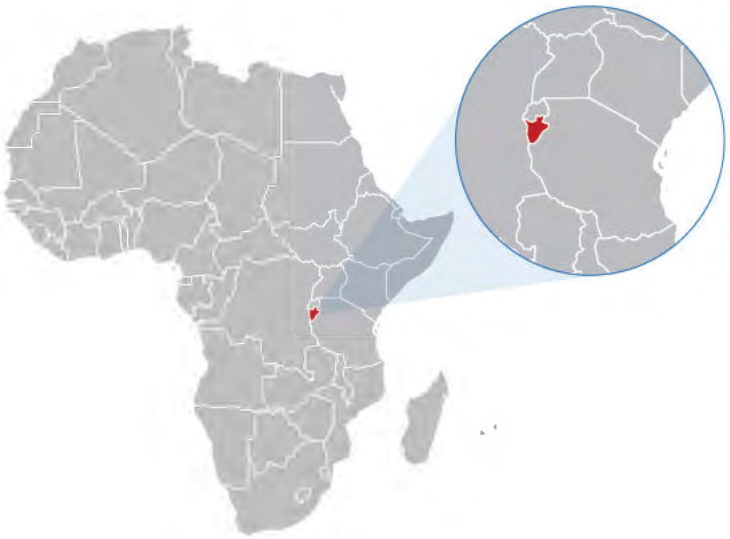
Impact Pillars



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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

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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 | @USAGMgov

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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.

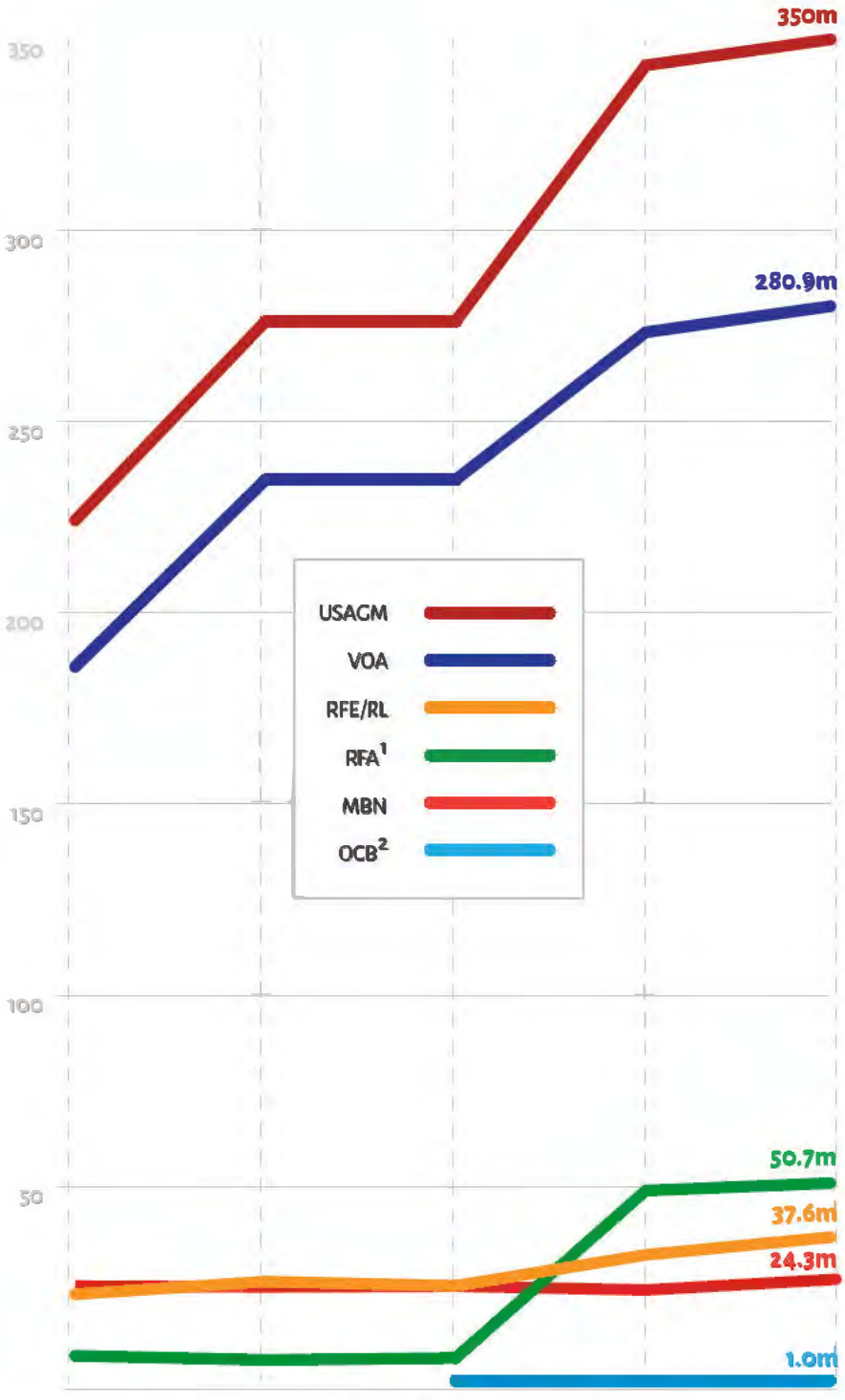
In keeping with standards developed by the major western international broadcasters, USAGM measures and reports unduplicated audience, meaning each individual, regardless of how many programs watched or listened to, or media platforms used, is counted only once. This is a conservative approach to quantifying 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.

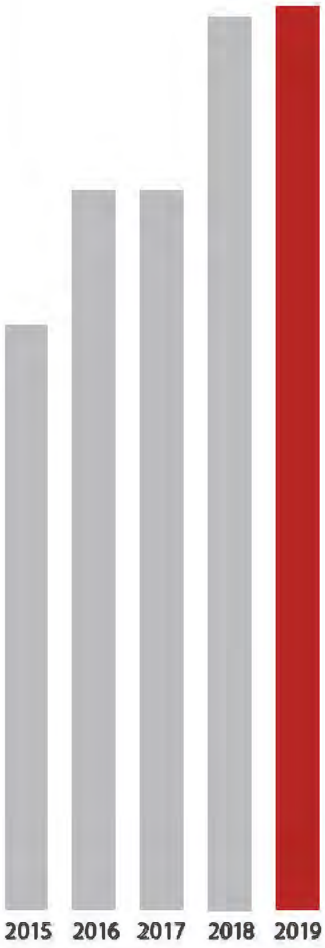
The audience estimate is based on surveys

- 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 Eritrea, North Korea, Oman, and Tibetan and Uyghur regions of China.

Audiences by Network (in millions)

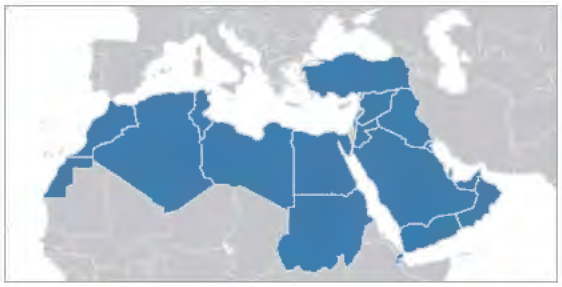




OVERALL USAGM GROWTH WAS 55% OVER THE PAST FIVE YEARS TOTALING 350 MILLION UNDUPLICATED VIEWERS ACROSS ALL MEDIA

1 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. 2 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.

AUDIENCE BY REGION



MIDDLE EAST AND NORTH AFRICA

29.1 MILLION

Reflects audiences for MBN 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

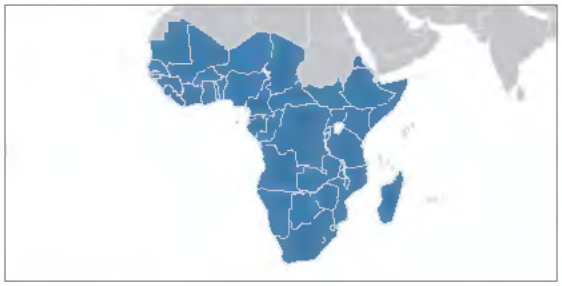


EAST AND SOUTHEAST ASIA

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

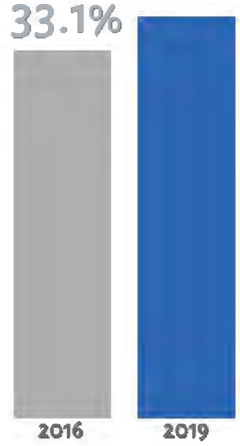
In FY 2019, USAGM-commissioned surveys found audience growth in key strategic markets.



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.

40.4%
audience
reach in 2019



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

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COUNTRY PROFILES



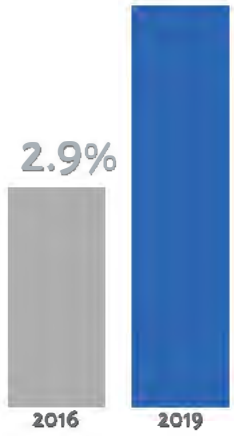
PAKISTAN

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 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



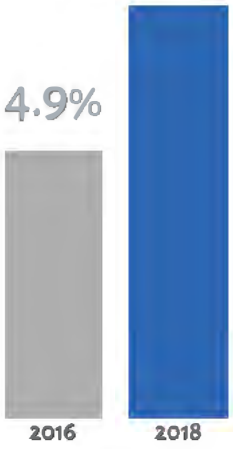
RUSSIA

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



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

usagm.gov
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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
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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



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.



Shawn Powers, Ph.D
Acting Chief Strategy Officer
U.S. Agency for Global Media

FOIA21-032 369

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.[1] 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.

[1] 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."

U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS

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 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). (105 1 H.Rpt. 432).



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.

U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

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)	☑	☐
	OMS	☑	☐
	OGC	☑	☐
	OHR	☑	☐
	ExecSec	☑	☐
	OCEO (b) (6) 9/8/20	☑	☐
	OCEO	☐	☐
	OCEO	☐	☐
		☐	☐

Approved:	CEO or designee	JR, SRB (b) (6)	☑ 9/23/2020

VOA · RadioFreeEurope RadioLiberty · Office of Cuba Broadcasting · RFA Radio Free Asia · MBN Middle East Broadcasting Networks · Open Technology Fund

PUBLIC SERVICE MEDIA

U.S. AGENCY FOR GLOBAL 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) [redacted] _____ 08/25/2020 _____

APPROVE DISAPPROVE DATE DISCUSS



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
Part J:	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities

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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 untaken 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,

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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.

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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

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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.

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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 upmost 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

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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)

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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.

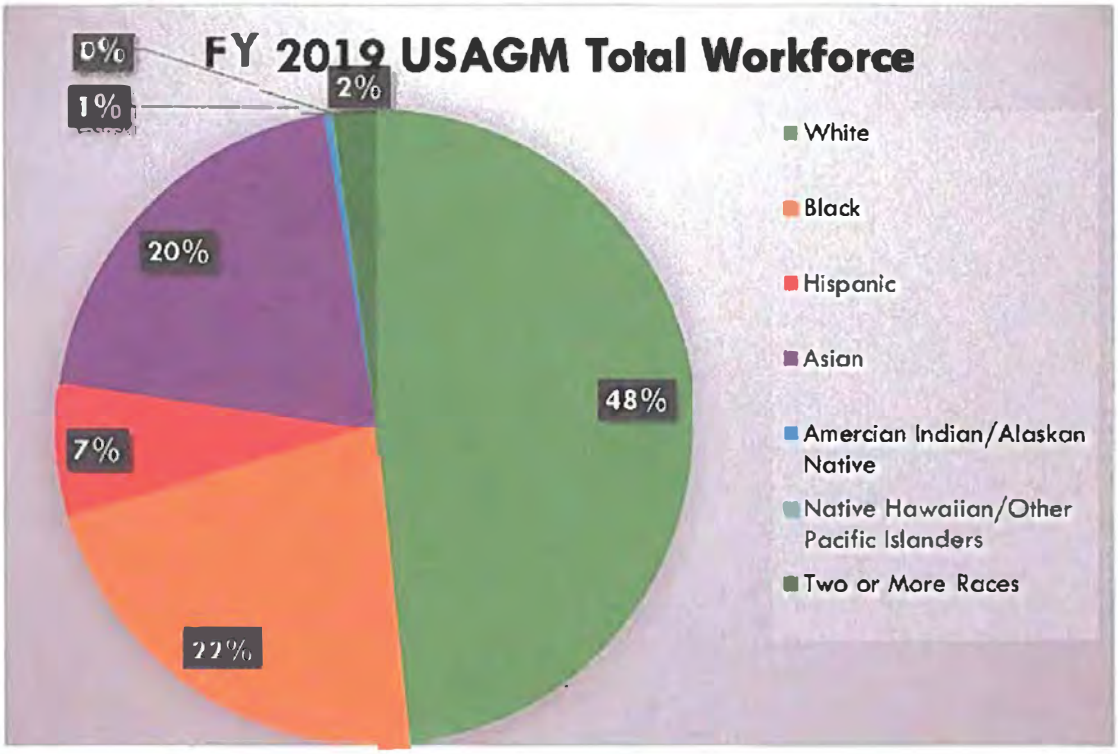
In accordance with EEOC MD-715, OCR reviewed the Agency's workforce statistical data using *EEOC's Workforce Data Tables A-1 to A-9 and B-1 to B-9.* OCR is working on a nine-year trend analysis to identify any potential triggers that may be prohibiting the Agency from maintaining a model EEO program 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

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Part 1 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)

CHART 1

FYs 2011 to 2019
Nine-Year Trend Analysis of USAGM Total Workforce By Gender
(For Permanent and Temporary Federal Government Employees)

Fiscal Years	Total Female CLF –48.14%	Total Male CLF – 51.86%	Total Female and Male Workforce	Changes In Total Female and Male Workforce By FYs		
				Females	Males	Total Change
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	1,451 997.12%)	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.

EEOC FORM
715-01
PART F

U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, (b) (6) [redacted] 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) [redacted] August 11, 2020

Signature of Principal EEO Director/Official Date

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

(b) (6) [redacted] 8/13/2020

Signature of Agency Head or Agency Head Designee Date

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Essential Element A Demonstrated Commitment From Agency Leadership

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.1. The agency issues an effective, up-to-date EEO policy statement				
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)]			X		In FY 2020, USAGM issued its signed EEO Policy Statement on 01/03 2020, and an updated policy on 03/31/2020.
A.1.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.		X			USAGM's EEO policy statement was updated and signed on 03/31/2020 to include all protected bases.

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Compliance Indicator / Measures	A.2. The agency has communicated EEO policies and procedures to all employees	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
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, II(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			https://www.usagm.gov/wp-content/media/2012/10/Reasonable-Accommodation-Procedures-2012.p
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)(12) 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(II)(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 / Measures	A.3. The agency assesses and ensures EEO principles are part of its culture.	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
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 / Measures	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.	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
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 CEO 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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Compliance Indicator Measures	B.2. The EEO Director controls all aspects of the EEO program.	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
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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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.3	The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions				
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)]		X		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.
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.		X		USAGM is in the process of updating its strategic plan to include EEO and diversity principles.

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Compliance Indicator / Measures	B.4. The agency has sufficient budget and staffing to support the success of its EEO program.	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
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. 1(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 III(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 § 213.3102(t) 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. 1(III)(A), 2(III), & 6(III)]	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			

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
	B.5. The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills	Yes	No	N/A	
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)(E)]		X			

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Compliance Indicator / Measures	B.6. The agency involves managers in the implementation of its EEO program.	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
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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Essential Element: C Management and Program Accountability

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.1. The agency conducts regular internal audits of its component and field offices.				
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.			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.
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.			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.
C.1.c. 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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Compliance Indicator / Measures	C.2. The agency has established procedures to prevent all forms of EEO discrimination.	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
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. 1(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., 20 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			

Agency Self-Assessment Checklist

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 / **Measures** — C.3. The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity	**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**
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.I]	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. II]	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	C.4. The agency ensures effective coordination between its EEO program and Human Resources (HR) program.	Measure Has Been Met: Yes	Measure Has Been Met: No	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
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			

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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
	C.5. Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Yes	No	N/A	
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 Douglas v. Veterans Administration, 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, II(C)]		X			

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
	C.6. The EEO office advises managers/supervisors on EEO matters.	Yes	No	N/A	
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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Essential Element: D Proactive Prevention

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.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)(iii)(C)]			X		OCR is working in collaboration with OHR to develop an exit survey for the Agency.

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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
	D.2. The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Yes	No	N/A	
D.2.a. Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(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, complaint/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. II] If "yes", please identify the data sources in the comments column		X			OCR frequently usses 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

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
	D.3. The agency establishes appropriate action plans to remove identified barriers.	Yes	No	N/A	
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, II(D)]		X			

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Compliance Indicator / Measures	D.4 The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities	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
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			https://www.usagm.gov//wp-content/uploads/2020/03/FY-2018-Affirmative-Action-Plan-for-Website.pdf
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)(i)]		X			

Essential Element: E Efficiency

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Compliance Indicator / Measures	E.1. The agency maintains an efficient, fair, and impartial complaint resolution process.	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
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(I)?		X			Acknowledgement 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(I)? 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			

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 (FedSEP)? [See 29 CFR § 1614.403(g)]	X			

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Compliance Indicator / Measures	E.2. The agency has a neutral EEO process.	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
E.2.a. Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(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. 1(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. 1(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. 1(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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Compliance Indicator / Measures		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
	E.3. The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.				
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(I)]		X			
E.3.f. Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]		X			

Compliance Indicator / Measures		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
	E.4. The agency has effective and accurate data collection systems in place to evaluate its EEO program.				
E.4.a. Does the agency have systems in place to accurately collect, monitor, and analyze the following data:					
E.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(E)]		X			
E.4.a.2. The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]		X			
E.4.a.3. Recruitment activities? [see MD-715, II(E)]			X		See Part H
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)]			X		OCR is working in collaboration with OHR and OPM to capture applicant flow data for recruitment activities.
E.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]		X			
E.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			
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]		X			

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Compliance Indicator / Measures	E.5. The agency identifies and disseminates significant trends and best practices in its EEO program.	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
E.5.a	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.
E.5.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.
E.5.c	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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Essential Element F Responsiveness and Legal Compliance

Compliance Indicator / Measures	F 1. The agency has processes in place to ensure timely and full compliance with EEOC orders and settlement agreements.	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
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			

Compliance Indicator / Measures	F 2. The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	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
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 / 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
	F.3. The agency reports to EEOC its program efforts and accomplishments.	Yes	No	N/A	
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.

OBJECTIVE:	*Date Objective Initiated:* Sep 30, 2018	*Target Date For Completion Of Initiative:* 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	
Responsible Official	Grant K. Turner Maria Lennon (b) (6)	
Planned Activities	*Target Date*	*Planned Activity*
Report of Accomplishments and Modifications to Objective	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, II(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	
PlannedActivities	*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.	

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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)

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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)	
PlannedActivities	***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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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	
PlannedActivities	*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).	

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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, II(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	
PlannedActivities	***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).	

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PART H.7

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	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))

Essential Element B.3.a.: Integration into the Agency's Strategic Mission - EEO program officials are not present during 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.

OBJECTIVE:	*Date Objective Initiated:* Sep 30, 2018	*Target Date For Completion Of Initiative:* Sep 30, 2020
	Collaborate with Senior Leadership, Divisions and Offices to ensure OCR is involved in Agency meetings and changes that impact EEO issues.	
Responsible Official	Michael Pack Vacant (OHR Director) (b) (6) [redacted] Marie Lennon (b) (6) [redacted] David Kligerman Andre Mendes	
Planned Activities	*Target Date*	*Planned Activity*
	Sep 30, 2020 12:00 AM	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.
Report of Accomplishments and Modifications to Objective	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.	

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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) [redacted] Maria Lennon	
PlannedActivities	*Target Date*	*Planned Activity*
	Aug 7, 2020 12:00 AM	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.	

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PART H.9

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	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.

OBJECTIVE:	*Date Objective Initiated:* Sep 30, 2018	*Target Date For Completion Of Initiative:* Sep 30, 2020
	Include senior managers in the barrier analysis process and the development of EEO action plans.	
Responsible Official	Marie Lennon (b) (6) [redacted]	

Planned Activities	*Target Date*	*Planned Activity*
	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.

Report of Accomplishments and Modifications to Objective	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.

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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) [redacted] 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.

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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) [redacted] Vacant	
PlannedActivities	*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.	

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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

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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 Lennon [redacted]	
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.	

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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 Lennon	
PlannedActivities	*Target Date*	*Planned Activity*
	Sep 30, 2019 12:00 AM	Develop a plan to asses 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.	

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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.

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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.	

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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)(iii)(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) [redacted]

	Target Date	*Planned Activity*
PlannedActivities	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.	

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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) Marie 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.	

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PART H.19

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	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)?

See Essential Element E.1.f.

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PART H.2d

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.

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PART H.21

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	E.1.a. Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?

Essential Element E.1.a.: Efficiency - The Agency did not timely issue EEO counseling

OBJECTIVE:	*Date Objective Initiated:* Sep 30, 2018	*Target Date For Completion Of Initiative:* Sep 30, 2020
	To timely process EEO counselings in accordance with EEOC regulations and guidelines.	
Responsible Official	(b) (6)	

	Target Date	*Planned Activity*
Planned Activities	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 of cases from contract counselors and investigators.

Report of Accomplishments and Modifications to Objective	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.

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PART H.22

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	E.1.f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?

Essential Element E.1.f. & E.1.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)	

	Target Date	*Planned Activity*
PlannedActivities	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.

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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) Maria Lennon	

	Target Date	*Planned Activity*
PlannedActivities	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.

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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)

PlannedActivities	*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.

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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.

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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.	

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Plan to Eliminate Identified Barriers

PART I.1

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 rDirector, OMS Vacant, Director, OHR [redacted] 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.	

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Plan to Eliminate Identified Barriers

PART I.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's 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.

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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 ins 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) (b) (6) HR Specialist,
Special Emphasis Program for PWD and PWTD	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 PWTD	1	0	0	(b) (6) (b) (6) HR Specialist,
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 PWTD.

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 PWTD 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 PWTD among the qualified internal applicants 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. Qualified Applicants for MCO (PWD) Answer N/A

b. Qualified Applicants 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. Further, there is an overall lower than expected participation rate of PWD and PWTD.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to 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. Promotions for MCO (PWD) Answer N/A

b. Promotions 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. Further, there is an overall lower than expected participation rate of PWD and PWTD.

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 PWTD, 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 PWTDs. 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 PWTD.

B. CAREER DEVELOPMENT OPPORTUNITES

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		PWTD	
	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
Detail 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 "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 N/A

There is a low rate of applicants among PWD for career development programs.

4. Do triggers exist for PWTD 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 (PWTD) Answer Yes
b. Selections (PWTD) Answer No

There is a low rate of applicants among PWTD for career development programs.

C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD 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, & Incentives (PWD) Answer No
b. Awards, Bonuses, & Incentives (PWTD) Answer No

USAGM has an overall lower than expected population of PDWs and PWTD. However, with respect to awards, there were a total of 4 cash/individual cash awards issued and 2 time-off awards for PWDs. There were also a total of 5 cash/individual cash awards issued and 2 time-off awards for PWTD. 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 PWTD 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 (PWTD) Answer No

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD 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 (PWTD) 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 PWTD 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 (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A

b. Grade GS-15

i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A

c. Grade GS-14

i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A

d. Grade GS-13

i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A

The Agency has a low participation rate of PWDs and PWTDs 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 (PWD)	Answer	N/A
b. New Hires to GS-15 (PWD)	Answer	N/A
c. New Hires to GS-14 (PWD)	Answer	N/A
d. New Hires to GS-13 (PWD)	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 PWTD 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 (PWTD)	Answer	N/A
b. New Hires to GS-15 (PWTD)	Answer	N/A
c. New Hires to GS-14 (PWTD)	Answer	N/A
d. New Hires to GS-13 (PWTD)	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 (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

b. Managers

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

c. Supervisors

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

There is a low participation rate of PWDs and PWTDs. Also, the Agency is working to implement a new workforce database, including applicant flow data.

6. Does your agency have a trigger involving PWTD 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 (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A
b. Managers		
i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A
c. Supervisors		
i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A

There is a low participation rate of PWDs and PWTDs. 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 (PWD)	Answer	N/A
b. New Hires for Managers (PWD)	Answer	N/A
c. New Hires for Supervisors (PWD)	Answer	N/A

There is a low participation rate of PWDs and PWTDs. 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 PWTD 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 (PWTD)	Answer	N/A
b. New Hires for Managers (PWTD)	Answer	N/A
c. New Hires for Supervisors (PWTD)	Answer	N/A

There is a low participation rate of PWDs and PWTD. 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 (PWD)	Answer	No
b.Involuntary Separations (PWD)	Answer	No

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If "yes", describe the trigger below.

a.Voluntary Separations (PWTD)	Answer	No
b.Involuntary Separations (PWTD)	Answer	No

N/A

4. If a trigger exists involving the separation rate of PWD and/or PWTD, 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 PWTD?

Answer Yes

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

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 PWTDs. 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 PWTD.

U.S. AGENCY FOR GLOBAL MEDIA

Office of the General Counsel
Freedom of Information Act Office

330 Independence Avenue SW | Washington, DC 20237 | usagm.gov

July 18, 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 the final portion (Part 2) to the documents sent to you on March 10, 2022. For this final batch, we have enclosed 1,871 pages of documents. This concludes the Agency's response to your request and it is now closed.

For further assistance or to discuss any aspect of your request, you may contact me at 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 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;
> 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.

Sincerely,

James McLaren
Acting Deputy General Counsel

Enclosure

2019

Office of Personnel Management

Federal Employee Viewpoint Survey

Empowering Employees. Inspiring Change.

Annual Employee Survey (AES) Report

U.S. Agency for Global Media

FIELD PERIOD	May 21 - July 5, 2019
SAMPLE OR CENSUS	CENSUS
NUMBER OF SURVEYS	765
NUMBER OF SURVEYS	1,322
RESPONSE RATE	57.9%

21 items identified as **strengths** (65% positive or

7 items identified as **challenges** (35% negative or

Engagement Index Score

2019 ENGAGEMENT INDEX
62%

LEADERS LEAD	SUPERVISORS	INTRINSIC WORK EXPERIENCE
49%	69%	69%

Highest % Positive Items

Select: Highest % Positive

Q7	When needed I am willing to put in the extra effort to get a job done.	96%
Q8	I am constantly looking for ways to do my job better.	93%
Q13	The work I do is important.	89%
Q5	I like the kind of work I do.	86%
Q12	I know how my work relates to the agency's goals.	81%

Highest % Negative Items

Select: Highest % Negative

Q33	Pay raises depend on how well employees perform their jobs.	46%
Q9	I have sufficient resources to get my job done.	39%
Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	36%
Q22	Promotions in my work unit are based on merit.	36%
Q53	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	35%

2019

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Select: Largest Increases since 2018

Largest Increases in Percent Positive since 2018

51 items increased since 2018

		2016	2017	2018	2019	Percentage Point Change
Q25	Awards in my work unit depend on how well employees perform their jobs.	39%	36%	40%	46%	+6
Q37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	41%	40%	42%	46%	+4
Q56	Managers communicate the goals of the organization.	45%	47%	48%	52%	+4
Q71	Considering everything, how satisfied are you with your organization?	47%	48%	51%	55%	+4
Q61	I have a high level of respect for my organization's senior leaders.	44%	45%	49%	52%	+3

Select: Largest Decreases since 2018

Largest Decreases in Percent Positive since 2018

15 items decreased since 2018

		2016	2017	2018	2019	Percentage Point Change
Q35	Employees are protected from health and safety hazards on the job.	54%	56%	59%	55%	-4
Q68	How satisfied are you with the training you receive for your present job?	42%	45%	54%	50%	-4
Q53	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	33%	36%	42%	40%	-2
Q30	Employees have a feeling of personal empowerment with respect to work processes.	33%	37%	43%	41%	-2
Q18	My training needs are assessed.	41%	43%	49%	47%	-2

Agency & Subagency Name	Response Count	Employee Engagement: Overall	Employee Engagement: Leaders Lead	Employee Engagement: Supervisors	Employee Engagement: Intrinsic Work Experience	Global Satisfaction	New IQ: Overall	New IQ: Fair	New IQ: Open	New IQ: Cooperative	New IQ: Supportive	New IQ: Empowering
Governmentwide	615,395	68%	57%	76%	72%	65%	62%	49%	61%	59%	79%	61%
Medium-sized Agencies (1,000-9,999 employees)	26,844	71%	59%	80%	74%	67%	65%	52%	64%	63%	83%	62%
U.S. Agency for Global Media	**765**	**62%**	**49%**	**69%**	**69%**	**59%**	**55%**	**43%**	**56%**	**49%**	**73%**	**55%**
USAGM OVERSIGHT AND SUPPORT SERVICES	98	65%	47%	75%	74%	57%	57%	46%	61%	45%	76%	59%
OFFICE OF THE CHIEF FINANCIAL OFFICER	20	55%	37%	61%	68%	49%	48%	37%	45%	34%	69%	54%
FINANCIAL OPERATIONS	10	55%	34%	56%	76%	48%	46%	35%	42%	32%	67%	56%
OFFICE OF MANAGEMENT SERVICES	46	71%	48%	83%	82%	56%	63%	53%	66%	50%	82%	63%
CONTRACTS	14	74%	52%	89%	81%	58%	67%	56%	75%	62%	87%	55%
OFFICE OF CUBA BROADCASTING	21	43%	24%	50%	55%	48%	38%	33%	34%	22%	57%	44%
OFC OF TECHNOLOGY, SVCS & INNOVATION	85	62%	43%	72%	70%	58%	56%	44%	59%	45%	76%	56%
OFFICE OF THE CIO	12	39%	21%	52%	45%	32%	29%	20%	26%	19%	50%	28%
ENGINEERING & TRANSMISSION DIRECTORATE	22	66%	41%	79%	79%	62%	64%	57%	69%	45%	79%	71%
BROADCAST TECHNOLOGIES DIVISION	10	64%	36%	85%	70%	64%	63%	59%	76%	34%	85%	63%
OPERATIONS AND STATIONS DIVISION	12	69%	47%	73%	86%	59%	64%	54%	62%	55%	73%	78%
INFORMATION TECHNOLOGY DIRECTORATE	17	50%	29%	64%	57%	44%	49%	36%	56%	35%	76%	43%
RESOURCE & PROJECT MANAGEMNT DIRECTORATE	15	82%	66%	88%	91%	84%	75%	59%	76%	73%	91%	79%
TECHNOLOGY SUPPORT SVCS DIRECTORATE	11	70%	50%	84%	77%	66%	59%	42%	62%	45%	88%	58%
VOICE OF AMERICA	561	63%	51%	69%	69%	60%	56%	43%	56%	52%	73%	55%
RESOURCE MGMT STAFF	16	74%	60%	78%	84%	64%	66%	40%	68%	59%	87%	76%
PROGRAMMING DIRECTORATE	533	62%	51%	68%	68%	60%	55%	43%	55%	51%	72%	54%
AFRICA DIVISION	81	76%	75%	76%	77%	70%	67%	53%	69%	71%	77%	63%
ENGLISH TO AFRICA SERVICE	22	70%	62%	70%	77%	53%	61%	46%	62%	67%	73%	59%
FRENCH TO AFRICA SERVICE	14	78%	87%	81%	66%	64%	61%	48%	73%	58%	79%	48%
BROADCAST OPERATIONS	90	57%	32%	74%	64%	54%	51%	39%	52%	34%	79%	48%
OPERATIONS SUPPORT DIV / RADIO MULTI	12	52%	23%	76%	56%	46%	37%	20%	37%	19%	76%	36%
OPERATIONS SUP DIV / TV OPS / TV STUDIO	10	50%	28%	60%	63%	43%	48%	27%	50%	40%	69%	52%
EURASIA DIVISION	40	56%	41%	66%	61%	59%	51%	37%	49%	45%	70%	53%
RUSSIAN SERVICE	13	60%	35%	75%	71%	56%	51%	25%	50%	45%	75%	60%
LATIN AMERICA DIVISION	23	66%	56%	68%	74%	73%	56%	38%	53%	54%	77%	57%
SPANISH SERVICE	12	54%	40%	58%	63%	60%	40%	20%	34%	34%	67%	46%
PERSIAN NEWS NETWORK	31	40%	24%	44%	53%	37%	33%	23%	32%	22%	53%	38%
CENTRAL NEWS AND PRODUCTION UNIT	27	38%	23%	44%	47%	36%	30%	19%	28%	18%	53%	34%
EAST ASIA AND PACIFIC DIVISION	105	62%	53%	62%	70%	59%	54%	45%	51%	54%	63%	56%
BURMESE SERVICE	13	65%	62%	54%	79%	64%	55%	44%	55%	61%	48%	66%
CHINA BRANCH - MANDARIN SERVICE	21	49%	32%	51%	64%	36%	37%	26%	33%	33%	55%	40%
INDONESIAN SERVICE	12	61%	48%	62%	74%	68%	54%	46%	50%	49%	62%	62%
KHMER SERVICE	11	74%	74%	72%	77%	70%	65%	53%	75%	67%	71%	61%
TIBETAN SERVICE	10	63%	49%	63%	75%	76%	49%	36%	38%	50%	62%	60%
SOUTH AND CENTRAL ASIA DIVISION	72	71%	63%	73%	77%	69%	63%	48%	63%	61%	77%	66%
AFGHANISTAN BRANCH - DARI SERVICE	12	48%	34%	52%	58%	45%	39%	19%	38%	35%	54%	49%
AFGHANISTAN BRANCH - PASHTO SERVICE	10	74%	69%	70%	83%	83%	69%	57%	66%	70%	81%	71%
URDU SERVICE	12	67%	58%	63%	79%	72%	57%	47%	55%	52%	68%	63%
VOA NEWS CENTER	74	56%	41%	67%	59%	52%	53%	38%	53%	53%	73%	45%
REAL TIME NEWS DESK	32	57%	47%	66%	58%	55%	57%	40%	59%	64%	73%	49%

2019

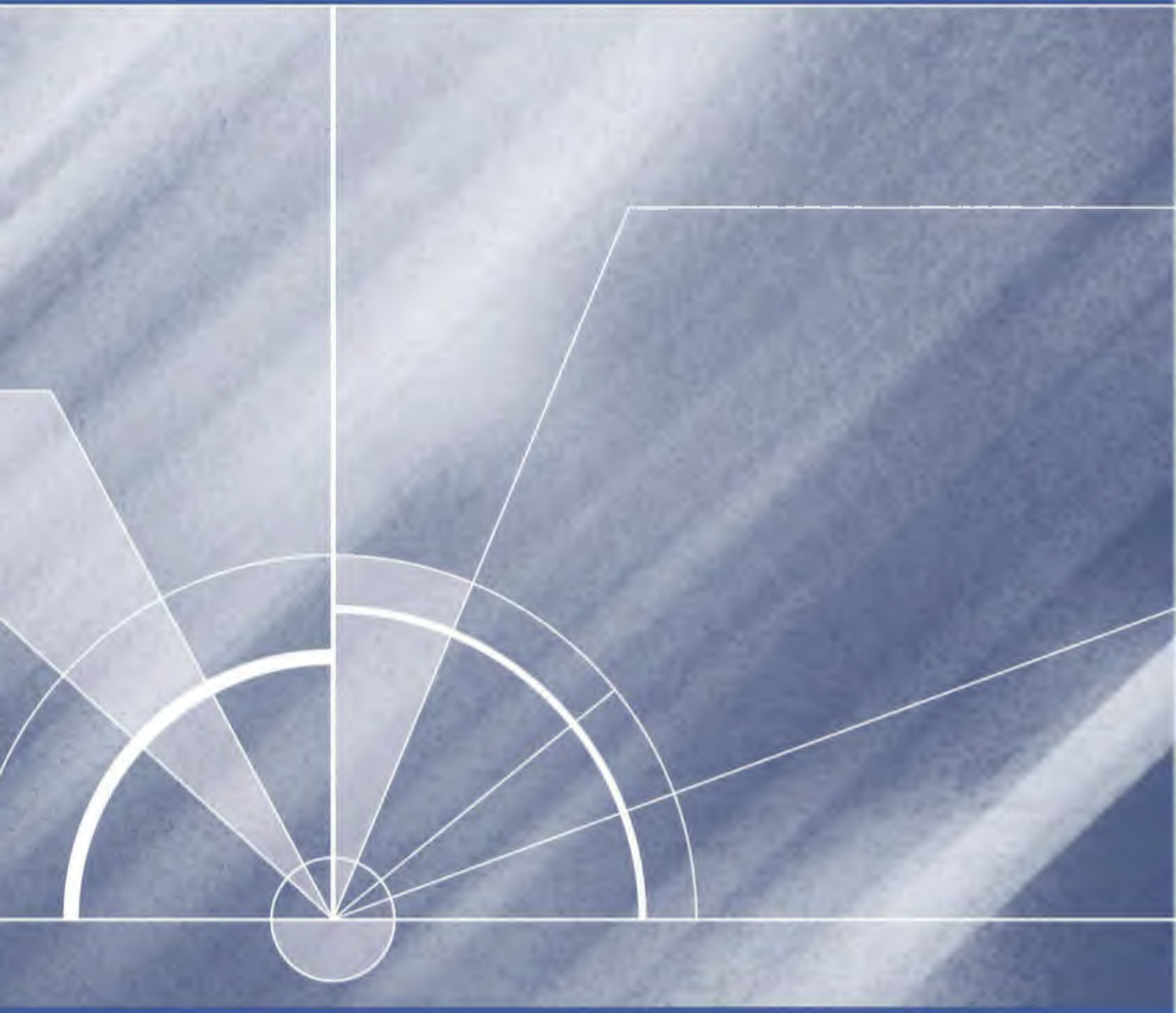
Office of Personnel Management

Federal Employee Viewpoint Survey

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Agency Management Report

U.S. Agency for Global Media



United States Office of Personnel Management

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About This Report

The 2019 OPM Federal Employee Viewpoint Survey (OPM FEVS) Agency Management Report (AMR) was designed to provide an overview of survey results, enabling agencies to easily identify issues and take action for improvement. The AMR can be helpful in providing a starting point for analysis of your agency's OPM FEVS results, acting as an agency overview before drilling down into specific components of the agency for a more in-depth analysis. This report also highlights important agency successes, which should be acknowledged. We encourage you to share both successes and areas for improvement with employees.

Sections of the AMR

Respondent Overview

The Respondent Overview provides a snapshot of the characteristics of your employees who responded to the survey. Understanding who responded in your agency has a number of benefits. For example, this section allows you to better understand the ratio of seasoned employees who may be preparing for retirement to newer employees, which can be helpful in guiding your recruiting and retention efforts. It is important to keep in mind that this is a survey respondent overview, and these percentages may not match up exactly to your agency's total population characteristics.

Employee Engagement Index, New IQ Index, and Global Satisfaction Index

The Employee Engagement Index (EEI), New IQ Index, and Global Satisfaction Index provide agencies with consistent metrics for measuring progress toward objectives. Benchmarks are included to provide insight into how your agency compares to others, and to encourage information sharing between agencies. For example, some of the top ranking agencies in the Employee Engagement Index may have suggestions on things that have and have not worked to engage their employees. Trends for all three indices are also displayed.

Decision Aid

The Decision Aid is useful in easily identifying the most critical issues in your agency as well as recognizing where your agency has improved since 2018. The Decision Aid is divided into three sections to help you focus your attention on improvements and declines in your results since last year:

Increases contains items that increased since 2018

Decreases contains items that decreased since 2018

No Change contains items that did not change since 2018

Appendices

The appendices give you an opportunity to more thoroughly understand your workforce by displaying item-level results.

Appendix A outlines the 2019 OPM FEVS item changes/improvements since 2018.

Appendix B shows how well your agency scored relative to others in the government. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas.

Appendix C shows the breakdown of the 2018-2019 Partial Government Shutdown results.

Appendix D shows the breakdown of the Work-Life Program and demographic results.

Appendix E lists all agencies arranged by employee population size.

Note: The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Understanding Your Results

When reviewing results, keep the guidelines below in mind. These guidelines were created to organize survey results in a way that is easier to digest and interpret.

Percent Positive
The sum of two positive categories (e.g., Strongly Agree/Agree)

Percent Negative
The sum of two negative categories (e.g., Strongly Disagree/Disagree)

Percent Neutral
The neutral category (e.g., Neither Agree nor Disagree)

Identifying Strengths, Challenges and Neutral Findings

65 percent positive or higher is considered a strength

35 percent negative or higher is considered a challenge

30 percent neutral or higher suggests uncertainty, presenting an opportunity for communication between managers and staff

Identifying Increases and Decreases

Movement up or down since the previous year is another important piece of information to consider when examining your results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within your agency and should be explored. Increases indicate positive change that should continue to be reinforced. Decreases, especially in areas considered mission critical, may call for appropriate action to initiate and support beneficial workplace improvements.

Additional OPM FEVS Resources

Other Reports

Governmentwide Management Report
This report provides an overview of the governmentwide results. The report includes item results, index scores, information on who responded to the survey, survey updates, and other special topics.

All Levels, All Indices, All Items Report
The purpose of this report is to provide a comprehensive summary of all OPM FEVS items and index scores for subagencies with at least 10 respondents in a Microsoft® Excel® spreadsheet.

Subagency Comparison Report
This report provides the results of all the offices that report to the same "parent" office. This report is only created when there are two or more sub-offices that both have at least 10 responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2019.

Subagency Breakout Report
This report displays survey results for a single office so long as it has at least 10 responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2019.

Occupational Series Reports

This report allows for the comparison of occupational series and families at the agency level.

Annual Employee Survey (AES) Report

This report is a Microsoft® Excel® spreadsheet with a breakdown of agency and first level results. It also includes trends from previous OPM FEVS administrations.

Websites

OPM FEVS website

Agencies and the general public can access governmentwide data reports, as well as special topic reports produced from the OPM FEVS. This website includes results from the 2004 administration of the survey to the present. Access the OPM FEVS website at www.opm.gov/FEVS.

Public Release Data File (PRDF)

A public use data set is available for the OPM FEVS and can be requested by completing the form available at: www.opm.gov/fevs/public-data-file. Note: The 2019 PRDF will be available in the winter.

FedScope

OPM's FedScope is an online publicly available tool which allows users to access and analyze HR data from OPM's Enterprise Human Resources Integration (EHRI). Access this site using the following link: www.fedscope.opm.gov.

UnlockTalent

A tool available to both the public and agencies for viewing comprehensive data visualizations with broad displays of OPM FEVS data. These displays allow agencies to identify subcomponents for action to improve engagement and overall satisfaction as well as highlight indicators that can contribute to a high performing organization. Agency specific case studies, best practices, videos, trainings, and other helpful resources can be found on the UnlockTalent Connect page. This site can be accessed at www.unlocktalent.gov. Questions and feedback can be sent to unlocktalent@opm.gov.

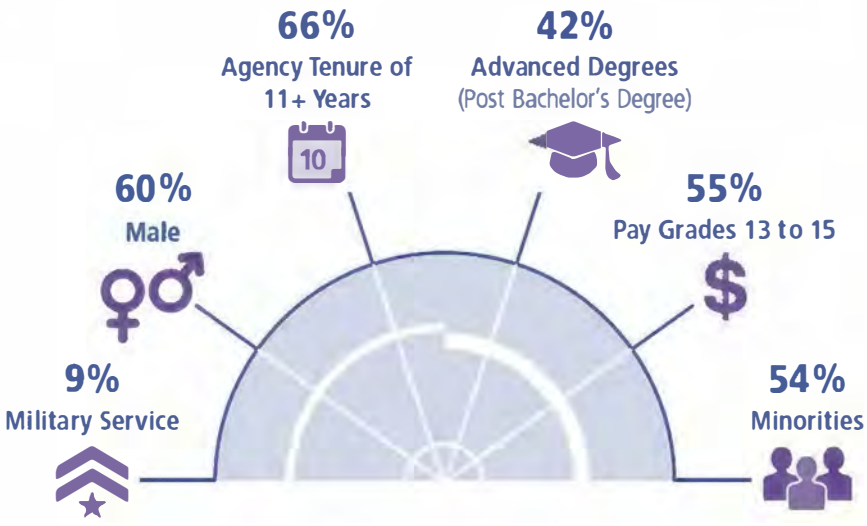
OPM FEVS Online Reporting and Analysis Tool

A password protected tool for agency points of contact to access agency-specific and governmentwide reports. In addition, agency users can develop customized reports that may be useful for data analysis and action planning. Questions and feedback for this online tool can be sent to EVS@opm.gov.

Respondent Overview

The Unique Characteristics of U.S. Agency for Global Media Respondents

The figures below provide a snapshot of your survey participants. Except for military service and race, the most frequently selected response choice for each demographic item is highlighted in the first figure. The second figure displays the total breakdown of OPM FEVS respondents by generation. Please be aware that these results are based on survey respondents, which may differ from the characteristics of the total employee population of your agency.



USAGM Response Rate

58% (765 out of 1,322 employees responded)

Field Period: May 21, 2019 – July 5, 2019
Overall 2018 Response Rate: 58%

Component Response Rates

63%	U.S.AGENCY FOR GLOBAL MEDIA
60%	VOICE OF AMERICA
60%	OFC OF TECHNOLOGY, SVCS & INNOVATION
22%	OFFICE OF CUBA BROADCASTING

Agency results have a margin of error of +/- 4%



Generations

2%	Traditionalists	(born 1945 or earlier)
47%	Baby Boomers	(born 1946–1964)
41%	Generation X	(born 1965–1980)
10%	Generation Y	(born 1981–1996)
0%	Generation Z	(born 1997 or later)

Notes: The sum of percentages may not add to 100 due to rounding. For the full list of demographic item results, please see Appendix D.

Employee Engagement Index

Because the OPM FEVS is an assessment of organizational climate, the Employee Engagement Index (EEI) does not directly evaluate an employee's level of engagement. Therefore, instead of measuring aspects of engagement such as focused attention and dedication to completing assignments, this index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals).

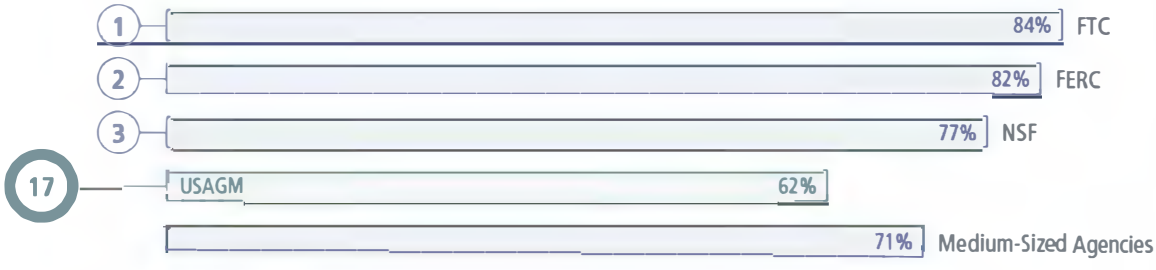
Below, you can see where your agency's EEI score ranks (out of 36 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and DOD 4th Estate are rolled into Department of Defense) and how it compares to the governmentwide average. The names of agencies with the highest EEI scores are listed to facilitate the sharing of information, such as best practices. The U.S. Office of Personnel Management (OPM) has also created the UnlockTalent website (www.unlocktalent.gov) to share resources and help with interagency communication.

Employee Engagement Index Benchmarks: Governmentwide



In addition to looking at your agency's EEI results from a governmentwide perspective, the figure below allows you to compare your EEI results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.

Employee Engagement Index Benchmarks: Medium-Sized Agencies



Employee Engagement Index Component Scores and Trends

	EEI Trends				2019 EEI Subindices		
Agency	2016	2017	2018	**2019**	Leaders Lead	Supervisors	Intrinsic Work Experience
Governmentwide	65	67	68	68	57	76	72
U.S. Agency for Global Media	56	59	61	62	49	69	69
U.S. AGENCY FOR GLOBAL MEDIA	56	63	55	65	47	75	74
VOICE OF AMERICA	—	56	60	63	51	69	69
OFC OF TECHNOLOGY, SVCS & INNOVATION	—	69	71	62	43	72	70
OFFICE OF CUBA BROADCASTING	—	55	62	43	24	50	55

New IQ Index

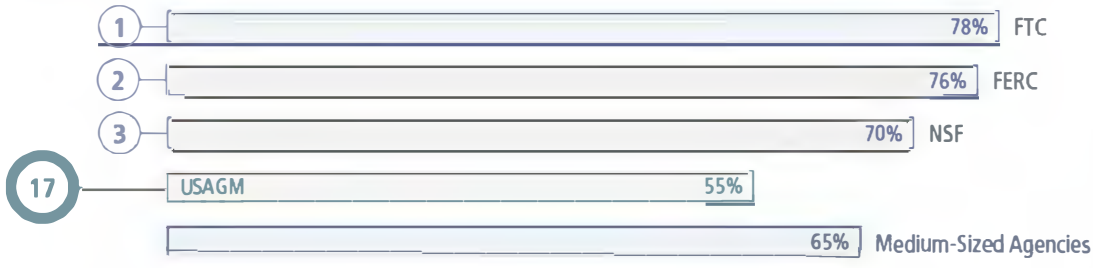
The New IQ stands for the New Inclusion Quotient. The New IQ is based on the concept that individual behaviors repeated over time will create habits necessary for inclusiveness. It consists of 20 questions that relate to inclusive work environments. These 20 questions are grouped into five Habits of Inclusion: Fair, Open, Cooperative, Supportive, and Empowering. The New IQ Index score for your agency, the highest scoring agencies, and the governmentwide average are displayed below, along with your agency ranking (out of 36 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and DOD 4th Estate are rolled into Department of Defense).

New IQ Index Benchmarks: Governmentwide



In addition to looking at your agency's New IQ Index results from a governmentwide perspective, the figure below allows you to compare your New IQ Index results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.

New IQ Index Benchmarks: Medium-Sized Agencies



New IQ Index Component Scores and Trends

	New IQ Index Trends				2019 New IQ Index Subindices				
Agency	2016	2017	2018	**2019**	Fair	Open	Cooperative	Supportive	Empowering
Governmentwide	58	60	61	62	49	61	59	79	61
U.S. Agency for Global Media	49	51	54	55	43	56	49	73	55
U.S. AGENCY FOR GLOBAL MEDIA	49	55	50	57	46	61	45	76	59
OFC OF TECHNOLOGY, SVCS & INNOVATION	—	63	64	56	44	59	45	76	56
VOICE OF AMERICA	—	49	54	56	43	56	52	73	55
OFFICE OF CUBA BROADCASTING	—	45	52	38	33	34	22	57	44

Global Satisfaction Index

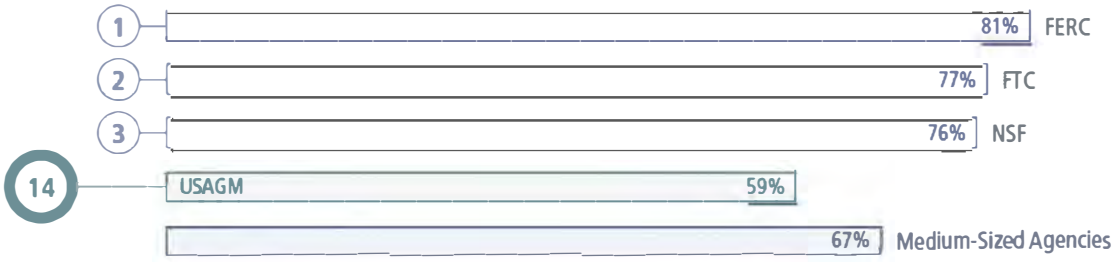
The Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The Global Satisfaction Index score for your agency, the highest scoring agencies, and the governmentwide average are displayed below, along with your agency ranking (out of 36 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense).

Global Satisfaction Index Benchmarks: Governmentwide



In addition to looking at your agency's Global Satisfaction Index results from a governmentwide perspective, the figure below allows you to compare your Global Satisfaction Index results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.

Global Satisfaction Index Benchmarks: Medium-Sized Agencies



Global Satisfaction Index Component Scores and Trends

	GS Index Trends				2019 Global Satisfaction Index Items			
Agency	2016	2017	2018	**2019**	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization
Governmentwide	61	64	64	65	69	63	61	67
U.S. Agency for Global Media	53	55	57	59	65	65	55	52
VOICE OF AMERICA	—	54	56	60	66	63	57	56
OFC OF TECHNOLOGY, SVCS & INNOVATION	—	62	67	58	62	81	51	40
U.S. AGENCY FOR GLOBAL MEDIA	53	55	49	57	62	68	55	44
OFFICE OF CUBA BROADCASTING	—	57	65	48	49	65	34	42

Decision Aid: Increases

Identifying Increases Since 2018

The items in this section are sorted by greatest to smallest increase in percent positive results. The items are sorted to allow you to quickly and easily identify where your agency has made the greatest improvements since last year.

Using the Legend Icons

The legend icons provide context for interpreting these results. While these items have improved, some may still be considered challenges (35% or more negative) or others may have reached the 65% or more positive mark and become new strengths this year. The "Top Pos/Neg" icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

51 Items Increased Since 2018

Strength — These items are 65 percent positive or higher

Caution — These items are 30 percent neutral or higher

Challenge — These items are 35 percent negative or higher

New Strength — These items became a new strength in 2019

Top Pos/Neg — These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	40	46	23	− 32	+6
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	42	46	24	30	+4
Managers communicate the goals of the organization. (Q. 56)	48	52	24	24	+4
Considering everything, how satisfied are you with your organization? (Q. 71)	51	55	21	24	+4
I have a high level of respect for my organization's senior leaders. (Q. 61)	49	52	21	26	+3
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	65	68	21	11	+3
I have enough information to do my job well. (Q. 2)	64	67	16	18	+3
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	38	41	28	31	+3
I am constantly looking for ways to do my job better. (Q. 8)	90	+ 93	5	2	+3
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	65	68	16	16	+3
Considering everything, how satisfied are you with your job? (Q. 69)	62	65	17	18	+3

Note: The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Decision Aid: Increases (continued)

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
My work unit is able to recruit people with the right skills. (Q. 21)	36	39	28	− 34	+3
I know how my work relates to the agency's goals. (Q. 12)	78	+ 81	11	8	+3
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	61	64	15	21	+3
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	45	48	21	31	+3
I am held accountable for achieving results. (Q. 16)	73	+ 75	15	10	+2
My work gives me a feeling of personal accomplishment. (Q. 4)	70	72	12	16	+2
Senior leaders demonstrate support for Work-Life programs. (Q. 62)	53	55	28	17	+2
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	41	43	27	30	+2
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	58	60	19	20	+2
I recommend my organization as a good place to work. (Q. 40)	50	52	23	25	+2
My talents are used well in the workplace. (Q. 11)	55	57	16	27	+2
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	41	43	18	− 39	+2
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	36	38	27	− 35	+2
The people I work with cooperate to get the job done. (Q. 20)	72	74	15	11	+2
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	94	+ 96	2	2	+2
I have trust and confidence in my supervisor. (Q. 51)	63	65	17	19	+2
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	46	48	22	30	+2
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). (Q. 19)	60	62	17	21	+2
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	56	57	17	26	+1
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	51	52	22	26	+1
I know what is expected of me on the job. (Q. 6)	76	+ 77	10	12	+1

Decision Aid: Increases (continued)

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	34	35	30	− 35	+1
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	48	49	22	29	+1
My supervisor treats me with respect. (Q. 49)	78	+ 79	10	11	+1
The skill level in my work unit has improved in the past year. (Q. 27)	53	54	27	19	+1
My agency is successful at accomplishing its mission. (Q. 39)	62	63	21	16	+1
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	54	55	21	24	+1
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	62	63	16	21	+1
I like the kind of work I do. (Q. 5)	85	+ 86	8	6	+1
My supervisor listens to what I have to say. (Q. 48)	72	73	12	15	+1
How would you rate the overall quality of work done by your work unit? (Q. 28)	75	+ 76	17	7	+1
Considering everything, how satisfied are you with your pay? (Q. 70)	64	65	18	17	+1
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	70	71	16	13	+1
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	46	47	26	27	+1
The work I do is important. (Q. 13)	88	+ 89	6	4	+1
Supervisors work well with employees of different backgrounds. (Q. 55)	59	60	24	16	+1
Supervisors in my work unit support employee development. (Q. 47)	61	62	19	20	+1
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	52	53	18	29	+1
My supervisor supports my need to balance work and other life issues. (Q. 42)	77	+ 78	10	12	+1
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	54	55	28	17	+1

Decision Aid: Decreases

Identifying Decreases Since 2018

The items in this section are sorted by greatest to smallest decrease in percent positive results. The items are sorted to allow you to quickly and easily identify where results have dropped since last year.

Using the Legend Icons

The legend icons provide context for interpreting these results. When identifying the most critical decreases to focus on, it is important to check if these decreases are also identified as challenges (35% or more negative) or if they were previously identified as strengths that have fallen below the 65% or more positive threshold. The "Top Pos/Neg" icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

15 Items Decreased Since 2018

Strength — These items are 65 percent positive or higher

Caution — These items are 30 percent neutral or higher

Challenge — These items are 35 percent negative or higher

Past Strength — These items are no longer a strength in 2019

Top Pos/Neg — These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Decrease Since 2018
Employees are protected from health and safety hazards on the job. (Q. 35)	59	55	24	20	-4
How satisfied are you with the training you receive for your present job? (Q. 68)	54	50	26	23	-4
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	42	40	25	35	-2
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	43	41	28	31	-2
My training needs are assessed. (Q. 18)	49	47	27	26	-2
Pay raises depend on how well employees perform their jobs. (Q. 33)	26	24	30	46	-2
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	77	75	10	15	-2
My organization has prepared employees for potential security threats. (Q. 36)	63	62	22	16	-1
My workload is reasonable. (Q. 10)	60	59	21	20	-1
Employees in my work unit share job knowledge with each other. (Q. 26)	65	64	20	16	-1
Prohibited Personnel Practices are not tolerated. (Q. 38)	55	54	26	20	-1

Note: The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Decision Aid: Decreases (continued)

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Decrease Since 2018
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	52	51	25	24	-1
Creativity and innovation are rewarded. (Q. 32)	42	41	29	30	-1
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	33	32	31	36	-1
I am given a real opportunity to improve my skills in my organization. (Q. 1)	61	60	16	24	-1

Decision Aid: No Change

Identifying Items That Have Not Changed Since 2018

Your percent positive results for these items have not changed since last year. These are items that your agency is maintaining, which can be either a positive, neutral, or negative finding. For example, an item with low percent positive results over several years is a strong indication of a need for focused action. You may also want to consider changing or updating your approach to addressing these issues if the item has been the focus of attention in the past. On the other hand, a trend of stable, high percent positive results is a finding that should be celebrated. Review each item carefully to determine whether there may be areas of concern for your agency.

Using the Legend Icons

The legend icons provide context for interpreting results. While these items have not increased or decreased, they still may be causes for celebration or concern depending on the percent positive, negative, and neutral results. The "Top Pos/Neg" icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

5 Items Did Not Change Since 2018

Strength — These items are 65 percent positive or higher

Caution — These items are 30 percent neutral or higher

Challenge — These items are 35 percent negative or higher

Top Pos/Neg — These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Change Since 2018
My performance appraisal is a fair reflection of my performance. (Q. 15)	58	58	21	21	0
Promotions in my work unit are based on merit. (Q. 22)	35	35	29	36	0
Employees are recognized for providing high quality products and services. (Q. 31)	46	46	24	30	0
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	45	45	27	29	0
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	47	47	30	23	0

Note: The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Appendix A: Item Change Summary

Some OPM FEVS items were modified slightly in 2019 to improve the interpretation or understanding of the items. These changes are outlined in this section.

New Item Text (2019)	Change	Old Item Text (2018)
72. Currently, in my work unit poor performers usually: • Remain in the work unit and improve their performance over time • Remain in the work unit and continue to underperform • Leave the work unit – removed or transferred • Leave the work unit – quit • There are no poor performers in my work unit • Do not know	New item.	Not in 2018 OPM FEVS
73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 – January 25, 2019) on your working/pay status? • The shutdown had no impact on my working/pay status • I did not work and did not receive pay until after the lapse ended • I worked some of the shutdown but did not receive pay until after the lapse ended • I worked for the entirety of the shutdown but did not receive pay until after the lapse ended • Other, not listed above	New item.	Not in 2018 OPM FEVS
74. How was your everyday work impacted during (if you worked) or after the partial government shutdown? • It had no impact • A slightly negative impact • A moderately negative impact • A very negative impact • An extremely negative impact	New item.	Not in 2018 OPM FEVS
75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply) • Unmanageable workload • Missed deadlines • Unrecoverable loss of work • Reduced customer service • Delayed work • Reduced work quality • Cutback of critical work • Time lost in restarting work • Unmet statutory requirements • Other	New item.	Not in 2018 OPM FEVS

New Item Text (2019)	Change	Old Item Text (2018)
76. Are you looking for another job because of the partial government shutdown? • I am looking for another job specifically because of the shutdown • I am looking for another job, but the shutdown is only one of the reasons • I am looking for another job, but the shutdown had no influence on that decision • I am not looking for another job currently	New item.	Not in 2018 OPM FEVS
77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown. • Strongly Agree • Agree • Neither Agree nor Disagree • Disagree • Strongly Disagree • No support required	New item.	Not in 2018 OPM FEVS
79. How satisfied are you with the Telework program in your agency? • Very satisfied • Satisfied • Neither Satisfied nor Dissatisfied • Dissatisfied • Very Dissatisfied • I choose not to participate in this program • This program is not available to me • I am unaware of this program	Different item text.	73. How satisfied are you with the following Work/Life programs in your agency? Telework • Very satisfied • Satisfied • Neither Satisfied nor Dissatisfied • Dissatisfied • Very Dissatisfied • I choose not to participate in these programs • These programs are not available to me • I am unaware of these programs
80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply): • Alternative Work Schedules (for example, compressed work schedule, flexible work schedule) • Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, Health and wellness fair) • Employee Assistance Program – EAP (for example, short-term counseling, referral services, legal services, information services) • Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account) • Elder Care Programs (for example, elder/adult care, support groups, resources) • None listed above	New item.	Not in 2018 OPM FEVS

New Item Text (2019)	Change	Old Item Text (2018)
81-85. How satisfied are you with the following Work-Life programs in your agency? 81. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule) 83. Employee Assistance Program - EAP (for example, short-term counseling, referral services, legal services, information services) 84. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account) 85. Elder Care Programs (for example, elder/adult care, support groups, resources)	Different item text.	73-78. How satisfied are you with the following Work/Life programs in your agency? 74. Alternative Work Schedules (AWS, for example, compressed work schedule or flexible work schedule) 76. Employee Assistance Program (EAP, for example, short-term counseling, referral services, legal services, information services) 77. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, flexible spending account) 78. Elder Care Programs (for example, elder/adult care, support groups, speakers)
87. What is your supervisory status? • Senior Leader: You are the head of a department/ agency or a member of the immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment, and typically is a member of the Senior Executive Service or equivalent. • Manager: You are in a management position and supervise one or more supervisors. • Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval. • Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals. • Non-Supervisor: You do not supervise other employees.	Response options reversed.	80. What is your supervisory status? • Non-Supervisor: You do not supervise other employees. • Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals. • Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval. • Manager: You are in a management position and supervise one or more supervisors. • Senior Leader: You are the head of a department/ agency or a member of the immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment, and typically is a member of the Senior Executive Service or equivalent.
91. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)? • Less than 1 year • 1 to 3 years • 4 to 5 years • 6 to 10 years • 11 to 14 years • 15 to 20 years • More than 20 years	Different response options.	87. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)? • Less than 1 year • 1 to 3 years • 4 to 5 years • 6 to 10 years • 11 to 20 years • More than 20 years
94. Are you of Hispanic, Latino, or Spanish origin? • Yes • No	Different item text.	82. Are you of Hispanic or Latino? • Yes • No

Appendix B: Item Results and Benchmarks

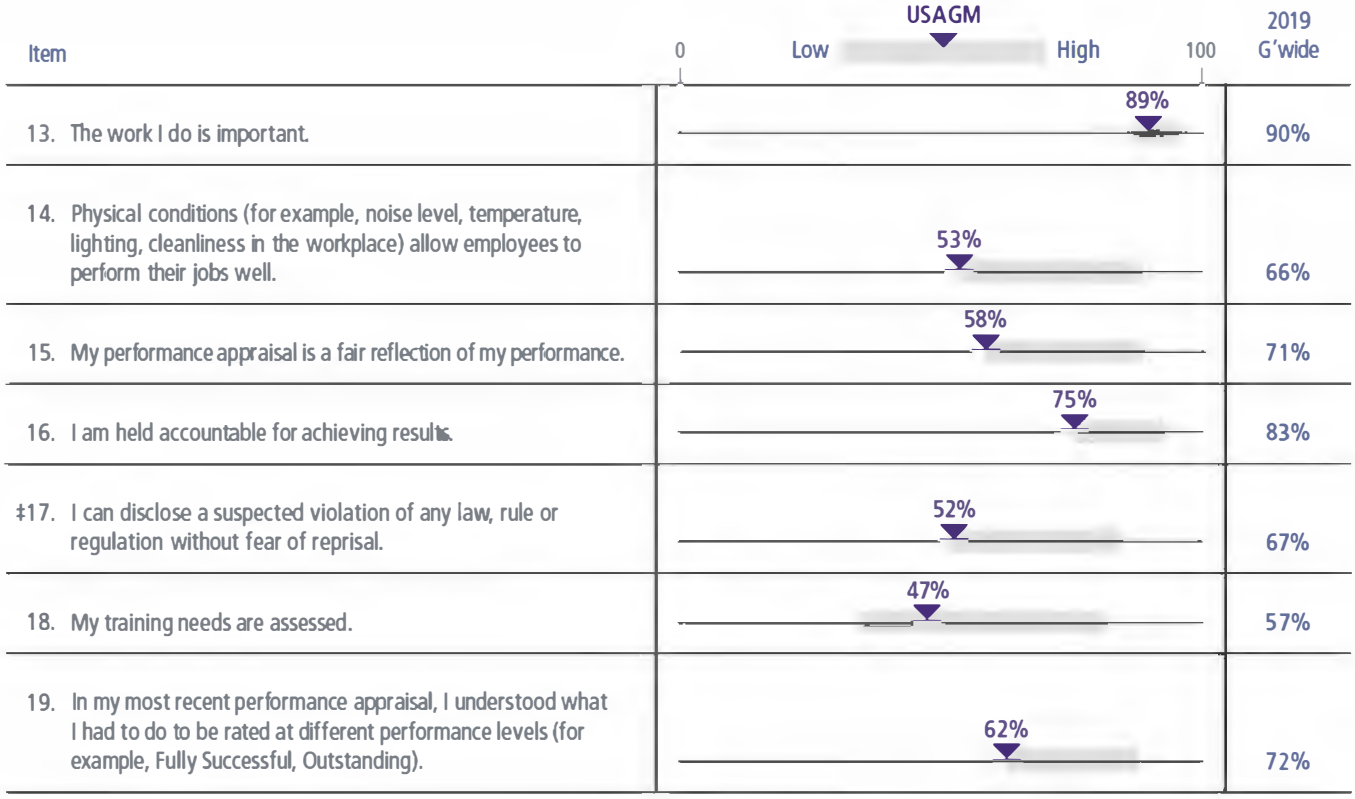
For each item, your agency's percent positive results are shown on a 0 to 100 scale, with the triangular arrow indicating where your agency falls. The gray bars represent the range of scores for the 36 departments and large agencies surveyed, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and DOD 4th Estate are rolled into Department of Defense.

To understand how well your agency performed compared to others, focus on the location of the triangle within the gray bar. If the triangle is toward the right side of the bar, then your agency was above average on that item. If it is at the right edge of the bar, then you had the highest percent positive results for that item. Additionally, you can numerically compare your percent positive results to the governmentwide average listed to the right of each item.

My Work Experience

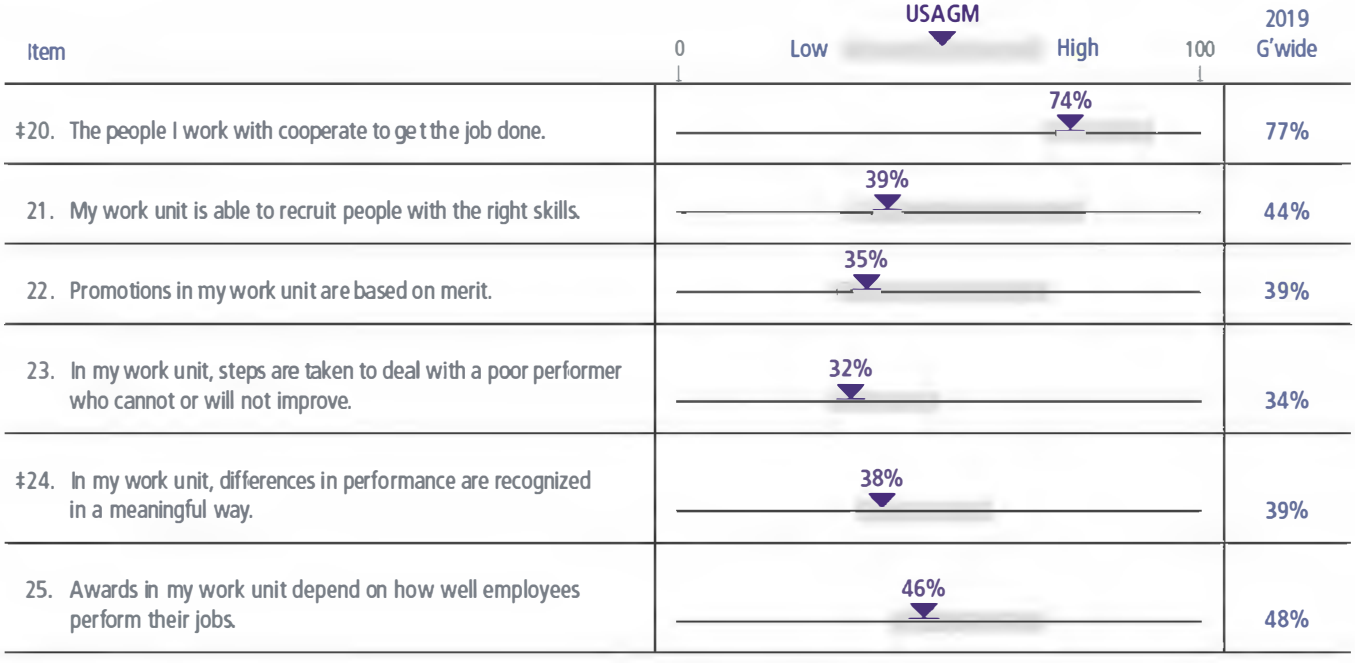
Item	USAGM (0 Low – High 100)	2019 G'wide
‡1. I am given a real opportunity to improve my skills in my organization.	60%	67%
2. I have enough information to do my job well.	67%	72%
3. I feel encouraged to come up with new and better ways of doing things.	57%	62%
4. My work gives me a feeling of personal accomplishment.	72%	72%
5. I like the kind of work I do.	86%	83%
6. I know what is expected of me on the job.	77%	81%
7. When needed I am willing to put in the extra effort to get a job done.	96%	96%
8. I am constantly looking for ways to do my job better.	93%	91%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	43%	49%
‡10. My workload is reasonable.	59%	59%
‡11. My talents are used well in the workplace.	57%	61%
‡12. I know how my work relates to the agency's goals.	81%	85%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

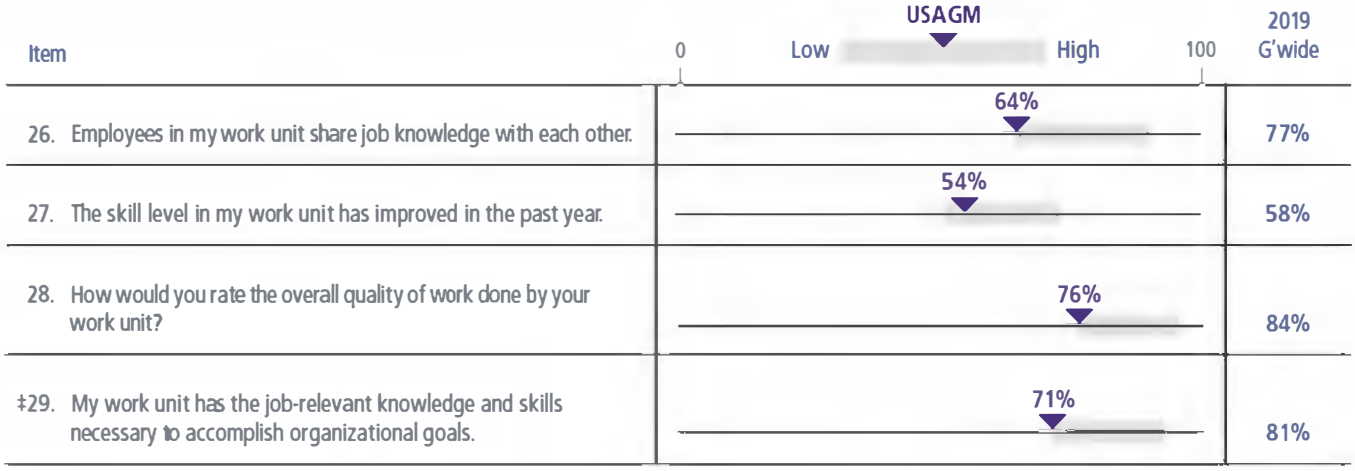


Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

My Work Unit

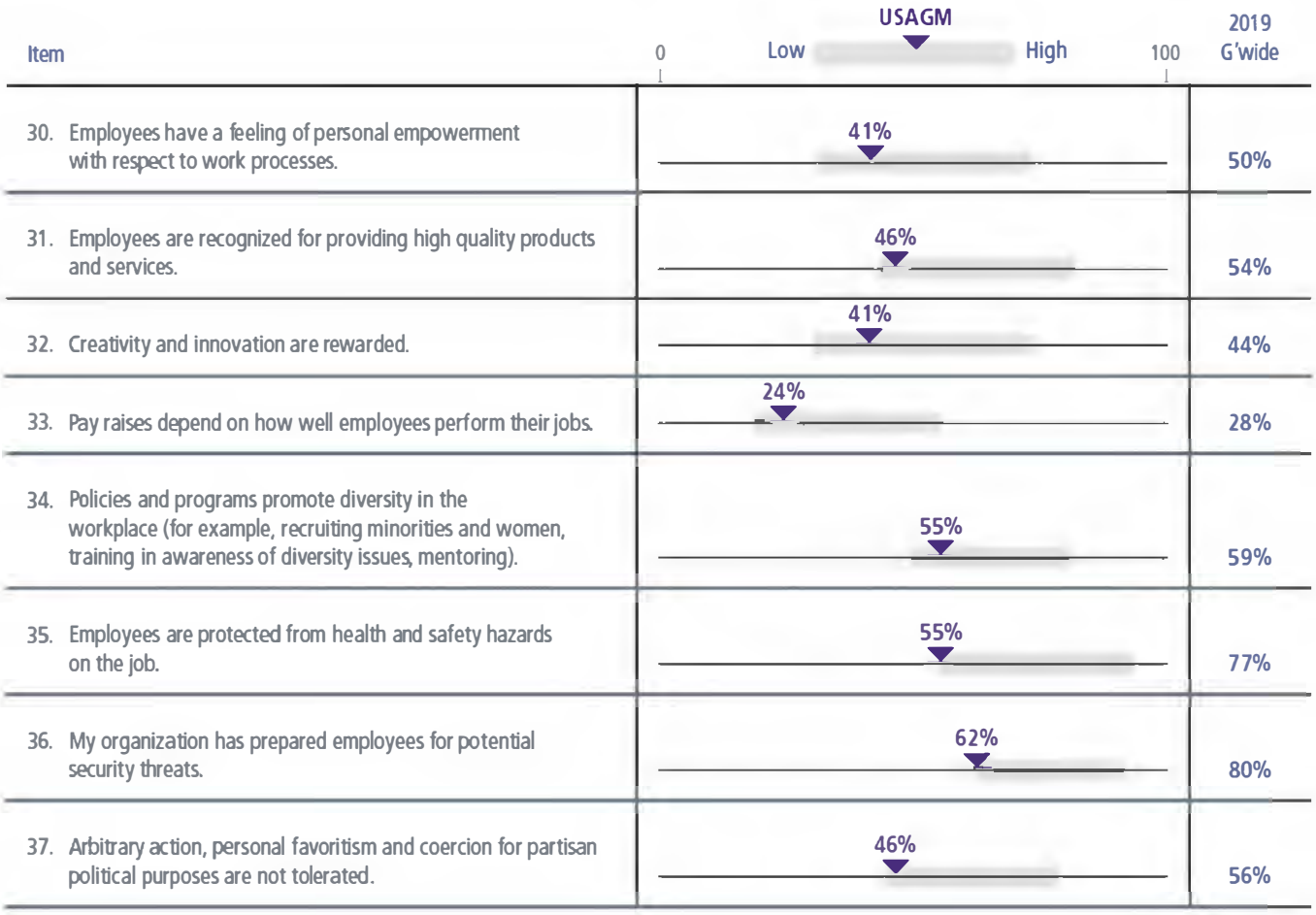


Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).



Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

My Agency



Item	USAGM (0 Low – High 100)	2019 G'wide
38. Prohibited Personnel Practices are not tolerated.	54%	70%
39. My agency is successful at accomplishing its mission.	63%	77%
‡40. I recommend my organization as a good place to work.	52%	67%
‡41. I believe the results of this survey will be used to make my agency a better place to work.	48%	41%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

My Supervisor

Item	USAGM (0 Low – High 100)	2019 G'wide
42. My supervisor supports my need to balance work and other life issues.	78%	82%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	64%	71%
44. Discussions with my supervisor about my performance are worthwhile.	63%	68%
45. My supervisor is committed to a workforce representative of all segments of society.	68%	72%
46. My supervisor provides me with constructive suggestions to improve my job performance.	60%	67%
47. Supervisors in my work unit support employee development.	62%	71%
48. My supervisor listens to what I have to say.	73%	80%
49. My supervisor treats me with respect.	79%	84%
50. In the last six months, my supervisor has talked with me about my performance.	75%	82%

Item	USAGM 0 Low High 100	2019 G'wide
51. I have trust and confidence in my supervisor.	65%	72%
52. Overall, how good a job do you feel is being done by your immediate supervisor?	68%	74%

Leadership

Item	USAGM 0 Low High 100	2019 G'wide
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	40%	45%
54. My organization's senior leaders maintain high standards of honesty and integrity.	45%	56%
55. Supervisors work well with employees of different backgrounds.	60%	70%
‡56. Managers communicate the goals of the organization.	52%	65%
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	47%	64%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	47%	58%
59. Managers support collaboration across work units to accomplish work objectives.	51%	61%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	55%	63%
61. I have a high level of respect for my organization's senior leaders.	52%	57%
62. Senior leaders demonstrate support for Work-Life programs.	55%	59%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

My Satisfaction

Item	USAGM (0 Low – High 100)	2019 G'wide
‡63. How satisfied are you with your involvement in decisions that affect your work?	48%	55%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	43%	52%
‡65. How satisfied are you with the recognition you receive for doing a good job?	49%	53%
66. How satisfied are you with the policies and practices of your senior leaders?	41%	47%
67. How satisfied are you with your opportunity to get a better job in your organization?	35%	41%
68. How satisfied are you with the training you receive for your present job?	50%	57%
‡69. Considering everything, how satisfied are you with your job?	65%	69%
70. Considering everything, how satisfied are you with your pay?	65%	63%
‡71. Considering everything, how satisfied are you with your organization?	55%	61%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

Performance

Item	2019 Agency	2019 G'wide
72. Currently, in my work unit poor performers usually:		
Remain in the work unit and improve their performance over time	20%	17%
Remain in the work unit and continue to underperform	53%	56%
Leave the work unit - removed or transferred	5%	8%
Leave the work unit - quit	3%	2%
There are no poor performers in my work unit	19%	17%

Note: The sum of percentages may not add to 100 due to rounding.

Partial Government Shutdown

73 - 77. (See Appendix C)

Work-Life Programs

Item	0 Low USAGM High 100	2019 G'wide
78. Please select the response below that BEST describes your current teleworking schedule. (See Appendix D)		
79. How satisfied are you with the Telework program in your agency?	57%	60%
80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (See Appendix D)		
81 - 85. How satisfied are you with the following Work-Life programs in your agency?		
81. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)	59%	78%
82. Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR Training, health and wellness fair)	59%	66%
83. Employee Assistance Program– EAP (for example, short-term counseling, referral services, legal services, information services)	26%	45%
84. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)	18%	31%
85. Elder Care Programs (for example, elder/adult care, support groups, resources)	15%	22%

Appendix C: Partial Government Shutdown Results

Several items addressing the 2018-2019 partial government shutdown were added to the 2019 OPM FEVS to provide agencies with the opportunity to assess how the partial government shutdown may have impacted employees. Your agency's results are listed in this section.

Partial Government Shutdown Results

Item	2019 Percentages
73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 – January 25, 2019) on your working/pay status?	
The shutdown had no impact on my working/pay status	11
I did not work and did not receive pay until after the lapse ended	20
I worked some of the shutdown but did not receive pay until after the lapse ended	23
I worked for the entirety of the shutdown but did not receive pay until after the lapse ended	42
Other, not listed above	3
74. How was your everyday work impacted during (if you worked) or after the partial government shutdown?	
It had no impact	23
A slightly negative impact	18
A moderately negative impact	25
A very negative impact	20
An extremely negative impact	14
75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply)	
Unmanageable workload	31
Missed deadlines	32
Unrecoverable loss of work	19
Reduced customer service	31
Delayed work	51
Reduced work quality	38
Cutback of critical work	28
Time lost in restarting work	34
Unmet statutory requirements	11
Other	25

If the response to item 74 was "It had no impact," item 75 was skipped. Percents will add to more than 100% because respondents could choose more than one response option.

Note: The 2018-2019 partial government shutdown lasted 35 days from December 22, 2018 through January 25, 2019.

The sum of percentages may not add to 100 due to rounding.

Item	2019 Percentages
76. Are you looking for another job because of the partial government shutdown?	
I am looking for another job SPECIFICALLY because of the shutdown	2
I am looking for another job, but the shutdown is ONLY ONE of the reasons	8
I am looking for another job, but the shutdown had NO INFLUENCE on that decision	12
I am NOT looking for another job currently	79
77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.	
Strongly Agree	22
Agree	40
Neither Agree nor Disagree	19
Disagree	11
Strongly Disagree	9

Note: The 2018-2019 partial government shutdown lasted 35 days from December 22, 2018 through January 25, 2019.

The sum of percentages may not add to 100 due to rounding.

Appendix D: Work-Life Programs & Demographic Results

Appendix D displays more detailed Work-Life Program results for your agency. It also includes a more detailed look than the reported snapshot of the demographic characteristics of your agency's survey respondents. Use the Work-Life results to gain an understanding of how your Work-Life Programs are used and rated. The demographic results can be useful in planning, recruiting, and training activities in your agency.

Telework Schedule

Item	2019 Percentages
Please select the response below that BEST describes your current teleworking schedule.	
I telework very infrequently, on an unscheduled or short-term basis	15
I telework, but only about 1 or 2 days per month	5
I telework 1 or 2 days per week	21
I telework 3 or 4 days per week	3
I telework every work day	<1
I do not telework because I have to be physically present on the job (e.g. Law Enforcement Officers, Park Rangers, Security Personnel)	26
I do not telework because of technical issues (e.g. connectivity, inadequate equipment) that prevent me from teleworking	5
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	11
I do not telework because I choose not to telework	14

Note: The sum of percentages may not add to 100 due to rounding.

Telework Satisfaction

Item	% Satisfaction	% All Responses
How satisfied are you with the Telework program in your agency?		
Very Satisfied	25	17
Satisfied	32	22
Neither Satisfied or Dissatisfied	24	17
Dissatisfied	10	7
Very Dissatisfied	9	6
Item Response Total	**100**	**69**
I choose not to participate in this program	—	6
This program is not available to me	—	21
I am unaware of this program	—	4
Total	**100**	**100**

Note: The sum of percentages may not add to 100 due to rounding.

Work-Life Program Participation

Item	2019 Percentages
Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply):	
Alternative Work Schedules	25
Health and Wellness Programs	22
Employee Assistance Program – EAP	4
Child Care Programs	1
Elder Care Programs	1
None listed above	60

Note: Percents will add to more than 100% because respondents could choose more than one response option.

Work-Life Program Satisfaction

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)		
Very Satisfied	26	15
Satisfied	33	18
Neither Satisfied or Dissatisfied	33	18
Dissatisfied	4	3
Very Dissatisfied	4	2
Item Response Total	**100**	**56**
I choose not to participate in these programs	—	10
These programs are not available to me	—	19
I am unaware of these programs	—	15
Total	**100**	**100**

Note: The sum of percentages may not add to 100 due to rounding.

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)		
Very Satisfied	16	11
Satisfied	43	29
Neither Satisfied or Dissatisfied	35	23
Dissatisfied	3	2
Very Dissatisfied	2	2
Item Response Total	**100**	**66**
I choose not to participate in these programs	—	15
These programs are not available to me	—	6
I am unaware of these programs		13
Total	**100**	**100**
How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program-EAP (for example, short-term counseling, referral services, legal services, information services)		
Very Satisfied	7	3
Satisfied	19	8
Neither Satisfied or Dissatisfied	65	26
Dissatisfied	4	2
Very Dissatisfied	5	2
Item Response Total	**100**	**41**
I choose not to participate in these programs	—	26
These programs are not available to me		7
I am unaware of these programs	—	26
Total	**100**	**100**
How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)		
Very Satisfied	5	1
Satisfied	14	4
Neither Satisfied or Dissatisfied	72	22
Dissatisfied	5	1
Very Dissatisfied	5	2
Item Response Total	**100**	**31**
I choose not to participate in these programs	—	29
These programs are not available to me	—	15
I am unaware of these programs	—	26
Total	**100**	**100**

Note: The sum of percentages may not add to 100 due to rounding.

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)		
Very Satisfied	5	1
Satisfied	10	3
Neither Satisfied or Dissatisfied	78	22
Dissatisfied	3	1
Very Dissatisfied	4	1
Item Response Total	**100**	**29**
I choose not to participate in these programs	—	28
These programs are not available to me	—	12
I am unaware of these programs		31
Total	**100**	**100**

Note: The sum of percentages may not add to 100 due to rounding.

My Employment Demographics

Item	2019 Percentages
Where do you work?	
Headquarters	96
Field	4
What is your supervisory status?	
Senior Leader	2
Manager	10
Supervisor	17
Team Leader	16
Non-Supervisor	55
What is your pay category/grade?	
Federal Wage System	2
GS 1-6	<1
GS 7-12	41
GS 13-15	55
Senior Executive Service	1
Senior Level (SL) or Scientific or Professional (ST)	<1
Other	1

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Item	2019 Percentages
What is your US military service status?	
No Prior Military Service	91
Currently in National Guard or Reserves	<1
Retired	2
Separated or Discharged	6
How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	<1
1 to 3 years	6
4 to 5 years	7
6 to 10 years	18
11 to 14 years	20
15 to 20 years	18
More than 20 years	31
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
Less than 1 year	2
1 to 3 years	8
4 to 5 years	6
6 to 10 years	18
11 to 14 years	21
15 to 20 years	20
More than 20 years	26
Are you considering leaving your organization within the next year, and if so, why?	
No	72
Yes, to retire	7
Yes, to take another job within the Federal Government	13
Yes, to take another job outside the Federal Government	3
Yes, other	5
I am planning to retire:	
Within one year	3
Between one and three years	12
Between three and five years	12
Five or more years	73

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

My Personal Demographics

Item	2019 Percentages
Are you of Hispanic, Latino, or Spanish origin?	
Yes	8
No	92
Are you:	
White	53
Black or African American	22
All other races	25
What is your age group?	
29 years and under	1
30-39 years old	12
40-49 years old	24
50-59 years old	36
60 years or older	27
What is the highest degree or level of education you have completed?	
Less than High School/ High School Diploma/ GED	3
Certification/ Some College/ Associate's Degree	18
Bachelor's Degree	37
Advanced Degrees (Post Bachelor's Degree)	42
Are you an individual with a disability?	
Yes	5
No	95
Are you:	
Male	60
Female	40
Are you transgender?	
Yes	—
No	—
Which one of the following do you consider yourself to be?	
Straight, that is not gay or lesbian	—
Gay or Lesbian	—
Bisexual	—
Something else	—

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding. For confidentiality purposes, if there are fewer than 4 responses to a **single** personal demographic category, all results for that question are suppressed. If there are fewer than 4 responses in **multiple** personal demographic categories, only those are suppressed, and remaining data are displayed.

Appendix E: Participating Agencies by Employee Population Size Categories

Very Large Agencies (>75,000 employees)

Department of Agriculture
Department of Defense
- Department of the Army
- Department of the Navy
- Department of the Air Force
- OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)

Department of Health and Human Services
Department of Homeland Security
Department of Justice
Department of the Treasury

Large Agencies (10,000–74,999 employees)

Department of Commerce
Department of Energy
Department of Labor
Department of State
Department of the Interior
Department of Transportation
Environmental Protection Agency
General Services Administration
National Aeronautics and Space Administration
Social Security Administration

Medium Agencies (1,000–9,999 employees)

Court Services and Offender Supervision Agency
Department of Education
Department of Housing and Urban Development
Equal Employment Opportunity Commission
Federal Communications Commission
Federal Energy Regulatory Commission
Federal Trade Commission
National Archives and Records Administration
National Credit Union Administration
National Labor Relations Board
National Science Foundation
Nuclear Regulatory Commission
Office of Personnel Management
Securities and Exchange Commission
Small Business Administration
U.S. Agency for Global Media
U.S. Agency for International Development

Small Agencies (100–999 employees)

Commodity Futures Trading Commission
Consumer Product Safety Commission
Corporation for National and Community Service
Export-Import Bank of the United States
Farm Credit Administration
Federal Election Commission
Federal Housing Finance Agency
Federal Labor Relations Authority
Federal Maritime Commission
Federal Mediation and Conciliation Service
Federal Retirement Thrift Investment Board
International Boundary and Water Commission
Merit Systems Protection Board
National Endowment for the Arts
National Endowment for the Humanities
National Gallery of Art
National Indian Gaming Commission
National Transportation Safety Board
Office of Management and Budget
Office of the U.S. Trade Representative
Overseas Private Investment Corporation
Pension Benefit Guaranty Corporation
Railroad Retirement Board
Selective Service System
Surface Transportation Board
U.S. International Trade Commission
U.S. Office of Special Counsel

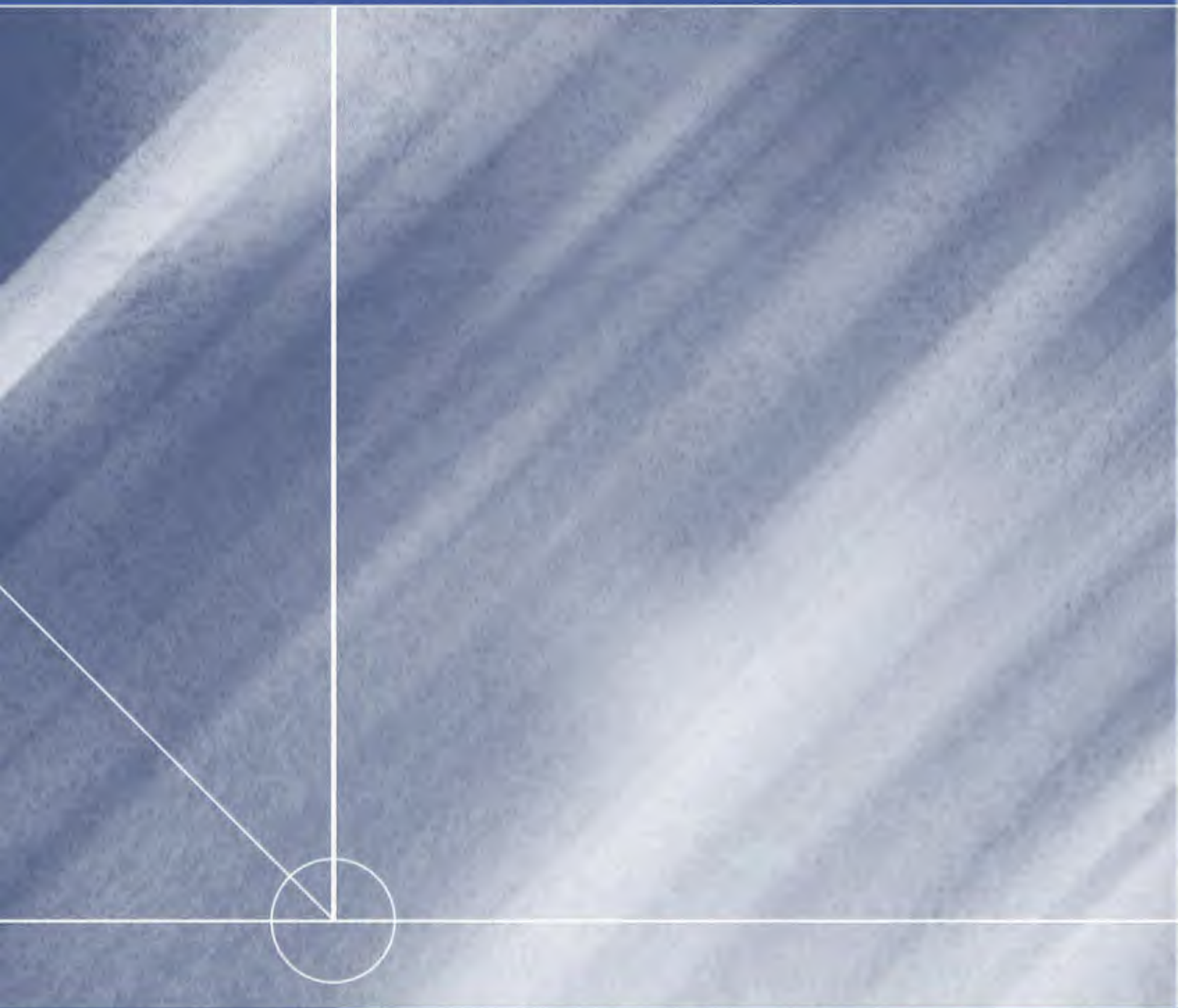
Very Small Agencies (< 100 employees)

AbilityOne Commission
African Development Foundation
American Battle Monuments Commission
Chemical Safety and Hazard Investigation Board
Commission on Civil Rights
Defense Nuclear Facilities Safety Board
Farm Credit System Insurance Corporation
Federal Mine Safety and Health Review Commission
Institute of Museum and Library Services
Inter-American Foundation
John F. Kennedy Center for the Performing Arts
Marine Mammal Commission
National Capital Planning Commission
National Mediation Board
Occupational Safety and Health Review Commission
Office of Navajo and Hopi Indian Relocation
Postal Regulatory Commission
U.S. Access Board
U.S. Office of Government Ethics
U.S. Trade and Development Agency

United States
Office of Personnel Management
Office of Strategy and Innovation

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CEO AUTHORITIES UNDER NDAA

22 USC 6203. Establishment of the Chief Executive Officer of the Broadcasting Board of Governors

(a) CONTINUED EXISTENCE WITHIN EXECUTIVE BRANCH
The Broadcasting Board of Governors shall continue to exist within the Executive branch of Government as an entity described in section 104 of title 5.

(b) CHIEF EXECUTIVE OFFICER
(1) IN GENERAL
The head of the Broadcasting Board of Governors shall be a Chief Executive Officer, who shall be appointed by the President, by and with the advice and consent of the Senate. Notwithstanding any other provision of law, until such time as a Chief Executive Officer is appointed and has qualified, the current or acting Chief Executive Officer appointed by the Board may continue to serve and exercise the authorities and powers under this chapter.
(2) TERM
The first Chief Executive Officer appointed pursuant to paragraph (1) shall serve for an initial term of three years.
(3) COMPENSATION
A Chief Executive Officer appointed pursuant to paragraph (1) shall be compensated at the annual rate of basic pay for level III of the Executive Schedule under section 5314 of title 5.

(c) TERMINATION OF DIRECTOR OF INTERNATIONAL BROADCASTING BUREAU
Effective on December 23, 2016, the position of the Director of the International Broadcasting Bureau shall be terminated, and all of the responsibilities, offices, authorities, and immunities of the Director or the Board under this chapter or any other Act or authority before such date shall be transferred or available to, assumed by, or overseen by the Chief Executive Officer, as head of the Board.

(d) IMMUNITY FROM CIVIL LIABILITY
Notwithstanding any other provision of law, all limitations on liability that apply to the Chief Executive Officer shall also apply to members of the boards of directors of RFE/RL, Inc., Radio Free Asia, the Middle East Broadcasting Networks, or any organization that consolidates such entities when such members are acting in their official capacities.

(Pub. L. 103–236, title III, § 304, Apr. 30, 1994, 108 Stat. 434; Pub. L. 105–277, div. G, subdiv. A, title XIII, §§ 1322, 1323(b), (c), Oct. 21, 1998, 112 Stat. 2681–777, 2681–778; Pub. L. 106–113, div. B, § 1000(a)(7) [div. A, title V, §§ 502, 504], Nov. 29, 1999, 113 Stat. 1536, 1501A–451; Pub. L. 114–328, div. A, title XII, § 1288(1), Dec. 23, 2016, 130 Stat. 2548.)

22 UISC 6204. Authorities of the Chief Executive Officer

(a) Authorities The Chief Executive Officer shall have the following authorities:

(1)To direct and supervise all broadcasting activities conducted pursuant to this chapter, the Radio Broadcasting to Cuba Act [22 U.S.C. 1465 et seq.],,[1] the Television Broadcasting to Cuba Act [22 U.S.C. 1465aa et seq.], and Worldnet Television, except as provided in section 6205(b) of this title.

(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 is conducted in accordance with the standards and principles contained in section 6202 of this title.

(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 and cooperative agreements for broadcasting and related activities in furtherance of the purposes of this chapter and on behalf of other agencies, accordingly.

(6)To allocate funds appropriated for international broadcasting activities among the various elements of the Board and grantees, subject to reprogramming notification requirements in law for the reallocation of funds.

(7)To review engineering activities to ensure that all broadcasting elements receive the highest quality and cost-effective delivery services.

(8)To undertake such studies as may be necessary to identify areas in which broadcasting activities under its authority could be made more efficient and economical.

(9)To submit to the President and the Congress an annual report which summarizes and evaluates activities under this chapter, the Radio Broadcasting to Cuba Act [22 U.S.C. 1465 et seq.], and the Television Broadcasting to Cuba Act [22 U.S.C. 1465aa et seq.]. Each annual report shall place special emphasis on the assessment described in paragraph (2).

(10)To the extent considered necessary to carry out the functions of the Chief Executive Officer, procure, rent, or lease supplies, services, and other property for journalism, media, production, and broadcasting, and related support services, notwithstanding any other provision of law relating to such acquisition, rental, or lease, and under the same terms and conditions as authorized under section 501(b) of the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1461(b)), and for multiyear contracts and

leases for periods of up to 20 years subject to the requirements of subsections (b) through (f) of section 3903 of title 41.

(11)To appoint such personnel for the Chief Executive Officer as the Chief Executive Officer may determine to be necessary, which shall not be subject to the provisions of title 5 governing appointments in the competitive service, and to fix their compensation in accordance with the provisions of chapter 51 and subchapter III of chapter 53 of such title relating to classification and General Schedule pay rates.

(12)To obligate and expend, for official reception and representation expenses, such amount as may be made available through appropriations (which for each of the fiscal years 1998 and 1999 may not exceed the amount made available to the Chief Executive Officer and the International Broadcasting Bureau for such purposes for fiscal year 1997).

(13)To make available in the annual report required by paragraph (9) information on funds expended on administrative and managerial services by the Board and by grantees and the steps the Chief Executive Officer has taken to reduce unnecessary overhead costs for each of the broadcasting services.

(14)The Chief Executive Officer may provide for the use of United States Government transmitter capacity for transmission or relay of Radio Free Asia or any other grantee authorized under this chapter.

(15)
(A)To procure personal services at rates not to exceed the daily equivalent of the rate provided for positions classified above grade GS–15 of the General Schedule under section 5108 of title 5.
(B)To allow those providing such services, while away from their homes or their regular places of business, travel expenses (including per diem in lieu of subsistence) as authorized by section 5703 of title 5 for persons in the Government service employed intermittently, while so employed.

(16)To procure, pursuant to section 1535 of title 31 (commonly known as the "Economy Act"), such goods and services from other departments or agencies for the Chief Executive Officer and the International Broadcasting Bureau as the Chief Executive Officer determines are appropriate.

(17)To utilize the provisions of titles III, IV, V, VII, VIII, IX, and X of the United States Information and Educational Exchange Act of 1948 [22 U.S.C. 1431 et seq.], and section 6 of Reorganization Plan Number 2 of 1977, as in effect on the day before the effective date of title XIII of the Foreign Affairs Agencies Consolidation Act of 1998, to the extent the Chief Executive Officer considers necessary in carrying out the provisions and purposes of this chapter.

(18)To utilize the authorities of any other statute, reorganization plan, Executive order, regulation, agreement, determination, or other official document or proceeding that had been available to the Director of the United States Information Agency, the Chief Executive Officer, or the Chief Executive Officer [2] before the effective date of title XIII of the Foreign Affairs Consolidation Act of 1998 for carrying out the broadcasting activities covered by this chapter.

(19)
(A)To provide for the payment of primary and secondary school expenses for dependents of personnel stationed in the Commonwealth of the Northern Mariana Islands (CNMI) at a cost not to exceed expenses authorized by the Department of Defense for such schooling for dependents of members of the Armed Forces stationed in the Commonwealth, if the Chief Executive Officer determines that schools available in the Commonwealth are unable to provide adequately for the education of the dependents of such personnel.
(B)To provide transportation for dependents of such personnel between their places of residence and those schools for which expenses are provided under subparagraph (A), if the Chief Executive Officer determines that such schools are not accessible by public means of transportation.

(20)Notwithstanding any other provision of law, including section 6207(a) of this title, to condition, if appropriate, any grant or cooperative agreement to RFE/RL, Inc., Radio Free Asia, or the Middle East Broadcasting Networks, or any organization that is established through the consolidation of such entities, on authority to determine membership of their respective boards, and the consolidation of such grantee entities into a single grantee organization under terms and conditions established by the Board.

(21)To redirect or reprogram funds within the scope of any grant or cooperative agreement, or between grantees, as necessary (and not later than 15 days before any such redirection of funds between language services, to notify the Committee on Appropriations and the Committee on Foreign Affairs of the House of Representatives and the Committee on Appropriations and the Committee on Foreign Relations of the Senate regarding such redirection), and to condition grants or cooperative agreements, if appropriate, on such grants or cooperative agreements or any similar amendments as authorized under section 6207(a) of this title, including authority to name and replace the board of any grantee authorized under this chapter, including with Federal officials, to meet the purposes of this chapter.

(22)To change the name of the Board pursuant to congressional notification 60 days prior to any such change.

(b)Professional independence of broadcasters

The Secretary of State and the Chief Executive Officer, in carrying out their functions, shall respect the professional independence and integrity of the Board, its broadcasting services, and the grantees of the Board.

22 U.S. Code § 6209. Broadcast entities reporting to Chief Executive Officer

(a) Consolidation of grantee organizations
(1) In general
The Chief Executive Officer, subject to the regular notification procedures of the Committee on Appropriations and the Committee on Foreign Affairs of the House of Representatives and the Committee on Appropriations and the Committee on Foreign Relations of the Senate, who is authorized to incorporate a grantee, may condition annual grants to RFE/RL, Inc., Radio Free Asia, and the Middle East Broadcasting Networks on the consolidation of such grantees into a single, consolidated private, non-profit corporation (in accordance with section 501(c)(3) of title 26 and exempt from tax under section 501(a) of such title), in such a manner and under such terms and conditions as determined by the Chief Executive Officer, which may broadcast and provide news and information to audiences wherever the agency may broadcast, for activities that the Chief Executive Officer determines are consistent with the purposes of this chapter, including the terms and conditions of subsections (g)(5), (h), (i), and (j) of section 6207 of this title, except that the Agency may select any name for such a consolidated grantee.
(2)Special rule
No State or political subdivision of a State may establish, enforce, or continue in effect any provision of law or legal requirement that is different from, or is in conflict with, any requirement or authority applicable under this chapter relating to the consolidation, incorporation, structure, or dissolution of any grantee under this chapter.

(b) Mission. The consolidated granteeestablished under subsection (a) shall—
(1) counter state-sponsored propaganda which undermines the national security or foreign policy interests of the United States and its allies;
(2) provide uncensored local and regional news and analysis to people in societies where a robust, indigenous, independent, and free media does not exist;
(3) help countries improve their indigenous capacity to enhance media professionalism and independence, and develop partnerships with local media outlets, as appropriate; and
(4) promote unrestricted access to uncensored sources of information, especially via the internet, and use all effective and efficient mediums of communication to reach target audiences.

(c) Federal status
Nothing in this chapter or any other Act, or any action taken pursuant to this chapter or any other Act, may be construed to make such a consolidated grantee described in subsection (a) or RFE/RL, Inc., Radio Free Asia, or the Middle East Broadcasting Networks or any other grantee or entity provided funding by the agency a Federal agency or instrumentality. Employees or staff of such grantees or entities may not be Federal employees. For purposes of this section and this chapter, the term “grant” includes agreements under section 6305 of title 31, and the term “grantee” includes recipients of such agreements.

(d) Leadership of grantee organizations
Officers and directors of RFE/RL Inc., Radio Free Asia, and the Middle East Broadcasting Networks or any organization that is established through the consolidation of such entities, or authorized under this chapter, shall serve at the pleasure of and may be named by the Chief Executive Officer of the Board.

(e) Maintenance of the existing individual grantee brands
RFE/RL, Incorporated, Radio Free Asia, and the Middle East Broadcasting Networks, Incorporated should remain brand names under which news and related programming and content may be disseminated by the consolidated grantee. Additional brands may be created as necessary.

(Pub. L. 103–236, title III, § 310, as added Pub. L. 114–328, div. A, title XII, § 1288(7), Dec. 23, 2016, 130 Stat. 2553.)

§6205. Establishment of the International Broadcasting Advisory Board

(a) In general
Except as provided in subsection (b)(2), the International Broadcasting Advisory Board (referred to in this section as the "Advisory Board") shall consist of five members, including the Secretary of State, appointed by the President and in accordance with subsection (d), to advise the Chief Executive Officer of the Broadcasting Board of Governors, as appropriate.

(b) Retention of existing BBG Board Members
(1) In general
The presidentially appointed and Senate-confirmed members of the Board of the Broadcasting Board of Governors who are serving on unexpired terms as of December 23, 2016, shall—
(A) constitute the first Advisory Board; and
(B) hold office for the remainder of their original terms of office without reappointment to the Advisory Board.
(2) Effect of additional members
If, on December 23, 2016, more than five members described in subsection (a) are serving their original terms of office on the Broadcasting Board of Governors, each such member may serve on the Advisory Board for a period equal to the time remaining on each such member's respective term without reappointment.

(c) Terms of office
(1) In general
Except as provided in paragraph (2), the term of office of each member of the Advisory Board appointed pursuant to subsection (a) shall be three years.
(2) Vacancies
If a vacancy on the Advisory Board occurs before the expiration of the term of the member who created such vacancy—
(A) the President shall appoint a new member to fill such vacancy in accordance with subsection (d); and
(B) the member appointed pursuant to such subsection shall serve for the remainder of such term.
(3) Service beyond term prohibited
Members may not serve beyond the term for which they were appointed.

(d) Selection of the Board
In identifying individuals for appointment to the Advisory Board under subsection (a), the President shall appoint United States citizens—
(1) who, with the exception of the Secretary of State, are not regular, full-time employees of the United States Government; and

(2) distinguished in the fields of public diplomacy, mass communications, print, broadcast or digital media, or foreign affairs, of whom—
(A) one individual should be appointed from among a list of at least three individuals submitted by the Chair of the Committee on Foreign Affairs of the House of Representatives;
(B) one individual should be appointed from among a list of at least three individuals submitted by the Ranking Member of the Committee on Foreign Affairs of the House of Representatives;
(C) one individual should be appointed from among a list of at least three individuals submitted by the Chair of the Committee on Foreign Relations of the Senate; and
(D) one individual should be appointed from among a list of at least three individuals submitted by the Ranking Member of the Committee on Foreign Relations of the Senate.

(e) Functions of the Board
The members of the Advisory Board shall perform the following advisory functions:
(1) To provide the Chief Executive Officer of the Broadcasting Board of Governors with counsel and recommendations for improving the effectiveness and efficiency of the agency and its programming.
(2) To meet with the Chief Executive Officer at least twice annually and at additional meetings at the request of the Chief Executive Officer.
(3) To report periodically or upon request to the congressional committees specified in subsection (d) (2) regarding its counsel and recommendations for improving the effectiveness and efficiency of the Broadcasting Board of Governors and its programming.
(4) To obtain information from the Chief Executive Officer, as needed, for the purposes of fulfilling the functions described in this subsection.

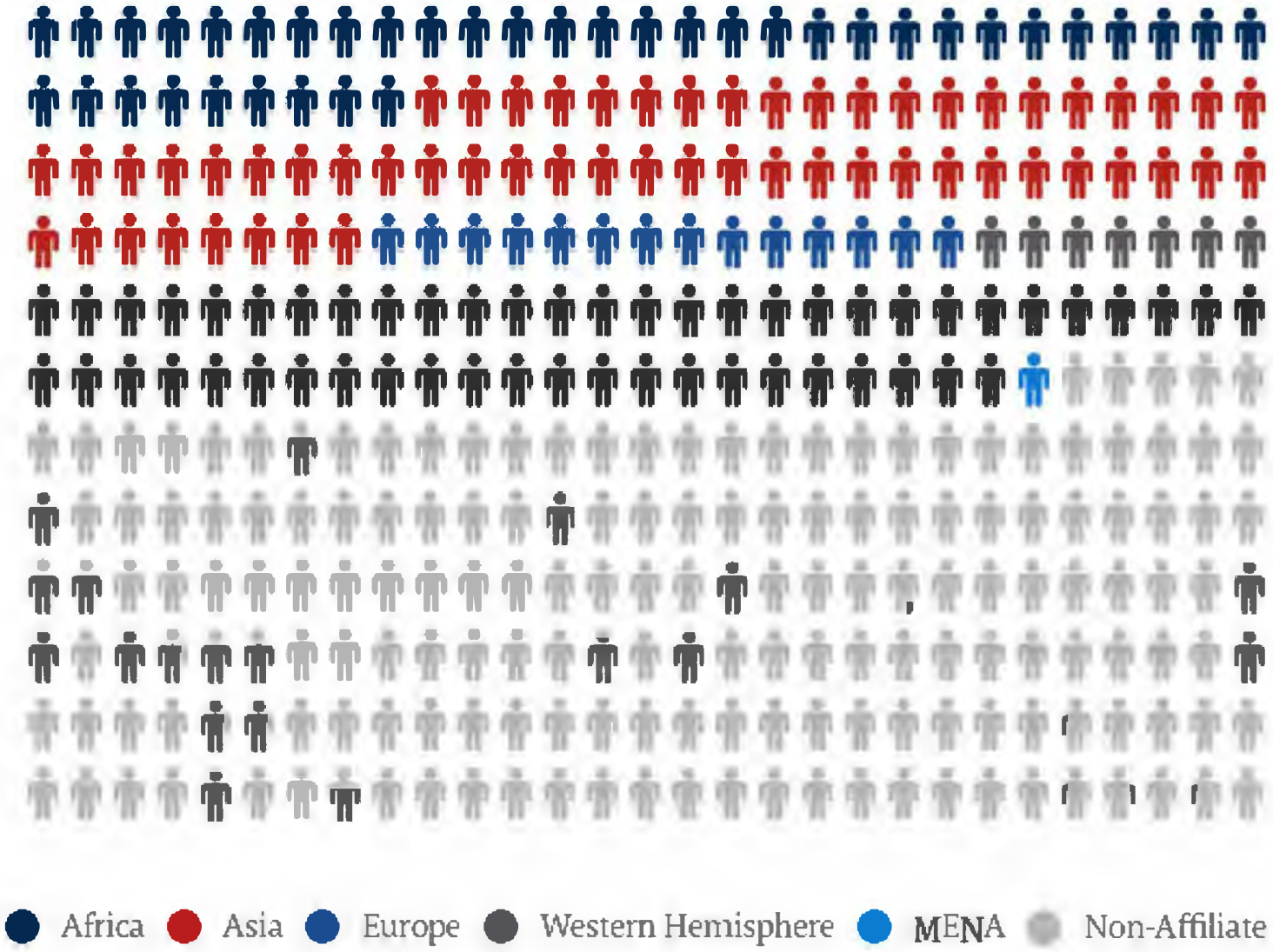
(f) Compensation
Members of the Advisory Board, including the Secretary of State, may not receive any fee, salary, or remuneration of any kind for their service as members.
(Pub. L. 103–236, title III, §306, Apr. 30, 1994, 108 Stat. 436; Pub. L. 105–277, div. G, subdiv. A, title XIII, §1323(j), Oct. 21, 1998, 112 Stat. 2681–780; Pub. L. 114–328, div. A, title XII, §1288(3), Dec. 23, 2016, 130 Stat. 2551.)

Approximately 50% of the USAGM total weekly audience – well over 150 million people – comes to us via affiliates.

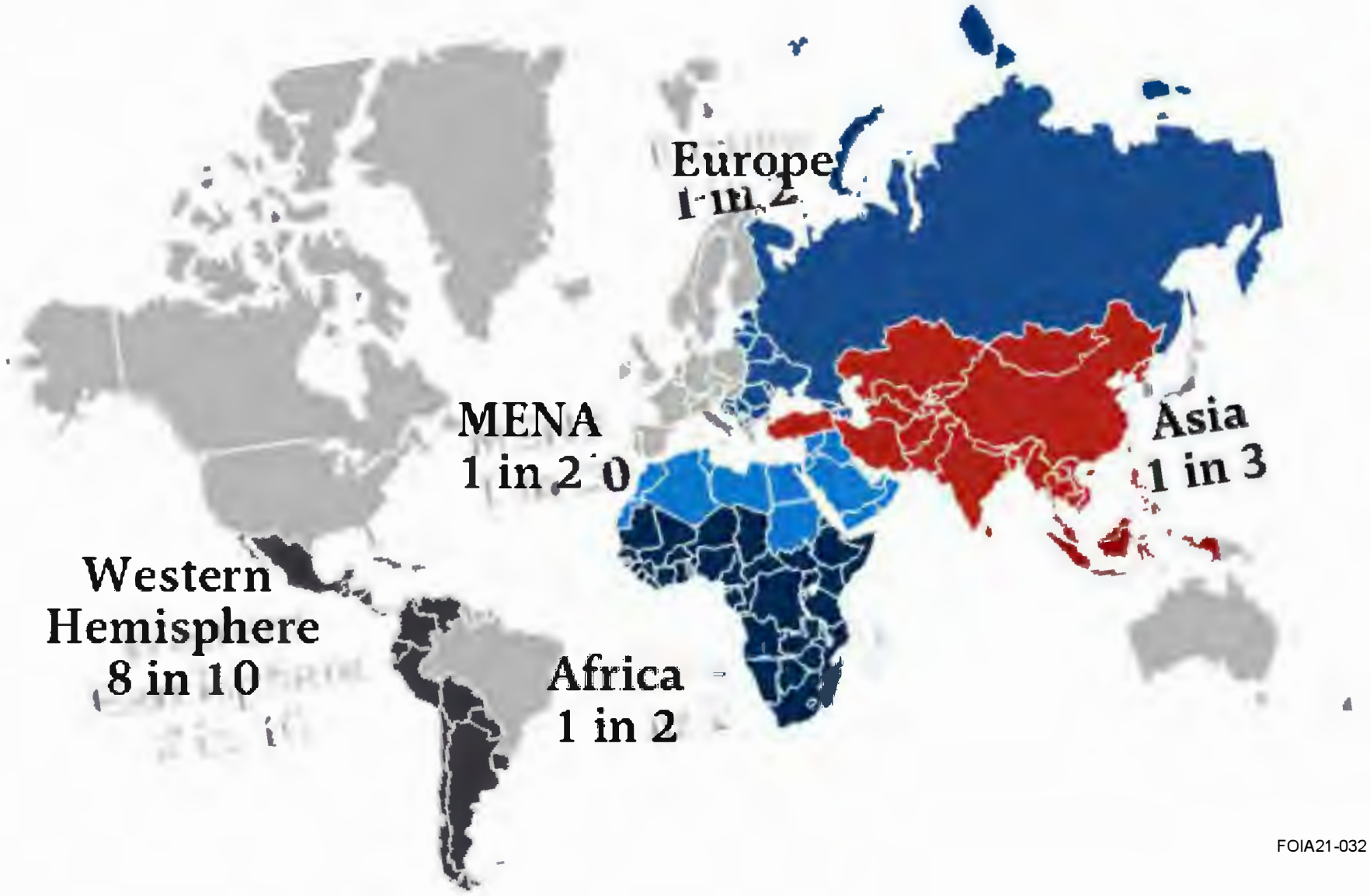
Audience estimated from USAGM media survey data collected between 2014 and 2019.

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Affiliate Audience Contribution to Overall USAGM Audience



Share of Regional USAGM Audience from Affiliates



USAGM History and Overview

The history of U.S. international media spans more than 75 years, starting with the creation of the Voice of America (VOA) during World War II. U.S. civilian broadcasting was born in February 1942 when American writer and journalist William Harlan Hale initiated VOA's first radio show in German with these now immortal words:

"*We bring you voices from America. Today, and daily from now on, we shall speak to you about America and the war. The news may be good for us. The news may be bad. But we shall tell you the truth.*"

Today, VOA is one of five U.S. civilian broadcast networks that fall under the purview of the United States Agency for Global Media (USAGM). The others are Radio Free Europe/Radio Liberty (RFE/RL), which went on the air on July 4, 1950 with a broadcast to communist Czechoslovakia from a studio in New York City; the Office of Cuba Broadcasting (OCB) with its Radio and TV Martí, which started broadcasting in 1985 and 1990, respectively; Radio Free Asia (RFA), which was founded on March 12, 1996; and the Arabic-language stations Alhurra Television and Radio Sawa of the Middle East Broadcasting Networks (MBN), which were launched in 2004.

Prior to passage of the U.S. International Broadcasting Act of 1994, the U.S. Information Agency (USIA) managed the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB). Radio Free Europe/Radio Liberty (RFE/RL) operated as a private nonprofit broadcasting entity which received a grant from the Board for International Broadcasting.

The International Broadcasting Act of 1994 brought all of the radio, television, and Internet resources of U.S. non-military international broadcasting under the aegis of the nine-member Broadcasting Board of Governors (BBG).

VOA's original charter, signed into law by President Gerald Ford in 1976 to lay out the objectives of VOA, was subsequently included in the U.S. International Broadcasting Act of 1994, as amended. The charter serves as the basis for the "standards and principles" of all BBG broadcasting as written in the U.S. International Broadcasting Act of 1994.

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The first Broadcasting Board of Governors was sworn in on August 11, 1995. For several years, the BBG operated within the USIA. Then, in 1998, the BBG became an independent agency with the passing of the amended International Broadcasting Act. The Foreign Affairs Reform and Restructuring Act of 1998 (P.L. 105-277) made the BBG an independent agency on October 1, 1999.

Modernization

On August 22, 2018, as part of a larger modernization effort, the Broadcasting Board of Governors changed its name to the United States Agency for Global Media (USAGM).

The change was made to help constituents better understand the work that the Agency and its networks do. USAGM remains rigorously committed to objective journalism and the firewall protecting journalists and content from political influence remains in place.

Through all its organizational changes, USAGM has continued "to inform, engage, and connect people around the world in support of freedom and democracy" through a broad range of media and language broadcasts. USAGM is comprised of two federal entities, VOA and OCB and three grantees – RFE/RL, RFA, and the Middle East Broadcasting Networks (MBN). The agency's role remains to supervise all broadcasting activities and provide strategic management for the agency. It serves as a firewall between U.S. government policymakers and the journalists.

In the current political, economic, and technological climate, USAGM continues to innovate in order to remain relevant to its audiences, and to continue to support free and open societies through access to information.

22 USC Ch. 71: UNITED STATES INTERNATIONAL BROADCASTING

From Title 22—FOREIGN RELATIONS AND INTERCOURSE

CHAPTER 71—UNITED STATES INTERNATIONAL BROADCASTING

Sec.

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§6201. Congressional findings and declaration of purposes

The Congress makes the following findings and declarations:

(1) It is the policy of the United States to promote the right of freedom 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.

(2) Open communication of information and ideas among the peoples of the world contributes to international peace and stability and the promotion of such communication is in the interests of the United States.

(3) It is in the interest of the United States to support broadcasting to other nations consistent with the requirements of this chapter.

(4) The continuation of existing United States international broadcasting, and the creation of a new broadcasting service to the people of the People's Republic of China and other countries of Asia which lack adequate sources of free information, would enhance the promotion of information and ideas, while advancing the goals of United States foreign policy.

(5) The reorganization and consolidation of United States international broadcasting will achieve important economies and strengthen the capability of the United States to use broadcasting to support freedom and democracy in a rapidly changing international environment.

(Pub. L. 103–236, title III, §302, Apr. 30, 1994, 108 Stat. 432.)

REFERENCES IN TEXT

This chapter, referred to in par. (3), was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out below and Tables.

SHORT TITLE OF 2009 AMENDMENT

Pub. L. 111–84, div. A, title XII, §1261, Oct. 28, 2009, 123 Stat. 2553, as amended by Pub. L. 111–383, div. A, title X, §1075(d)(19), Jan. 7, 2011, 124 Stat. 4374, provided that: "This subtitle [subtitle D (§§1261–1266) of title XII of div. A of Pub. L. 111–84, enacting provisions set out as notes under section 6204 of this title] may be cited as the 'Victims of Iranian Censorship Act' or the 'VOICE Act'."

SHORT TITLE OF 2002 AMENDMENT

Pub. L. 107–148, §1, Mar. 11, 2002, 116 Stat. 64, provided that: "This Act [enacting section 6215 of this title] may be cited as the 'Radio Free Afghanistan Act'."

SHORT TITLE

Pub. L. 103–236, title III, §301, Apr. 30, 1994, 108 Stat. 432, provided that: "This title [enacting this chapter, amending sections 1465b, 1465c, and 2873 of this title and section 5315 of Title 5, Government Organization and Employees, and repealing sections 1463, 2871 to 2877, and 2878 to 2883 of this title and provisions set out as a note under section 2871 of this title] may be cited as the 'United States International Broadcasting Act of 1994'."

§6202. Standards and principles

(a) Broadcasting standards

United States international broadcasting shall—

(1) be consistent with the broad foreign policy objectives of the United States;

(2) be consistent with the international telecommunications policies and treaty obligations of the United States;

(3) not duplicate the activities of private United States broadcasters;

(4) not duplicate the activities of government supported broadcasting entities of other democratic nations;

(5) be conducted in accordance with the highest professional standards of broadcast journalism;

(6) be based on reliable information about its potential audience;

(7) be designed so as to effectively reach a significant audience; and

(8) promote respect for human rights, including freedom of religion.

(b) Broadcasting principles

United States international broadcasting shall include—

(1) news which is consistently reliable and authoritative, accurate, objective, and comprehensive;

(2) a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society;

(3) 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;

(4) the capability to provide a surge capacity to support United States foreign policy objectives during crises abroad;

(5) programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations;

(6) information about developments in each significant region of the world;

(7) a variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen;

(8) reliable research capacity to meet the criteria under this section;

(9) adequate transmitter and relay capacity to support the activities described in this section; and

(10) training and technical support for independent indigenous media through government agencies or private United States entities.

(c) Voice of America broadcasts

The long-range interests of the United States are served by communicating directly with the peoples of the world by radio. To be effective, the Voice of America must win the attention and respect of listeners. These principles will therefore govern Voice of America (VOA) broadcasts:

(1) VOA will serve as a consistently reliable and authoritative source of news. VOA news will be accurate, objective, and comprehensive.

(2) VOA will represent America, not any single segment of American society, and will therefore present a balanced and comprehensive projection of significant American thought and institutions.

(3) VOA will present the policies of the United States clearly and effectively, and will also present responsible discussions and opinion on these policies.

(Pub. L. 103–236, title III, §303, Apr. 30, 1994, 108 Stat. 433; Pub. L. 103–415, §1(p), Oct. 25, 1994, 108 Stat. 4301; Pub. L. 105–277, div. G, subdiv. A, title XIII, §1323(d), Oct. 21, 1998, 112 Stat. 2681–778; Pub. L. 105–292, title V, §502, Oct. 27, 1998, 112 Stat. 2811.)

AMENDMENTS

1998—Subsec. (a)(8). Pub. L. 105–292 added par. (8).

Subsec. (b)(3). Pub. L. 105–277, §1323(d)(1), which directed amendment of par. (3) by inserting ", including editorials, broadcast by the Voice of America, which present the views of the United States Government" after "policies", was executed by making insertion after "policies" the second time it appears to reflect the probable intent of Congress.

Subsec. (b)(4) to (10). Pub. L. 105–277, §1323(d)(2), (3), added par. (4) and redesignated former pars. (4) to (9) as (5) to (10), respectively.

1994—Subsec. (c). Pub. L. 103–415 added subsec. (c).

EFFECTIVE DATE OF 1998 AMENDMENT

Amendment by Pub. L. 105–277 effective Oct. 1, 1999, see section 1301 of Pub. L. 105–277, set out as an Effective Date note under section 6531 of this title.

BROADCASTING INFORMATION ON STATES

Pub. L. 105–277, div. G, subdiv. B, title XXIV, §2420, Oct. 21, 1998, 112 Stat. 2681–835, provided that:

"(a) IN GENERAL.—The Voice of America shall devote programming each day to broadcasting information on the individual States of the United States. The broadcasts shall include—

"(1) information on the products, tourism, and cultural and educational facilities of each State;

"(2) information on the potential for trade with each State; and

"(3) discussions with State officials with respect to the matters described in paragraphs (1) and (2).

"(b) REPORT.—Not later than one year after the date of enactment of this Act [Oct. 21, 1998], the Broadcasting Board of Governors of the United States Information Agency shall submit a report to Congress detailing the actions that have been taken to carry out subsection (a).

"(c) STATE DEFINED.—In this section, the term 'State' means any of the several States of the United States, the District of Columbia, or any commonwealth or territory of the United States."

§6203. Establishment of the Chief Executive Officer of the Broadcasting Board of Governors

(a) Continued existence within Executive branch

The Broadcasting Board of Governors shall continue to exist within the Executive branch of Government as an entity described in section 104 of title 5.

(b) Chief Executive Officer

(1) In general

The head of the Broadcasting Board of Governors shall be a Chief Executive Officer, who shall be appointed by the President, by and with the advice and consent of the Senate. Notwithstanding any other provision of law, until such time as a Chief Executive Officer is appointed and has qualified, the current or acting Chief Executive Officer appointed by the Board may continue to serve and exercise the authorities and powers under this chapter.

(2) Term

The first Chief Executive Officer appointed pursuant to paragraph (1) shall serve for an initial term of three years.

(3) Compensation

A Chief Executive Officer appointed pursuant to paragraph (1) shall be compensated at the annual rate of basic pay for level III of the Executive Schedule under section 5314 of title 5.

(c) Termination of Director of International Broadcasting Bureau

Effective on December 23, 2016, the position of the Director of the International Broadcasting Bureau shall be terminated, and all of the responsibilities, offices, authorities, and immunities of the Director or the Board under this chapter or any other Act or authority before such date of enactment shall be transferred or available to, assumed by, or overseen by the Chief Executive Officer, as head of the Board.

(d) Immunity from civil liability

Notwithstanding any other provision of law, all limitations on liability that apply to the Chief Executive Officer shall also apply to members of the boards of directors of RFE/RL, Inc., Radio Free Asia, the Middle East Broadcasting Networks, or any organization that consolidates such entities when such members are acting in their official capacities.

(Pub. L. 103–236, title III, §304, Apr. 30, 1994, 108 Stat. 434; Pub. L. 105–277, div. G, subdiv. A, title XIII, §§1322, 1323(b), (c), Oct. 21, 1998, 112 Stat. 2681–777, 2681-778; Pub. L. 106–113, div. B, §1000(a)(7) [div. A, title V, §§502, 504], Nov. 29, 1999, 113 Stat. 1536, 1501A-451; Pub. L. 114–328, div. A, title XII, §1288(1), Dec. 23, 2016, 130 Stat. 2548.)

REFERENCES IN TEXT

This chapter, referred to in subsecs. (b)(1) and (c), was in the original a reference to this Act, and was translated as referring to this title, meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter, to reflect the probable intent of Congress. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

December 23, 2016, referred to in subsec. (c), was in the original "the date of the enactment of this section", which was translated as meaning the date of enactment of Pub. L. 114–328, which amended this section generally, to reflect the probable intent of Congress.

AMENDMENTS

2016—Pub. L. 114–328 amended section generally. Prior to amendment, section related to the continued existence within the Executive branch, retention of existing Board members, Inspector General authorities, composition, term, selection, compensation, decisions, and immunity from civil liability of the Broadcasting Board of Governors.

1999—Subsec. (b)(2). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §502(2)], which directed amendment of par. (2) by inserting ", subject to the advice and consent of the Senate" at end,

was executed by making the insertion before period at end, to reflect the probable intent of Congress.

Pub. L. 106–113, §1000(a)(7) [div. A, title V, §502(1)], substituted "appoint" for "designate".

Subsec. (g). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §504], added subsec. (g).

1998—Subsec. (a). Pub. L. 105–277, §1322, amended heading and text of subsec. (a) generally. Prior to amendment, text read as follows: "There is hereby established within the United States Information Agency a Broadcasting Board of Governors (hereafter in this chapter referred to as the 'Board')."

Subsec. (b). Pub. L. 105–277, §1323(b), substituted "Secretary of State" for "Director of the United States Information Agency" wherever appearing.

Subsec. (c). Pub. L. 105–277, §1323(b), (c), in first sentence, substituted "Secretary of State" for "Director of the United States Information Agency", and in last sentence, substituted "no Secretary of State" for "no Director of the United States Information Agency" and "Acting Secretary of State" for "acting Director of the agency".

Subsec. (e). Pub. L. 105–277, §1323(b), substituted "Secretary of State" for "Director of the United States Information Agency".

EFFECTIVE DATE OF 1998 AMENDMENT

Amendment by Pub. L. 105–277 effective Oct. 1, 1999, see section 1301 of Pub. L. 105–277, set out as an Effective Date note under section 6531 of this title.

§6204. Authorities of Board

(a) Authorities

The Chief Executive Officer shall have the following authorities:

(1) To direct and supervise all broadcasting activities conducted pursuant to this chapter, the Radio Broadcasting to Cuba Act [22 U.S.C. 1465 et seq.],,[1] the Television Broadcasting to Cuba Act [22 U.S.C. 1465aa et seq.], and Worldnet Television, except as provided in section 6205(b) of this title.

(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 is conducted in accordance with the standards and principles contained in section 6202 of this title.

(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 and cooperative agreements for broadcasting and related activities in furtherance of the purposes of this chapter and on behalf of other agencies, accordingly.

(6) To allocate funds appropriated for international broadcasting activities among the various elements of the Board and grantees, subject to reprogramming notification requirements in law for the reallocation of funds.

(7) To review engineering activities to ensure that all broadcasting elements receive the highest quality and cost-effective delivery services.

(8) To undertake such studies as may be necessary to identify areas in which broadcasting activities under its authority could be made more efficient and economical.

(9) To submit to the President and the Congress an annual report which summarizes and evaluates activities under this chapter, the Radio Broadcasting to Cuba Act [22 U.S.C. 1465 et seq.], and the Television Broadcasting to Cuba Act [22 U.S.C. 1465aa et seq.]. Each annual report shall place special emphasis on the assessment described in paragraph (2).

(10) To the extent considered necessary to carry out the functions of the Chief Executive Officer, procure, rent, or lease supplies, services, and other property for journalism, media, production, and broadcasting, and related support services, notwithstanding any other provision of law relating to such acquisition, rental, or lease, and under the same terms and conditions as authorized under section 501 (b) of the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1461(b)), and for multiyear contracts and leases for periods of up to 20 years subject to the requirements of subsections (b) through (f) of section 3903 of title 41.

(11) To appoint such personnel for the Chief Executive Officer as the Chief Executive Officer may determine to be necessary, which shall not be subject to the provisions of title 5 governing appointments in the competitive service, and to fix their compensation in accordance with the provisions of chapter 51 and subchapter III of chapter 53 of such title relating to classification and General Schedule pay rates.

(12) To obligate and expend, for official reception and representation expenses, such amount as may be made available through appropriations (which for each of the fiscal years 1998 and 1999 may not exceed the amount made available to the Chief Executive Officer and the International Broadcasting Bureau for such purposes for fiscal year 1997).

(13) To make available in the annual report required by paragraph (9) information on funds expended on administrative and managerial services by the Board and by grantees and the steps the Chief Executive Officer has taken to reduce unnecessary overhead costs for each of the broadcasting services.

(14) The Chief Executive Officer may provide for the use of United States Government transmitter capacity for transmission or relay of Radio Free Asia or any other grantee authorized under this chapter.

(15)(A) To procure personal services at rates not to exceed the daily equivalent of the rate provided for positions classified above grade GS–15 of the General Schedule under section 5108 of title 5.

(B) To allow those providing such services, while away from their homes or their regular places of business, travel expenses (including per diem in lieu of subsistence) as authorized by section 5703 of title 5 for persons in the Government service employed intermittently, while so employed.

(16) To procure, pursuant to section 1535 of title 31 (commonly known as the "Economy Act"), such goods and services from other departments or agencies for the Chief Executive Officer and the International Broadcasting Bureau as the Chief Executive Officer determines are appropriate.

(17) To utilize the provisions of titles III, IV, V, VII, VIII, IX, and X of the United States Information and Educational Exchange Act of 1948 [22 U.S.C. 1431 et seq.], and section 6 of Reorganization Plan Number 2 of 1977, as in effect on the day before the effective date of title XIII of the Foreign Affairs Agencies Consolidation Act of 1998, to the extent the Chief Executive Officer considers necessary in carrying out the provisions and purposes of this chapter.

(18) To utilize the authorities of any other statute, reorganization plan, Executive order, regulation, agreement, determination, or other official document or proceeding that had been available to the Director of the United States Information Agency, the Chief Executive Officer, or the Chief Executive Officer [2] before the effective date of title XII of the Foreign Affairs Consolidation Act of 1998 for carrying out the broadcasting activities covered by this chapter.

(19)(A) To provide for the payment of primary and secondary school expenses for dependents of personnel stationed in the Commonwealth of the Northern Mariana Islands (CNMI) at a cost not to exceed expenses authorized by the Department of Defense for such schooling for dependents of members of the Armed Forces stationed in the Commonwealth, if the Chief Executive Officer determines that schools available in the Commonwealth are unable to provide adequately for the education of the dependents of such personnel.

(B) To provide transportation for dependents of such personnel between their places of residence and those schools for which expenses are provided under subparagraph (A), if the Chief Executive Officer determines that such schools are not accessible by public means of transportation.

(20) Notwithstanding any other provision of law, including section 6207(a) of this title, to condition, if appropriate, any grant or cooperative agreement to RFE/RL, Inc., Radio Free Asia, or the Middle East Broadcasting Networks, or any organization that is established through the consolidation of such entities, on authority to determine membership of their respective boards, and the consolidation of such grantee entities into a single grantee organization under terms and conditions established by the Board.

(21) To redirect or reprogram funds within the scope of any grant or cooperative agreement, or between grantees, as necessary (and not later than 15 days before any such redirection of funds between language services, to notify the Committee on Appropriations and the Committee on Foreign Affairs of the House of Representatives and the Committee on Appropriations and the Committee on Foreign Relations of the Senate regarding such redirection), and to condition grants or cooperative agreements, if appropriate, on such grants or cooperative agreements or any similar amendments as authorized under section 6207(a) of this title, including authority to name and replace the board of any grantee authorized under this chapter, including with Federal officials, to meet the purposes of this chapter.

(22) To change the name of the Board pursuant to congressional notification 60 days prior to any such change.

(b) Professional independence of broadcasters

The Secretary of State and the Chief Executive Officer, in carrying out their functions, shall respect the professional independence and integrity of the Board, its broadcasting services, and the grantees of the Board.

(Pub. L. 103–236, title III, §305, Apr. 30, 1994, 108 Stat. 435; Pub. L. 103–415, §1(s)(1), Oct. 25, 1994, 108 Stat. 4302; Pub. L. 105–277, div. G, subdiv. A, title XIII, §1323(e)–(i), Oct. 21, 1998, 112 Stat. 2681–778, 2681-779; Pub. L. 107–228, div. A, title V, §507(1), Sept. 30, 2002, 116 Stat. 1394; Pub. L. 109–140, §8, Dec. 22, 2005, 119 Stat. 2652; Pub. L. 114–328, div. A, title XII, §1288(2), Dec. 23, 2016, 130 Stat. 2549.)

REFERENCES IN TEXT

This chapter, referred to in subsecs. (a)(1), (9), (17), (18) and (c), was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

The Radio Broadcasting to Cuba Act, referred to in subsec. (a)(1), (9), is Pub. L. 98–111, Oct. 4, 1983, 97 Stat. 749, as amended, which is classified generally to subchapter V–A (§1465 et seq.) of chapter 18 of this title. For complete classification of this Act to the Code, see Short Title note set out under section 1465 of this title and Tables.

The Television Broadcasting to Cuba Act, referred to in subsec. (a)(1), (9), is part D of title II of Pub. L. 101–246, Feb. 16, 1990, 104 Stat. 58, as amended, which is classified principally to subchapter V–B (§1465aa et seq.) of chapter 18 of this title. For complete classification of this Act to the Code, see Short Title note set out under section 1465aa of this title and Tables.

This chapter, referred to in subsec. (a)(5), (14), (21), was in the original "this Act", and was translated, to reflect the probable intent of Congress, as reading "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

The United States Information and Educational Exchange Act of 1948, referred to in subsec. (a)(17), is act Jan. 27, 1948, ch. 36, 62 Stat. 6, as amended, which is classified generally to chapter 18 (§1431 et seq.) of this title. For complete classification of this Act to the Code, see Short Title note set out under section 1431 of this title and Tables.

Section 6 of Reorganization Plan Number 2 of 1977, referred to in subsec. (a)(17), which was set out under section 1461 of this title, was repealed by Pub. L. 105–277, div. G, subdiv. A, title XIII, §1336(6), Oct. 21, 1998, 112 Stat. 2681–790.

For the effective date of title XIII of the Foreign Affairs Agencies Consolidation Act of 1998, referred to in subsec. (a)(17), (18), meaning the effective date of title XIII of subdiv. A of div. G of Pub. L. 105–277, see section 1301 of Pub. L. 105–277, set out as a note under section 6531 of this title.

CODIFICATION

Section is comprised of section 305 of Pub. L. 103–236. Subsec. (e) of section 305 of Pub. L. 103–236 amended sections 1465b and 1465c of this title.

AMENDMENTS

2016—Subsec. (a). Pub. L. 114–328, §1288(2)(A)(i), substituted "Chief Executive Officer" for "Board" in introductory provisions.

Subsec. (a)(1). Pub. L. 114–328, §1288(2)(A)(ii), inserted "direct and" before "supervise".

Subsec. (a)(5). Pub. L. 114–328, §1288(2)(A)(iii), inserted "and cooperative agreements" after "grants" and substituted "in furtherance of the purposes of this chapter and on behalf of other agencies, accordingly" for "in accordance with sections 6207 and 6208 of this title".

Subsec. (a)(6). Pub. L. 114–328, §1288(2)(A)(iv), substituted "Board" for "International Broadcasting Bureau" and struck out "subject to the limitations in sections 6207 and 6208 of this title and" before "subject to reprogramming".

Subsec. (a)(10). Pub. L. 114–328, §1288(2)(A)(i), (v), substituted "Chief Executive Officer" for "Board", inserted ", rent, or lease" after "procure", and substituted "property for journalism, media, production, and broadcasting, and related support services, notwithstanding any other provision of law relating to such acquisition, rental, or lease, and under the same terms and conditions as authorized under section 501(b) of the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1461(b)), and for multiyear contracts and leases for periods of up to 20 years subject to the requirements of subsections (b) through (f) of section 3903 of title 41" for "personal property".

Subsec. (a)(11). Pub. L. 114–328, §1288(2)(A)(i), (vi), struck out "staff" before "personnel" and substituted "for the Chief Executive Officer" for "for the Board", "as the Chief Executive Officer" for "as the Board", and "which shall not be subject" for "subject".

Subsec. (a)(12). Pub. L. 114–328, §1288(2)(A)(i), substituted "Chief Executive Officer" for "Board".

Subsec. (a)(13). Pub. L. 114–328, §1288(2)(A)(vii), substituted "Board" for "Bureau" and "Chief Executive Officer has taken" for "Board has taken".

Subsec. (a)(14). Pub. L. 114–328, §1288(2)(A)(i), (viii), substituted "Chief Executive Officer" for "Board" and inserted "transmission or" before "relay" and "or any other grantee authorized under this chapter" after "Radio Free Asia".

Subsec. (a)(15)(A). Pub. L. 114–328, §1288(2)(A)(ix), struck out "temporary and intermittent" after "To procure" and "to the same extent as is authorized by section 3109 of title 5," after "personal services".

Subsec. (a)(16). Pub. L. 114–328, §1288(2)(A)(i), (x), substituted "for the Chief Executive Officer" for "for the Board" and "Chief Executive Officer determines" for "Board determines".

Subsec. (a)(17). Pub. L. 114–328, §1288(2)(A)(i), substituted "Chief Executive Officer" for "Board".

Subsec. (a)(18). Pub. L. 114–328, §1288(2)(A)(i), (xi), substituted "Agency, the Chief Executive Officer" for "Agency, the Bureau" and "or the Chief Executive Officer" for "or the Board".

Subsec. (a)(19). Pub. L. 114–328, §1288(2)(A)(i), substituted "Chief Executive Officer" for "Board" in subpars. (A) and (B).

Subsec. (a)(20) to (22). Pub. L. 114–328, §1288(2)(A)(xii), added pars. (20) to (22).

Subsecs. (b) to (d). Pub. L. 114–328, §1288(2)(B)–(D), redesignated subsec. (d) as (b), substituted "and the Chief Executive Officer" for "and the Board" and "Board" for "International Broadcasting Bureau", and struck out former subsecs. (b) and (c) which related to delegation of authority and broadcasting budgets, respectively.

2005—Subsec. (a)(19). Pub. L. 109–140 added par. (19).

2002—Subsec. (a)(4). Pub. L. 107–228 substituted "annually," for "annually,,".

1998—Subsec. (a)(1). Pub. L. 105–277, §1323(e)(1), struck out "direct and" after "To" and substituted ", the Television Broadcasting to Cuba Act, and Worldnet Television, except as provided in section 6205(b) of this title" for "and the Television Broadcasting to Cuba Act".

Subsec. (a)(4). Pub. L. 105–277, §1323(e)(2), inserted ", after consultation with the Secretary of State," after "annually,".

Subsec. (a)(9). Pub. L. 105–277, §1323(e)(3), struck out ", through the Director of the United States Information Agency," after "the Congress" and inserted at end "Each annual report shall place special emphasis on the assessment described in paragraph (2)."

Subsec. (a)(12). Pub. L. 105–277, §1323(e)(4), substituted "1998 and 1999" for "1994 and 1995" and "to the Board and the International Broadcasting Bureau for such purposes for fiscal year 1997" for "to the Board for International Broadcasting for such purposes for fiscal year 1993".

Subsec. (a)(15) to (18). Pub. L. 105–277, §1323(e)(5), added pars. (15) to (18).

Subsec. (b). Pub. L. 105–277, §1323(f), added subsec. (b). Former subsec. (b) redesignated (c).

Subsec. (c). Pub. L. 105–277, §1323(g), (h), struck out "(1)" before "The Director", struck out "the Director of the United States Information Agency for the consideration of the Director as a part of the Agency's budget submission to" before "the Office of Management and Budget", and struck out par. (2) which read as follows: "The Director of the United States Information Agency shall include in the Agency's submission to the Office of Management and Budget the comments and recommendations of the Board concerning the proposed broadcasting budget."

Pub. L. 105–277, §1323(f)(1), redesignated subsec. (b) as (c). Former subsec. (c) redesignated (d).

Subsec. (d). Pub. L. 105–277, §1323(i), amended heading and text of subsec. (d) generally. Prior to amendment, text read as follows: "The Director of the United States Information Agency and the Board, in carrying out their functions, shall respect the professional independence and integrity of the International Broadcasting Bureau, its broadcasting services, and grantees."

Pub. L. 105–277, §1323(f)(1), redesignated subsec. (c) as (d).

Pub. L. 105–277, §1323(f)(1), redesignated subsec. (d) as (e). See Codification note above.

1994—Subsec. (a)(14). Pub. L. 103–415 substituted "relay of Radio" for "relay to Radio".

EFFECTIVE DATE OF 1998 AMENDMENT

Amendment by Pub. L. 105–277 effective Oct. 1, 1999, see section 1301 of Pub. L. 105–277, set out as an Effective Date note under section 6531 of this title.

EXPANSION OF FARSI LANGUAGE PROGRAMMING

Pub. L. 111–84, div. A, title XII, §1262, Oct. 28, 2009, 123 Stat. 2553, provided that:

"(a) INTERNATIONAL BROADCASTING OPERATIONS FUND.—In addition to amounts otherwise authorized for the Broadcasting Board of Governors' International Broadcasting Operations Fund, there is authorized to be appropriated $15,000,000 to expand Farsi language programming and to provide for the dissemination of accurate and independent information to the Iranian people through radio, television, Internet, cellular telephone, short message service, and other communications.

"(b) BROADCASTING CAPITAL IMPROVEMENTS FUND.—In addition to amounts otherwise authorized for the Broadcasting Board of Governors' Broadcasting Capital Improvements Fund, there is authorized to be appropriated $15,000,000 to expand transmissions of Farsi language programs to Iran.

"(c) USE OF AMOUNTS.—In pursuit of the objectives described in subsections (a) and (b), amounts in the International Broadcasting Operations Fund and the Capital Improvements Fund may be used to—

"(1) develop additional transmission capability for Radio Farda and the Persian News Network to counter ongoing efforts to jam transmissions, including through additional shortwave and medium wave transmissions, satellite, and Internet mechanisms;

"(2) develop additional proxy server capability and anti-censorship software to counter efforts to block Radio Farda and Persian News Network Web sites;

"(3) develop technologies to counter efforts to block SMS text message exchange over cellular phone networks;

"(4) expand program coverage and analysis by Radio Farda and the Persian News Network, including the development of broadcast platforms and programs, on the television, radio and Internet, for enhanced interactivity with and among the people of Iran;

"(5) hire, on a permanent or short-term basis, additional staff for Radio Farda and the Persian News Network; and

"(6) develop additional Internet-based, Farsi-language television programming, including a Farsi-language, Internet-based news channel."

IRANIAN ELECTRONIC EDUCATION, EXCHANGE, AND MEDIA FUND

Pub. L. 111–84, div. A, title XII, §1263, Oct. 28, 2009, 123 Stat. 2553, provided that:

"(a) ESTABLISHMENT.—There is established in the Treasury of the United States the Iranian Electronic Education, Exchange, and Media Fund (referred to in this section as the 'Fund'), consisting of amounts appropriated to the Fund pursuant to subsection (f).

"(b) ADMINISTRATION.—The Fund shall be administered by the Secretary of State.

"(c) OBJECTIVE.—The objective of the Fund shall be to support the development of technologies, including Internet Web sites, that will aid the ability of the Iranian people to—

"(1) gain access to and share information;

"(2) exercise freedom of speech, freedom of expression, and freedom of assembly through the Internet and other electronic media;

"(3) engage in Internet-based education programs and other exchanges between Americans and Iranians; and

"(4) counter efforts—

"(A) to block, censor, and monitor the Internet; and

"(B) to disrupt or monitor cellular phone networks or SMS text exchanges.

"(d) USE OF AMOUNTS.—In pursuit of the objective described in subsection (c), amounts in the Fund may be used for grants to United States or foreign universities, nonprofit organizations, or companies for targeted projects that advance the purpose of the Fund, including projects that—

"(1) develop Farsi-language versions of existing social-networking Web sites;

"(2) develop technologies, including Internet-based applications, to counter efforts—

"(A) to block, censor, and monitor the Internet; and

"(B) to disrupt or monitor cellular phone networks or SMS text message exchanges;

"(3) develop Internet-based, distance learning programs for Iranian students at United States universities; and

"(4) promote Internet-based, people-to-people educational, professional, religious, or cultural exchanges and dialogues between United States citizens and Iranians.

"(e) TRANSFERS.—Amounts in the Fund may be transferred to the United States Agency for International Development, the Broadcasting Board of Governors, or any other agency of the Federal Government to the extent that such amounts are used to carry out activities that will further the objective described in subsection (c).

"(f) AUTHORIZATION OF APPROPRIATIONS.—There is authorized to be appropriated $20,000,000 to the Fund."

BUYING POWER MAINTENANCE ACCOUNT

Pub. L. 110–252, title I, §1408(c), June 30, 2008, 122 Stat. 2342, provided that: "The Broadcasting Board of Governors may transfer funds into its Buying Power Maintenance Account, notwithstanding the requirement that such funds be provided in advance in appropriations Acts. The authority in this subsection may be exercised only with respect to funds appropriated or otherwise made available after fiscal year 2008."

PILOT PROJECT FOR TRANSCRIPTION OF CERTAIN PROGRAMMING INTO ENGLISH

Pub. L. 110–53, title XX, §2032, Aug. 3, 2007, 121 Stat. 516, provided that:

"(a) TRANSCRIPTION OF PERSIAN AND ARABIC LANGUAGE BROADCASTS.—Not later than 90 days after the date of the enactment of this Act [Aug. 3, 2007], the Broadcasting Board of Governors shall initiate a pilot project to transcribe into the English language news and information programming broadcast by Radio Farda, Radio Sawa, the Persian Service of the Voice of America, and Alhurra.

"(b) RANDOM SAMPLING; PUBLIC AVAILABILITY.—The transcription required under subsection (a) shall consist of a random sampling of such programming. The transcripts shall be available to Congress and the public on the Internet site of the Board.

"(c) REPORT.—Not later than May 1, 2008, the Chairman of the Broadcasting Board of Governors shall submit to the Committee on Foreign Affairs of the House of Representatives and Committee on Foreign Relations of the Senate a report on the feasibility and utility of continuing the pilot project required under subsection (a).

"(d) AUTHORIZATION OF APPROPRIATIONS.—There is authorized to be appropriated to the 'International Broadcasting Operations' account of the Broadcasting Board of Governors $2,000,000 for fiscal year 2008 to carry out the pilot project required under subsection (a)."

[1] *So in original.*

[2] *So in original. See 2016 Amendment note below.*

§6205. Establishment of the International Broadcasting Advisory Board

(a) In general

Except as provided in subsection (b)(2), the International Broadcasting Advisory Board (referred to in this section as the "Advisory Board") shall consist of five members, including the Secretary of State, appointed by the President and in accordance with subsection (d), to advise the Chief Executive Officer of the Broadcasting Board of Governors, as appropriate.

(b) Retention of existing BBG Board Members

(1) In general

The presidentially appointed and Senate-confirmed members of the Board of the Broadcasting Board of Governors who are serving on unexpired terms as of December 23, 2016, shall—

(A) constitute the first Advisory Board; and

(B) hold office for the remainder of their original terms of office without reappointment to the Advisory Board.

(2) Effect of additional members

If, on December 23, 2016, more than five members described in subsection (a) are serving their original terms of office on the Broadcasting Board of Governors, each such member may serve on the Advisory Board for a period equal to the time remaining on each such member's respective term without reappointment.

(c) Terms of office

(1) In general

Except as provided in paragraph (2), the term of office of each member of the Advisory Board appointed pursuant to subsection (a) shall be three years.

(2) Vacancies

If a vacancy on the Advisory Board occurs before the expiration of the term of the member who created such vacancy—

(A) the President shall appoint a new member to fill such vacancy in accordance with subsection (d); and

(B) the member appointed pursuant to such subsection shall serve for the remainder of such term.

(3) Service beyond term prohibited

Members may not serve beyond the term for which they were appointed.

(d) Selection of the Board

In identifying individuals for appointment to the Advisory Board under subsection (a), the President shall appoint United States citizens—

(1) who, with the exception of the Secretary of State, are not regular, full-time employees of the United States Government; and

(2) distinguished in the fields of public diplomacy, mass communications, print, broadcast or digital media, or foreign affairs, of whom—

(A) one individual should be appointed from among a list of at least three individuals submitted by the Chair of the Committee on Foreign Affairs of the House of Representatives;

(B) one individual should be appointed from among a list of at least three individuals submitted by the Ranking Member of the Committee on Foreign Affairs of the House of Representatives;

(C) one individual should be appointed from among a list of at least three individuals submitted by the Chair of the Committee on Foreign Relations of the Senate; and

(D) one individual should be appointed from among a list of at least three individuals submitted by the Ranking Member of the Committee on Foreign Relations of the Senate.

(e) Functions of the Board

The members of the Advisory Board shall perform the following advisory functions:

(1) To provide the Chief Executive Officer of the Broadcasting Board of Governors with counsel and recommendations for improving the effectiveness and efficiency of the agency and its programming.

(2) To meet with the Chief Executive Officer at least twice annually and at additional meetings at the request of the Chief Executive Officer.

(3) To report periodically or upon request to the congressional committees specified in subsection (d)(2) regarding its counsel and recommendations for improving the effectiveness and efficiency of the Broadcasting Board of Governors and its programming.

(4) To obtain information from the Chief Executive Officer, as needed, for the purposes of fulfilling the functions described in this subsection.

(f) Compensation

Members of the Advisory Board, including the Secretary of State, may not receive any fee, salary, or remuneration of any kind for their service as members.

(Pub. L. 103–236, title III, §306, Apr. 30, 1994, 108 Stat. 436; Pub. L. 105–277, div. G, subdiv. A, title XIII, §1323(j), Oct. 21, 1998, 112 Stat. 2681–780; Pub. L. 114–328, div. A, title XII, §1288(3), Dec. 23, 2016, 130 Stat. 2551.)

REFERENCES IN TEXT

December 23, 2016, referred to in subsec. (b), was in the original "the date of the enactment of this section", which was translated as meaning the date of enactment of Pub. L. 114–328, which amended this section generally, to reflect the probable intent of Congress.

AMENDMENTS

2016—Pub. L. 114–328 amended section generally. Prior to amendment section related to the role of the Secretary of State in international broadcasting.

1998—Pub. L. 105–277, §1323(j)(1), substituted "Role of Secretary of State" for "Foreign policy guidance" in section catchline.

Subsec. (a). Pub. L. 105–277, §1323(j)(2)–(4), designated existing provisions as subsec. (a), inserted heading, substituted "State" for "State, acting through the Director of the United States Information Agency,", and inserted before period at end ", as the Secretary may deem appropriate".

Subsec. (b). Pub. L. 105–277, §1323(j)(5), added subsec. (b).

EFFECTIVE DATE OF 1998 AMENDMENT

Amendment by Pub. L. 105–277 effective Oct. 1, 1999, see section 1301 of Pub. L. 105–277, set out as an Effective Date note under section 6531 of this title.

§6206. Repealed. Pub. L. 114–328, div. A, title XII, §1288(4), Dec. 23, 2016, 130 Stat. 2552

Section, Pub. L. 103–236, title III, §307, Apr. 30, 1994, 108 Stat. 436; Pub. L. 105–277, div. G, subdiv. A, title XIII, §1323(k), Oct. 21, 1998, 112 Stat. 2681–780, related to the International Broadcasting Bureau.

PERSONAL SERVICES CONTRACTING PILOT PROGRAM

Pub. L. 107–228, div. A, title V, §504, Sept. 30, 2002, 116 Stat. 1393, as amended by Pub. L. 109–140, §6, Dec. 22, 2005, 119 Stat. 2652; Pub. L. 109–472, §9, Jan. 11, 2007, 120 Stat. 3556; Pub. L.

110–161, div. J, title VI, §634(r), Dec. 26, 2007, 121 Stat. 2330; Pub. L. 110–321, §5, Sept. 19, 2008, 122 Stat. 3536, provided that:

"(a) IN GENERAL.—The Director of the International Broadcasting Bureau (in this section referred to as the 'Director') may establish a pilot program (in this section referred to as the 'program') for the purpose of hiring United States citizens or aliens as personal services contractors, without regard to Civil Service and classification laws, for service in the United States as broadcasters and other broadcasting specialists in the International Broadcasting Bureau to respond to new or emerging broadcast needs or to augment broadcast services.

"(b) CONDITIONS.—The Director is authorized to use the authority of subsection (a) subject to the following conditions:

"(1) The Director determines that existing personnel resources are insufficient and the need is not of permanent duration.

"(2) The Director approves each employment of a personal services contractor.

"(3) The contract length, including options, may not exceed 2 years, unless the Director makes a finding that exceptional circumstances justify an extension of up to one additional year.

"(4) Not more than a total of 60 United States citizens or aliens are employed at any one time as personal services contractors under the program.

"(c) TERMINATION OF AUTHORITY.—The authority to award personal services contracts under the pilot program authorized by this section shall terminate on December 31, 2009. A contract entered into prior to the termination date under this subsection may remain in effect for a period not to exceed 6 months after such termination date."

[Pub. L. 114–113, div. K, title I, Dec. 18, 2015, 129 Stat. 2712, provided in part: "That the authority provided by section 504(c) of the Foreign Relations Authorization Act, Fiscal Year 2003 (Public Law 107–228; 22 U.S.C. 6206 note) shall remain in effect through September 30, 2016".]

[Pub. L. 113–235, div. J, title I, Dec. 16, 2014, 128 Stat. 2580, provided in part: "That the authority provided by section 504(c) of the Foreign Relations Authorization Act, Fiscal Year 2003 (Public Law 107–228; 22 U.S.C. 6206 note) shall remain in effect through September 30, 2015".]

[Pub. L. 113–76, div. K, title I, Jan. 17, 2014, 128 Stat. 471, provided in part: "That the authority provided by section 504(c) of the Foreign Relations Authorization Act, Fiscal Year 2003 (Public Law 107–228; 22 U.S.C. 6206 note) shall remain in effect through September 30, 2014".]

[Pub. L. 112–74, div. I, title I, Dec. 23, 2011, 125 Stat. 1171, provided in part: "That the authority provided by section 504(c) of the Foreign Relations Authorization Act, Fiscal Year 2003 (Public Law 107–228; 22 U.S.C. 6206 note) shall remain in effect through September 30, 2012".]

[Pub. L. 111–117, div. F, title I, Dec. 16, 2009, 123 Stat. 3318, provided in part: "That the authority provided by section 504(c) of the Foreign Relations Authorization Act, Fiscal Year 2003 (Public Law 107–228; 22 U.S.C. 6206 note) shall remain in effect through September 30, 2010".]

§6207. Limits on grants for Radio Free Europe and Radio Liberty

(a) Board of RFE/RL, Incorporated

The Board may not make any grant to RFE/RL, Incorporated, unless the certificate of incorporation of RFE/RL, Incorporated, has been amended to provide that—

(1) the Board of Directors of RFE/RL, Incorporated, shall consist of the members authorized under section 6204(a)(20) of this title; and

(2) such Board of Directors shall make all major policy determinations governing the operation of RFE/RL, Incorporated, and shall appoint and fix the compensation of such managerial officers and employees of RFE/RL, Incorporated, as it considers necessary to carry out the purposes of the grant provided under this chapter.

(b) Location of principal place of business

(1) The Board may not make any grant to RFE/RL, Incorporated unless the headquarters of RFE/RL, Incorporated and its senior administrative and managerial staff are in a location which ensures economy, operational effectiveness, and accountability to the Board.

(2) Not later than 90 days after confirmation of all members of the Board, the Board shall provide a report to Congress on the number of administrative, managerial, and technical staff of RFE/RL, Incorporated who will be located within the metropolitan area of Washington, D.C., and the number of employees whose principal place of business will be located outside the metropolitan area of Washington, D.C.

(c) Limitation on grant amounts

The total amount of grants made for the operating costs of RFE/RL, Incorporated, may not exceed $85,000,000 in fiscal year 2003.

(d) Alternative grantee

If the Chief Executive Officer determines at any time that RFE/RL, Incorporated is not carrying out the functions described in this section in an effective and economical manner, the Board may award the grant to carry out such functions to another entity.

(e) Not a Federal agency or instrumentality

Nothing in this chapter may be construed to make RFE/RL, Incorporated a Federal agency or instrumentality.

(f) Authority

Grants authorized under section 6204 of this title for RFE/RL, Incorporated, shall be available to make annual grants for the purpose of carrying out similar functions as were carried out by RFE/RL, Incorporated, on the day before April 30, 1994, with respect to Radio Free Europe and Radio Liberty, consistent with section 2 of the Board for International Broadcasting Act of 1973 [22 U.S.C. 2871], as in effect on such date.

(g) Grant agreement

Grants to RFE/RL, Incorporated, by the Board shall only be made in compliance with a grant agreement. The grant agreement shall establish guidelines for such grants. The grant agreement shall include the following provisions—

(1) that a grant be used only for activities which the Board determines are consistent with the purposes of subsection (f);

(2) that RFE/RL, Incorporated, shall otherwise comply with the requirements of this section;

(3) that failure to comply with the requirements of this section may result in suspension or termination of a grant without further obligation by the Board or the United States;

(4) that duplication of language services and technical operations between RFE/RL, Incorporated and the [1] any other grantee of the Board be reduced to the extent appropriate, as determined by the Chief Executive Officer; and

(5) that RFE/RL, Incorporated, justify in detail each proposed expenditure of grant funds, and that such funds may not be used for any other purpose unless the Board gives its prior written approval.

(h) Prohibited uses of grant funds

No grant funds provided under this section may be used for the following purposes:

(1)(A) Except as provided in subparagraph (B) or (C), 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 or the foreign relations laws of the United States, except that no employee may be paid a salary or other compensation in excess of the rate of pay payable for level IV of the Executive Schedule under section 5315 of title 5.

(B) Salary and other compensation limitations under subparagraph (A) shall not apply prior to October 1, 1995, with respect to any employee covered by a union agreement requiring a salary or other compensation in excess of such limitations.

(C) Notwithstanding the limitations under subparagraph (A), grant funds provided under this section may be used by RFE/RL, Incorporated, to pay up to three employees employed in Washington, D.C., salary or other compensation not to exceed the rate of pay payable for level III of the Executive Schedule under section 5314 of title 5.

(2) For any activity for the purpose of influencing the passage or defeat of legislation being considered by Congress.

(3) To enter into a contract or obligation to pay severance payments for voluntary separation for employees hired after December 1, 1990, except as may be required by United States law or the laws of the country where the employee is stationed.

(4) For first class travel for any employee of RFE/RL, Incorporated, or the relative of any employee.
(5) To compensate freelance contractors without the approval of the Board.

(i) Report on management practices

Effective not later than March 31 and September 30 of each calendar year, the Inspector General of the Department of State and the Foreign Service shall submit to the Board and the Congress a report on management practices of RFE/RL, Incorporated, under this section. The Inspector General of the Department of State and the Foreign Service shall establish a special unit within the Inspector General's office to monitor and audit the activities of RFE/RL, Incorporated, and shall provide for on-site monitoring of such activities.

(j) Audit authority

(1) Such financial transactions of RFE/RL, Incorporated, as relate to functions carried out under this section 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 places where accounts of RFE/RL, Incorporated, are normally kept.

(2) 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 RFE/RL, Incorporated 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 RFE/RL, Incorporated, shall remain in the possession and custody of RFE/RL, Incorporated.

(3) Notwithstanding any other provision of law and upon repeal of the Board for International Broadcasting Act [22 U.S.C. 2871 et seq.], the Inspector General of the Department of State and the Foreign Service is authorized to exercise the authorities of the Inspector General Act of 1978 with respect to RFE/RL, Incorporated.

(Pub. L. 103–236, title III, §308, Apr. 30, 1994, 108 Stat. 437; Pub. L. 105–277, div. G, subdiv. A, title XIII, §§1314(d), 1323(l)(1), Oct. 21, 1998, 112 Stat. 2681–777, 2681-780; Pub. L. 107–228, div. A, title V, §§501, 502, Sept. 30, 2002, 116 Stat. 1392; Pub. L. 108–271, §8(b), July 7, 2004, 118 Stat. 814; Pub. L. 114–328, div. A, title XII, §1288(5), Dec. 23, 2016, 130 Stat. 2552.)

REFERENCES IN TEXT

This chapter, referred to in subsecs. (a)(2) and (e), was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

The foreign relations laws of the United States, referred to in subsec. (h)(1)(A), are classified generally to this title.

The Board for International Broadcasting Act, referred to in subsecs. (f) and (j)(3), is Pub. L. 93–129, Oct. 19, 1973, 87 Stat. 456, as amended, which was classified generally to chapter 43 (§2871 et seq.) of this title prior to repeal by Pub. L. 103–236, title III, §310(e), Apr. 30, 1994, 108 Stat. 442. See section 6209(e) of this title.

The Inspector General Act of 1978, referred to in subsec. (j)(3), is Pub. L. 95–452, Oct. 12, 1978, 92 Stat. 1101, as amended, which is set out in the Appendix to Title 5, Government Organization and Employees.

AMENDMENTS

2016—Subsec. (a)(1). Pub. L. 114–328, §1288(5)(A), which directed substitution of "authorized under section 6204(a)(20) of this title" for "of the Broadcasting Board of Governors established under section 6203 of this title and no other members", was executed by making the substitution for "of the Broadcasting Board of Governors established under section 6203 of this title and of no other members", to reflect the probable intent of Congress.

Subsec. (d). Pub. L. 114–328, §1288(5)(B), amended subsec. (d) generally. Prior to amendment, text read as follows: "If the Board determines at any time that RFE/RL, Incorporated, is not carrying out the functions described in section 6208 of this title in an effective

and economical manner, the Board may award the grant to carry out such functions to another entity after soliciting and considering applications from eligible entities in such manner and accompanied by such information as the Board may reasonably require."

Subsec. (g)(4). Pub. L. 114–328, §1288(5)(C), substituted "any other grantee of the Board" for "International Broadcasting Bureau" and "by the Chief Executive Officer" for "by the Board".

Subsec. (i). Pub. L. 114–328, §1288(5)(D), struck out par. (1) designation before "Effective".

2004—Subsec. (j)(1), (2). Pub. L. 108–271 substituted "Government Accountability Office" for "General Accounting Office".

2002—Subsec. (c). Pub. L. 107–228, §501, amended subsec. (c) generally. Prior to amendment, subsec. (c) read as follows: "The total amount of grants made by the Board for the operating costs of Radio Free Europe and Radio Liberty may not exceed $75,000,000 for any fiscal year after fiscal year 1995."

Subsec. (h)(1)(A). Pub. L. 107–228, §502(2), substituted "subparagraph (B) or (C)," for "subparagraph (B),".

Subsec. (h)(1)(C). Pub. L. 107–228, §502(1), added subpar. (C).

1998—Subsec. (i)(1). Pub. L. 105–277, §1314(d), substituted "Inspector General of the Department of State and the Foreign Service" for "Inspector General of the United States Information Agency" in two places and struck out ", the Director of the United States Information Agency," after "shall submit to the Board".

Subsec. (j)(3). Pub. L. 105–277, §1314(d)(1), substituted "Inspector General of the Department of State and the Foreign Service" for "Inspector General of the United States Information Agency".

Subsecs. (k), (l). Pub. L. 105–277, §1323(l)(1), struck out subsecs. (k) and (l), which listed conditions placed upon plan for relocation of offices or operations of RFE/RL, Incorporated from Munich, Germany, and required report to Congress on classification of personnel not later than 90 days after confirmation of all members of Board, respectively.

EFFECTIVE DATE OF 1998 AMENDMENT

Amendment by Pub. L. 105–277 effective Oct. 1, 1999, see section 1301 of Pub. L. 105–277, set out as an Effective Date note under section 6531 of this title.

LIAISON WITH RFE/RL, INCORPORATED; REPRESENTATION AT BOARD MEETINGS

Pub. L. 99–93, title III, §305(b), Aug. 16, 1985, 99 Stat. 436, provided that: "The Secretary of State shall—

"(1) establish an office within the United States Consulate in Munich, Federal Republic of Germany, which shall be responsible for the daily liaison operations of the Department of State with RFE/RL, Incorporated; and

"(2) be represented by an observer at each meeting of the Board for International Broadcasting and of the Board of Directors of RFE/RL, Incorporated."

[1] *So in original. The word "the" probably should not appear.*

§6208. Radio Free Asia

(a) Authority

(1) Grants authorized under section 6204 of this title shall be available to make annual grants for the purpose of carrying out radio broadcasting to Asia.

(2) Such broadcasting service shall be referred to as "Radio Free Asia".

(b) Functions

Radio Free Asia shall—

(1) provide accurate and timely information, news, and commentary about events in Asia and elsewhere; and

(2) be a forum for a variety of opinions and voices from within Asian nations whose people do not fully enjoy freedom of expression.

(c) Grant agreement

Any grant agreement or grants under this section shall be subject to the following limitations and restrictions:

(1) The Board may not make any grant to Radio Free Asia unless the headquarters of Radio Free Asia and its senior administrative and managerial staff are in a location which ensures economy, operational effectiveness, and accountability to the Board.

(2) Any grant agreement under this section shall require that any contract entered into by Radio Free Asia shall specify that all obligations are assumed by Radio Free Asia and not by the United States Government.

(3) Any grant agreement shall require that any lease agreements entered into by Radio Free Asia shall be, to the maximum extent possible, assignable to the United States Government.

(4) Grants made for the operating costs of Radio Free Asia may not exceed $30,000,000 in each of the fiscal years 2000 and 2001.

(5) Grants awarded under this section shall be made pursuant to a grant agreement which requires that grant funds be used only for activities consistent with this section, and that failure to comply with such requirements shall permit the grant to be terminated without fiscal obligation to the United States.

(d) Limitations on administrative and managerial costs

It is the sense of the Congress that administrative and managerial costs for operation of Radio Free Asia should be kept to a minimum and, to the maximum extent feasible, should not exceed the costs that would have been incurred if Radio Free Asia had been operated as a Federal entity rather than as a grantee.

(e) Assessment of effectiveness of Radio Free Asia

Not later than 3 years after the date on which initial funding is provided for the purpose of operating Radio Free Asia, the Board shall submit to the appropriate congressional committees a report on—

(1) whether Radio Free Asia is technically sound and cost-effective,

(2) whether Radio Free Asia consistently meets the standards for quality and objectivity established by this chapter,

(3) whether Radio Free Asia is received by a sufficient audience to warrant its continuation,

(4) the extent to which such broadcasting is already being received by the target audience from other credible sources; and

(5) the extent to which the interests of the United States are being served by maintaining broadcasting of Radio Free Asia.

(f) Notification and consultation regarding displacement of Voice of America broadcasting

(1) Notification

The Board shall notify the appropriate congressional committees before—

(A) entering into any agreements for the utilization of Voice of America transmitters, equipment, or other resources that will significantly reduce the broadcasting activities of the Voice of America in Asia or any other region in order to accommodate the broadcasting activities of Radio Free Asia; or

(B) entering into any agreements in regard to the utilization of Radio Free Asia transmitters, equipment, or other resources that will significantly reduce the broadcasting activities of Radio Free Asia.

(2) Consultation

The Chief Executive Officer of the Board shall consult with such committees on the impact of any such reduction in Voice of America broadcasting activities or Radio Free Asia broadcasting activities.

(g) Alternative grantee

If the Chief Executive Officer determines at any time that Radio Free Asia is not carrying out the functions described in this section in an effective and economical manner, the Board may award the grant to carry out such functions to another entity.

(h) Not a Federal agency or instrumentality

Nothing in this chapter may be construed to make Radio Free Asia a Federal agency or instrumentality.

(Pub. L. 103–236, title III, §309, Apr. 30, 1994, 108 Stat. 439; Pub. L. 103–415, §1(s)(2), Oct. 25, 1994, 108 Stat. 4302; Pub. L. 106–113, div. B, §1000(a)(7) [div. A, title V, §501], Nov. 29, 1999, 113 Stat. 1536, 1501A-450; Pub. L. 110–321, §4, Sept. 19, 2008, 122 Stat. 3535; Pub. L. 111–71, §1, Oct. 9, 2009, 123

Stat. 2058; Pub. L. 111–202, §3, July 13, 2010, 124 Stat. 1374; Pub. L. 114–323, title VII, §703(a), Dec. 16, 2016, 130 Stat. 1941; Pub. L. 114–328, div. A, title XII, §1288(6), Dec. 23, 2016, 130 Stat. 2553.)

REFERENCES IN TEXT

This chapter, referred to in subsecs. (e)(2) and (h), was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

AMENDMENTS

2016—Subsec. (a)(1). Pub. L. 114–323, §703(a)(1), substituted "Asia." for "the following countries: The People's Republic of China, Burma, Cambodia, Laos, North Korea, Tibet, and Vietnam."

Subsec. (b)(1). Pub. L. 114–323, §703(a)(2), struck out "the respective countries of" before "Asia".

Subsec. (f)(2). Pub. L. 114–328, §1288(6)(A), substituted "Chief Executive Officer of the Board" for "Chairman of the Board".

Subsecs. (g), (h). Pub. L. 114–328, §1288(6)(B), (C), added subsec. (g) and redesignated former subsec. (g) as (h).

2010—Subsec. (c)(2). Pub. L. 111–202, §3(1), struck out ", and shall further specify that funds to carry out the activities of Radio Free Asia may not be available after September 30, 2010" after "Government".

Subsecs. (f) to (h). Pub. L. 111–202, §3(2)–(4), redesignated subsecs. (g) and (h) as (f) and (g), respectively, designated first sentence of subsec. (f) as par. (1), inserted heading, inserted subpar. (A) designation before "entering into any agreements for the utilization of Voice of America", added subpar. (B), designated second sentence of subsec. (f) as par. (2), inserted heading, inserted "or Radio Free Asia broadcasting activities" before period at end, and struck out former subsec. (f) which related to sunset provisions.

2009—Subsec. (f). Pub. L. 111–71 substituted "2010" for "2009".

2008—Subsec. (c)(2). Pub. L. 110–321 substituted "2010" for "2009".

1999—Subsec. (c). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(1), (2)], redesignated subsec. (d) as (c) and struck out heading and text of former subsec. (c), which required the Board, through the Director of the United States Information Agency, to submit to Congress a detailed plan for the establishment and operation of Radio Free Asia prior to the awarding of a grant to carry out this section.

Subsec. (c)(1). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(3)(A)], struck out "(A)" after "(1)" and struck out subpar. (B) which read as follows: "Not later than 90 days after confirmation of all members of the Board, the Board shall provide a report to Congress on the number of administrative, managerial, and technical staff of Radio Free Asia who will be located within the metropolitan area of Washington, D.C., and the number of employees whose principal place of business will be located outside the metropolitan area of Washington, D.C."

Subsec. (c)(2). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(3)(B)], substituted "September 30, 2009" for "September 30, 1999".

Subsec. (c)(4). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(3)(C)], substituted "$30,000,000 in each of the fiscal years 2000 and 2001" for "$22,000,000 in any fiscal year".

Subsec. (c)(5), (6). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(3)(D), (E)], redesignated par. (6) as (5) and struck out former par. (5) which read as follows: "The total amount of grant funds made available for one-time capital costs of Radio Free Asia may not exceed $8,000,000."

Subsecs. (d), (e). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(2)], redesignated subsecs. (e) and (f) as (d) and (e), respectively. Former subsec. (d) redesignated (c).

Subsec. (f). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(4)], reenacted subsec. heading without change and amended text generally. Prior to amendment, text read as follows: "The

Board may not make any grant for the purpose of operating Radio Free Asia after September 30, 1998, unless the President of the United States determines in the President's fiscal year 1999 budget submission that continuation of funding for Radio Free Asia for 1 additional year is in the interest of the United States."

Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(2)], redesignated subsec. (g) as (f). Former subsec. (f) redesignated (e).

Subsecs. (g) to (i). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(2)], redesignated subsecs. (h) and (i) as (g) and (h), respectively. Former subsec. (g) redesignated (f).

1994—Subsec. (d)(1)(B). Pub. L. 103–415 inserted "of all members" after "confirmation".

FINDINGS

Pub. L. 111–202, §1, July 13, 2010, 124 Stat. 1373, provided that: "Congress finds the following:

"(1) Radio Free Asia (referred to in this Act [amending this section] as 'RFA')—

"(A) was authorized under section 309 of the United States International Broadcasting Act of 1994 (22 U.S.C. 6208);

"(B) was incorporated as a private, non-profit corporation in March 1996 in the hope that its operations would soon be obviated by the global advancement of democracy; and

"(C) is headquartered in Washington, DC, with additional offices in Bangkok, Hong Kong, Phnom Penh, Seoul, Ankara, and Taipei.

"(2) RFA broadcasts serve as substitutes for indigenous free media in regions lacking free media outlets.

"(3) The mission of RFA is 'to provide accurate and timely news and information to Asian countries whose governments prohibit access to a free press' in order to enable informed decisionmaking by the people within Asia.

"(4) RFA provides daily broadcasts of news, commentary, analysis, and cultural programming to Asian countries in several languages, including—

"(A) 12 hours per day in Mandarin;

"(B) 8 hours per day in 3 Tibetan dialects, Uke, Kham, and Amdo;

"(C) 4 hours per day in Korean and Burmese;

"(D) 2 hours per day in Cantonese, Vietnamese, Laotian, Khmer (Cambodian), and Uyghur; and

"(E) 1½ hours per week in Wu (local Shanghai dialect).

"(5) The governments of the countries targeted for these broadcasts have consistently denied and blocked attempts at Medium Wave and FM transmissions into their countries, forcing RFA to rely on Shortwave broadcasts and the Internet.

"(6) RFA has provided continuous online news to its Asian audiences since 2004, although some countries—

"(A) routinely and aggressively block RFA's website;

"(B) monitor access to RFA's website; and

"(C) discourage online users by making it illegal to access RFA's website.

"(7) Despite these attempts, RFA has successfully managed to reach its online audiences through proxies, cutting-edge software, and active republication and repostings by its audience.

"(8) RFA also provides forums for local opinions and experiences through message boards, podcasts, web logs (blogs), cell phone-distributed newscasts, and new media, including Facebook, Flickr, Twitter, and YouTube.

"(9) Freedom House has documented that freedom of the press is in decline in nearly every region of the world, particularly in Asia, where none of the countries served by RFA have increased their freedom of the press during the past 5 years.

"(10) In fiscal year 2010, RFA is operating on a $37,000,000 budget, less than $400,000 of which is available to fund Internet censorship circumvention.

"(11) Congress currently provides grant funding for RFA's operations on a fiscal year basis."

§6209. Broadcast entities reporting to Chief Executive Officer

(a) Consolidation of grantee organizations

(1) In general

The Chief Executive Officer, subject to the regular notification procedures of the Committee on Appropriations and the Committee on Foreign Affairs of the House of Representatives and the Committee on Appropriations and the Committee on Foreign Relations of the Senate, who is authorized to incorporate a grantee, may condition annual grants to RFE/RL, Inc., Radio Free Asia, and the Middle East Broadcasting Networks on the consolidation of such grantees into a single, consolidated private, non-profit corporation (in accordance with section 501(c)(3) of title 26 and exempt from tax under section 501(a) of such title), in such a manner and under such terms and conditions as determined by the Chief Executive Officer, which may broadcast and provide news and information to audiences wherever the agency may broadcast, for activities that the Chief Executive Officer determines are consistent with the purposes of this chapter, including the terms and conditions of subsections (g)(5), (h), (i), and (j) of section 6207 of this title, except that the Agency may select any name for such a consolidated grantee.

(2) Special rule

No State or political subdivision of a State may establish, enforce, or continue in effect any provision of law or legal requirement that is different from, or is in conflict with, any requirement or authority applicable under this chapter relating to the consolidation, incorporation, structure, or dissolution of any grantee under this chapter.

(b) Mission

The consolidated grantee established under subsection (a) shall—

(1) counter state-sponsored propaganda which undermines the national security or foreign policy interests of the United States and its allies;

(2) provide uncensored local and regional news and analysis to people in societies where a robust, indigenous, independent, and free media does not exist;

(3) help countries improve their indigenous capacity to enhance media professionalism and independence, and develop partnerships with local media outlets, as appropriate; and

(4) promote unrestricted access to uncensored sources of information, especially via the internet, and use all effective and efficient mediums of communication to reach target audiences.

(c) Federal status

Nothing in this chapter or any other Act, or any action taken pursuant to this chapter or any other Act, may be construed to make such a consolidated grantee described in subsection (a) or RFE/RL, Inc., Radio Free Asia, or the Middle East Broadcasting Networks or any other grantee or entity provided funding by the agency a Federal agency or instrumentality. Employees or staff of such grantees or entities may not be Federal employees. For purposes of this section and this chapter, the term "grant" includes agreements under section 6305 of title 31, and the term "grantee" includes recipients of such agreements.

(d) Leadership of grantee organizations

Officers and directors of RFE/RL Inc., Radio Free Asia, and the Middle East Broadcasting Networks or any organization that is established through the consolidation of such entities, or authorized under this chapter, shall serve at the pleasure of and may be named by the Chief Executive Officer of the Board.

(e) Maintenance of the existing individual grantee brands

RFE/RL, Incorporated, Radio Free Asia, and the Middle East Broadcasting Networks, Incorporated should remain brand names under which news and related programming and content may be disseminated by the consolidated grantee. Additional brands may be created as necessary.

(Pub. L. 103–236, title III, §310, as added Pub. L. 114–328, div. A, title XII, §1288(7), Dec. 23, 2016, 130 Stat. 2553.)

REFERENCES IN TEXT

This chapter, referred to in subsecs. (a), (c), and (d), was in the original a reference to this Act, and was translated as referring to this title, meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter, to reflect the probable intent of Congress. For complete

classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

PRIOR PROVISIONS

A prior section 6209, Pub. L. 103–236, title III, §310, Apr. 30, 1994, 108 Stat. 442, related to transition of transfer of functions from Board for International Broadcasting to United States Information Agency, Board, or Bureau, prior to repeal by Pub. L. 105–277, div. G, subdiv. A, title XIII, §§1301, 1323(l)(2), Oct. 21, 1998, 112 Stat. 2681–776, 2681-780, effective Oct. 1, 1999.

§6209a. Inspector General authorities

(a) In general

The Inspector General of the Department of State and the Foreign Service shall exercise the same authorities with respect to the Broadcasting Board of Governors as the Inspector General exercises under the Inspector General Act of 1978 [5 U.S.C. App.] and section 3929 of this title with respect to the Department of State.

(b) Respect for journalistic integrity of broadcasters

The Inspector General of the Department of State and the Foreign Service shall respect the journalistic integrity of all the broadcasters covered by this chapter and may not evaluate the philosophical or political perspectives reflected in the content of broadcasts.

(Pub. L. 103–236, title III, §310A, as added Pub. L. 114–328, div. A, title XII, §1288(7), Dec. 23, 2016, 130 Stat. 2554.)

REFERENCES IN TEXT

The Inspector General Act of 1978, referred to in subsec. (a), is Pub. L. 95–452, Oct. 12, 1978, 92 Stat. 1101, which is set out in the Appendix to Title 5, Government Organization and Employees.

This chapter, referred to in subsec. (b), was in the original "this Act", and was translated as reading "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter, to reflect the probable intent of Congress. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

§6209b. Role of the Secretary of State in foreign policy guidance

To assist the Board in carrying out its functions, the Chief Executive Officer shall regularly consult with and seek from the Secretary of State guidance on foreign policy issues.

(Pub. L. 103–236, title III, §310B, as added Pub. L. 114–328, div. A, title XII, §1288(7), Dec. 23, 2016, 130 Stat. 2554.)

§6210. Preservation of American jobs

It is the sense of the Congress that the Director of the United States Information Agency and the Chairman of the Board for International Broadcasting should, in developing the plan for consolidation and reorganization of overseas international broadcasting services, limit, to the maximum extent feasible, consistent with the purposes of the consolidation, elimination of any United States-based positions and should affirmatively seek to transfer as many positions as possible to the United States.

(Pub. L. 103–236, title III, §311, Apr. 30, 1994, 108 Stat. 444.)

TRANSFER OF FUNCTIONS

United States Information Agency (other than Broadcasting Board of Governors and International Broadcasting Bureau) abolished and functions transferred to Secretary of State, see sections 6531 and 6532 of this title.

§6211. The continuing mission of Radio Free Europe and Radio Liberty broadcasts

It is the sense of Congress that Radio Free Europe and Radio Liberty should continue to broadcast to the peoples of Central Europe, Eurasia, and the Persian Gulf until such time as—

(1) a particular nation has clearly demonstrated the successful establishment and consolidation of democratic rule; and

(2) its domestic media which provide balanced, accurate, and comprehensive news and information, is firmly established and widely accessible to the national audience, thus making redundant broadcasts by Radio Free Europe or Radio Liberty.

At such time as a particular nation meets both of these conditions, RFE/RL should phase out broadcasting to that nation.

(Pub. L. 103–236, title III, §312, Apr. 30, 1994, 108 Stat. 444; Pub. L. 106–113, §1000(a)(7) [div. A, title V, §503], Nov. 29, 1999, 113 Stat. 1536, 1501A-451.)

AMENDMENTS

1999—Pub. L. 106–113 amended section catchline and text generally, substituting present provisions for provisions which set forth sense of Congress that funding of Radio Free Europe and Radio Liberty be privatized not later than Dec. 31, 1999, directed President to submit analysis and recommendation for achieving this objective with his annual budget submission, and directed Board for International Broadcasting to submit to appropriate congressional committees not later than 120 days after Apr. 30, 1994, report on steps being taken to transfer RFE/RL Research Institute, and periodic progress reports until such transfer would be achieved.

PROGRAMMING TO UKRAINE AND NEIGHBORING REGIONS: FINDINGS AND DECLARATIONS

Pub. L. 113–96, §1, Apr. 3, 2014, 128 Stat. 1098, provided that:

"(a) Congress finds and declares the following:

"(1) The Russian Government has deliberately blocked the Ukrainian people's access to uncensored sources of information and has provided alternative news and information that is both inaccurate and inflammatory;

"(2) United States international programming exists to advance the United States interests and values by presenting accurate and comprehensive news and information, which is the foundation for democratic governance;

"(3) The opinions and views of the Ukrainian people, especially those people located in the eastern regions and Crimea, are not being accurately represented in Russian dominated mass media;

"(4) Russian forces have seized more than five television stations in Crimea and taken over transmissions, switching to a 24/7 Russian propaganda format; this increase in programming augments the already robust pro-Russian programming to Ukraine;

"(5) United States international programming has the potential to combat this anti-democratic propaganda.

"(b) PROGRAMMING.—Radio Free Europe/Radio Liberty (RFE/RL), Incorporated, and the Voice of America service to Ukraine and neighboring regions shall—

"(1) provide news and information that is accessible, credible, and accurate;

"(2) emphasize investigative and analytical journalism to highlight inconsistencies and misinformation provided by Russian or pro-Russian media outlets;

"(3) prioritize programming to areas where access to uncensored sources of information is limited or non-existent, especially populations serviced by Russian supported media outlets;

"(4) increase the number of reporters and organizational presence in eastern Ukraine, especially in Crimea;

"(5) promote democratic processes, respect for human rights, freedom of the press, and territorial sovereignty; and

"(6) take necessary preparatory steps to continue and increase programming and content that promotes democracy and government transparency in Russia.

"(c) PROGRAMMING SURGE.—RFE/RL, Incorporated, and Voice of America programming to Ukraine and neighboring regions shall—

"(1) prioritize programming to eastern Ukraine, including Crimea, and Moldova, and to ethnic and linguistic Russian populations, as well as to Tatar minorities;

"(2) prioritize news and information that directly contributes to the target audiences' understanding of political and economic developments in Ukraine and Moldova, including countering misinformation that may originate from other news outlets, especially Russian supported news outlets;

"(3) provide programming content 24 hours a day, seven days a week to target populations, using all available and effective distribution outlets, including—

"(A) at least 8 weekly hours of total original television and video content in Ukrainian, Russian, and Tatar languages, not inclusive of live video streaming coverage of breaking news, to be distributed on satellite, digital, and through regional television affiliates by the Voice of America; and

"(B) at least 14 weekly hours the total audio content in Ukrainian, Russian, and Tatar languages to be distributed on satellite, digital, and through regional radio affiliates of RFE/RL, Incorporated;

"(4) expand the use, audience, and audience engagement of mobile news and multimedia platforms by RFE/RL, Incorporated, and the Voice of America, including through Internet-based social networking platforms; and

"(5) partner with private sector broadcasters and affiliates to seek and start co-production for new, original content, when possible, to increase distribution.

"(d) AUTHORIZATION OF APPROPRIATIONS.—There is authorized to be appropriated for fiscal year 2014, in addition to funds otherwise made available for such purposes, up to $10,000,000 to carry out programming in the Ukrainian, Balkan, Russian, and Tatar language services of RFE/RL, Incorporated, and the Voice of America, for the purpose of bolstering existing United States programming to the people of Ukraine and neighboring regions, and increasing programming capacity and jamming circumvention technology to overcome any disruptions to service.

"(e) REPORT.—Not later than 15 days after the date of the enactment of this Act [Apr. 3, 2014], the Broadcasting Board of Governors shall submit to the Committees on Foreign Affairs and Appropriations of the House of Representatives and the Committees on Foreign Relations and Appropriations of the Senate a detailed report on plans to increase broadcasts pursuant to subsections (a) and (b)."

§6212. Requirement for authorization of appropriations

(a) Limitation on obligation and expenditure of funds

Notwithstanding any other provision of law, for the fiscal year 1994 and for each subsequent fiscal year, any funds appropriated for the purposes of broadcasting subject to supervision of the Board shall not be available for obligation or expenditure—

(1) unless such funds are appropriated pursuant to an authorization of appropriations; or

(2) in excess of the authorized level of appropriations.

(b) Subsequent authorization

The limitation under subsection (a) shall not apply to the extent that an authorization of appropriations is enacted after such funds are appropriated.

(c) Application

The provisions of this section—

(1) may not be superseded, except by a provision of law which specifically repeals, modifies, or supersedes the provisions of this section; and

(2) shall not apply to, or affect in any manner, permanent appropriations, trust funds, and other similar accounts which are authorized by law and administered under or pursuant to this chapter.

(Pub. L. 103–236, title III, §313, Apr. 30, 1994, 108 Stat. 444; Pub. L. 107–228, div. A, title V, §507(2), Sept. 30, 2002, 116 Stat. 1394.)

REFERENCES IN TEXT

This chapter, referred to in subsec. (c)(2), was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

AMENDMENTS

2002—Subsec. (a). Pub. L. 107–228 struck out "the direction and" after "broadcasting subject to" in introductory provisions.

CONTINUED AVAILABILITY OF FUNDS FOLLOWING REPEAL OF BOARD FOR INTERNATIONAL BROADCASTING ACT OF 1973

Pub. L. 103–317, title V, Aug. 26, 1994, 108 Stat. 1771, provided in part: "That on the date upon which the Board for International Broadcasting Act of 1973 (22 U.S.C. 2871, et seq.) is repealed, as provided for by section 310(e) of the Foreign Relations Authorization Act, fiscal years 1994 and 1995 (Public Law 103–236; 108 Stat. 442) [22 U.S.C. 6209(e)], funds made available for expenses of the Board for International Broadcasting shall be made available until expended only for expenses necessary to enable the Broadcasting Board of Governors to carry out the authorities provided in section 305(a) of Public Law 103–236 [22 U.S.C. 6204(a)], including the appointment of staff personnel as authorized by section 305(a)(11) of Public Law 103–236: *Provided further*, That such amounts appropriated to the Board for International Broadcasting in fiscal year 1994 as are certified by the Office of Management and Budget to the Congress as gains due to the fluctuation of foreign currency, may be used in fiscal year 1995 and thereafter either to offset foreign currency losses or to offset unfunded RFE/RL costs associated with the implementation of Public Law 103–236 [see Tables for classification]: *Provided further*, That obligated but unexpended balances appropriated in fiscal year 1990 to fund planned transmitter modernization expenses may be expended in fiscal year 1995 for unfunded RFE/RL costs associated with the implementation of Public Law 103–236".

§6213. Definitions

For the purposes of this chapter—

(1) the term "appropriate congressional committees" means the Committee on Foreign Relations and the Committee on Appropriations of the Senate and the Committee on Foreign Affairs and the Committee on Appropriations of the House of Representatives;

(4) [1] the terms "Board" and "Chief Executive Officer of the Board" mean the Broadcasting Board of Governors and the position, respectively, authorized in accordance with this chapter;

(3) the term "RFE/RL, Incorporated" includes—

(A) the corporation having the corporate title described in section 6206(b)(3) [2] of this title; and

(B) any alternative grantee described in section 6206(e) [3] of this title; and

(4) the term "salary or other compensation" includes any deferred compensation or pension payments, any payments for expenses for which the recipient is not obligated to itemize, and any payments for personnel services provided to an employee of RFE/RL, Incorporated.

(Pub. L. 103–236, title III, §314, Apr. 30, 1994, 108 Stat. 445; Pub. L. 114–328, div. A, title XII, §1288(8), Dec. 23, 2016, 130 Stat. 2554.)

REFERENCES IN TEXT

This chapter, referred to in introductory provisions, was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

This chapter, referred to in the first par. (4), was in the original "this Act", and was translated as reading "this title", meaning title III of Pub. L. 103–236, to reflect the probable intent of Congress. See above.

Section 6206 of this title, referred to in par. (3), which related to the International Broadcasting Bureau and did not contain a subsec. (b)(3), was repealed by Pub. L. 114–328, div. A, title XII, §1288(4), Dec. 23, 2016, 130 Stat. 2552.

AMENDMENTS

2016—Pars. (2) to (4). Pub. L. 114–328 redesignated par. (2) as (3) and par. (3) as (4) defining "salary or other compensation" and added par. (4) defining "Board" and "Chief Executive Officer of the Board" after par. (1).

[1] *So in original. Probably should be designated as par. (2).*

[2] *See References in Text note below.*

[3] *So in original. Probably should be section "6207(d)".*

§6214. Relocation costs

Notwithstanding any other provision of law, funds derived from the sale of real property assets of RFE/RL in Munich, Germany, may be retained, obligated, and expended to meet one-time costs associated with the consolidation of United States Government broadcasting activities in accordance with this chapter, including the costs of relocating RFE/RL offices and operations.

(Pub. L. 103–236, title III, §315(d), as added Pub. L. 103–415, §1(ll), Oct. 25, 1994, 108 Stat. 4303.)

REFERENCES IN TEXT

This chapter, referred to in text, was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

§6215. Establishment of Radio Free Afghanistan

(a) Requirement of a detailed plan

Not later than 15 days after March 11, 2002, RFE/RL, Incorporated, shall submit to the Broadcasting Board of Governors a report setting forth a detailed plan for the provision by RFE/RL, Incorporated, of surrogate broadcasting services in the Dari and Pashto languages to Afghanistan. Such broadcasting services shall be known as "Radio Free Afghanistan".

(b) Grant authority

(1) In general

Effective 15 days after March 11, 2002, or the date on which the report required by subsection (a) is submitted, whichever is later, the Broadcasting Board of Governors is authorized to make grants to support Radio Free Afghanistan.

(2) Supersedes existing limitation on total annual grant amounts

Grants made to RFE/RL, Incorporated, during the fiscal year 2002 for support of Radio Free Afghanistan may be made without regard to section 308(c) of the United States International Broadcasting Act of 1994 (22 U.S.C. 6207(c)).

(c) Available authorities

In addition to the authorities in this section, the authorities applicable to carry out United States Government broadcasting activities under the United States Information and Educational Exchange Act of 1948 [22 U.S.C. 1431 et seq.], the United States International Broadcasting Act of 1994 [22 U.S.C. 6201 et seq.], the Foreign Affairs Reform and Restructuring Act of 1998, and other provisions of law consistent with such purpose may be used to carry out the grant authority of subsection (b).

(d) Standards; oversight

Radio Free Afghanistan shall adhere to the same standards of professionalism and accountability, and shall be subject to the same oversight mechanisms, as other services of RFE/RL, Incorporated.

(Pub. L. 107–148, §2, Mar. 11, 2002, 116 Stat. 64.)

REFERENCES IN TEXT

The United States Information and Educational Exchange Act of 1948, referred to in subsec. (c), is act Jan. 27, 1948, ch. 36, 62 Stat. 6, as amended, which is classified generally to chapter 18 (§1431 et seq.) of this title. For complete classification of this Act to the Code, see Short Title note set out under section 1431 of this title, and Tables.

The United States International Broadcasting Act of 1994, referred to in subsec. (c), is title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, as amended, which is classified principally to this chapter. For complete classification of this Act to the Code, see Short Title note set out under section 6201 of this title and Tables.

The Foreign Affairs Reform and Restructuring Act of 1998, referred to in subsec. (c), is division G of Pub. L. 105–277, Oct. 21, 1998, 112 Stat. 2681–761, as amended. For complete classification of division G to the Code, see Short Title note set out under section 6501 of this title and Tables.

CODIFICATION

Section was enacted as part of the Radio Free Afghanistan Act, and not as part of the United States International Broadcasting Act of 1994 which comprises this chapter.

§6216. Special authority for surge capacity

(a) Emergency authority

(1) In general

Whenever the President determines it to be important to the national interests of the United States and so certifies to the appropriate congressional committees, the President, on such terms and conditions as the President may determine, is authorized to direct any department, agency, or other entity of the United States to furnish the Broadcasting Board of Governors with such assistance outside the United States as may be necessary to provide international broadcasting activities of the United States with a surge capacity to support United States foreign policy objectives during a crisis abroad.

(2) Supersedes existing law

The authority of paragraph (1) shall supersede any other provision of law.

(3) Surge capacity defined

In this subsection, the term "surge capacity" means the financial and technical resources necessary to carry out broadcasting activities in a geographical area during a crisis abroad.

(4) Duration

The President is authorized to exercise the authority provided in subsection (a)(1) for a period of up to six months, which may be renewed for one additional six month period.

(b) Authorization of appropriations

(1) In general

There are authorized to be appropriated to the President such sums as may be necessary for the President to carry out this section, except that no such amount may be appropriated which, when added to amounts previously appropriated for such purpose but not yet obligated, would cause such amounts to exceed $25,000,000.

(2) Availability of funds

Amounts appropriated pursuant to the authorization of appropriations in this subsection are authorized to remain available until expended.

(3) Designation of appropriations

Amounts appropriated pursuant to the authorization of appropriations in this subsection may be referred to as the "United States International Broadcasting Surge Capacity Fund".

(c) Report

The annual report submitted to the President and Congress by the Broadcasting Board of Governors under section 6204(a)(9) of this title shall provide a detailed description of any activities carried out under this section.

(Pub. L. 103–236, title III, §316, as added Pub. L. 110–53, title XX, §2031(c), Aug. 3, 2007, 121 Stat. 516.)

FINDING; SENSE OF CONGRESS

Pub. L. 110–53, title XX, §2031(a), (b), Aug. 3, 2007, 121 Stat. 515, provided that:

"(a) FINDING.—Congress finds that the report of the National Commission on Terrorist Attacks Upon the United States stated that 'Recognizing that Arab and Muslim audiences rely on satellite television and radio, the government has begun some promising initiatives in television and radio broadcasting to the Arab world, Iran, and Afghanistan. These efforts are beginning to reach large audiences. The Broadcasting Board of Governors has asked for much larger resources. It should get them.'.

"(b) SENSE OF CONGRESS.—It is the sense of Congress that—

"(1) the United States needs to improve its communication of information and ideas to people in foreign countries, particularly in countries with significant Muslim populations; and

"(2) public diplomacy should reaffirm the paramount commitment of the United States to democratic principles, including preserving the civil liberties of all the people of the United States, including Muslim-Americans."

GRANT MANAGEMENT, OVERSIGHT AND COOPERATION STATUTORY REQUIREMENTS AND THE FOUR COMMON RULES

The Federal Grant and Cooperative Agreement Act (FGCAA) was enacted to provide criteria to federal agencies in selecting between a procurement vehicle or contract and a federal assistance vehicle, including grants and cooperative agreements.[1] Although the act provides no separate authority to enter into grants, it does provide guidance for agencies that have the authority to provide federal assistance through grants and other assistance vehicles. According to this statute, a grant should be used when the principal purpose of the relationship is to transfer a thing of value to the recipient "to carry out a public purpose of support or stimulation authorized by law of the United States instead of acquiring property or services for the direct benefit or use of the United States Government." Substantial involvement is not expected between the agency administering the grant and the recipient in performance of the activity contemplated in the grant agreement. 31 U.S.C. § 6304. Unlike a contract, a federal agency must have specific statutory authority to obligate federal funds via a grant vehicle and must issue all grants within the limitations of that statutory authority.

The U.S. Agency for Global Media (USAGM) has the authority "[t]o make and supervise grants for broadcasting and related activities in accordance with" the limitations in its authorizing statute. Consistent with this authority, USAGM currently administers significant grants to four nonprofit organizations—Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN), and the Open Technology Fund (OTF). Each of these grant relationships are governed by not only the parameters set forth in the authorizing statute, but other requirements set forth in federal laws and regulations, which provide limitations and guidance regarding permissible grant activities of these grantee organization and the duties and requirements of the USAGM in administrating and supervising its grants.

USAGM Grantee Specific Statutory Requirements

USAGM's authorizing statute contains specific requirements for making grants to RFE/RL and RFA. There are no comparable statutory requirements for MBN and OTF.

The grants made to MBN were originally supported by congressional directives in appropriations acts[2] and corresponding conference report[3] language providing funds to USAGM "to make and supervise grants for radio and television broadcasting to the Middle East" and specifically for MBN.

See section 7065(b)(2) of the FY'19 Consolidated Appropriation Act, PL 116-6.

[1] Another federal assistance vehicle recognized by the FCGAA is a cooperative agreement. Unlike a grant, a cooperative agreement is issued when the federal agency is expected to have substantial involvement in the performance of the activity contemplated in the agreement.

[2] *See, e.g.*, Pub. L. No 108-11.

[3] *See, e.g.*, H.Conf.Rep. 108-401.

In the past, significant portions of the USAGM internet freedom program are implemented by Radio Free Asia's Open Technology Fund (OTF). In 2019, USAGM proposed to provide funds to establish an independent non-profit grantee to implement the agency's internet freedom programs. Rather than create a new grantee from whole cloth, OTF was spun off as an independent grantee. The agency believes that this additional independence is beneficial to the overall mission. OTF's activities and grant agreements are in compliance with USAGM grant administration and under the oversight of the USAGM Director of Internet Freedom.

Radio Free Europe/Radio Liberty

Limitations on grants to RFE/RL are contained in 22 U.S.C. § 6207. Restrictions include organizational restrictions on RFE/RL before a grant may be executed. Organization limitations include:

- RFE/RL Board of Directors must "consist of the members of the Broadcasting Board of Governors" and the Board must make all policy determinations of operations and appoint and fix compensation for managerial officers and employees to extent necessary to administer purposes of grant.
- RFE/RL headquarters and senior administrative and managerial staff must be located in a place that ensures economy, operational-effectiveness and accountability to the Board.

The statute also requires certain provisions within the grant agreement. There is no statutory requirement that the grant agreement is limited to the following provisions:

- Grant to be used only for activities determined by the Board to be within the authorized purposes.
- Duplication of language services and technical operations between RFE/RL and IBB be reduced as determined by the Board.
- Grant funds may only be used for proposed expenditures justified by RFE/RL in detail. Funds may only be used for other purposes if the Board gives prior approval in writing.
- Failure to comply with statutory requirements may result in termination or suspension of the grant.

The statute also provides specific prohibitions on the use of grant funds by RFE/RL. These restrictions include:

- Salary and compensation restrictions of RFE/RL employees.
- Lobbying activity designed to influence the passage or defeat of legislation in Congress.
- Certain severance payments to voluntary separation for employees.
- First class travel for employee or relatives of employees.
- Compensate free-lance contractors without Board approval.

The statute also provides specific instructions regarding reports on management practices of RFE/RL and special audit requirements.

Radio Free Asia

USAGM's authority to make grants to RFA are specifically authorized for carrying out radio broadcasting to the countries of Asia (historically understood to be East Asia). Grant agreements shall be subject to the following limitations and provisions:

- Location of RFA headquarters and senior management staff must be located to ensure economy, operational effectiveness and accountability to Board of Governors.
- All RFA contracts must specify that its obligations are not assumed by the United States.
- All RFA lease agreements must be assignable to the United States government.
- Failure to comply with grant agreement provision may result in the termination of the grant.

In addition to these requirements, the statute indicates an expression of congressional intent that the administrative and managerial costs of Radio Free Asia should be kept to a minimum and should not exceed the costs that would have been incurred if RFA had been operated as a federal agency.

Appropriations Law Restrictions and Expenditure Requirements

USAGM may only provide a grant to the extent authorized by law and available appropriations. The availability of an appropriation for a particular grant will be further limited by three elements of availability of an appropriation-purpose, amount and time. In accordance with the purpose element, grant funds may only be obligated and expended for authorized grant purposes as determined by both authorizing legislation and appropriations acts. For grants funded out of a lump-sum appropriation that is available for a variety of purposes or for several grant programs, an agency may reallocate amounts within an appropriation as long as it uses the funds within an authorized purpose under the applicable appropriations act. Funds provided for specific grants in the form of earmarked line-item appropriations cannot be diverted to other purposes. For fiscal year 2010, specific amounts for grants to USAGM's three grantees were incorporated by reference into the annual appropriation act. USAGM is restricted by law from reallocating amounts designated by Congress for grants to RFE/RL, RFA, and MBN without providing notification to the Appropriations and Authorizing Committees.

Appropriated funds must be obligated by USAGM within the period of availability of USAGM's appropriation for international broadcasting activities or one fiscal year. Generally, once the grant is awarded, the funds are considered obligated and expended in terms of federal agency budgetary accounting purposes. While the time availability of grant appropriations governs the USAGM's obligation and expenditure, it does not limit the time in which the USAGM's grantee must use the funds once it has received them. The period of time in which a grantee may draw down funds may be limited to the time limitations imposed by the grant agreement.

The Single Audit Act

The Single Audit Act places requirements on grant recipients to undergo a single or program-specific audit pursuant to generally accepted government auditing standards. 31 U.S.C. §7502(a). The SAA requires each federal agency to monitor all non-Federal entity use of grant awards. 31 U.S.C. § 7504. After award, federal agencies are required to monitor the use of funds to ensure that they are used consistently with the purpose of the grant agreement and the authorized uses of the appropriations funding the grant. Grant funds that are misapplied must be recovered by the grantor agency. The Director of OMB prescribes regulations and guidance to federal agencies and grant recipients to implement the requirements of SAA. The SAA and supporting OMB regulations established uniform requirements for audits of federal awards to all nonfederal entities that expend equal to or in excess of $500,000. The federal agency that provided the

federal award must review the audit to determine whether prompt and corrective action has been taken regarding any audit findings. 31 U.S.C. § 7502(f).

Common Rule for Grants-OMB Circulars and Agency Regulation
The "common-rule system" for grants is a structure that developed through OMB government-wide guidance and agency regulation addressing numerous administrative and management requirements for grantor agencies and grantees. Currently there are four "common rules":

- OMB Circular A-110, relocated to 2 C.F.R. Pt 215, contains uniform administrative requirements for grants with institutions of higher learning, hospitals, and other nonprofit organizations. Provides specific guidance on Pre-Award Requirements, Post-Award Requirements, and After-Award Requirements. This includes rules on grantee financial and program management, procurements, property standard, and record retention.

- OMB Circular A-133. Prescribes guidance and rules on audit requirements pursuant to the Single Audit Act. The circular specifically defines the responsibilities of grant awardees, audit standards, and the management responsibility of the awarding agency to review audits and take action on audit findings.

- Byrd Anti-Lobbying Amendment, codified in 31 U.S.C. § 1352. Prohibits the use of grant funds for lobbying activities. USAGM regulations issued specific agency regulations implementing the Byrd Amendment. 22 C.F.R. Pt. 519. In relevant part, the prohibition on use of grant funds is as follows:

  > "None of the funds appropriated by any Act may be expended by the recipient of a Federal. . . grant . . . 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 . . . [t]he making of any Federal grant [or] the extension, continuation, renewal, amendment or modification of any . . . grant."

- Non-procurement suspension and debarment and Drug-Free Workplace Act common rule. Provides for suspension and debarment of a person or entity from receiving federal assistance or benefit due to certain prohibited activity and requires federal grantees to take measures to provide a drug-free workplace in accordance with 41 U.S.C. § 702.

Grantee Participation in Board Deliberations
The structure of USAGM-funded international broadcasting contemplated by the United States International Broadcasting Act of 1994 (as amended) involves cooperation and collaboration on the part of the Agency and our three grantees. The non-federal entity status of RFE/RL, RFA, and MBN, Inc., however, provides some challenges to achieving full cooperation and collaboration between the USAGM and its grantees, especially in connection with the federal budget formulation process. Various sections of title 31 of the U.S. Code clearly state that the budget request is, by law, the President's budget request and shall be prepared in accordance with the form s/he prescribes. Two sections in particular are noteworthy:

- Section 1104(e) "Under regulations prescribed by the President, each agency shall provide information required by the President in carrying out this chapter."

- Section 1108(b)(1) "The head of each agency shall prepare and submit to the President each appropriation request for the agency. The request shall be submitted in the form prescribed by the President…"

OMB Circular A-11 provides the President's regulations regarding the formulation of the budget request, in accordance with 1104(e). The confidentiality of Budget deliberations is clearly outlined in section 22 of that circular and M-01-17 that is incorporated by reference. Section 22.1 provides:

"The nature and amounts of the President's decisions and the underlying materials are confidential. Do not release the President's decisions **outside of your agency** until the Budget is transmitted to the Congress. The materials underlying those decisions should not be released at any time, except in accordance with this section."

M-01-17 further states that

"[I]t is important that the Executive Branch's internal deliberations regarding the various issues and options that were considered in the process leading to the President's decisions should remain a matter of internal record. Examples of confidential budget information are an agency component's budget requests to the agency, the agency's budget request to OMB, and OMB's passback to the agency."

Providing the grantees with a more active role in which they would be privy to budget formulation of the USAGM would violate the regulations and guidance provided by OMB in accordance with title 31.

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

FAIN: OT01-19-GO-00001

GRANT FUNDS TABLE

	Initial Award	New Award Total	Currency gain/(loss) (Informational)
Operations	$4,000	$4,000	None Reported
Internet Freedom	-0-	-0-	None Reported
FUNDING	$4,000	$4,000	None Reported

Preamble

This Grant Agreement ("Agreement") is between the **U.S. AGENCY FOR GLOBAL MEDIA**[1] (hereinafter "USAGM") and **OPEN TECHNOLOGY FUND** (hereinafter "Non-Federal Entity"), a nonprofit organization incorporated in the District of Columbia. 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 OT01-19-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;

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)

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

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[1] On August 22, 2018, The Broadcasting Board of Governors (BBG) officially changed its name to the U.S. Agency for Global Media (USAGM).

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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, 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;

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 **$4,000.00** (the "Grant Funds"), provided by the Continuing Appropriations Act, 2019, Division C of P.L. 115- 245 (September 28, 2018), to Non-Federal Entity for the purposes and subject to the terms and conditions stated herein. -

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 V1 hereof and subject to the review procedures and adjustments described therein).

c. The funds made available under this grant are subject to the purposes set forth in law for the Agency'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.

d. 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.

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Article II - WORK/ PROJECTS SUPPORTED WITH GRANT FUNDS

a. Non-Federal Entity shall use the Grant Funds to support authorized Internet Freedom activities consistent with the relevant principles and standards set forth in the International Broadcasting Act and the strategy for USIB as determined and implemented by the USAGM.[2]

[2] Under authority delegated by the Board of the USAGM, the Chief Executive Officer (CEO) exercises all of the Board's delegable authorities for day-to-day operation of the Agency, including with respect to the Non-Federal Entities,

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 with 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 Agency Internet Freedom Framework and Governance Documents.

Article III - RIGHTS

a. Subject to the limitations of Article III(c), the Non-Federal Entity acknowledges and agrees that USAGM is authorized to provide for distribution of the programming that is paid for with the Grant Funds over the global network of broadcasting and transmission facilities owned and/or operated by USAGM or, as the case may be, through affiliated networks arranged by USAGM ("USAGM's Global Distribution Network"). Subject to the limitations of Article ITI(c), the Non-Federal Entity shall provide the programming that it produces with the Grant Funds to USAGM for distribution over USAGM Global Distribution Network.

b. The Non-Federal Entity may not use Grant Funds for the purpose of concluding agreements with affiliates, except as approved in writing by USAGM. Unpaid affiliate agreements must be consistent with the USAGM's strategy for USIB, as described in Article II (a).

c. The Non-Federal Entity grants to USAGM a worldwide, non-exclusive, royalty-free and perpetual license to broadcast, use, distribute and create derivative works from those of the Non-Federal Entity's original programs that contain no materials provided by or licensed from any third parties. The Non-Federal Entity grants to USAGM a worldwide, non- exclusive, royalty-free license to broadcast and otherwise use those of the Non-Federal Entity's programs that are legally available for such licensing and use. When obtaining materials from third parties for inclusion in its original programming, the Non-Federal Entity agrees to use reasonable best efforts to secure sufficient rights to permit the Non- Federal Entity to license to USAGM (on a non-exclusive, worldwide and royalty-free basis) the right to broadcast the resulting original programming; provided, however, that the Non-Federal Entity shall not be required to do so where the acquisition of such rights would materially and detrimentally affect the Non-Federal Entity's ability to secure its own license from said third parties. The Non-Federal Entity shall provide, without charge, information concerning, and DVD or other electronic copies of any of its programs to USAGM upon USAGM's request.

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d. 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 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

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conjunction with disseminating the Non-Federal Entity's materials to USAGM's audiences for the purpose of furthering the USAGM mission.

e. As used here and elsewhere in this grant agreement, "programming" may refer to any hardware, software, or other end-products of the grant.

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 cooperate with USAGM's governance of USIB under the International Broadcasting Act as follows:

a. The Non-Federal Entity acknowledges that certain authorities of USAGM under the International Broadcasting Act are non-delegable, including those listed in Attachment A, meaning that USAGM has sole and exclusive authority to determine USIB strategy and policy 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 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 cooperate in the processes and protocols of USAGM as follows:

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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.

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 B, and in order to better enable the Non-Federal Entity to provide accurate and relevant information, where possible, USAGM's request will include information regarding the purpose of the request.

3. The Non-Federal Entity acknowledges that USAGM has delegated to the Chief Executive Officer (CEO) 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.

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4. In order to facilitate coordinated communications among the elements of USIB, the Non-Federal Entity will seek advance approval of 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 prevent the Non-Federal Entity (i) from responding to specific requests for information, documents or materials from Congress or the Executive Branch, or (ii) from engaging in routine correspondence or communications with Congress and/or the Executive Branch (including United States embassies). Upon USAGM's request, the Non-Federal Entity shall inform USAGM about such responses to requests and/or correspondence in a timely manner. 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.

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.

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6. The Non-Federal Entity shall participate in activities of the International Broadcasting Bureau (IBB) Coordinating Committee in accordance with the International Broadcasting Act.

7. As indicated in Article II(c), all efforts shall be carried out in a manner consistent with the Agency 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 make reasonable efforts to provide or facilitate 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

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, purposes, and language services 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 each office and language service, and any additional detail required by USAGM. Budget line items will be

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defined by the USAGM in order to ensure uniformity.

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.

b. 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 in monthly increments or on such other basis as may be consistent with the Approved Financial Plan.

c. 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 from time to time. 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

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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. $5,000 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.

d. 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.

e. 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 .

f. 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. $350,000 and any new leases exceeding U.S. $200,000.

g. Return of Funds

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1. The Non-Federal Entity shall return to USAGM at the conclusion of the fiscal year or other period agreed upon by the parties 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.

2. 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.

3. 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.

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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.

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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 to ensure that such technology is as secure as possible and has not been compromised in a manner detrimental to the interest of the United States or to individuals and organizations benefiting from program 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 no case later than 30 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

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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. USAGM acknowledges and affirms that those safeguards extend to the Non-Federal Entity. To that end, 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

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standards of professional broadcast journalism. Nor may any U.S. Government official take any other action that may tend to undermine the journalistic integrity, credibility, or independence of USAGM, the Non-Federal Entity, or Work funded by the Non-Federal Entity or its broadcasters. 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 the USAGM.

d. 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. To that end, 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 or take any other action that may tend to undermine the journalistic credibility or independence of USAGM or its broadcasters. In the event that the Non-Federal Entity reasonably believes that a breach of this Article VIII (b) has occurred, then the Non-Federal Entity shall report the breach to the Chairperson of the USAGM.

Article IX - FUNDRAISING

The Non-Federal Entity may not engage in fundraising from other sources except in accordance with the principles of fundraising to be agreed by USAGM and the Non-Federal Entity. The Non-Federal Entity is prohibited from using any Federal funds to finance its fundraising efforts, except as may be agreed upon.

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.

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

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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.

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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 - 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 Board of Governors, 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 XIV - 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:

Grant Turner
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:

(b) (6)

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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

BY [redacted]

DATE 9/26/19

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

BY [redacted]

John F. Lansing
CEO & Director

DATE 9/26/19

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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:

Broadcasting Standards USIB shall –	Broadcasting Principles USIB shall include –
be consistent with the broad foreign policy objectives and the international telecommunications policies and treaties of the United States;	news which is consistently reliable and authoritative, accurate;
not duplicate the activities of private US broadcasters or government supported broadcasting entities of other democratic nations;	a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society;
be conducted in accordance with the highest standards of broadcast journalism;	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;
be based on reliable information about its potential audience;	the capability to provide a surge capacity to support United States foreign policy objectives during crises abroad;
be designed to effectively reach a significant audience;	programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations;
promote respect for human rights, including freedom of religion.	information about developments in each significant region of the world;
	a variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen;
	reliable research capacity to meet the criteria under this section;
	adequate transmitter and relay capacity to support USIB activities; and training and

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		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.		

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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), Open Technology Fund (OTF), 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.

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ATTACHMENT C

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.

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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

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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.,

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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.

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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.

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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.

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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 [redacted]

[redacted]

9/26/19
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).

(b) (6)

OPEN TECHNO

(b) (6)

[redacted]

9/26/19
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.

(b) (6)

(b) (6)

[redacted]

Date 9/26/19

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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.

(b) (6)

(b) (6)

Date 9/26/19

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Radio Free Asia

FY 2019 FINANCIAL PLAN - Open Technology Fund (OTF)

October 1, 2018 Through September 30, 2019

9/24/2019

OTF: NEW DIGITAL MANDATE	October	November	December	January	February	March	April	May	June	July	August	September	FY2019
Salaries													
Benefits													
Sal/Ben -Operations	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract Services													
Travel & Allowances													-
Office Space													
General & Administrative Expenses												4,000	4,000
Technical & Capital Expenses													
SUBTOTAL	-	-	-	-	-	-	-	-	-	-	-	4,000	4,000
TOTAL OTF - NEW DIGITAL MANDATE	-	-	-	-	-	-	-	-	-	-	-	4,000	4,000

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to Open Technology Fund (OTF) which was for established as an independent non-profit grantee to implement the agency's Internet freedom programs. The agency believes that this additional independence will be beneficial to the overall mission. As envisioned, this grantee would combine the expertise and funding of the USAGM Office of Internet Freedom (OIF) and OTF to implement the agency's Internet freedom program. The establishment of OTF is authorized by Congressional Notification (CN) received on September 19, 2019. The agency estimates that the maximum costs for incorporating the proposed Internet freedom grantee in FY 2019 would not exceed $4,000, with residual start-up costs, recurring staffing expenses, and programmatic costs funded out of Internet freedom resources appropriated in FY 2020 and subsequent years.

U.S. AGENCY FOR GLOBAL MEDIA

FINANCIAL PLAN APPROVAL

(b) (6)

Grant P. Turnbull | CFO

9/26/19

Date

for

OCFO

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OCFO

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

FAIN: MN01-19-GO-00001

GRANT FUNDS TABLE

	FY 2019 PROGRAM PLAN	Previous Award Total	Initial Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	Continuing Resolution	N/A	$9,273,000	$9,273,000	None Reported

Preamble

This Grant Agreement ("Agreement") is between the **U.S. AGENCY FOR GLOBAL MEDIA** [1](hereinafter "USAGM") and **MIDDLE EAST BROADCASTING NETWORKS, INC.** (hereinafter "Non-Federal Entity"), a nonprofit organization incorporated in the District of Columbia. 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 **138393819. The Federal Award Identification Number (FAIN) for this Award for Financial Assistance is MN01-19-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;

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)

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

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 for broadcasting and related activities in order to provide news and information to countries that have limited or no access to

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

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OCFO

free press and media, and, in furtherance thereof, USAGM has decided to make a grant for these purposes pursuant to the terms and conditions stated herein; and

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 duplication of language services and technical operations between the Non-Federal Entity and USAGM or USAGM-sponsored broadcasting entities will be reduced to the extent appropriate, as determined by USAGM.

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 **$_9,273,000_** (the "Grant Funds"), provided by the Continuing Appropriations Act, 2019, Division C of P.L. 115-245 (September 28, 2018), to Non-Federal Entity for the purposes and subject to the terms and conditions stated herein.

b. Use of the Grant Funds. The Non-Federal Entity may use the Grant Funds solely for planning and operating expenses related to international broadcasting 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).

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 – PROGRAMMING PRODUCED WITH GRANT FUNDS

a. Non-Federal Entity shall use the Grant Funds to provide news and information programming that is consistent with the relevant principles and standards set forth in the International Broadcasting Act and the strategy for USIB as determined and implemented by the USAGM.[2]

b. The Non-Federal Entity shall produce news and information programming in the language(s) 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 the programs produced with the Grant Funds, including the

[2] Under authority delegated by the Board of the USAGM, the Chief Executive Officer (CEO) exercises all of the Board's delegable authorities for day-to-day operation of the Agency, including with respect to the Non-Federal Entities.

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languages and media in which such programs were produced.

Article III – DISTRIBUTION OF PROGRAMMING PRODUCED WITH GRANT FUNDS

a. Subject to the limitations of Article III(c), the Non-Federal Entity acknowledges and agrees that USAGM is authorized to provide for distribution of the programming that is paid for with the Grant Funds over the global network of broadcasting and transmission facilities owned and/or operated by USAGM or, as the case may be, through affiliated networks arranged by USAGM ("USAGM's Global Distribution Network"). Subject to the limitations of Article III(c), the Non-Federal Entity shall provide the programming that it produces with the Grant Funds to USAGM for distribution over USAGM Global Distribution Network.

b. The Non-Federal Entity may not use Grant Funds for the purpose of concluding agreements with affiliates, except as approved in writing by USAGM. Unpaid affiliate agreements must be consistent with the USAGM's strategy for USIB, as described in Article II (a).

c. The Non-Federal Entity grants to USAGM a worldwide, non-exclusive, royalty-free and perpetual license to broadcast, use, distribute and create derivative works from those of the Non-Federal Entity's original programs that contain no materials provided by or licensed from any third parties. The Non-Federal Entity grants to USAGM a worldwide, non-exclusive, royalty-free license to broadcast and otherwise use those of the Non-Federal Entity's programs that are legally available for such licensing and use. When obtaining materials from third parties for inclusion in its original programming, the Non-Federal Entity agrees to use reasonable best efforts to secure sufficient rights to permit the Non-Federal Entity to license to USAGM (on a non-exclusive, worldwide and royalty-free basis) the right to broadcast the resulting original programming; provided, however, that the Non-Federal Entity shall not be required to do so where the acquisition of such rights would materially and detrimentally affect the Non-Federal Entity's ability to secure its own license from said third parties. The Non-Federal Entity shall provide, without charge, information concerning, and DVD or other electronic copies of any of its programs to USAGM upon USAGM's request.

d. The Non-Federal Entity hereby grants to USAGM, and USAGM hereby accepts, an irrevocable, royalty-free, fully paid-up, non-exclusive, sublicense-able, perpetual license during the Grant Term to use the Non-Federal Entity's registered and unregistered trademarks. USAGM's use of the Non-Federal Entity's trademarks shall be limited to use in conjunction with broadcasting or otherwise disseminating the Non-Federal Entity's materials to USAGM's audiences for the purpose of furthering the USAGM mission.

Article IV – COOPERATION WITH USAGM GOVERNANCE OF UNITED STATES INTERNATIONAL BROADCASING

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

a. The Non-Federal Entity acknowledges that certain authorities of USAGM under the International Broadcasting Act are non-delegable, including those listed in Attachment A, meaning that USAGM has sole and exclusive authority to determine USIB strategy and policy 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 shall consist of the current members of the USAGM established under the International Broadcasting Act and of no other members. 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 cooperate in 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.

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 B, and in order to better enable the Non-Federal Entity to provide accurate and relevant information, where possible, USAGM's request will include information regarding the purpose of the request.

3. The Non-Federal Entity acknowledges that USAGM has delegated to the Chief Executive Officer (CEO) 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 broadcasting 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 will seek advance approval of 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 prevent the Non-Federal Entity (i) from responding to specific requests for information, documents or materials from Congress or the Executive Branch, or (ii) from engaging in routine correspondence or communications with Congress and/or the Executive Branch (including United States embassies), or (iii) from engaging in communications in the regular pursuit of newsgathering activities. Upon USAGM's request, the Non-Federal Entity shall inform USAGM about such responses to requests and/or correspondence

in a timely manner. 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.

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 the International Broadcasting Bureau (IBB) Coordinating Committee in accordance with the International Broadcasting Act.

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 make reasonable efforts to provide or facilitate 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, purposes, and language services 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 each office and language service, and any additional detail required by USAGM. Budget line items will be defined by the USAGM in order to ensure uniformity.

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

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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.

b. 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 in monthly increments or on such other basis as may be consistent with the Approved Financial Plan.

c. 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 from time to time. 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. 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.

3. 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.

4. 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. $5,000 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.

d. The Non-Federal Entity shall maintain at its principal offices full and complete records and

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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.

e. 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 .

f. Unless otherwise approved by USAGM, the Non-Federal Entity shall provide five (5) days advance notification of any new contracts exceeding U.S. $350,000 and any new leases exceeding U.S. $200,000.

g. Return of Funds

1. The Non-Federal Entity shall return to USAGM at the conclusion of the fiscal year 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.

2. 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.

3. 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.

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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. 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 no case later than 30 days following any such event) and shall provide such information as USAGM may request regarding the circumstances of any such penalty.

i. 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

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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. To that end, 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 or take any other action that may tend to undermine the journalistic credibility or independence of USAGM or its broadcasters. In the event that the Non-Federal Entity reasonably believes that a breach of this Article VIII(b) has occurred, then the Non-Federal Entity shall report the breach to the Chairperson of the USAGM.

Article IX – FUNDRAISING

The Non-Federal Entity may not engage in fundraising from other sources except in accordance with the principles of fundraising to be agreed by USAGM and the Non-Federal Entity. The Non-Federal Entity is prohibited from using any Federal funds to finance its fundraising efforts.

Article X – PERSONNEL SECURITY POLICY

a. 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. All 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 places 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 – 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 Board of Governors, 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 XIV – 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:

Grant Turner
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:

BBG

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(b) (6)

OCFO

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:

MIDDLE EAST BROADCASTING NETWORKS, INC.

(b) (6)

By

(b) (6)

President

DATE 10/29/18

U.S. AGENCY FOR GLOBAL MEDIA

Inte(b) (6)

BY

John F. Lansing
CEO & Director

DATE 10.29.18

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:

Broadcasting Standards USIB shall –	Broadcasting Principles USIB shall include –
be consistent with the broad foreign policy objectives and the international telecommunications policies and treaties of the United States;	news which is consistently reliable and authoritative, accurate;
not duplicate the activities of private US broadcasters or government supported broadcasting entities of other democratic nations;	a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society;
be conducted in accordance with the highest standards of broadcast journalism;	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;
be based on reliable information about its potential audience;	the capability to provide a surge capacity to support United States foreign policy objectives during crises abroad;
be designed to effectively reach a significant audience;	programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations;
promote respect for human rights, including freedom of religion.	information about developments in each significant region of the world;
	a variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen;
	reliable research capacity to meet the criteria under this section;
	adequate transmitter and relay capacity to support 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.		

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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

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.

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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.

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ATTACHMENT E

GRANT LIMITATIONS – MIDDLE EAST BROADCASTING NETWORKS, INC.

Not Applicable.

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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.

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ATTACHMENT G

Certification Concerning Lobbying Activities

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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.

Middle East Broadcasting Networks, Inc.

(b) (6) [redacted]

10/29/18
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).

Middle East Broadcasting Networks, Inc.

(b) (6) [redacted]

12/29/15
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.

Middle East Broadcasting Networks, Inc.

(b) (6) [redacted]

10/29/18
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.

Middle East Broadcasting Networks, Inc.

(b) (6) [redacted]

10/29/18
Date

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MBN FY 2019
Monthly Plan

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY19 Plan
(b) (4)													
TOTAL, GOE	4,092,947	1,234,137	1,049,223	-	-	-	-	-	-	-	-	-	6,376,307
TOTAL, MBN Funds Available FY19	9,273,000	5,839,000	5,977,000	-	-	-	-	-	-	-	-	-	21,089,000

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to MBN's Operations for the month of October 2018, in the amount of $9,273,000. Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY19. FY19 annual budgets will be distributed when a full-year appropriation is enacted and the FY19 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

FINANCIAL PLAN APPROVAL

(b) (6)

10.29.18
Date

OCFO

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GRANT AGREEMENT
BETWEEN THE
U.S. AGENCY FOR GLOBAL MEDIA AND
RADIO FREE ASIA

FAIN: 1065-19-GO-00001

GRANT FUNDS TABLE

	FY 2019 PROGRAM PLAN	Previous Award Total	Initial Award	New Award Total	Currency gain/(loss) (Informational)
Operations	Continuing Resolution	N/A	$4,029,737	$4,029,737	None Reported
Internet Freedom	Continuing Resolution	N/A	-0-	-0-	None Reported
FUNDING	Continuing Resolution	N/A	$4,029,737	$4,029,737	None Reported

Preamble

This Grant Agreement ("Agreement") is between the **U.S. AGENCY FOR GLOBAL MEDIA**[1] (hereinafter "USAGM") and **RADIO FREE ASIA** (hereinafter "Non-Federal Entity"), a nonprofit organization incorporated in the District of Columbia. 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 **966305070. The Federal Award Identification Number (FAIN) for this Award for Financial Assistance is 1065-19-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;

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)

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

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

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 for broadcasting and related activities in order to provide news and information to countries that have limited or no access to free press and media, and, in furtherance thereof, USAGM has decided to make a grant for these purposes pursuant to the terms and conditions stated herein; and

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 duplication of language services and technical operations between the Non-Federal Entity and USAGM or USAGM-sponsored broadcasting entities will be reduced to the extent appropriate, as determined by USAGM.

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 **$_4,029,737_** (the "Grant Funds"), provided by the Continuing Appropriations Act, 2019, Division C of P.L. 115-245 (September 28, 2018), to Non-Federal Entity for the purposes and subject to the terms and conditions stated herein.

b. Use of the Grant Funds. The Non-Federal Entity may use the Grant Funds solely for planning and operating expenses related to international broadcasting 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).

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 – PROGRAMMING PRODUCED WITH GRANT FUNDS

a. Non-Federal Entity shall use the Grant Funds to provide news and information programming that is consistent with the relevant principles and standards set forth in the International Broadcasting Act and the strategy for USIB as determined and implemented by the USAGM.[2]

b. The Non-Federal Entity shall produce news and information programming in the

[2] Under authority delegated by the Board of the USAGM, the Chief Executive Officer (CEO) exercises all of the Board's delegable authorities for day-to-day operation of the Agency, including with respect to the Non-Federal Entities.

language(s) 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 the programs produced with the Grant Funds, including the languages and media in which such programs were produced.

Article III – DISTRIBUTION OF PROGRAMMING PRODUCED WITH GRANT FUNDS

a. Subject to the limitations of Article III(c), the Non-Federal Entity acknowledges and agrees that USAGM is authorized to provide for distribution of the programming that is paid for with the Grant Funds over the global network of broadcasting and transmission facilities owned and/or operated by USAGM or, as the case may be, through affiliated networks arranged by USAGM ("USAGM's Global Distribution Network"). Subject to the limitations of Article III(c), the Non-Federal Entity shall provide the programming that it produces with the Grant Funds to USAGM for distribution over USAGM Global Distribution Network.

b. The Non-Federal Entity may not use Grant Funds for the purpose of concluding agreements with affiliates, except as approved in writing by USAGM. Unpaid affiliate agreements must be consistent with the USAGM's strategy for USIB, as described in Article II (a).

c. The Non-Federal Entity grants to USAGM a worldwide, non-exclusive, royalty-free and perpetual license to broadcast, use, distribute and create derivative works from those of the Non-Federal Entity's original programs that contain no materials provided by or licensed from any third parties. The Non-Federal Entity grants to USAGM a worldwide, non-exclusive, royalty-free license to broadcast and otherwise use those of the Non-Federal Entity's programs that are legally available for such licensing and use. When obtaining materials from third parties for inclusion in its original programming, the Non-Federal Entity agrees to use reasonable best efforts to secure sufficient rights to permit the Non-Federal Entity to license to USAGM (on a non-exclusive, worldwide and royalty-free basis) the right to broadcast the resulting original programming; provided, however, that the Non-Federal Entity shall not be required to do so where the acquisition of such rights would materially and detrimentally affect the Non-Federal Entity's ability to secure its own license from said third parties. The Non-Federal Entity shall provide, without charge, information concerning, and DVD or other electronic copies of any of its programs to USAGM upon USAGM's request.

d. The Non-Federal Entity hereby grants to USAGM, and USAGM hereby accepts, an irrevocable, royalty-free, fully paid-up, non-exclusive, sublicense-able, perpetual license during the Grant Term to use the Non-Federal Entity's registered and unregistered trademarks. USAGM's use of the Non-Federal Entity's trademarks shall be limited to use in conjunction with broadcasting or otherwise disseminating the Non-Federal Entity's materials to USAGM's audiences for the purpose of furthering the USAGM mission.

Article IV – COOPERATION WITH USAGM GOVERNANCE OF UNITED STATES INTERNATIONAL BROADCASING

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

a. The Non-Federal Entity acknowledges that certain authorities of USAGM under the International Broadcasting Act are non-delegable, including those listed in Attachment A, meaning that USAGM has sole and exclusive authority to determine USIB strategy and policy 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 shall consist of the current members of the USAGM established under the International Broadcasting Act and of no other members. 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 cooperate in 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.

    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 B, and in order to better enable the Non-Federal Entity to provide accurate and relevant information, where possible, USAGM's request will include information regarding the purpose of the request.

    3. The Non-Federal Entity acknowledges that USAGM has delegated to the Chief Executive Officer (CEO) 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 broadcasting 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 will seek advance approval of 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 prevent the Non-Federal

Entity (i) from responding to specific requests for information, documents or materials from Congress or the Executive Branch, or (ii) from engaging in routine correspondence or communications with Congress and/or the Executive Branch (including United States embassies), or (iii) from engaging in communications in the regular pursuit of newsgathering activities. Upon USAGM's request, the Non-Federal Entity shall inform USAGM about such responses to requests and/or correspondence in a timely manner. 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.

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 the International Broadcasting Bureau (IBB) Coordinating Committee in accordance with the International Broadcasting Act.

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 make reasonable efforts to provide or facilitate 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, purposes, and language services 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 each office and language service, and any additional detail required by USAGM. Budget line items will be defined by the USAGM in order to ensure uniformity.

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.

b. 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 in monthly increments or on such other basis as may be consistent with the Approved Financial Plan.

c. 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 from time to time. 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. 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.

3. 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.

4. 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. $5,000 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.

d. 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.

e. 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 .

f. Unless otherwise approved by USAGM, the Non-Federal Entity shall provide five (5) days advance notification of any new contracts exceeding U.S. $350,000 and any new leases exceeding U.S. $200,000.

g. Return of Funds

1. The Non-Federal Entity shall return to USAGM at the conclusion of the fiscal year 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.

2. 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.

3. 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. 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 no case later than 30 days following any such event) and shall provide such information as USAGM may request regarding the circumstances of any such penalty.

i. 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

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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. To that end, 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 or take any other action that may tend to undermine the journalistic credibility or independence of USAGM or its broadcasters. In the event that the Non-Federal Entity reasonably believes that a breach of this Article VIII (b) has occurred, then the Non-Federal Entity shall report the breach to the Chairperson of the USAGM.

Article IX – FUNDRAISING

The Non-Federal Entity may not engage in fundraising from other sources except in accordance with the principles of fundraising to be agreed by USAGM and the Non-Federal Entity. The Non-Federal Entity is prohibited from using any Federal funds to finance its fundraising efforts.

Article X – PERSONNEL SECURITY POLICY

a. 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. All 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 places 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.

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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 – 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 Board of Governors, 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 XIV – 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:

Grant Turner
Chief Financial Officer
Tel: (b) (6) [redacted]
Email: (b) (6) [redacted]

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:

(b) (6) [redacted]

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:

RADIO FREE ASIA

(b) (6) [redacted]

BY _____

Libby Liu
President

DATE 10/23/2018

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

(b) (6) [redacted]

BY _____

John F. Lansing
CEO & Director

DATE 10.25.18

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:		
	Broadcasting Standards USIB shall –	Broadcasting Principles USIB shall include –
	be consistent with the broad foreign policy objectives and the international telecommunications policies and treaties of the United States; not duplicate the activities of private US broadcasters or government supported broadcasting entities of other democratic nations; be conducted in accordance with the highest standards of broadcast journalism; be based on reliable information about its potential audience; be designed to effectively reach a significant audience; promote respect for human rights, including freedom of religion.	news which is consistently reliable and authoritative, accurate; a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society; clear and effective presentation of the policies 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; the capability to provide a surge capacity to support United States foreign policy objectives during crises abroad; programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations; information about developments in each significant region of the world; a variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen; reliable research capacity to meet the criteria under this section; adequate transmitter and relay capacity to support 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

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 of2 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.

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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.,

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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 – RADIO FREE ASIA

A. The headquarters of Radio Free Asia (RFA) 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 RFA shall specify that all obligations are assumed by RFA and not by the United States government.

C. Any lease agreement entered into by RFA shall be, to the maximum extent possible, assignable to the United States Government.

D. RFA shall make every reasonable effort to ensure that administrative and managerial costs for operation of RFA should be kept to a minimum and, to the maximum extent feasible, should not exceed the costs that would have been incurred if RFA 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.

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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.

Radio Free Asia

(b) (6) [redacted]

10/23/2018

Date

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).

Radio Free Asia

(b) (6) [redacted]

10/23/2018
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.

Radio Free Asia

(b) (6) [redacted]

Libby Liu

10/23/2018

Date

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.

Radio Free Asia

(b) (6) [redacted]

Libby Liu

10/23/2018

Date

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Radio Free Asia

FY 2018 FINANCIAL PLAN

October 1, 2018 Through December 31,2018

10/3/2018

RADIO FREE	October	November	December	January	February	March	April	May	June	July	August	September*	FY 2018
(b)(4)													
GENERAL OPERATING EXPENSES	1,339,586	950,402	941,957	-	-	-	-	-	-	-	-	-	3,231,945
SUB-TOTAL RFA	4,029,737	3,531,175	3,489,881	-	-	-	-	-	-	-	-	-	11,850,793
	-		-										
TOTAL RADIO FREE ASIA	4,029,737	3,531,175	3,489,881	-	-	-	-	-	-	-	-	-	11,850,793

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to Radio Free Asia's Operations for the month of October 2018, in the amount of **$4,029,737.00.** Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY19. FY19 annual budgets will be distributed when a full-year appropriation is enacted and the FY19 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

FINANCIAL PLAN APPROVAL

(b)(6)

10.25.18

Date

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

FAIN: 1060-19-GO-00001

GRANT FUNDS TABLE

	FY 2019 PROGRAM PLAN	Previous Award Total	Initial Award	New Award Total	Currency gain/(loss) (Informational)
FUNDING	Continuing Resolution	N/A	$10,323,621	$10,323,621	None Reported

Preamble

This Grant Agreement ("Agreement") is between the **U.S. AGENCY FOR GLOBAL MEDIA** [1] (hereinafter "USAGM") and **RFE/RL, INC.** (hereinafter "Grantee"), a nonprofit organization incorporated in Delaware. 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 **071034946. The Federal Award Identification Number (FAIN) for this Award for Financial Assistance is 1060-19-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;

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)

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

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 for broadcasting and related activities in order to provide news and information to countries that have limited or no access to free press and media, and, in furtherance thereof, USAGM has decided to make a grant for these purposes pursuant to the terms and conditions stated herein; and

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

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 duplication of language services and technical operations between the Non-Federal Entity and USAGM or USAGM-sponsored broadcasting entities will be reduced to the extent appropriate, as determined by USAGM.

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 $_10,323,621_ (the "Grant Funds"), provided by the Continuing Appropriations Act, 2019, Division C of P.L. 115-245 (September 28, 2018), to Non-Federal Entity for the purposes and subject to the terms and conditions stated herein.

b. Use of the Grant Funds. The Non-Federal Entity may use the Grant Funds solely for planning and operating expenses related to international broadcasting 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).

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 – PROGRAMMING PRODUCED WITH GRANT FUNDS

a. Non-Federal Entity shall use the Grant Funds to provide news and information programming that is consistent with the relevant principles and standards set forth in the International Broadcasting Act and the strategy for USIB as determined and implemented by the USAGM.[2]

b. The Non-Federal Entity shall produce news and information programming in the language(s) 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 the programs produced with the Grant Funds, including the languages and media in which such programs were produced.

[2] Under authority delegated by the Board of the USAGM, the Chief Executive Officer (CEO) exercises all of the Board's delegable authorities for day-to-day operation of the Agency, including with respect to the Non-Federal Entities.

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Article III – DISTRIBUTION OF PROGRAMMING PRODUCED WITH GRANT FUNDS

a. Subject to the limitations of Article III(c), the Non-Federal Entity acknowledges and agrees that USAGM is authorized to provide for distribution of the programming that is paid for with the Grant Funds over the global network of broadcasting and transmission facilities owned and/or operated by USAGM or, as the case may be, through affiliated networks arranged by USAGM ("USAGM's Global Distribution Network"). Subject to the limitations of Article III(c), the Non-Federal Entity shall provide the programming that it produces with the Grant Funds to USAGM for distribution over USAGM Global Distribution Network.

b. The Non-Federal Entity may not use Grant Funds for the purpose of concluding agreements with affiliates, except as approved in writing by USAGM. Unpaid affiliate agreements must be consistent with the USAGM's strategy for USIB, as described in Article II (a).

c. The Non-Federal Entity grants to USAGM a worldwide, non-exclusive, royalty-free and perpetual license to broadcast, use, distribute and create derivative works from those of the Non-Federal Entity's original programs that contain no materials provided by or licensed from any third parties. The Non-Federal Entity grants to USAGM a worldwide, non-exclusive, royalty-free license to broadcast and otherwise use those of the Non-Federal Entity's programs that are legally available for such licensing and use. When obtaining materials from third parties for inclusion in its original programming, the Non-Federal Entity agrees to use reasonable best efforts to secure sufficient rights to permit the Non-Federal Entity to license to USAGM (on a non-exclusive, worldwide and royalty-free basis) the right to broadcast the resulting original programming; provided, however, that the Non-Federal Entity shall not be required to do so where the acquisition of such rights would materially and detrimentally affect the Non-Federal Entity's ability to secure its own license from said third parties. The Non-Federal Entity shall provide, without charge, information concerning, and DVD or other electronic copies of any of its programs to USAGM upon USAGM's request.

d. The Non-Federal Entity hereby grants to USAGM, and USAGM hereby accepts, an irrevocable, royalty-free, fully paid-up, non-exclusive, sublicense-able, perpetual license during the Grant Term to use the Non-Federal Entity's registered and unregistered trademarks. USAGM's use of the Non-Federal Entity's trademarks shall be limited to use in conjunction with broadcasting or otherwise disseminating the Non-Federal Entity's materials to USAGM's audiences for the purpose of furthering the USAGM mission.

e. The Non-Federal Entity may sell content produced under this Grant Agreement. Nothing herein shall authorize the Non-Federal Entity to charge the United States Government, or any of its instrumentalities, for access to its content, nor shall anything herein authorize any violations of any applicable statutory limitations on domestic dissemination. At the request of the CEO, the Non-Federal Entity shall provide the CEO sufficient information to make any determinations required by the Agency or otherwise required by the CEO's oversight responsibilities, including to assess revenue earned, as well as the amounts and

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purposes for which funds are used.

Article IV – COOPERATION WITH USAGM GOVERNANCE OF UNITED STATES INTERNATIONAL BROADCASING

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

a. The Non-Federal Entity acknowledges that certain authorities of USAGM under the International Broadcasting Act are non-delegable, including those listed in Attachment A, meaning that USAGM has sole and exclusive authority to determine USIB strategy and policy 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 shall consist of the current members of the USAGM established under the International Broadcasting Act and of no other members. 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 cooperate in 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.

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 B, and in order to better enable the Non-Federal Entity to provide accurate and relevant information, where possible, USAGM's request will include information regarding the purpose of the request.

3. The Non-Federal Entity acknowledges that USAGM has delegated to the Chief Executive Officer (CEO) 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 broadcasting 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.

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4. In order to facilitate coordinated communications among the elements of USIB, the Non-Federal Entity will seek advance approval of 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 prevent the Non-Federal Entity (i) from responding to specific requests for information, documents or materials from Congress or the Executive Branch, or (ii) from engaging in routine correspondence or communications with Congress and/or the Executive Branch (including United States embassies), or (iii) from engaging in communications in the regular pursuit of newsgathering activities. Upon USAGM's request, the Non-Federal Entity shall inform USAGM about such responses to requests and/or correspondence in a timely manner. 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.

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 the International Broadcasting Bureau (IBB) Coordinating Committee in accordance with the International Broadcasting Act.

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.

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b. Upon USAGM's request, the Non-Federal Entity shall make reasonable efforts to provide or facilitate 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, purposes, and language services 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 each office and language service, and any additional detail required by USAGM. Budget line items will be defined by the USAGM in order to ensure uniformity.

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.

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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.

b. 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 in monthly increments or on such other basis as may be consistent with the Approved Financial Plan.

c. 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 from time to time. 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. 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.

3. 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.

4. 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

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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. $5,000 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.

d. 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.

e. 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 .

f. Unless otherwise approved by USAGM, the Non-Federal Entity shall provide five (5) days advance notification of any new contracts exceeding U.S. $350,000 and any new leases exceeding U.S. $200,000.

g. Return of Funds

1. The Non-Federal Entity shall return to USAGM at the conclusion of the fiscal year 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.

2. 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.

3. 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

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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. 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 no case later than 30 days following any such event) and shall provide such information as USAGM may request regarding the circumstances of any such penalty.

i. 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. To that end, 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 or take any other action that may tend to undermine the journalistic credibility or independence of USAGM or its broadcasters. In the event that the Non-Federal Entity reasonably believes that a breach of this Article VIII (b) has occurred, then the Non-Federal Entity shall report the breach to the Chairperson of the USAGM.

Article IX – FUNDRAISING

a. The Non-Federal Entity may engage in fundraising from outside sources, provided that (i) the Non-Federal Entity must comply with the Outside Funding Acceptance Policy adopted by the Non-Federal Entity's Board of Directors on February 20, 2018 (the "Policy"), and (ii) the Non-Federal Entity must receive approval from BBG before using Grant Funds for fundraising.

b. The Non-Federal Entity shall request prior approval of proposed fundraising costs and provide any other information that BBG needs in order to determine if any such costs would be unallowable.

c. At the request of the Chief Executive Officer (CEO), Grantee shall provide the CEO sufficient information for the CEO to make any determinations required under the Policy or by the CEO's oversight responsibilities, and to assess the amounts and purposes for which funds received by the grantee from outside sources are used.

Article X – PERSONNEL SECURITY POLICY

a. 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. All 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

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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 places 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 – 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 Board of Governors, 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 XIV – 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:

Grant Turner
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:

For all financial matters arising under this Agreement:

Stephanie Schmidt

Acting Chief Financial Officer and
Assistant Treasurer

Tel: (b) (6)

Email: (b) (6)

For all other matters arising under this Agreement:

Benjamin Herman

General Counsel and Secretary

Tel: (b) (6)

E-mail: (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:

RFE/RL, INC.

BY (b) (6) [redacted]

Stephanie Schmidt
Acting Chief Financial Officer
& Assistant Treasurer

DATE 26 Oct 2018

U.S. AGENCY FOR GLOBAL MEDIA
International Broadcasting Bureau

BY (b) (6) [redacted]

John F. Lansing
CEO & Director

DATE 10.29.18

OCFO

2018 OCT 30 PM 2:32

BBG

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:

Broadcasting Standards USIB shall –	Broadcasting Principles USIB shall include –
be consistent with the broad foreign policy objectives and the international telecommunications policies and treaties of the United States;	news which is consistently reliable and authoritative, accurate;
not duplicate the activities of private US broadcasters or government supported broadcasting entities of other democratic nations;	a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society;
be conducted in accordance with the highest standards of broadcast journalism;	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;
be based on reliable information about its potential audience;	the capability to provide a surge capacity to support United States foreign policy objectives during crises abroad;
be designed to effectively reach a significant audience;	programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations;
promote respect for human rights, including freedom of religion.	information about developments in each significant region of the world;
	a variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen;
	reliable research capacity to meet the criteria under this section;
	adequate transmitter and relay capacity to support USIB activities; and training and

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		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.		

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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

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.

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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.,

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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.

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ATTACHMENT E

GRANT LIMITATIONS – RADIO FREE EUROPE/RADIO LIBERTY

A. The headquarters of RFE/RL, Incorporated and its senior administrative and managerial staff must be in a location which ensures economy, operational effectiveness, and accountability to the Board.

B. This grant may be used only for activities which the BBG determines are consistent with the purposes of the U.S. International Broadcasting Act of 1994, as amended, and for the purpose of carrying out similar functions as were carried out by RFE/RL on the day before the date of enactment of the Act with respect to RFE/RL, consistent with Section 2 of the Board for International Broadcasting Act of 1973, as in effect on such date.

C. No grant funds may be used for the following purposes:
   (1) Notwithstanding the limitations under VII(f)(1), grant funds provided under this section may be used by RFE/RL, Incorporated, to pay up to three employees employed in Washington, D.C., salary or other compensation not to exceed the rate of pay payable for level III of the Executive Schedule under section 5314 of title 5.
   (2) To enter into a contract or obligation to pay severance payments for voluntary separation for employees hired after December 1, 1990, except as may be required by United States law or the laws of the country where the employee is stationed.

D. To compensate freelance contractors, except as contemplated in the Approved Financial Plan.

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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.

Radio Free Europe/Radio Liberty

(b) (6) [redacted]

Stephanie Schmidt

26 Oct 2018
Date

OCFO

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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).

Radio Free Europe/Radio Liberty

(b) (6) [redacted]

Stephanie Sellmidt

26 Oct 2018
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.

Radio Free Europe/Radio Liberty

(b) (6) [redacted]

Stephanie Schmidt

26 Oct 2018

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.

Radio Free Europe/Radio Liberty

(b) (6) [redacted]

Stephanie Schmidt

26 Oct 2018

Date

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RFE/RL, Inc.

FY 2019 Financial Plan

Monthly Funding Requirements

in US$

Operations	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total FY 2019
(b)(4)													
Subtotal FY 2019 Operations	10,323,621	10,323,621	10,323,621										30,970,863
FY 2019 Funding Requirements	10,323,621	10,323,621	10,323,621										30,970,863

USAGM APPROVAL STATEMENT: USAGM Financial Plan Approval applies to Radio Free Europe/Radio Liberty's Operations for the month of October 2018, in the amount of $10,323,621. Approval of the amounts reflected on this financial plan are not to be misconstrued as a pro-rated amount of an annual budget for FY19. FY19 annual budgets will be distributed when a full-year appropriation is enacted and the FY19 USAGM BBG 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

FINANCIAL PLAN APPROVAL

(b) (6)

10.29.18
Date

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RFE/RL, Inc.

Current Time Breakout - FY 2019

in US$

Current Time	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY 2018
(b)(4)	[redacted]												
Subtotal Current Time FY 2019	977,378	990,732	1,004,086										2,972,196
Carryover FY 2017 - CT Research	10,667	10,667	10,667										32,001
TOTAL Current Time FY 2019	**988,045**	**1,001,399**	**1,014,753**										**3,004,197**

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(b) (6) [redacted]

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RFE/RL, Inc.

Persian Breakout - FY 2019

in US$

FY 2019 Persian 24/7 Initiative	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY 2019
(b) (4)													
TOTAL FY 2019 Persian 24/7	TBD	TBD	TBD										TBD

Notes:
Cost allocations for the remaining Persian 24/7 FY 2019 funds require further discussion and coordination with VOA and USAGM.
Please note that recruitment is ongoing with the first new hires for Breakfast with News and the Digital Team expected to arrive in January 2019.



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SMITH-MUNDT ACT OVERVIEW

Section 501 of the U.S. Information and Educational Act, commonly known as the "Smith Mundt" Act, was amended in January 2013 by the National Defense Authorization Act (NDAA). Effective July 2, 2013, USAGM may now make its program materials available domestically, upon request, whenever doing so is consistent with all statutory authorities, prohibitions, principles, and standards. Transition team members may read the USAGM's Smith-Mundt Internal Policy and the USAGM's Smith Mundt-Regulation to acquaint themselves with the Agency's current policy on the issue.

Prior to the revision, USAGM was prohibited from disseminating program materials in the United States. The prohibition, which appeared in Section 501 of the Smith Mundt Act as well as Section 208 of the Foreign Relations Authorization Act of 1986 (commonly referred to as the "Zorinsky Amendment"), prevented the Agency from engaging in a variety of activities, including responding to domestic Freedom of Information Act (FOIA) requests for program materials, taking advantage of certain technologies to deliver programming to foreign audiences if those technologies had a footprint in the United States, providing information about the Agency's operations to interested parties in the U.S., and entering into certain public-private partnerships that could result in a domestic distribution of USAGM programming.

The NDAA lifted, for limited purposes, the domestic dissemination ban on USAGM programming and directed USAGM to draft regulations establishing procedures for handling requests for program materials from U.S. parties.

The NDAA also clarified that cross-border technologies such as Internet and satellite distribution are permissible to reach USAGM's foreign audiences despite any overlap or spillover in the U.S. Importantly, however, the amendments retained certain limitations with respect to the Agency's domestic activities.

For instance, Section 208 of the Foreign Relations Authorization Act continues to state that "[n]o funds authorized to be appropriated to … the Broadcasting aboard of Governors shall be used to influence public opinion in the United States." Additionally, the legislation provides that nothing in the repeal of the ban should be construed "to authorize appropriations for Broadcasting Board of Governors programming other than for foreign audiences abroad."

The Conference Report accompanying the NDAA contains further discussion regarding the legislative intent of the repeal, providing that the amendment in no way broadens or otherwise changes the current missions of the Department of State and USAGM and that the provision would allow USAGM/BBG to respond to domestic requests for USAGM material, but not seek to syndicate such material through domestic media outlets with the intent to develop audiences within the United States.

USAGM SMITH-MUNDT GUIDELINES

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GUIDING PRINCIPLE

SMITH-MUNDT RESTRICTIONS RELATING TO DOMESTIC DISSEMINATION ARE TO BE APPLIED TO ALL ENTITIES / NETWORKS OF THE USAGM, INCLUDING GRANTEES.

USAGM NETWORKS MAY ONLY SEEK TO REACH FOREIGN AUDIENCES ABROAD; AND MAY NOT SEEK TO INFLUENCE US PUBLIC OPINION OR PERSONS WITH THEIR CONTENT.

Summary of Smith-Mundt Restrictions:

The United States Information and Educational Exchange Act of 1948 (the "Smith-Mundt Act" or "Smith-Mundt"), 22 USC 1461 et seq., only authorizes Agency-funded broadcasts and activities to target " foreign audiences abroad." 22 USC §1461 Note (emphasis added).

Congress has made clear "[n]o funds authorized to be appropriated to … the Broadcasting Board of Governors [USAGM] shall be used to influence public opinion in the United States." 22 USC §1461–1a(a). The Agency may not take or fund actions which would appear to seek "to develop audiences within the United States", including by means of "syndicat[ing] such material through domestic media outlets." H.R. CONF. REP. 112-705 (2012). Statutory references appear in Appendix B.

It does not prevent us from using the Internet and social media to distribute our products to non-U.S. audiences, overseas just because people in the U.S. might also see the material. (For example, we can disseminate program material to foreign audiences abroad via websites even though persons within the U.S. can also access such websites.) The law does not prevent incidental exposure of U.S. audiences to program material, as long as those audiences are not being targeted. As described herein, USAGM broadcasters have an affirmative obligation to take all steps to ensure that US audiences are not being targeted; for example, broadcasters must opt out of boosting content to audiences located in the U.S. As described in this guidance, if a platform does not allow for the agency to exclude pushing content to U.S. audiences, then the technology must be reviewed on a case by case basis by USAGM. Until such a review, such technology should not be used.

The statute does not prevent the provision of "program material" to people in the U.S. *upon request*, so long as such provision is consistent with the purposes of Smith-Mundt. It does not prevent us from entering into certain partnerships or providing opportunities for exposure for network journalists to enhance retention and recruitment.

But USAGM entities / networks may not attempt to target audiences in the United States. Ultimately, **if** it looks like the intent is to subvert the rules – i.e., **if the goal is to influence public opinion in the United States or otherwise develop audiences within the United States** -- then the activity is prohibited.

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KEY POINTS RE U.S. DISTRIBUTION OF USAGM CONTENT

- THE SMITH-MUNDT RESTRICTIONS APPLY TO DISTRIBUTION OF USAGM [ENTITY] CONTENT & PROGRAMMING WITHIN THE UNITED STATES.

- THEY DO NOT IN ANY WAY RESTRICT USAGM [ENTITY] COVERAGE OF NEWS STORIES. [ENTITY] IS FULLY AUTHORIZED AND EXPECTED TO COVER STORIES IN THE U.S. FOR DISTRIBUTION TO FOREIGN AUDIENCES OVERSEAS.

- USAGM [ENTITY] / NETWORK STAFF SHOULD NOT INITIATE A DIRECT OFFER OF CONTENT[1] TO ANY NEWS OUTLET, REGARDLESS OF GEOLOCATION, THAT BROADCASTS TO, TARGETS, OR REACHES AUDIENCES IN THE U.S., WITHOUT PRIOR WRITTEN PERMISSION PURSUANT TO A PROCESS ESTABLISHED UNDER THESE INTERNAL GUIDELINES.

- USAGM ENTITIES CANNOT SPEND ANY ADVERTISING OR OTHER FUNDS TO SPECIFICALLY TARGET OR DEVELOP AUDIENCES IN THE U.S.

- WHEN VIOLATIONS OF SMITH-MUNDT PROHIBITIONS (I.E., TARGETING OF U.S. AUDIENCES) ARE IDENTIFIED, WHETHER BY AN AUDIT OR IN THE NORMAL COURSE OF BUSINESS, THEY MUST BE REPORTED IMMEDIATELY TO THE USAGM CTO.

- USAGM WILL PERIODICALLY AUDIT OR REQUEST TO SEE AUDITS CONDUCTED AT EACH NETWORK.

- NEW TECHNOLOGIES WHICH COULD PUSH CONTENT TO USERS SHOULD FIRST BE EVALUATED FOR SMITH-MUNDT COMPLIANCE (SEE CONTENT DISTRIBUTION PLATFORMS, BELOW)

USAGM [ENTITY] Guidelines

1. Each [ENTITY] shall develop and maintain an auditable workflow to process questions or requests regarding Smith-Mundt.

2. Each [ENTITY] shall assign a designated single point of contact and an escalation point of contact to connect with other entities and the USAGM regarding Smith-Mundt issues.

3. Each [ENTITY] shall develop, implement and maintain appropriate policies to address violations, up to and including termination of staff or

[1] The law does permit USAGM to enter into contractual content sharing agreements with private entities, including American media agencies.

contractors.[2]

4. Each [ENTITY] shall develop, implement and maintain mandatory training and materials to ensure current and new consultants or staff who are authorized to make decisions regarding Smith-Mundt requests or ad placement are aware of Smith-Mundt, its scope and application, and these guidelines. Training shall reoccur at regular intervals with a signed and auditable acknowledgment of completion.

Content Distribution Platforms

In any new undertaking with any new or existing platform, it may be incumbent upon [ENTITY] to request that the platform restrict the content from U.S. users.[3] A standing USAGM working group will evaluate the proposed agreement prior to its execution according to multiple factors designed to ensure compliance with the law.

FAQS

Town Halls, Forums, and Other Such Events; Partnerships; and activities to support the recruitment and retention of high-quality journalists;

USAGM entities may host or play a role in Town Halls or related events in the United States if the purpose of the event is to engage overseas audiences; to inform U.S. stakeholders about [ENTITY] programs; or to educate U.S. taxpayers about [ENTITY] operations. For example, if a town hall is being filmed and/or broadcast live to an overseas audience, that would be okay if intended to connect overseas audiences with persons in the U.S. to show overseas audience how people in the U.S. do a particular thing; or something newsworthy to an overseas audience.

In line with efforts to adhere to the highest standards of broadcast journalism, there may be times, subject to any required approvals, that [ENTITY] journalists appear as subject-matter experts in other news outlets. This may be allowed if the purpose is to benefit [ENTITY] by facilitating development of new sources of information, enhancing [ENTITY]'s credibility, and/or contributing to the recruitment or retention of high-caliber journalists.[4] The purpose may not be influence domestic audiences in violation of Smith Mundt. In other cases, the purpose may be to disseminate [ENTITY] content overseas as part of an arrangement with another news organization.

[2] Any policies with employment-related consequences would be developed in consultation with the entity's HR office and legal counsel.

[3] For example, Facebook ad "boosting" allows for a user to opt out of targeting audiences in the U.S., so Facebook ad "boosting" is only allowed if the [ENTITY] first ensures that the U.S. is not among the geographic locations targeted by the boost.

[4] Any engagement with such news outlets must adhere to and be consistent with [ENTITY]'s best practices guides and policies for journalists.

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Please clear such events, partnerships, and activities in advance with [ENTITY] leadership, who should consult with their Office of General Counsel. They should also consult with the USAGM Office of General Counsel if any questions arise re the application of Smith-Mundt or these guidelines to this or any other circumstance.

USAGM leadership may be able to engage in certain partnership arrangements if the purpose is to enhance the quality or distribution of USAGM content to foreign audiences overseas. Such partnerships must be reviewed and approved on a case-by-case basis by USAGM.

Talking about [ENTITY] Content & Programming; Op-Eds by [ENTITY] heads

As indicated herein, the funds that the USAGM provides are only authorized to create and distribute news and information to "foreign audiences abroad" However, the law also makes clear that nothing prevents USAGM from "providing information about its operations, policies, programs, or program material, or making such available, to the media, public, or Congress, in accordance with other applicable law."

If someone from a domestic U.S. news organization asks you about [ENTITY]'s work, you can freely talk about the content [ENTITY] produces. Nothing in Smith-Mundt prevents that. Furthermore, Smith-Mundt does not prevent an [ENTITY] President or other officer from submitting an op-eds to a domestic news publications on behalf of his/her respective network, on an issue of interest to the public **relating to [ENTITY'S] operations**. For, example if an issues about ENTITY operations became a story in domestic media, Smith-Mundt does not prevent an [ENTITY] Officer from publishing an op-ed providing the [ENTITY's] view of the [ENTITY'S] operational issue. Such publication is still subject to any other relevant USAGM or [ENTITY] policy on such matters. This is distinguishable from the conduct prevented by Smith-Mundt.

[ENTITY] AppS

An [ENTITY] App is determined to be like an [ENTITY] Website, whereby (1) users must visit it to get content, and (2) it is designed to target users overseas.

[ENTITY] may post mobile applications for download in any app stores, so long as the purpose is for overseas audiences to use the app. If using the U.S. App store for this purpose, the [ENTITY] should (1) disable push functionality (e.g., pop-up news alerts) or render it opt-in; and (2) notify or inform users, in the Terms of Service, of how the application is being provided in the U.S. App store in a manner consistent with the Smith-Mundt restrictions.

Usage Requests

Smith-Mundt authorizes the provision of content, developed with funds appropriated to USAGM, to individuals and organizations in the United States if they request it, so long as the provision would not be inconsistent with the purposes of the Smith-Mundt restrictions relating to

domestic dissemination.[5] From time to time, USAGM [ENTITY] staff may receive requests for **one-time** use of content or for **ongoing use** of programming. These usage requests could come from anyone, including U.S.-based media organizations, diaspora media outlets, overseas media outlets, or from educational institutions.

Each USAGM entity that has not yet developed a Smith-Mundt-compliant process for usage requests, shall do so. A sample workflow is attached in Appendix A.

[5] Regulations pertaining to domestic requests for program material created by the Agency's Federal Entities/Networks are set forth in 22 CFR Part 502.

APPENDIX A

Sample workflow or process

(Note: Each Grantee's process may differ slightly, so long as they do not result in an impermissible affiliate relationship or other arrangement with an entity seeking to reach audiences within the U.S.)

[ENTITY] Staff Should Not Respond Directly To REQUESTS

- Instead, they should develop a workflow that will identify and separate out the following:
    - Requests for **one-time use** of [ENTITY] original content
    - Requests for **ongoing use of [ENTITY] programming** from entities that qualify as overseas affiliates
    - Requests for **ongoing use of [ENTITY] programming** from entities that do not qualify as overseas affiliates, e.g. entities seeking to reach audiences in the U.S.
- Requests for **one-time use** of [ENTITY] original content should be routed to a dedicated office for that purpose.
- Requests for **ongoing use of [ENTITY] programming** from entities that qualify as overseas affiliates should be routed to USAGM Office of Business Development
- Requests for **ongoing use of [ENTITY] programming** from entities that do not qualify as overseas affiliates (so called "non-affiliate" requests) should receive the following reply:

> Thank you for your inquiry regarding a subscription to / affiliate agreement for [ENTITY] content. Under the United States Information and Educational Exchange Act of 1948 (the "Smith-Mundt Act"), 22 U.S.C. § 1461 et seq., [ENTITY] may make its content, which is intended for dissemination to foreign audiences abroad, available to qualified requestors. This law, however, prohibits [ENTITY] from syndicating its content through domestic media outlets with the intent to develop audiences within the United States or expending funds to influence public opinion within the United States. Because you seek to disseminate [ENTITY] content on an ongoing basis to a U.S. audience, we cannot fulfill your request.
>
> Alternatively, you may:
> 1) submit a request for a one-time use of content by visiting [ENTITY WEBSITE REQUEST FORM]; or
> 2) download and broadcast content on an ongoing basis from [ENTITY WEBSITE], subject to your acceptance of and compliance with the website's terms of

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use. In particular, please note that certain [ENTITY] content may use text, video, audio, photos or graphics that are the intellectual property of third parties, including ABC News, Agence France Presse (AFP), the Associated Press (AP), and Reuters, that is licensed for use in [ENTITY] programming only. This third-party material is not in the public domain and may not be copied, redistributed, sold, or published without the express permission of the copyright owner. [6]

- **Unaired or unpublished original USAGM [ENTITY] material should not be shared.** Please forward those requests to [ENTITY] senior management, the [responsible Editors] and the [ENTITY] Office of General Counsel.

[6] USAGM and each grantee need to work out separately whether this language would apply to them in light of the fact that they assert a copyright in their content, and can thus restrict download and use.

APPENDIX B

Legal and Statutory References (emphases added)

Legislative Language

22 USC §1461. General authorization

(a) Dissemination of information abroad

The Secretary and the Broadcasting Board of Governors are authorized to use funds appropriated or otherwise made available for public diplomacy information programs to provide for the preparation, dissemination, and use of information intended for foreign audiences abroad about the United States, its people, and its policies, through press, publications, radio, motion pictures, the Internet, and other information media, including social media, and through information centers, instructors, and other direct or indirect means of communication.

(b) Dissemination of information within the United States

(1)) Except as provided in paragraph (2), the Secretary and the Broadcasting Board of Governors **may, upon request** and reimbursement of the reasonable costs incurred in fulfilling such a request, make available, in the United States, motion pictures, films, video, audio, and other materials disseminated abroad pursuant to this chapter, the United States International Broadcasting Act of 1994 (22 U.S.C. 6201 et seq.), the Radio Broadcasting to Cuba Act (22 U.S.C. 1465 et seq.), or the Television Broadcasting to Cuba Act (22 U.S.C. 1465aa et seq.). Any reimbursement pursuant to this paragraph shall be credited to the applicable appropriation account of the Department of State or the Broadcasting Board of Governors, as appropriate. The Secretary and the Broadcasting Board of Governors shall issue necessary regulations—

(A) to establish procedures to maintain such material;

(B) for reimbursement of the reasonable costs incurred in fulfilling requests for such material; and

(C) to ensure that the persons seeking release of such material have secured and paid for necessary United States rights and licenses.

(2) With respect to material disseminated abroad before the effective date of section 1078 of the National Defense Authorization Act for Fiscal Year 2013—

(A) the Secretary and the Broadcasting Board of Governors shall make available to the Archivist of the United States, for domestic distribution, motion pictures, films, videotapes, and other material 12 years
after the initial dissemination of the material abroad; and

(B) the Archivist shall be the official custodian of the material and shall issue necessary regulations to ensure that persons seeking its release in the United States have secured and paid for necessary United States rights and licenses and that all costs associated with the provision of the material by the Archivist shall be paid by the persons seeking its release, in accordance with paragraph (4).

(3) The Archivist may undertake the functions described in paragraph (1) on behalf of and at the request of the Secretary or the Broadcasting Board of Governors.
(4)) The Archivist may charge fees to recover the costs described in paragraphs (1) and (2), in accordance with section 2116(c) of title 44. Such fees shall be paid into, administered, and expended as part of the National Archives Trust Fund.

(c) No requirement to provide material in different format
Nothing in this section may be construed to require the Secretary or the Broadcasting Board of Governors to make material disseminated abroad available in any format other than in the format disseminated abroad.

(Jan. 27, 1948, ch. 36, title V, §501, 62 Stat. 9; Pub. L. 92–352, title II, §204, July 13, 1972, 86 Stat. 494; Pub. L. 96–60, title II, §208, Aug. 15, 1979, 93 Stat. 401; Pub. L. 101–246, title II, §202, Feb. 16, 1990, 104 Stat. 49; Pub. L. 112–239, div. A, title X, §1078(a), Jan. 2, 2013, 126 Stat. 1957.)

* * *

RULE OF CONSTRUCTION
Pub. L. 112–239, div. A, title X, §1078(b), Jan. 2, 2013, 126 Stat. 1958, provided that: "**Nothing in this section** [amending this section and sections 1437, 1461–1a, and 1462 of this title and enacting provisions set out as a note under section 1437 of this title], or in the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1431 et seq.), **may be construed** to affect the allocation of funds appropriated or otherwise made specifically available for public diplomacy or **to authorize appropriations for Broadcasting Board of Governors programming other than for foreign audiences abroad."**

22 USC §1461–1a. Clarification on domestic distribution of program material

(a) In general

No funds authorized to be appropriated to the Department of State or **the Broadcasting Board of Governors shall be used to influence public opinion in the United States.** This section shall apply only to programs carried out pursuant to the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1431 et seq.), the United States International Broadcasting Act of 1994 (22 U.S.C. 6201 et seq.), the Radio Broadcasting to Cuba Act (22 U.S.C. 1465 et seq.), and the Television Broadcasting to Cuba Act (22 U.S.C. 1465aa et seq.). **This section shall not prohibit or delay** the Department of State or **the Broadcasting Board of Governors from providing information about its operations, policies, programs, or program material, or making such available, to the media, public, or Congress, in accordance with other applicable law.**

(b) Rule of construction

Nothing in this section shall be construed to prohibit the Department of State or **the Broadcasting Board of Governors from engaging in any medium or form of communication, either directly or indirectly, because a United States domestic audience is or may be thereby exposed to program material, or based on a presumption of such exposure**. Such material may be made available within the United States and disseminated, when appropriate, pursuant to sections 502 and 1005 of the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1462 and 1437)[i], except that nothing in this section may be construed to authorize the Department of State or the Broadcasting Board of Governors to disseminate within the United States any program material prepared for dissemination abroad on or before the effective date of section 1078 of the National Defense Authorization Act for Fiscal Year 2013.

(c) Application
The provisions of this section shall apply only to the Department of State and the Broadcasting Board of Governors and to no other department or agency of the Federal Government.
(Pub. L. 99–93, title II, §208, Aug. 16, 1985, 99 Stat. 431; Pub. L. 103–236, title II, §232, Apr. 30, 1994, 108 Stat. 424; Pub. L. 112–239, div. A, title X, §1078(c), Jan. 2, 2013, 126 Stat. 1958.)

Relevant Legislative History

H.R. CONF. REP. 112-705 (2012)

Dissemination abroad of information about the United States (sec. 1078)

The House bill contained a provision (sec. 1097) that would amend section 501 of the United States Information and Educational Exchange Act of 1948 (also known as the Smith-Mundt Act; 22 U.S.C. 1461) [....]

The conferees maintain that the Secretary of State and BBG are authorized to utilize funds for public diplomacy programs to provide for the preparation, dissemination, and use of information intended for foreign audiences. **Further, the conferees maintain that no funds authorized for the Department of State or BBG shall be used to influence public opinion in the United States**. The conferees recognize that the ban on domestic dissemination of BBG or Department of State public diplomacy products contained in the Smith-Mundt Act did not envision the development of new technologies, including the Internet or satellite broadcasting, which do not honor national boundaries. The conferees note the modification on the prohibition on domestic dissemination does not apply to other agencies of the U.S. Government, as the initial ban was also not applicable to them. In addition, this amendment in no way broadens or otherwise changes the current missions of the Department of State and BBG.

In addition, the conferees believe the provision would allow BBG to respond to domestic requests for BBG material, but not to seek to syndicate such material through domestic media

outlets with the intent to develop audiences within the United States. Further, the conferees expect that reimbursements and fees should not exceed the actual costs incurred to make materials available pursuant to the statute. The conferees also believe that the fees charged pursuant to this provision should be assessed according to a standardized, publicly-available fee schedule; and that the Secretary of State, BBG, and the National Archivist should maintain and provide to Congress a regular accounting of the funds collected pursuant to the reimbursement authority of section 501(b)(1) and the fee-collection authority of section 501(b)(4).

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[i] **22 USC §1437. Utilization of private agencies**

In carrying out the provisions of this chapter it shall be the duty of the Secretary and the Broadcasting Board of Governors **to utilize, to the maximum extent practicable, the services and facilities of private agencies, including existing American press, publishing, radio, motion picture, and other agencies, through contractual arrangements or otherwise**. It is the intent of Congress that the Secretary and the Broadcasting Board of Governors shall encourage participation in carrying out the purposes of this chapter by the maximum number of different private agencies in each field consistent with the present or potential market for their services in each country.

(Jan. 27, 1948, ch. 36, title X, §1005, 62 Stat. 14; Pub. L. 112–239, div. A, title X, §1078(d)(2), Jan. 2, 2013, 126 Stat. 1959.)

22 USC §1462. Policies governing information activities

In authorizing international information activities under this chapter, it is the sense of the Congress (1) that the Secretary and the Broadcasting Board of Governors shall reduce such Government information activities whenever corresponding private information dissemination is found to be adequate; (2) that nothing in this chapter shall be construed to give the Department or the Broadcasting Board of Governors a monopoly in the production or sponsorship on the air of short-wave broadcasting programs, or a monopoly in any other medium of information.
(Jan. 27, 1948, ch. 36, title V, §502, 62 Stat. 10; Pub. L. 112–239, div. A, title X, §1078(d)(1), Jan. 2, 2013, 126 Stat. 1958.)

RadioFreeEurope
RadioLiberty

MEMORANDUM

To: (b) (6) Acting CFO, USAGM
From: (b) (6) VP & CFO, RFE/RL
Cc: [redacted], Sr. Advisor & VP for Strategy, Research & Operations, USAGM
(b) (6), Acting President & CEO, RFE/RL
Date: November 30, 2020
Subject: Carryover Funding Request for RFE/RL FY 2021 Strategic Operations

RFE/RL journalists report the news in 27 languages in 23 countries where a free press is banned by the government or not fully established, providing what many people cannot get locally: uncensored news, responsible discussion, and open debate in their language. The scope of RFE/RL's newsgathering operations is unmatched in the region, featuring a network of 21 local news bureaus, 730 employees across Prague and DC, 470 core bureau staff, and an extensive freelance network. RFE/RL's proximity to its audiences allows RFE/RL to produce compelling, cost-effective programming of significant relevance and interest for its local audiences. In FY 2019, on a budget of $124.5 million, 41.1 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.

To build on that success, in the upcoming year, RFE/RL is focusing on five overarching strategic goals in support of its mission:

- Furthering journalistic excellence and professionalism
- Optimizing resources and making operations efficient
- Increasing focus on safety, security, and continuity of operations
- Enhancing infrastructure and organizational processes
- Exploring new inroads to restricted markets and expanding digital reach

Accomplishing these goals will help ensure RFE/RL's continued dominance in its coverage area, expand audience reach, and provide the best return on investment for the U.S. taxpayer. There are, however, major obstacles to these goals – namely the fact that RFE/RL has been operating under serious financial and operational constraints for the past four fiscal years, with a "flat" budget of roughly $123-124M each year. During that time, with expected and unexpected cost increases, RFE/RL's ability to conduct its mission effectively and efficiently has been challenged. Some examples:

- RFE/RL's investment in technical infrastructure, archiving systems, and other operational tools is lagging competitors'; significant new investment is needed to bring the company closer to industry-standard production of news content.
- Investment in staff has stalled due to budgetary constraints. In particular, in fiscal years 2019 and 2020, there have been no Cost of Living Adjustments, limited salary merit increases, and only limited training. This lack of investment in people has hampered our ability to attract top talent in local markets and left RFE/RL vulnerable to poaching of high-value staff to organizations such as CNN Prima, Citrix, Deutsche Borse, and Iran International, among others.
- The bankruptcy of RFE/RL's building landlord in Prague continues to draw funds for building maintenance and upkeep that is normally the landlord's responsibility, and Covid-19 pressures

on our sub-tenant in our DC building has forced concessions in the renegotiation of that agreement.

- RFE/RL continues to experience a stark increase in security complications as geopolitical turmoil has destabilized numerous countries in its coverage region. Among various requirements, enhancing the security of the Kabul bureau by contracting with a professional guard force, an unexpected demolition notice in Dushanbe, deteriorating quality of the bureau space in Almaty, significantly increased threats against RFE/RL journalists, and cyber-attacks on RFE/RL have led to unavoidable extra security, legal, operational, and capital maintenance costs that RFE/RL has been required to shoulder from its operating budget to meet even minimum safety and security standards.

  Additionally, RFE/RL's increased focus on in-depth investigative reporting – and also live reporting – carries additional security risks for staff, which RFE/RL must plan for in the course of costing out its journalistic projects. With all these factors combined, the need for an in-depth focus on security has never been greater. There is no better illustration of the threat our journalists live under every day than the recent car bombing in Afghanistan that took the life of one of our most talented and influential journalists. Taking on these increasing operating costs has led to RFE/RL falling behind on replacing and upgrading critical technological systems and equipment in addition to crowding out investments in people and their security.

- Fixed costs of things such as leases in Prague, Washington, and the bureaus; property and casualty insurance premiums; and healthcare insurance premiums have been rising, putting continuous pressure on our static budget. In FY 2021 lease and utility costs are slated to increase by approximately $345K, corporate insurance by $127K, and healthcare by 5% or$220K.

- New laws in Russia designating foreign-funded news outlets as "foreign agents" by the Russian Justice Ministry required RFE/RL to establish a Russian-based subsidiary at a cost of $1M in legal and accounting fees in FY 2020 and ongoing incremental costs of $1M/year in FY 2021 and beyond. Additional new "foreign agent" regulations imposed by Russia's media watchdog in October 2020 may mean additional fines and legal challenges.

- At the request of USAGM and Congress, but without incremental annual funding, RFE/RL reopened its Hungarian Language Service and bureau in Budapest in FY 2020 by using one-time, prior-year carryover funding and by delaying the opening well into the fiscal year. In FY 2021, RFE/RL is faced with a full year of operating costs for the Hungarian Language Service in the amount of approximately $1M, which, in the absence of budget relief, we are asking be funded by carryover funds – $552k from FY 2019 and $412k from FY 2020.

All of this has made it incredibly difficult for RFE/RL to invest in its main asset, its people, or provide them with the technology, security, professional development, and administrative support they need to do optimal work.

To enhance RFE/RL's strategic position in its media markets and meet its mounting investment needs, RFE/RL requests approval to carry over $5.4M of funds from FY 2020, $3.9M of which arises from external sources, and $1.5M of which arises from funds previously set aside at USAGM's request but whose original purpose did not materialize. *None of these funds arises from underspending RFE/RL's FY 2020 grant award; we expect to have fully spent last year's funding of $124.5 million.*

Over the past three months, RFE/RL management has conducted a methodical strategic planning process aimed at two objectives: a) aligning the core operating budget with the five corporate goals set out above, and b) developing strategies and identifying related resources needed to improve RFE/RL's mission capabilities in the event USAGM approves this carryover funding request. In developing the latter objective, mid- and senior-level managers identified close to 300 top-level strategic initiatives of which senior leadership judged just over 25, totaling $5.4M, to be critical. These include investments in the following four broad categories[1]:

- Updated organizational capabilities to enhance the quantity, quality, and reach of RFE/RL's journalism, including operating the reopened Hungarian Service
- Increased legal costs, including securing RFE/RL's ability to continue working safely and legally in Russia and to offset the effect of significant government-imposed increased costs; negotiating or renegotiating leases in Prague, DC, and elsewhere; and managing increasing regulatory requirements, such as GDPR compliance
- Safeguarding RFE/RL and its employees from harm, including personal, physical, and cyber security
- Pursuing operational efficiency in technical and administrative support functions and in RFE/RL's bureaus, aimed primarily at a) increasing efficiency and effectiveness in the production of and access to news content, and b) consistency and effectiveness in cost management

Investing in these initiatives is essential to protect RFE/RL's operations and personnel and to keep RFE/RL competitive in our markets in both quality and distribution access. Using carryover funding for these purposes will allow RFE/RL to continue using its core budget to fund the reporting that its unduplicated weekly audience of 41.1 million adults rely on, while enabling us to make the investments that will enhance that reporting and potentially broaden its reach.

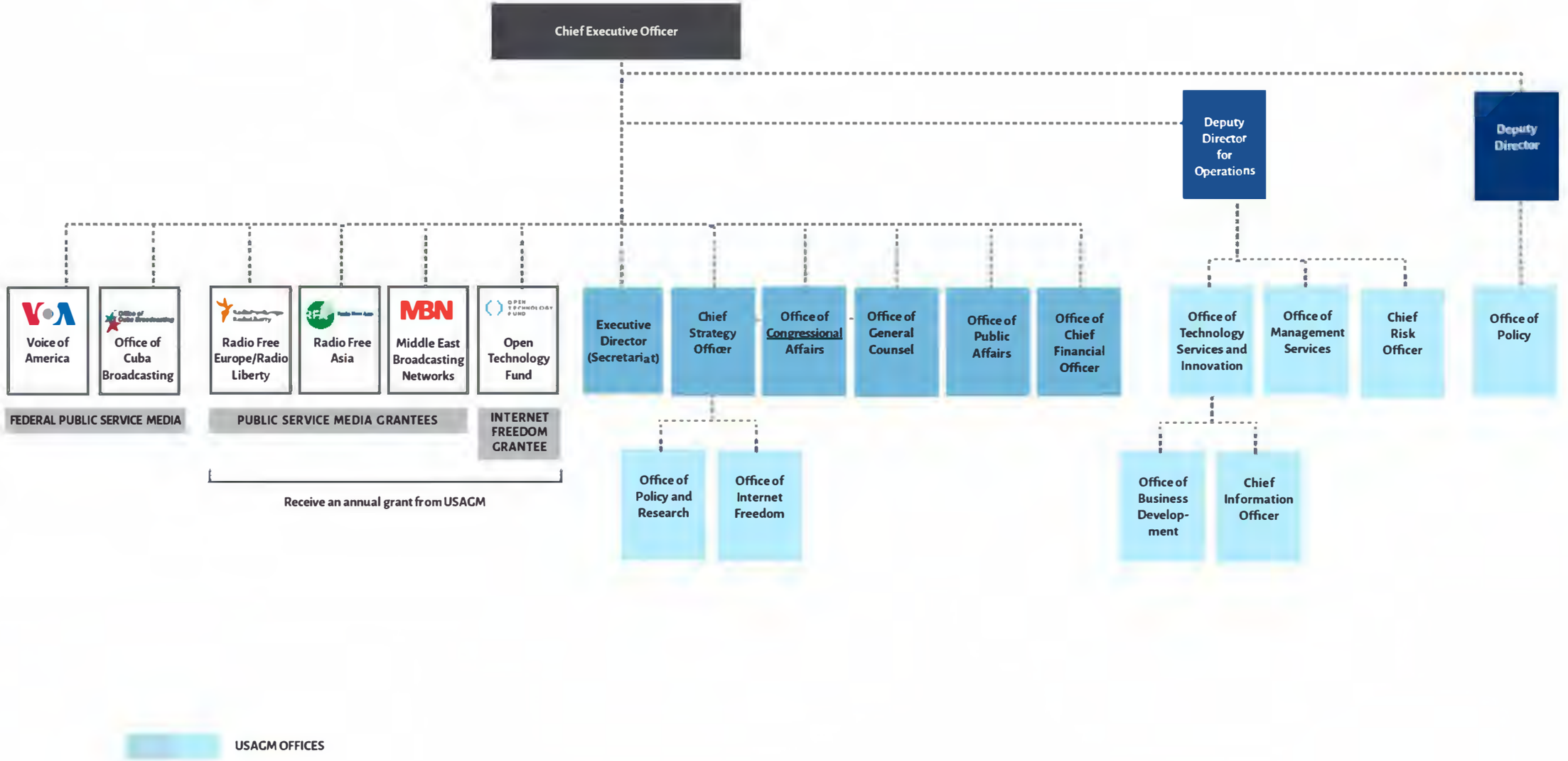
If RFE/RL is not able to carry over these funds, it will need to finance a number of these initiatives from its core operational budget because of the unavoidable increases in fixed costs, some of which are mentioned above, including in particular the increasing costs of working safely and legally in Russia and running the recently established bureau in Hungary. This will result in degradation in the quality and quantity of media content produced, a loss of staff talent, a decline in the ability to reach audiences, a likely need to do a reduction in force, potentially closing one or more language services, and severe reputational damage to U.S. international broadcasting at a time when press freedom is under assault across RFE/RL target countries. These negative outcomes would severely compromise RFE/RL's ability to continue serving its audiences across 23 countries where responsible, fact-based journalism is otherwise in short supply.

[1] More details on the nature of the investments in each category, the proposed investment amount, and the impact they will have are included in the USAGM memo templates submitted on November 25, 2020.

U.S. AGENCY FOR GLOBAL MEDIA

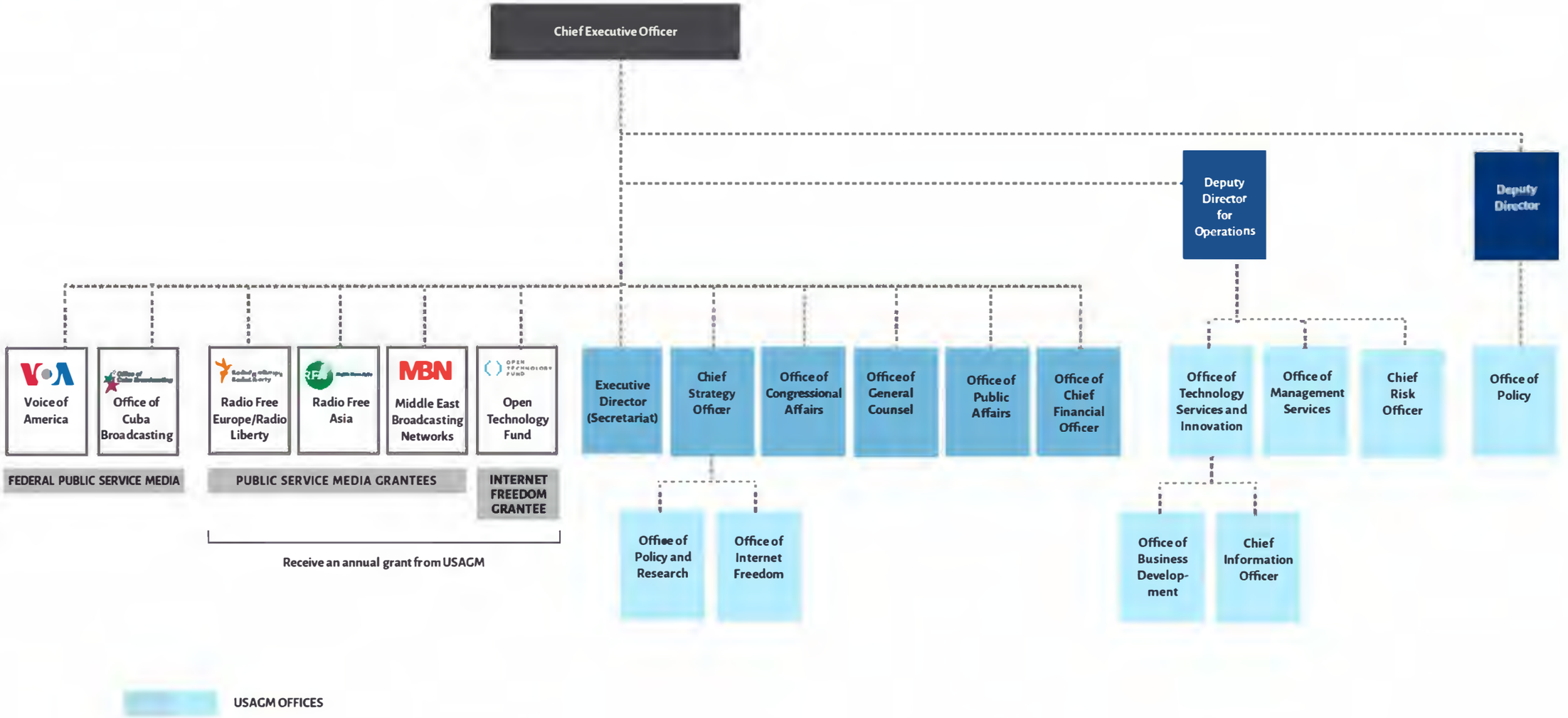
UNITED STATES BROADCASTING BOARD OF GOVERNORS

EXISTING ORGANIZATIONAL CHART



U.S. AGENCY FOR GLOBAL MEDIA

ORGANIZATIONAL CHART



U.S. AGENCY FOR GLOBAL MEDIA

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U.S. AGENCY FOR GLOBAL MEDIA

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U.S. AGENCY FOR GLOBAL MEDIA

The U.S. Agency for Global Media (USAGM) is an independent federal government agency that puts objective, professional news and information content to work internationally on behalf of U.S. global interests.

USAGM networks — 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 Martí) — reach 350 million people each week in more than 100 countries.

USAGM's international operations promote democracy and press freedom, and it counters misinformation and propaganda. And in doing so, it serves a vital role in U.S. public diplomacy and national security.

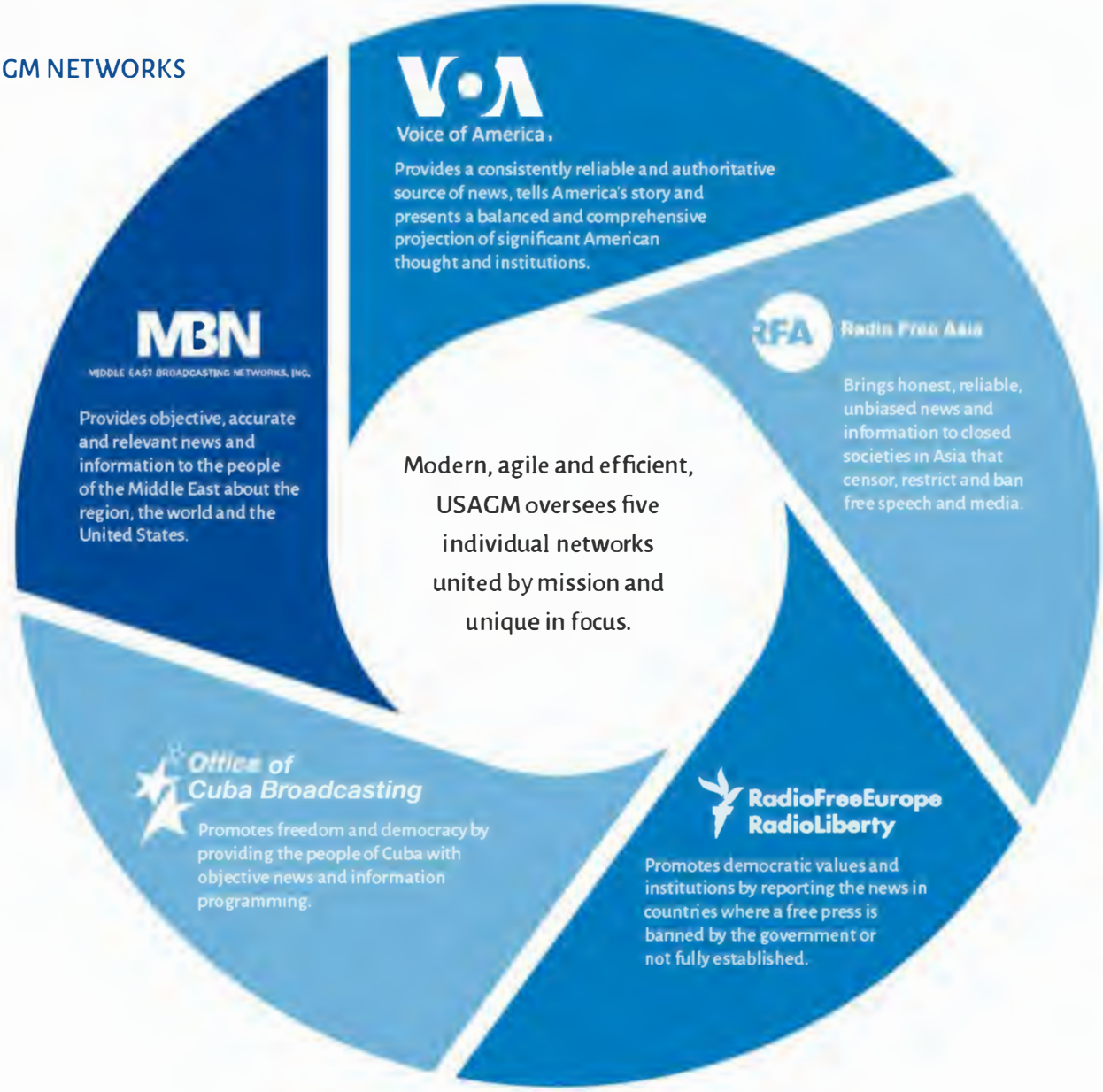
USAGM'S MISSION

is to inform, engage and connect people around the world in support of freedom and democracy.

OUR VISION

USAGM is dedicated to the free flow of objective, professional news and information around the world, empowering public citizenship, promoting human rights, and supporting America's commitment to freedom and democracy.

USAGM NETWORKS



USAGM NETWORKS PROVIDE OBJECTIVE, INDEPENDENT NEWS AND INFORMATION

Insulated by a firewall from political influence, our networks serve as a credible free press in countries that lack one while presenting a rigorously honest picture of the U.S. around the world.

Professional, dedicated journalists and editors have built reputations of trust and credibility with audiences across the globe and deliver vital news and information across multiple platforms.

WHAT WE DO



Current Time, led by RFE/RL in cooperation with VOA, provides Russian speakers worldwide with an alternative to Kremlin-controlled media—offering live news, robust debate, and accurate and balanced reporting on local, regional and international issues.

VOA reported on the 2018 elections in Zimbabwe—providing in-depth coverage of the campaign throughout the contested election.

COUNTER DISINFORMATION, PROPAGANDA AND EXTREMIST RHETORIC

Information today flows at a dizzying pace, and audiences around the world are bombarded with lies, half-truths and rhetoric meant to confuse and undermine systems. This disinformation can result in polarization, contention and in some cases extremist violence. For those living in disinformation-saturated areas, access to credible reporting is more important than ever.

USAGM networks provide accurate, reliable and fact-based journalism in countries where the truth is hard to come by. In addition to a proliferation of fact-checking websites and lie-busting programs, USAGM networks are heralded for their credibility and journalistic integrity. In Russian, Korean, Farsi, Arabic, and more, audiences around the world know they can trust the networks of USAGM.

ENRICH EMERGING MEDIA MARKETS AND ENCOURAGE ROBUST PLURALITY



Democratic societies rely on a diversity of viewpoints and ideas. In some media environments, media is controlled through censorship, self-censorship, restrictive media laws, polarization, intimidation of journalists, and more, resulting in few voices being represented. This lack of plurality is a major threat to the ability of

citizens to make decisions that affect their lives, act conscientiously and govern themselves.

USAGM supports audiences in these media markets by providing a platform and space for multiple voices to be heard. Whether it is providing a platform for an alternative viewpoint, or supporting and encouraging dialogue, USAGM networks are there to ensure that the people are represented and that they have access to all information about their countries and communities.

PROVIDE ACCESS ACROSS VARIED AND SECURE PLATFORMS

USAGM must navigate a number of obstacles—from infrastructure to censorship—to get its content to audiences around the world. To this end, the Agency operates one of the broadest range of content delivery platforms in the media industry—everything from shortwave radio to encrypted live mobile broadcasting, and beyond.

When access is restricted—by government or non-state actors—USAGM provides alternative sources to those affected. Its Office of Internet Freedom provides anti-censorship technology and services to journalists and citizens around the world, enhancing their ability to safely access or share digital news and information without fear of repercussions or surveillance.



Twenty journalists from VOA affiliates and NGOs in Cambodia joined a three-day training on shooting, editing and publishing from mobile phones. Also covered: journalism ethics, copyright issues and maintaining a professional presence on social media.

PROVIDE MEDIA TRAINING TO SUSTAIN PROGRESS

USAGM trains hundreds of journalists, editors, broadcasters, and media managers each year under its authority to support freedom of information around the world.

Media professionals on five continents have been trained in topics such as basic journalism; TV, radio and web production; and economic and political reporting. USAGM also responds to situational needs and provides training on issue-specific topics such as mobile and online security, election coverage, health reporting, and investigative journalism.

Expert journalists and development officers work closely with international organizations, NGOs, and U.S. government agencies, as well as local experts and government officials, to create a cross-pollination of knowledge and expertise.

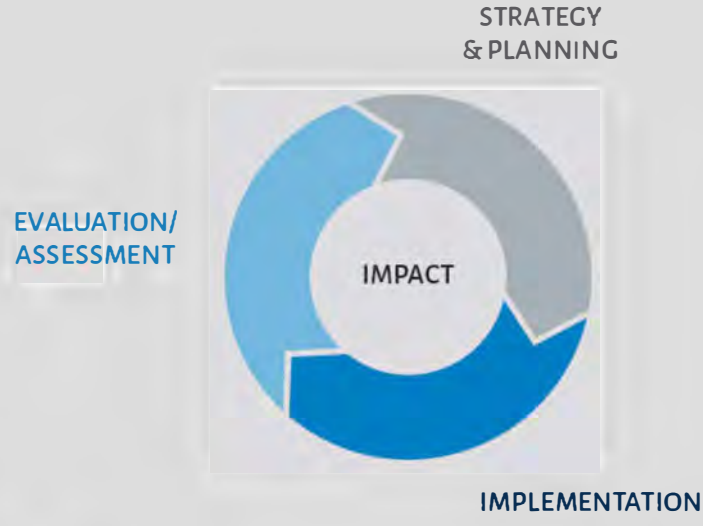
MEASURING IMPACT



Every day, the USAGM networks work in some of the most repressive media environments in the world to inform, engage and connect with their audiences in support of freedom and democracy.

To measure the impact we have in the lives of our audiences, USAGM evaluates data collected through representative surveys, digital metrics, qualitative research, and other sources, including anecdotal evidence. In addition to estimating weekly audience sizes, the Agency's Impact Model tracks indicators such as the credibility and uniqueness of the networks' coverage; audience participation rates and how often consumers share content with others; and whether content prompts action such as a modified behavior, a policy change or a cultural shift.

This complex combination of variables adapts to USAGM's unique operating environments and provides a strategic roadmap for future implementation.



Impact is the guiding principle we use to drive our strategy, implementation and review cycle.

BY THE NUMBERS

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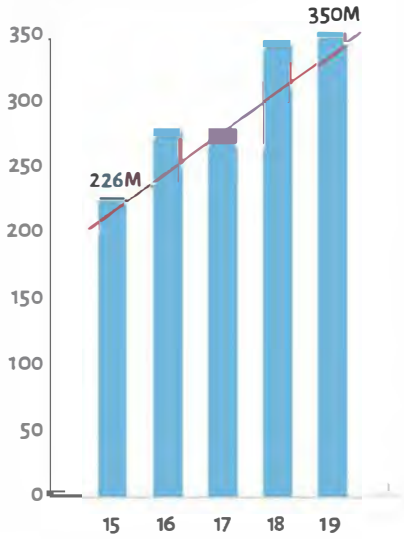
ANNUAL BUDGET
$807.9 million

EMPLOYEES
3,561

LANGUAGES
61

AUDIENCE
350 million

AUDIENCE GROWTH



AUDIENCE GROWTH 2015–2019
UNDUPLICATED WEEKLY AUDIENCE

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

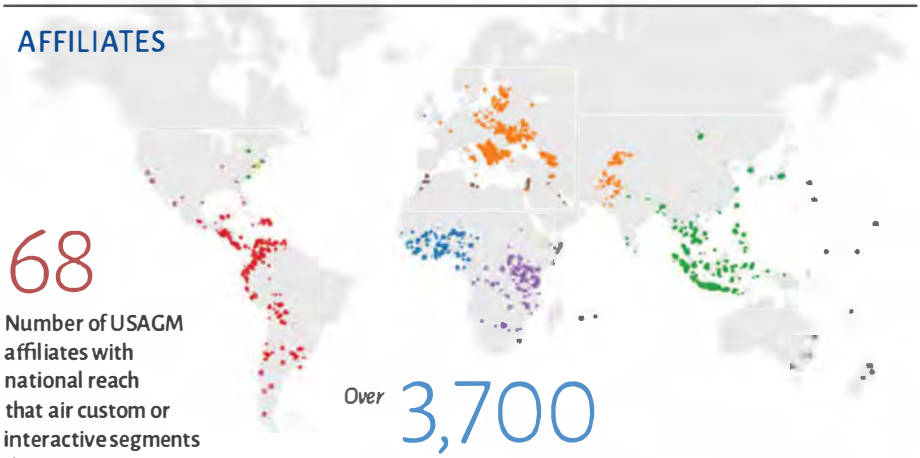
WORLDWIDE OPERATIONS

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

U.S. AGENCY FOR GLOBAL MEDIA
UNITED STATES BROADCASTING BOARD OF GOVERNORS

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11-21-19

VOICE OF AMERICA ®

A Free Press Matters

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voiceofamerica
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voanews
VOAvideo

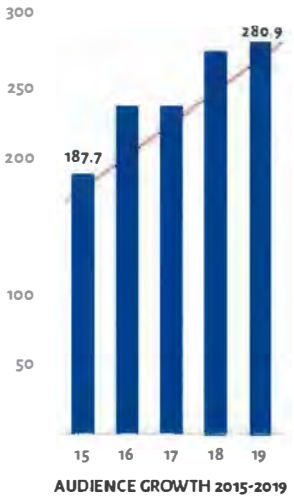
FAST FACTS

ANNUAL BUDGET
$252 million (FY20)

EMPLOYEES
982

LANGUAGES
47

WEEKLY AUDIENCE
280.9 million (FY19)



AUDIENCE GROWTH 2015-2019

"The news may be good.
The news may be bad.
We shall tell you the truth."

–William Harlan Hale,
First VOA Broadcast (1942)

The Voice of America, the largest U.S. international broadcaster, provides a consistently reliable and authoritative source of news, tells America's story, and presents a balanced and comprehensive projection of significant American thought and institutions.



PROGRAMS

VOA broadcasts about 1,800 hours of radio and television programming each week to an estimated global audience of 280.9 million people.

VOA programs are delivered on satellite, cable, shortwave, FM, medium wave, multiple digital platforms, streaming audio and video, and more than 2,500 media outlets worldwide.

Journalists in VOA's Washington, D.C. News Center work around the clock with a global network of correspondents to provide comprehensive news and analysis on key issues, U.S. government policies, and cultural developments.

VOA's language services use their websites and social media platforms such as Facebook, Twitter, and YouTube to share content and engage the audience.

VOA's world-renowned music and English-language learning programs are enjoyed by millions of people around the world.

LANGUAGES:

AFRICA
Afan Oromo
Amharic
Bambara
French
Hausa
Kinyarwanda
Kirundi
Lingala
Ndebele
Portuguese
Sango
Shona
Somali
Swahili
Tigrigna
Wolof

EAST & SOUTHEAST ASIA
Burmese
Cantonese
Indonesian
Khmer
Korean
Lao
Mandarin
Thai
Tibetan
Vietnamese

LATIN AMERICA
Creole
Spanish

EURASIA
Albanian
Armenian
Bosnian
Georgian
Macedonian
Russian
Serbian
Ukrainian

ENGLISH

PERSIAN

SOUTH & CENTRAL ASIA
Azerbaijani
Bangla
Dari
Kurdish
Pashto
Rohingya
Turkish
Urdu
Uzbek

MISSION

THE VOA CHARTER

President Gerald Ford signed the VOA Charter into law in 1976. It protects the independence and integrity of VOA programming.

1. VOA will serve as a consistently reliable and authoritative source of news. VOA news will be accurate, objective, and comprehensive.

2. VOA will represent America, not any single segment of American society, and will therefore present a balanced and comprehensive projection of significant American thought and institutions.

3. VOA will present the policies of the United States clearly and effectively, and will also present responsible discussions and opinion on these policies.

IMPACT

Innovative programming and increased use of digital media is propelling Voice of America's audience and engagement metrics to new heights. International audiences turn to VOA for news and information they can trust.

In Russia, where VOA is denied direct distribution and program placement, VOA's digital-first strategy has resulted in significant growth, with over 250 million video views on digital platforms in FY2019 and over 700,000 followers on Facebook. VOA also contributes several daily and weekly programs, documentaries, and simultaneous translations of major American news events to Current Time — the Russian-language 24/7 TV and digital network. Over half of weekly VOA Russian users said they trust the service "somewhat" or "a great deal," and about two-thirds said it has increased their understanding of current events.

In China, VOA reaches more than 40 million adults weekly, almost 4% of the adult population. Most use VOA content online, with nearly 12 million viewers on TV, and 6.8 million hearing it on radio. Nine in ten Chinese audience members who expressed an opinion said they trust VOA "somewhat" or "a great deal."

In March 2019, USAGM launched a Farsi-language 24/7 satellite network—VOA 365. Voice of America leads the VOA 365 project in cooperation with Radio Free Europe/Radio Liberty. The network counters Iranian government disinformation and raises topics Iranians cannot discuss openly. The latest USAGM survey, conducted in September 2017, found that VOA reaches 9.7 million adult Iranians weekly. Over two-thirds of VOA Persian consumers who offered a response said they trust VOA "somewhat" or "a great deal," six in ten said VOA content increased their understanding of current events, and more than half said it enhanced their understanding of U.S. foreign policy.

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FOIA21-032 Exh. 4 p. 3

VOA Digital Media Org Chart

The Office of Digital Strategy is a part of the VOA Director's Office and works with Internet Managing Editors in each division to review impact and refine strategies; advises individual language services as needed; and sets guidelines for social media policy across VOA. The Office distributes social media advertising budgets to each language service based on the strategic importance to VOA, digital strategy, and need. It can also turn on/off access to Ad Manager accounts and freeze funding, if needed.

Internet Managing Editors report to the Division Director. They work with digital editors and journalists in each language service to advise on strategy and content. Each language service has digital journalists and editors that develop content and determine which content to highlight through social media advertising, in line with VOA digital strategy, VOA journalistic standards, and the VOA mission.



The Office of the Chief Digital Officer provides technical standardization, governance, oversight, policy, and strategy for the VOA. OCDO also creates and develops digital products and methods of content distribution.

Voice of America



Office of Cuba Broadcasting

radiotelevisionmarti.com
radiotelevisionmarti
@martinoticias
rtvmarti
TVMartiNoticias

FAST FACTS

HEADQUARTERS
Miami, FL

ANNUAL BUDGET
$21 million (FY20)

LANGUAGE
Spanish

AUDIENCE
1.0 million (FY19)

The Office of Cuba Broadcasting (OCB) oversees Radio and Television Martí, a multimedia hub of news, information, and analysis that provide the people of Cuba with interactive programs seven days a week through satellite television and shortwave and AM radio, as well as through flash drives, emails, and DVDs. Combined with the online platform radiotelevisionmarti.com, the Martís are a one-of-a-kind service that brings unbiased, objective news and information to all Cubans.



MISSION

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.

PROGRAMS

Cuba has one of the world's most restrictive media environments. The island nation consistently ranks among the "Most Censored Countries" by the Committee to Protect Journalists, while Reporters Without Borders has called it Latin America's worst media freedom violator year after year. It is in this challenging environment that OCB operates the Martís.

Despite consistent jamming by the Cuban government, OCB reaches audiences on the island through a variety of high- and low-tech solutions. In addition to satellite television, and shortwave, satellite, and AM radio, OCB launched a mobile app for Android and iOS devices.

The Martís broadcasts cover a wide range of topics, including news, sports and entertainment, with a focus on topics that are generally censored or slanted by the Cuban government.

Radiotelevisionmarti.com offers in-depth analysis of top Cuban and international news and a section dedicated to highlighting Cuban bloggers. It also provides 24/7 streaming of TV and Radio Martí broadcasts.

IMPACT

For the first time, OCB was able to report audience data in FY 2017 based on a content media preference survey conducted on the island. Radio Martí, TV Martí, and Martí Digital reach 11.1 percent of all Cubans on a weekly basis with audio, video, and digital content. This percentage reflects that more than one million Cubans on the island follow Martí radio, television, and digital programming each week. Of those who reported accessing such content, 97 percent considered it trustworthy. Also, 96 percent of audience members said that Martí programming helped them form opinions and that they would share that information with others.

"I've experienced very touching moments while visiting different provinces, and people know me not for my blog nor for my Twitter account but because of my presence and my voice on Radio Martí."

(b) (6)

and human rights activist

CORONAVIRUS COVERAGE

OCB has stood up a unit made up of several journalists within its central news division to address issues of countering disinformation and providing greater context to audiences as it relates to COVID-19. The Martís have been providing non-stop coverage of the pandemic and its spread throughout Latin America and the world as well as the latest scientific information on the virus and advice from medical experts on how to protect oneself.

In addition to factual information about the virus and its spread, the Martís are providing Cubans with the truth about their government's harassment of independent journalists reporting on the pandemic, Amnesty International's concern about lack of social distancing on the island, and the Inter-American Human Rights Commission's new report on the government's suppression of expression and artistic creation.

U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

Office of Cuba Broadcasting

Office of Cuba Broadcasting Modernization

In 1983, Congress established the Office of Cuba Broadcasting (OCB), operated by the U.S. Agency for Global Media (USAGM), with a mission to promote freedom and democracy through objective news and current affairs programming to the people of Cuba. As Cuba continues to be the most repressive and media-restrictive country in the Western Hemisphere, OCB's mission and its significance to U.S. foreign policy and national security remain vital. Thirty-five years since its first broadcast, OCB (Radio and TV Martí) is also reimagining its approach to meet the current needs and demands of a competitive marketplace.

Historically, OCB's operations primarily provided interactive programming through satellite television and short and medium wave radio broadcasts. As computer access and the internet became more accessible, OCB began to distribute flash drives and deliver content through emails, DVDs, and SMS to individuals seeking out non-government controlled information. With the rise of 3G mobile connectivity, expansion of internet access and opening of digital platforms in Cuba, and with the benefit of recently rebuilt editorial processes and proposition statement, OCB's transformation will allow the network to maximize its public service media mission.

Shifting Toward a Digital-First Strategy

Key to this transformation is connecting with a younger generation of Cubans who will define the country's future. OCB's modernization places emphasis on producing high-quality, meaningful content that appeals directly to Cuba's emerging opinion leaders. This strategy includes:

- using popular social media platforms and messaging applications to connect individuals on the island;
- creating original content that challenges state propaganda through investigative journalism; and
- employing the power of short-form video and web reports to attract younger audiences.

This digital-first approach includes reconstituting a network of reporters on the island to provide first-hand, real-time reports.

At the same time, radio and television also remain important means for distribution, and will continue to be supported. These investments will be balanced to reflect the fact that Cuba's modern media environment is increasingly dominated by digital storytelling. This balanced approach will result in greater impact in connecting with new audiences and informing them of the democratic values espoused in a free press.

Even in the most information-denied environments, USAGM journalists — supported by our internet freedom and circumvention technologies — reach across internet firewalls on digital and social platforms to connect with their audiences. USAGM and OCB are excited about the prospect of modernizing the Martís, adopting a similar approach to that employed in Russia, China, North Korea, and Iran.

This approach requires new skillsets working across multimedia platforms. This is why OCB has already begun to restructure its workforce to ensure a team of qualified journalists, producers, editors committed to the OCB mission can provide these digital skills to the network. The network has recently added senior-level hires with decades of experience to ensure this modernization is both effective and upholds the highest standards of journalistic ethics and integrity.

Improving Journalistic Standards

In 2018, two unfortunate incidents led USAGM and OCB to evaluate journalistic standards at the network. An independent expert panel charged with reviewing and assessing OCB programming, editorial oversight and production systems, found shortcomings and deficiencies in OCB's adherence to high journalistic standards and best practices. As a result, USAGM and OCB have implemented real-time program monitoring, rebuilt the entire editorial process to ensure transparency and accountability, and recruited a team of industry-leading professionals to lead OCB's modernization.

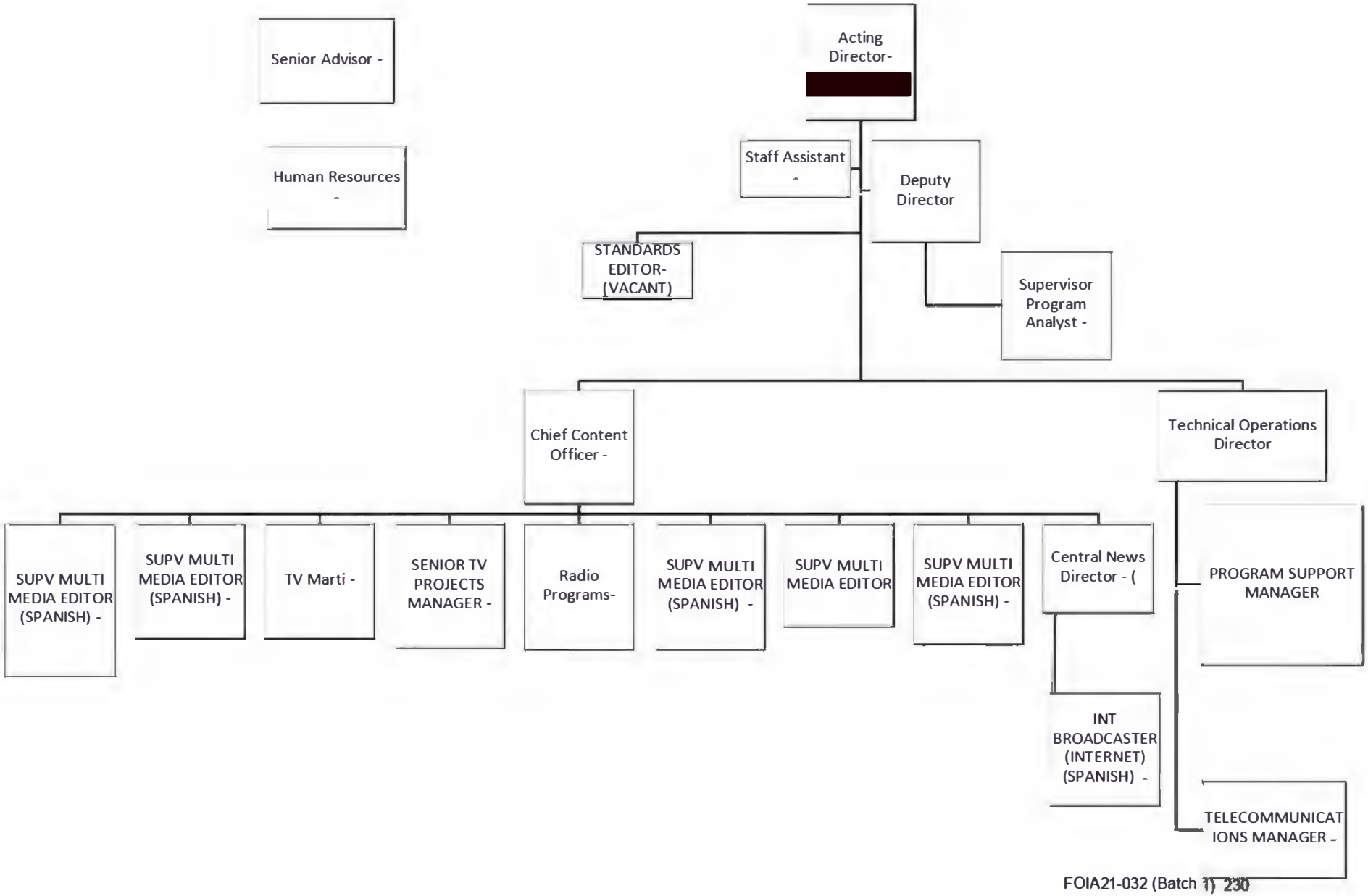
The Mission Ahead

As a public service media organization, OCB is obligated to utilize its taxpayer-funded resources to produce independent journalism in the most effective manner and in line with its legislative mandate. That is why modernizing OCB and implementing its digitally-focused programming are consistently a top priority for USAGM. Together, USAGM and OCB are deeply committed to ensuring that the Martí's broadcast and digital platforms successfully reach Cuban people with compelling, fact-based, and comprehensive news and analysis that provide hope for a free and democratic Cuba.

U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

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Office of Cuba Broadcasting – Organizational Chart 6-2020



RadioFreeEurope
RadioLiberty

rferl.org
pressroom.rferl.org
rferl
@RFERL
@RFERLPress
rfe.rl
rferlonline

FAST FACTS

HEADQUARTERS
Prague, Czech Republic
Washington, DC

ANNUAL BUDGET
$125.3 million (FY20)

LANGUAGES
26

AUDIENCE
37.6 million (FY19)

IN FY2019

1 BILLION
visits to RFE/RL websites

RFE/RL content was viewed
3.6 BILLION
times across social media

Radio Free Europe/Radio Liberty (RFE/RL) reaches 37 million people every week with locally oriented multimedia content that promotes democratic values and institutions in 26 languages and 22 countries where free media are not fully established or are under threat from increasingly authoritarian governments and market centralization.



PROGRAMS

RFE/RL's Russian Service is one of Russia's most-cited multimedia outlets, providing an increasingly rare forum for independent opinion, investigation, and debate. In FY 2019, its website averaged 7.3 million visits and 14 million page views each month; logged 141 million YouTube video views; and was active on Russian social networks and Facebook, where it has 714 million followers.

Since its formal launch in February 2017, the 24/7 Current Time digital television network, led by RFE/RL in cooperation with VOA, has claimed a space in the global Russian-language media market for balanced news, original features, under-reported stories, and fresh debate delivered via satellite, cable, and online.

RFE/RL's Balkan Service is unique among regional media in providing an informed alternative to ethnic narratives and disinformation in Bosnia, Serbia, Macedonia, Montenegro, and Kosovo, while reporting on the local dynamics that drive division, extremism, and radicalism in the Balkans.

RFE/RL's Central Asian services provide unparalleled reporting about politics, the economy, religious movements, and conflict in this complex region. The research and documentary project "Not In Our Name" is the first regional program to address extremist recruitment in Central Asia, and empower communities to work together to prevent the spread of violence and extremism.

MISSION

RFE/RL promotes democratic values and institutions by reporting the news in countries where a free press is banned by the government or not fully established. RFE/RL's journalists provide what many people cannot get locally: uncensored news, responsible discussion, and open debate.

Based on the conviction that the first 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 all forms of 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.

IMPACT

RFE/RL's breaking news and multimedia reporting across its target region earns daily citations in global media, including *The Washington Post*, *The New York Times*, *USA Today*, CNN, and ABC.

The Ukraine Service's investigative program Schemes delivers high-impact reporting on corruption among Ukraine's political elites that has informed official investigations, led to high-level dismissals, and contributed to greater public accountability.

The Dari- and Pashto-language Afghan Service is one of Afghanistan's leading media outlets, and Radio Mashaal provides a sustained response to extremist propaganda in Pakistan's Taliban-dominated border regions with Afghanistan.

Distinguished for its coverage of human rights and political and societal issues that are otherwise underreported or taboo in Iran, Radio Farda provides an alternative to official censorship and a platform for informed discussion and debate for audiences in Iran.

In 2019, RFE/RL documented more than 43 incidents targeting its journalists in no fewer than 13 countries in connection with their work, up from 42 attacks in 12 countries in 2018.

JOURNALISTS UNDER THREAT

43
INCIDENTS

including physical assault, online harassment, interrogations, detentions, prison, and threats in connection with their reporting

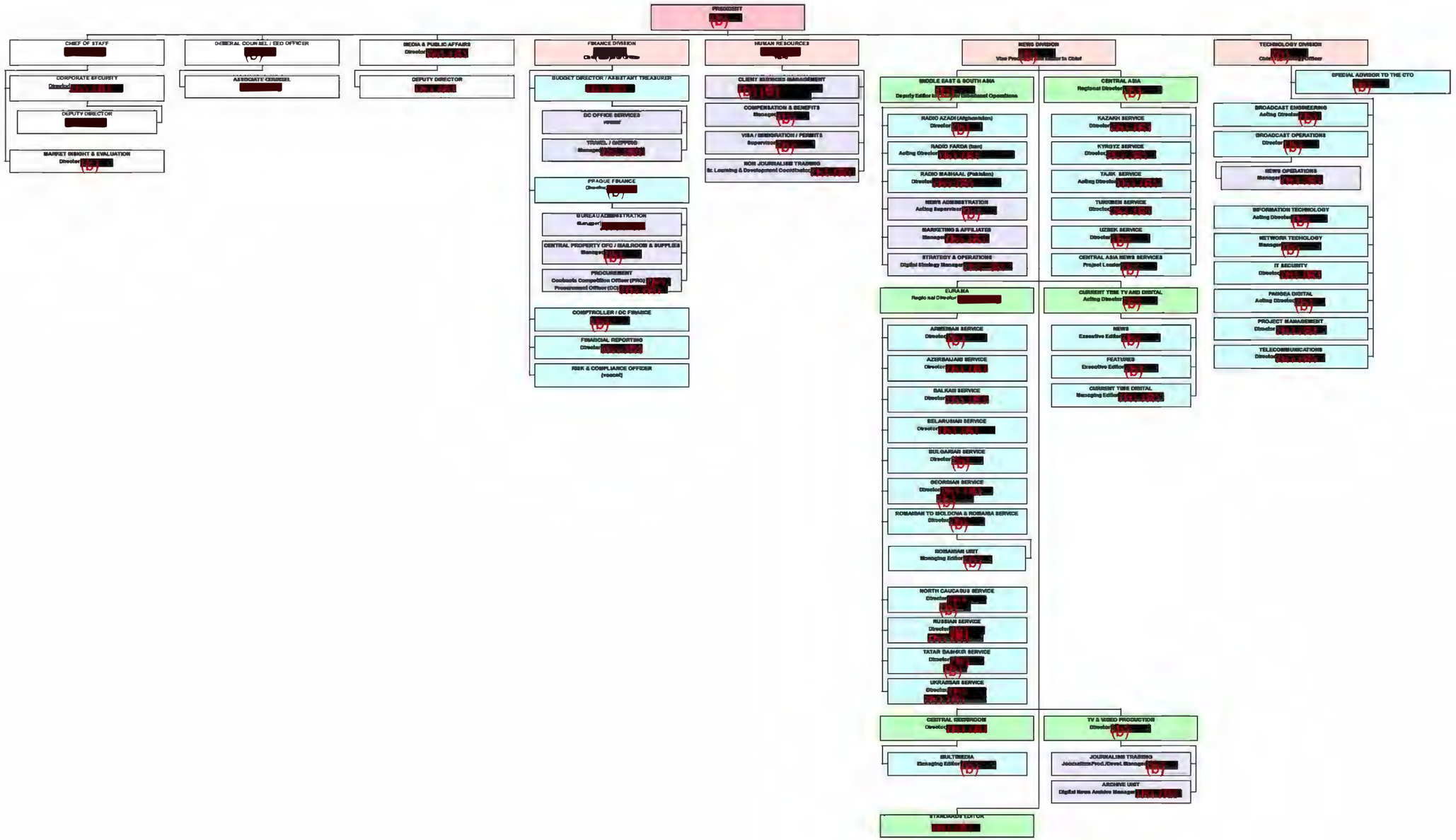
ON APRIL 30, 2018, THREE RFE/RL JOURNALISTS

died in a suicide bombing that targeted journalists in Kabul, Afghanistan.

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12-31-19

Radio Free Europe/Radio Liberty, Inc.
TABLE OF ORGANIZATION
as of May 1, 2020



Radio Free Asia

rfa.org
RadioFreeAsia.English
@RadioFreeAsia
Radio Free Asia

FAST FACTS

HEADQUARTERS
Washington, DC

ANNUAL BUDGET
$44 million (FY20)

LANGUAGES
9

AUDIENCE
50.7 million (FY19)

IN FY 2019:

127 MILLION
page views (all RFA)

52.7 MILLION
Facebook interactions

265 MILLION
YouTube views (for all RFA channels)

Radio Free Asia (RFA), a private nonprofit multimedia news corporation, has served as a surrogate free media for audiences in China (Mandarin, Cantonese, Tibetan, and Uyghur), Burma, Vietnam, Laos, Cambodia, and North Korea. Working in some of the world's harshest media environments, RFA utilizes on-the-ground reporters, stringers, vast networks of cultivated in-country sources, citizen journalists, and eyewitnesses to provide leads, tips, images, and video—often at great personal risk—to report on news otherwise ignored.



Respected news sources both in the region and worldwide often cite RFA's reporting, including *The Wall Street Journal, New York Times*, BBC, CNN, Reuters, AFP, Kyodo News, Yonhap, and *South China Morning Post, Bangkok Post*, and *Straits Times*, among many others.

PROGRAMMING

RFA's all-digital facility, equipped with 29 studios, allows our nine services to each produce news, analysis, commentary, and cultural programming nearly all in-house. RFA has expanded from its radio programs to include documentaries, in-depth web reports, infographics, and e-books online as well as on social media. RFA's direct engagement strategy—viral social

LANGUAGES

Burmese
Cantonese
Khmer
Korean
Lao
Mandarin
Tibetan
Uyghur
Vietnamese

"[RFA] shows truths that other media may not dare to present."

– Listener from Laos

media videos, call-in shows, and redistribution of content produced by citizen journalists—has garnered over 17 million fans across Facebook, YouTube, and Twitter.

MISSION

RFA's mission is to provide accurate and timely news and information to Asian countries where full, accurate, and timely news reports are unavailable.

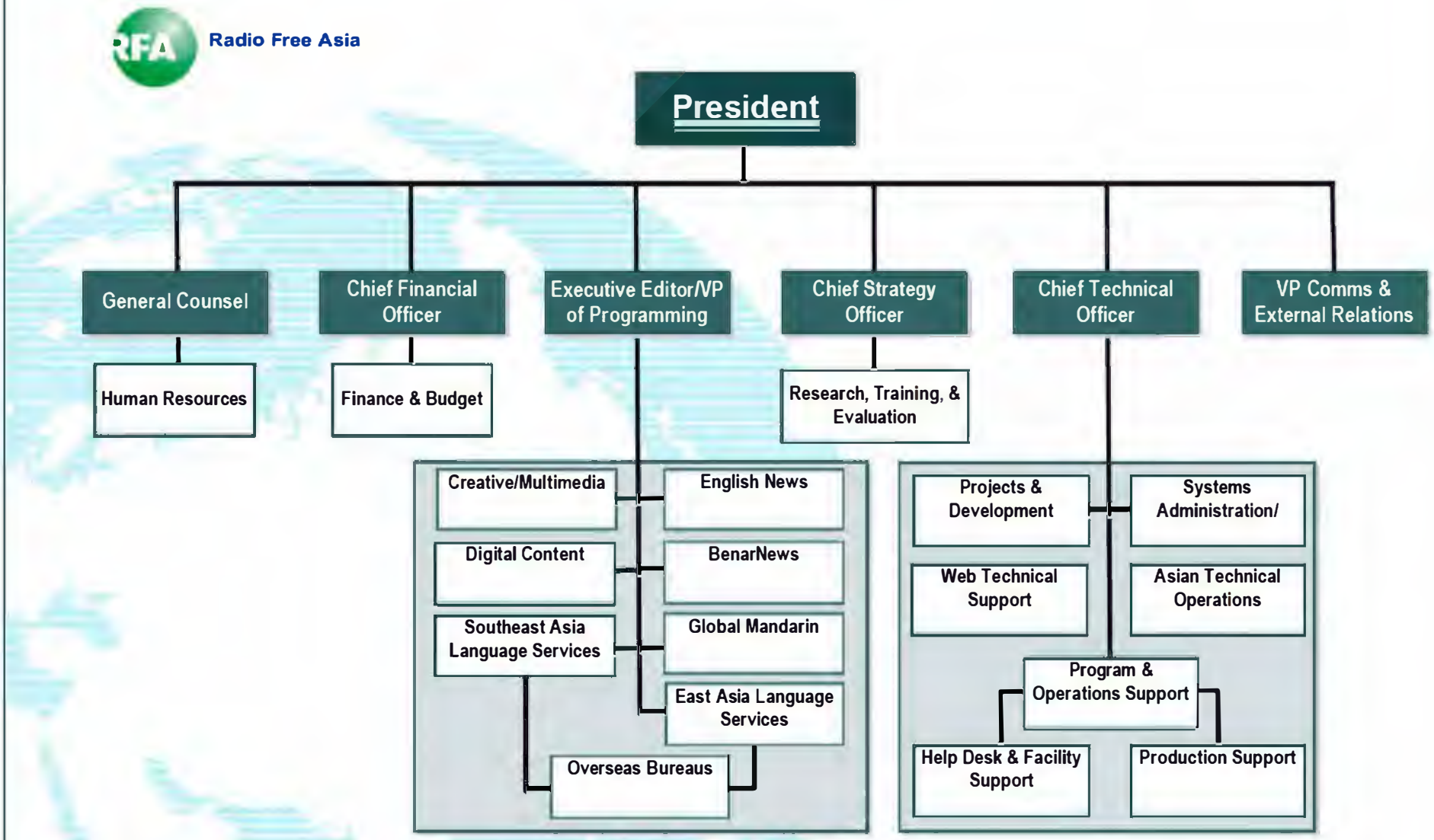
IMPACT

Expanding programming to North Korea: RFA's Korean Service has brought to its audiences the stories of North Korean defectors, including high-ranking officials such as Thae Yong Ho who credited RFA in part for inspiring his decision to leave. In fall 2019, the service documented the tumultuous journey of 13 North Koreans as they made their way through China and into Southeast Asia in a dramatic video series. The group included adults and youngsters, including a 2-year-old girl, whose identity had to be concealed to protect them.

Exclusive News Coverage of Uyghur Internment Camps: The RFA Uyghur Service has been breaking the shocking stories of Uyghurs' detention in internment camps in the Xinjiang 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 reporters. Despite tremendous pressure, RFA's Uyghur Service is still on the front line, delivering exclusive news from inside Xinjiang. The Uyghur Service's reports are continuously cited by major media, the U.S. Department of State, the U.S. Congress, and academics around the world, bringing the Uyghur situation to the forefront of global attention. The 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.

Continuous coverage of the Hong Kong protests: Mandarin and Cantonese Services closely coordinated timely, on-the-ground coverage of the 2019 Hong Kong pro-democracy, anti-government protests. In June, as demonstrators first took to Hong Kong's streets en masse, RFA journalists livestreamed demonstrations, interviewed participants and organizers, and published in-depth stories on protesters' use of mobile technology to counter police tactics, among other features, to provide audiences in Mainland China with first-hand, uncensored news and information about these unprecedented events.

RFA Corporate Organizational Chart



Last updated April, 2020

MIDDLE EAST BROADCASTING NETWORKS, INC. MBN

alhurra.com
radiosawa.com
maghrebvoices.com
irfaasawtak.com
elsaha.com

alhurra
alhurranews
alhurranews

FAST FACTS

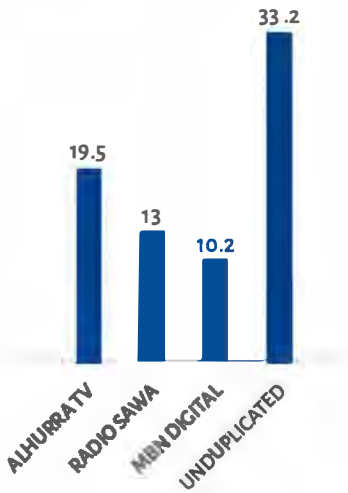
HEADQUARTERS
Springfield, VA

ANNUAL BUDGET
$110.3 million
(FY20)

LANGUAGE
Arabic

AUDIENCE
33.2 million (FY19)

WEEKLY REACH
(in millions)



95.5%
OF PAST WEEK ALHURRA VIEWERS IN MOROCCO SAY THE CHANNEL IS TRUSTWORTHY

The Middle East Broadcasting Networks (MBN) is a 24/7 Arabic-language media organization that is comprised of two television networks (Alhurra and Alhurra-Iraq), Radio Sawa's two dedicated streams (Iraq and the Levant), and multiple digital properties (Alhurra.com, RadioSawa.com, Irfaasawtak.com, ElSaha.com and MaghrebVoices.com). MBN's networks provide an undistorted line of communication with the people of the Middle East and North Africa.



PROGRAMS

Alhurra, Radio Sawa and MBN Digital focus on stories not found on other media outlets in the region, creating the space for new topics and perspectives and providing a voice to independent, reformist thinkers. MBN's programming follows innovative formats and encourages open debates to engage audiences on issues that might be considered controversial (e.g. political Islam, jihadism, or women's rights).

At the beginning of FY 2019, MBN relaunched Alhurra television, redefining it as a distinctly American channel with an American voice supporting human dignity and universal rights and values. 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 network also increased its news coverage to 12 hours per day. As part of the relaunch, Alhurra developed new programs that sharply defined the network as a place for classical liberal voices. These



shows address topics such as freedom of expression, critical thinking and human rights head on. The network hosts well-known thinkers to discuss modern misconceptions of Islam and created a freewheeling op-ed section on Alhurra.com to host the opinions of a broad spectrum of respected journalists and analysts. For the first time ever, Alhurra has a strong investigative unit to uncover the untold stories and taboo issues in the region and beyond. MBN embraced its role as the American channel in Arabic, by developing programming that drills down on U.S. foreign policy, highlights American history and values, and showcases the American people in all their diversity.

In 2019, MBN implemented a tactical realignment of Radio Sawa transmissions, scaling back radio to respond to market conditions and audience preferences, including support for enhanced digital platforms and Alhurra. MBN discontinued a number of music-focused streams and significantly increased the hours of news and talk programming—to more than 15 hours—on the remaining Iraq and Levant streams.

MISSION

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.

"Alhurra Iraq is the best channel (for Iraqi news) because it is independent and better than the rest of the Iraqi channels, which are politicized."

—25 year old Iraqi participant in 2017 in-depth interviews

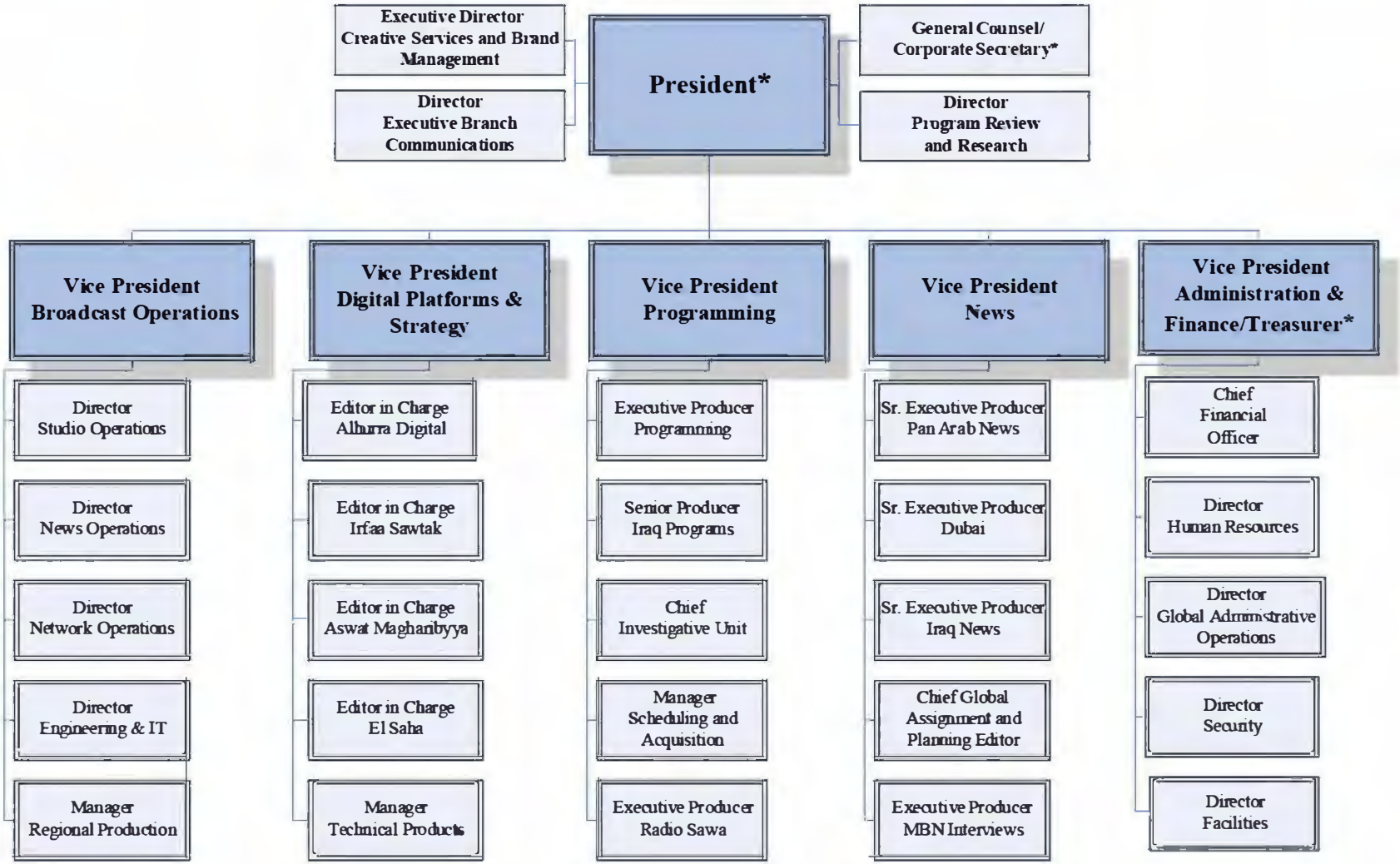
IMPACT

MBN's impact is evident every day, through the numerous media outlets that cite Alhurra and Radio Sawa's reporting, showing that the networks are a trusted source of news by other media organizations and in the region more broadly. Citation of MBN reporting also augments the number of people who have access to accurate and objective stories.

MBN provides news stories not often found in the Arabic-language press, including human rights, freedom of speech, and freedom of religion. When Turkish soldiers and warplanes attacked the Kurdish communities in Northern Syria, Alhurra was on the ground to give the Kurdish people a voice and tell their stories. The network also provided viewers a firsthand look at the suffering in Afrin and the concerns of religious minorities. In FY 2019, Alhurra also developed its first investigative reporting department and launched the weekly series Alhurra Investigates, reporting on the political, religious, and financial conflicts of interest in the halls of power. This wide-angle lens approach to investigative journalism has uncovered stories that are considered too sensitive or taboo in the region.

MBN, Inc.

2020



* - Corporate Officers

OPEN TECHNOLOGY FUND

opentech.fund

@opentechfund

FAST FACTS

ANNUAL BUDGET
$20 million (FY20)

NUMBER OF PROJECTS SUPPORTED
300+

USERS OF OTF-SUPPORTED TECHNOLOGY WORLDWIDE
2 billion+ daily

MISSION

The Open Technology Fund works to advance internet freedom in repressive environments by supporting the research, development, implementation, and sustainability of technologies that provide secure and uncensored access to the internet to counter attempts by authoritarian governments to control the internet and restrict freedom online.

Open Technology Fund

The Open Technology Fund (OTF) is a non-profit organization that aims to advance internet freedom in the world's most repressive environments to ensure that all people can safely access the uncensored internet in order to seek, receive, and impart information freely. OTF was first established in 2012 as a program at USAGM grantee Radio Free Asia and became an independent organization in 2019.



PROGRAMS

OTF funds internet freedom technologies at every stage of the development cycle from proof-of-concept, to on-the-ground deployments, to multi-year efforts. This approach ensures that USAGM journalists and audiences have the tools they need right now to safely access an uncensored internet, while investing in innovative solutions to stay ahead of evolving censorship threats. In order to provide comprehensive support to internet freedom projects, OTF provides resources through a variety of implementation mechanisms.

Direct Funds: OTF provides direct funding to support the research, development, implementation, and sustainability of technologies to enable censorship circumvention and enhance user security and privacy online.

Labs: OTF provides expert services through its Labs, including the translation of internet freedom tools into over 200 languages, security audits, usability assessments, legal support, and secure cloud storage. These services ensure that the technologies incubated and supported by OTF are as effective, secure, and usable for USAGM audiences as possible.

EXAMPLES OF TOOLS SUPPORTED BY OTF:

- Signal
- Lantern
- Psiphon
- WireGuard
- GlobaLeaks
- Snowflake
- domain fronting
- Deflect
- Mailvelope
- OONI
- Tor
- Tails
- F-Droid
- Certbot
- NoScript
- K-9 Mail

INTERNET FREEDOM TOOLS TRANSLATED INTO

200+

LANGUAGES

including Mandarin, Russian, Farsi, Spanish, Arabic, Tibetan, French, and Vietnamese

PROVIDED RAPID RESPONSE ASSISTANCE TO JOURNALISTS IN MORE THAN

40

COUNTRIES

Fellowships: OTF supports 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 network support: OTF provides USAGM networks with assistance to protect their content online and ensure it is resistant to censorship. For example, when USAGM news sites were abruptly blocked in Pakistan, OTF created mirror sites to ensure USAGM content remained available for key audiences. OTF also created the first internet freedom guide for international broadcasters — BypassCensorship.org.

Rapid Response: OTF provides emergency support to independent media outlets and journalists facing digital attacks to get back online and mitigate future attacks.

IMPACT

Billions of users worldwide: Today, over 2 billion people use OTF-supported technology daily. More than two-thirds of all mobile users globally have technology incubated by OTF on their device.

Best-in-class tools: OTF supports anti-censorship, privacy, and security tools that are regularly used and recommended by leading media and human rights organizations, including the Committee to Protect Journalists, UNESCO, Reporters Without Borders, Human Rights Watch, and Freedom House, among many others.

More timely, accurate censorship detection: Through OTF funding, anyone can identify where, when and how censorship is occurring; timely detection of censorship events in repressive contexts worldwide are being observed and documented via hundreds of thousands of measurements taken monthly in more than 210 countries.

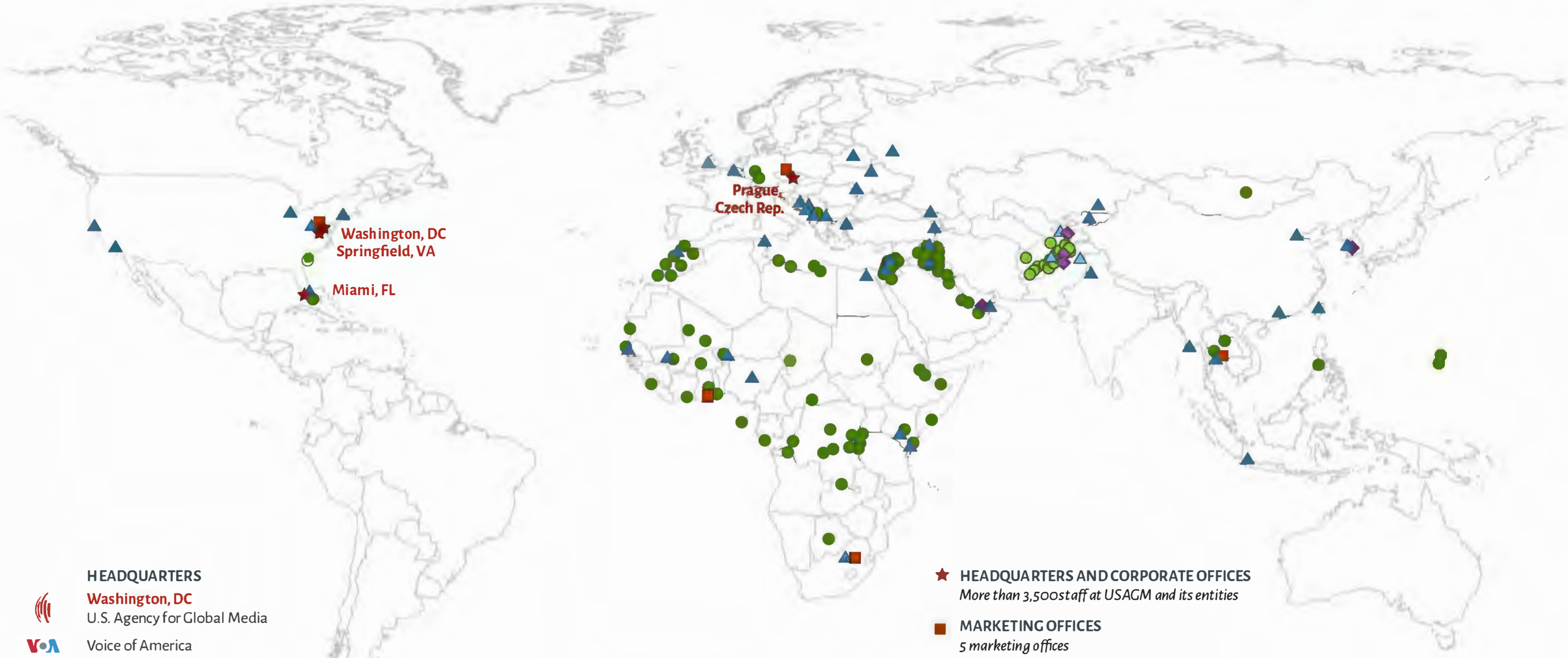
Rapid response: OTF has provided rapid response assistance to individuals and organizations facing digital emergencies, including in Venezuela, Iran, Azerbaijan, Vietnam, Thailand, Pakistan, Mexico, Uganda, Tibet and Hong Kong, among others.

Exposing repressive Chinese surveillance: OTF's Red Team Lab has investigated and exposed apps used for repressive surveillance throughout China, including tools used by the government to target religious minority Uyghur Muslims in Xinjiang province as well as tourists entering the region. Research supported by OTF also tracked the export of Chinese censorship and surveillance technologies and tactics to 102 countries around the world.

Increasing demand: The demand for internet freedom projects has grown exponentially over the past decade, making OTF's application process increasingly more competitive. Since 2012, OTF has reviewed and responded to over 3,500 requests for support totaling nearly $450 million.

Worldwide Facilities

U.S. AGENCY FOR GLOBAL MEDIA
UNITED STATES BROADCASTING BOARD OF GOVERNORS



HEADQUARTERS

Washington, DC
U.S. Agency for Global Media

Voice of America

Radio Free Europe/Radio Liberty
Corporate Office

Radio Free Asia

Springfield, VA
Middle East Broadcasting Networks

Miami, FL
Radio & TV Martí

Prague, Czech Republic
Radio Free Europe/Radio Liberty
Broadcast Headquarters

SATELLITES

Arabsat BADR-4
Asiasat-7
Eutelsat 10A
Eutelsat 36B
Eutelsat 7 West A
Eutelsat Hotbird 13B
Hispasat 30W-5
Intelsat 907
Nilesat-201
NSS-12
SES-6
Telstar 18/Apstar 5
Turksat 4A
Yahsat Y1A

HEADQUARTERS AND CORPORATE OFFICES
More than 3,500 staff at USAGM and its entities

MARKETING OFFICES
5 marketing offices

BUREAUS AND PRODUCTION CENTERS
Nearly 50 Bureaus and Production Centers and overseas offices. Broadcasts incorporate reporting from a network of about 1,500 stringers.

USAGM OWNED AND OPERATED TRANSMISSION FACILITIES
Nearly 200 operational transmitters, including FM, SW, MW, and TV at over 100 transmission sites in more than 40 countries worldwide. USAGM content is also transmitted by more than 2,800 affiliated TV and radio stations, not marked on this map.

MAJOR TRANSMISSION FACILITIES LEASED BY USAGM
USAGM does not own these facilities, but USAGM programming makes up virtually all of their scheduled transmissions.

May 2019

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CEO AUTHORITIES UNDER NDAA

22 USC 6203. Establishment of the Chief Executive Officer of the Broadcasting Board of Governors

(a) CONTINUED EXISTENCE WITHIN EXECUTIVE BRANCH
The Broadcasting Board of Governors shall continue to exist within the Executive branch of Government as an entity described in section 104 of title 5.

(b) CHIEF EXECUTIVE OFFICER
(1) IN GENERAL
The head of the Broadcasting Board of Governors shall be a Chief Executive Officer, who shall be appointed by the President, by and with the advice and consent of the Senate. Notwithstanding any other provision of law, until such time as a Chief Executive Officer is appointed and has qualified, the current or acting Chief Executive Officer appointed by the Board may continue to serve and exercise the authorities and powers under this chapter.
(2) TERM
The first Chief Executive Officer appointed pursuant to paragraph (1) shall serve for an initial term of three years.
(3) COMPENSATION
A Chief Executive Officer appointed pursuant to paragraph (1) shall be compensated at the annual rate of basic pay for level III of the Executive Schedule under section 5314 of title 5.

(c) TERMINATION OF DIRECTOR OF INTERNATIONAL BROADCASTING BUREAU
Effective on December 23, 2016, the position of the Director of the International Broadcasting Bureau shall be terminated, and all of the responsibilities, offices, authorities, and immunities of the Director or the Board under this chapter or any other Act or authority before such date shall be transferred or available to, assumed by, or overseen by the Chief Executive Officer, as head of the Board.

(d) IMMUNITY FROM CIVIL LIABILITY
Notwithstanding any other provision of law, all limitations on liability that apply to the Chief Executive Officer shall also apply to members of the boards of directors of RFE/RL, Inc., Radio Free Asia, the Middle East Broadcasting Networks, or any organization that consolidates such entities when such members are acting in their official capacities.

(Pub. L. 103–236, title III, § 304, Apr. 30, 1994, 108 Stat. 434; Pub. L. 105–277, div. G, subdiv. A, title XIII, §§ 1322, 1323(b), (c), Oct. 21, 1998, 112 Stat. 2681–777, 2681–778; Pub. L. 106–113, div. B, § 1000(a)(7) [div. A, title V, §§ 502, 504], Nov. 29, 1999, 113 Stat. 1536, 1501A–451; Pub. L. 114–328, div. A, title XII, § 1288(1), Dec. 23, 2016, 130 Stat. 2548.)

22 UISC 6204. Authorities of the Chief Executive Officer

(a) Authorities The Chief Executive Officer shall have the following authorities:

(1)To direct and supervise all broadcasting activities conducted pursuant to this chapter, the Radio Broadcasting to Cuba Act [22 U.S.C. 1465 et seq.],,[1] the Television Broadcasting to Cuba Act [22 U.S.C. 1465aa et seq.], and Worldnet Television, except as provided in section 6205(b) of this title.

(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 is conducted in accordance with the standards and principles contained in section 6202 of this title.

(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 and cooperative agreements for broadcasting and related activities in furtherance of the purposes of this chapter and on behalf of other agencies, accordingly.

(6)To allocate funds appropriated for international broadcasting activities among the various elements of the Board and grantees, subject to reprogramming notification requirements in law for the reallocation of funds.

(7)To review engineering activities to ensure that all broadcasting elements receive the highest quality and cost-effective delivery services.

(8)To undertake such studies as may be necessary to identify areas in which broadcasting activities under its authority could be made more efficient and economical.

(9)To submit to the President and the Congress an annual report which summarizes and evaluates activities under this chapter, the Radio Broadcasting to Cuba Act [22 U.S.C. 1465 et seq.], and the Television Broadcasting to Cuba Act [22 U.S.C. 1465aa et seq.]. Each annual report shall place special emphasis on the assessment described in paragraph (2).

(10)To the extent considered necessary to carry out the functions of the Chief Executive Officer, procure, rent, or lease supplies, services, and other property for journalism, media, production, and broadcasting, and related support services, notwithstanding any other provision of law relating to such acquisition, rental, or lease, and under the same terms and conditions as authorized under section 501(b) of the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1461(b)), and for multiyear contracts and

leases for periods of up to 20 years subject to the requirements of subsections (b) through (f) of section 3903 of title 41.

(11)To appoint such personnel for the Chief Executive Officer as the Chief Executive Officer may determine to be necessary, which shall not be subject to the provisions of title 5 governing appointments in the competitive service, and to fix their compensation in accordance with the provisions of chapter 51 and subchapter III of chapter 53 of such title relating to classification and General Schedule pay rates.

(12)To obligate and expend, for official reception and representation expenses, such amount as may be made available through appropriations (which for each of the fiscal years 1998 and 1999 may not exceed the amount made available to the Chief Executive Officer and the International Broadcasting Bureau for such purposes for fiscal year 1997).

(13)To make available in the annual report required by paragraph (9) information on funds expended on administrative and managerial services by the Board and by grantees and the steps the Chief Executive Officer has taken to reduce unnecessary overhead costs for each of the broadcasting services.

(14)The Chief Executive Officer may provide for the use of United States Government transmitter capacity for transmission or relay of Radio Free Asia or any other grantee authorized under this chapter.

(15)
(A)To procure personal services at rates not to exceed the daily equivalent of the rate provided for positions classified above grade GS–15 of the General Schedule under section 5108 of title 5.
(B)To allow those providing such services, while away from their homes or their regular places of business, travel expenses (including per diem in lieu of subsistence) as authorized by section 5703 of title 5 for persons in the Government service employed intermittently, while so employed.

(16)To procure, pursuant to section 1535 of title 31 (commonly known as the "Economy Act"), such goods and services from other departments or agencies for the Chief Executive Officer and the International Broadcasting Bureau as the Chief Executive Officer determines are appropriate.

(17)To utilize the provisions of titles III, IV, V, VII, VIII, IX, and X of the United States Information and Educational Exchange Act of 1948 [22 U.S.C. 1431 et seq.], and section 6 of Reorganization Plan Number 2 of 1977, as in effect on the day before the effective date of title XIII of the Foreign Affairs Agencies Consolidation Act of 1998, to the extent the Chief Executive Officer considers necessary in carrying out the provisions and purposes of this chapter.

(18)To utilize the authorities of any other statute, reorganization plan, Executive order, regulation, agreement, determination, or other official document or proceeding that had been available to the Director of the United States Information Agency, the Chief Executive Officer, or the Chief Executive Officer [2] before the effective date of title XIII of the Foreign Affairs Consolidation Act of 1998 for carrying out the broadcasting activities covered by this chapter.

(19)
(A)To provide for the payment of primary and secondary school expenses for dependents of personnel stationed in the Commonwealth of the Northern Mariana Islands (CNMI) at a cost not to exceed expenses authorized by the Department of Defense for such schooling for dependents of members of the Armed Forces stationed in the Commonwealth, if the Chief Executive Officer determines that schools available in the Commonwealth are unable to provide adequately for the education of the dependents of such personnel.
(B)To provide transportation for dependents of such personnel between their places of residence and those schools for which expenses are provided under subparagraph (A), if the Chief Executive Officer determines that such schools are not accessible by public means of transportation.

(20)Notwithstanding any other provision of law, including section 6207(a) of this title, to condition, if appropriate, any grant or cooperative agreement to RFE/RL, Inc., Radio Free Asia, or the Middle East Broadcasting Networks, or any organization that is established through the consolidation of such entities, on authority to determine membership of their respective boards, and the consolidation of such grantee entities into a single grantee organization under terms and conditions established by the Board.

(21)To redirect or reprogram funds within the scope of any grant or cooperative agreement, or between grantees, as necessary (and not later than 15 days before any such redirection of funds between language services, to notify the Committee on Appropriations and the Committee on Foreign Affairs of the House of Representatives and the Committee on Appropriations and the Committee on Foreign Relations of the Senate regarding such redirection), and to condition grants or cooperative agreements, if appropriate, on such grants or cooperative agreements or any similar amendments as authorized under section 6207(a) of this title, including authority to name and replace the board of any grantee authorized under this chapter, including with Federal officials, to meet the purposes of this chapter.

(22)To change the name of the Board pursuant to congressional notification 60 days prior to any such change.

(b)Professional independence of broadcasters

The Secretary of State and the Chief Executive Officer, in carrying out their functions, shall respect the professional independence and integrity of the Board, its broadcasting services, and the grantees of the Board.

22 U.S. Code § 6209. Broadcast entities reporting to Chief Executive Officer

(a) Consolidation of grantee organizations
(1) In general
The Chief Executive Officer, subject to the regular notification procedures of the Committee on Appropriations and the Committee on Foreign Affairs of the House of Representatives and the Committee on Appropriations and the Committee on Foreign Relations of the Senate, who is authorized to incorporate a grantee, may condition annual grants to RFE/RL, Inc., Radio Free Asia, and the Middle East Broadcasting Networks on the consolidation of such grantees into a single, consolidated private, non-profit corporation (in accordance with section 501(c)(3) of title 26 and exempt from tax under section 501(a) of such title), in such a manner and under such terms and conditions as determined by the Chief Executive Officer, which may broadcast and provide news and information to audiences wherever the agency may broadcast, for activities that the Chief Executive Officer determines are consistent with the purposes of this chapter, including the terms and conditions of subsections (g)(5), (h), (i), and (j) of section 6207 of this title, except that the Agency may select any name for such a consolidated grantee.
(2)Special rule
No State or political subdivision of a State may establish, enforce, or continue in effect any provision of law or legal requirement that is different from, or is in conflict with, any requirement or authority applicable under this chapter relating to the consolidation, incorporation, structure, or dissolution of any grantee under this chapter.

(b) Mission. The consolidated granteeestablished under subsection (a) shall—
(1) counter state-sponsored propaganda which undermines the national security or foreign policy interests of the United States and its allies;
(2) provide uncensored local and regional news and analysis to people in societies where a robust, indigenous, independent, and free media does not exist;
(3) help countries improve their indigenous capacity to enhance media professionalism and independence, and develop partnerships with local media outlets, as appropriate; and
(4) promote unrestricted access to uncensored sources of information, especially via the internet, and use all effective and efficient mediums of communication to reach target audiences.

(c) Federal status
Nothing in this chapter or any other Act, or any action taken pursuant to this chapter or any other Act, may be construed to make such a consolidated grantee described in subsection (a) or RFE/RL, Inc., Radio Free Asia, or the Middle East Broadcasting Networks or any other grantee or entity provided funding by the agency a Federal agency or instrumentality. Employees or staff of such grantees or entities may not be Federal employees. For purposes of this section and this chapter, the term "grant" includes agreements under section 6305 of title 31, and the term "grantee" includes recipients of such agreements.

(d) Leadership of grantee organizations
Officers and directors of RFE/RL Inc., Radio Free Asia, and the Middle East Broadcasting Networks or any organization that is established through the consolidation of such entities, or authorized under this chapter, shall serve at the pleasure of and may be named by the Chief Executive Officer of the Board.

(e) Maintenance of the existing individual grantee brands
RFE/RL, Incorporated, Radio Free Asia, and the Middle East Broadcasting Networks, Incorporated should remain brand names under which news and related programming and content may be disseminated by the consolidated grantee. Additional brands may be created as necessary.

(Pub. L. 103–236, title III, § 310, as added Pub. L. 114–328, div. A, title XII, § 1288(7), Dec. 23, 2016, 130 Stat. 2553.)

22 USC Ch. 71: UNITED STATES INTERNATIONAL BROADCASTING

From Title 22—FOREIGN RELATIONS AND INTERCOURSE

CHAPTER 71—UNITED STATES INTERNATIONAL BROADCASTING

Sec.
6201.
Congressional findings and declaration of purposes.
6202.
Standards and principles.
6203.
Establishment of the Chief Executive Officer of the Broadcasting Board of Governors.
6204.
Authorities of Board.
6205.
Establishment of the International Broadcasting Advisory Board.
6206.
Repealed.
6207.
Limits on grants for Radio Free Europe and Radio Liberty.
6208.
Radio Free Asia.
6209.
Broadcast entities reporting to Chief Executive Officer.
6209a.
Inspector General authorities.
6209b.
Role of the Secretary of State in foreign policy guidance.
6210.
Preservation of American jobs.
6211.
The continuing mission of Radio Free Europe and Radio Liberty broadcasts.
6212.
Requirement for authorization of appropriations.
6213.
Definitions.
6214.
Relocation costs.
6215.
Establishment of Radio Free Afghanistan.
6216.
Special authority for surge capacity.

§6201. Congressional findings and declaration of purposes

The Congress makes the following findings and declarations:

(1) It is the policy of the United States to promote the right of freedom 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.

(2) Open communication of information and ideas among the peoples of the world contributes to international peace and stability and the promotion of such communication is in the interests of the United States.

(3) It is in the interest of the United States to support broadcasting to other nations consistent with the requirements of this chapter.

(4) The continuation of existing United States international broadcasting, and the creation of a new broadcasting service to the people of the People's Republic of China and other countries of Asia which lack adequate sources of free information, would enhance the promotion of information and ideas, while advancing the goals of United States foreign policy.

(5) The reorganization and consolidation of United States international broadcasting will achieve important economies and strengthen the capability of the United States to use broadcasting to support freedom and democracy in a rapidly changing international environment.

(Pub. L. 103–236, title III, §302, Apr. 30, 1994, 108 Stat. 432.)

REFERENCES IN TEXT

This chapter, referred to in par. (3), was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out below and Tables.

SHORT TITLE OF 2009 AMENDMENT

Pub. L. 111–84, div. A, title XII, §1261, Oct. 28, 2009, 123 Stat. 2553, as amended by Pub. L. 111–383, div. A, title X, §1075(d)(19), Jan. 7, 2011, 124 Stat. 4374, provided that: "This subtitle [subtitle D (§§1261–1266) of title XII of div. A of Pub. L. 111–84, enacting provisions set out as notes under section 6204 of this title] may be cited as the 'Victims of Iranian Censorship Act' or the 'VOICE Act'."

SHORT TITLE OF 2002 AMENDMENT

Pub. L. 107–148, §1, Mar. 11, 2002, 116 Stat. 64, provided that: "This Act [enacting section 6215 of this title] may be cited as the 'Radio Free Afghanistan Act'."

SHORT TITLE

Pub. L. 103–236, title III, §301, Apr. 30, 1994, 108 Stat. 432, provided that: "This title [enacting this chapter, amending sections 1465b, 1465c, and 2873 of this title and section 5315 of Title 5, Government Organization and Employees, and repealing sections 1463, 2871 to 2877, and 2878 to 2883 of this title and provisions set out as a note under section 2871 of this title] may be cited as the 'United States International Broadcasting Act of 1994'."

§6202. Standards and principles

(a) Broadcasting standards

United States international broadcasting shall—

(1) be consistent with the broad foreign policy objectives of the United States;

(2) be consistent with the international telecommunications policies and treaty obligations of the United States;

(3) not duplicate the activities of private United States broadcasters;

(4) not duplicate the activities of government supported broadcasting entities of other democratic nations;

(5) be conducted in accordance with the highest professional standards of broadcast journalism;

(6) be based on reliable information about its potential audience;

(7) be designed so as to effectively reach a significant audience; and

(8) promote respect for human rights, including freedom of religion.

(b) Broadcasting principles

United States international broadcasting shall include—

(1) news which is consistently reliable and authoritative, accurate, objective, and comprehensive;

(2) a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society;

(3) 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;

(4) the capability to provide a surge capacity to support United States foreign policy objectives during crises abroad;

(5) programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations;

(6) information about developments in each significant region of the world;

(7) a variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen;

(8) reliable research capacity to meet the criteria under this section;

(9) adequate transmitter and relay capacity to support the activities described in this section; and

(10) training and technical support for independent indigenous media through government agencies or private United States entities.

(c) Voice of America broadcasts

The long-range interests of the United States are served by communicating directly with the peoples of the world by radio. To be effective, the Voice of America must win the attention and respect of listeners. These principles will therefore govern Voice of America (VOA) broadcasts:

(1) VOA will serve as a consistently reliable and authoritative source of news. VOA news will be accurate, objective, and comprehensive.

(2) VOA will represent America, not any single segment of American society, and will therefore present a balanced and comprehensive projection of significant American thought and institutions.

(3) VOA will present the policies of the United States clearly and effectively, and will also present responsible discussions and opinion on these policies.

(Pub. L. 103–236, title III, §303, Apr. 30, 1994, 108 Stat. 433; Pub. L. 103–415, §1(p), Oct. 25, 1994, 108 Stat. 4301; Pub. L. 105–277, div. G, subdiv. A, title XIII, §1323(d), Oct. 21, 1998, 112 Stat. 2681–778; Pub. L. 105–292, title V, §502, Oct. 27, 1998, 112 Stat. 2811.)

AMENDMENTS

1998—Subsec. (a)(8). Pub. L. 105–292 added par. (8).

Subsec. (b)(3). Pub. L. 105–277, §1323(d)(1), which directed amendment of par. (3) by inserting ", including editorials, broadcast by the Voice of America, which present the views of the United States Government" after "policies", was executed by making insertion after "policies" the second time it appears to reflect the probable intent of Congress.

Subsec. (b)(4) to (10). Pub. L. 105–277, §1323(d)(2), (3), added par. (4) and redesignated former pars. (4) to (9) as (5) to (10), respectively.

1994—Subsec. (c). Pub. L. 103–415 added subsec. (c).

EFFECTIVE DATE OF 1998 AMENDMENT

Amendment by Pub. L. 105–277 effective Oct. 1, 1999, see section 1301 of Pub. L. 105–277, set out as an Effective Date note under section 6531 of this title.

BROADCASTING INFORMATION ON STATES

Pub. L. 105–277, div. G, subdiv. B, title XXIV, §2420, Oct. 21, 1998, 112 Stat. 2681–835, provided that:

"(a) IN GENERAL.—The Voice of America shall devote programming each day to broadcasting information on the individual States of the United States. The broadcasts shall include—

"(1) information on the products, tourism, and cultural and educational facilities of each State;

"(2) information on the potential for trade with each State; and

"(3) discussions with State officials with respect to the matters described in paragraphs (1) and (2).

"(b) REPORT.—Not later than one year after the date of enactment of this Act [Oct. 21, 1998], the Broadcasting Board of Governors of the United States Information Agency shall submit a report to Congress detailing the actions that have been taken to carry out subsection (a).

"(c) STATE DEFINED.—In this section, the term 'State' means any of the several States of the United States, the District of Columbia, or any commonwealth or territory of the United States."

§6203. Establishment of the Chief Executive Officer of the Broadcasting Board of Governors

(a) Continued existence within Executive branch

The Broadcasting Board of Governors shall continue to exist within the Executive branch of Government as an entity described in section 104 of title 5.

(b) Chief Executive Officer

(1) In general

The head of the Broadcasting Board of Governors shall be a Chief Executive Officer, who shall be appointed by the President, by and with the advice and consent of the Senate. Notwithstanding any other provision of law, until such time as a Chief Executive Officer is appointed and has qualified, the current or acting Chief Executive Officer appointed by the Board may continue to serve and exercise the authorities and powers under this chapter.

(2) Term

The first Chief Executive Officer appointed pursuant to paragraph (1) shall serve for an initial term of three years.

(3) Compensation

A Chief Executive Officer appointed pursuant to paragraph (1) shall be compensated at the annual rate of basic pay for level III of the Executive Schedule under section 5314 of title 5.

(c) Termination of Director of International Broadcasting Bureau

Effective on December 23, 2016, the position of the Director of the International Broadcasting Bureau shall be terminated, and all of the responsibilities, offices, authorities, and immunities of the Director or the Board under this chapter or any other Act or authority before such date of enactment shall be transferred or available to, assumed by, or overseen by the Chief Executive Officer, as head of the Board.

(d) Immunity from civil liability

Notwithstanding any other provision of law, all limitations on liability that apply to the Chief Executive Officer shall also apply to members of the boards of directors of RFE/RL, Inc., Radio Free Asia, the Middle East Broadcasting Networks, or any organization that consolidates such entities when such members are acting in their official capacities.

(Pub. L. 103–236, title III, §304, Apr. 30, 1994, 108 Stat. 434; Pub. L. 105–277, div. G, subdiv. A, title XIII, §§1322, 1323(b), (c), Oct. 21, 1998, 112 Stat. 2681–777, 2681-778; Pub. L. 106–113, div. B, §1000(a)(7) [div. A, title V, §§502, 504], Nov. 29, 1999, 113 Stat. 1536, 1501A-451; Pub. L. 114–328, div. A, title XII, §1288(1), Dec. 23, 2016, 130 Stat. 2548.)

REFERENCES IN TEXT

This chapter, referred to in subsecs. (b)(1) and (c), was in the original a reference to this Act, and was translated as referring to this title, meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter, to reflect the probable intent of Congress. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

December 23, 2016, referred to in subsec. (c), was in the original "the date of the enactment of this section", which was translated as meaning the date of enactment of Pub. L. 114–328, which amended this section generally, to reflect the probable intent of Congress.

AMENDMENTS

2016—Pub. L. 114–328 amended section generally. Prior to amendment, section related to the continued existence within the Executive branch, retention of existing Board members, Inspector General authorities, composition, term, selection, compensation, decisions, and immunity from civil liability of the Broadcasting Board of Governors.

1999—Subsec. (b)(2). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §502(2)], which directed amendment of par. (2) by inserting ", subject to the advice and consent of the Senate" at end,

was executed by making the insertion before period at end, to reflect the probable intent of Congress.

Pub. L. 106–113, §1000(a)(7) [div. A, title V, §502(1)], substituted "appoint" for "designate".

Subsec. (g). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §504], added subsec. (g).

1998—Subsec. (a). Pub. L. 105–277, §1322, amended heading and text of subsec. (a) generally. Prior to amendment, text read as follows: "There is hereby established within the United States Information Agency a Broadcasting Board of Governors (hereafter in this chapter referred to as the 'Board')."

Subsec. (b). Pub. L. 105–277, §1323(b), substituted "Secretary of State" for "Director of the United States Information Agency" wherever appearing.

Subsec. (c). Pub. L. 105–277, §1323(b), (c), in first sentence, substituted "Secretary of State" for "Director of the United States Information Agency", and in last sentence, substituted "no Secretary of State" for "no Director of the United States Information Agency" and "Acting Secretary of State" for "acting Director of the agency".

Subsec. (e). Pub. L. 105–277, §1323(b), substituted "Secretary of State" for "Director of the United States Information Agency".

EFFECTIVE DATE OF 1998 AMENDMENT

Amendment by Pub. L. 105–277 effective Oct. 1, 1999, see section 1301 of Pub. L. 105–277, set out as an Effective Date note under section 6531 of this title.

§6204. Authorities of Board

(a) Authorities

The Chief Executive Officer shall have the following authorities:

(1) To direct and supervise all broadcasting activities conducted pursuant to this chapter, the Radio Broadcasting to Cuba Act [22 U.S.C. 1465 et seq.],,[1] the Television Broadcasting to Cuba Act [22 U.S.C. 1465aa et seq.], and Worldnet Television, except as provided in section 6205(b) of this title.

(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 is conducted in accordance with the standards and principles contained in section 6202 of this title.

(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 and cooperative agreements for broadcasting and related activities in furtherance of the purposes of this chapter and on behalf of other agencies, accordingly.

(6) To allocate funds appropriated for international broadcasting activities among the various elements of the Board and grantees, subject to reprogramming notification requirements in law for the reallocation of funds.

(7) To review engineering activities to ensure that all broadcasting elements receive the highest quality and cost-effective delivery services.

(8) To undertake such studies as may be necessary to identify areas in which broadcasting activities under its authority could be made more efficient and economical.

(9) To submit to the President and the Congress an annual report which summarizes and evaluates activities under this chapter, the Radio Broadcasting to Cuba Act [22 U.S.C. 1465 et seq.], and the Television Broadcasting to Cuba Act [22 U.S.C. 1465aa et seq.]. Each annual report shall place special emphasis on the assessment described in paragraph (2).

(10) To the extent considered necessary to carry out the functions of the Chief Executive Officer, procure, rent, or lease supplies, services, and other property for journalism, media, production, and broadcasting, and related support services, notwithstanding any other provision of law relating to such acquisition, rental, or lease, and under the same terms and conditions as authorized under section 501 (b) of the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1461(b)), and for multiyear contracts and leases for periods of up to 20 years subject to the requirements of subsections (b) through (f) of section 3903 of title 41.

(11) To appoint such personnel for the Chief Executive Officer as the Chief Executive Officer may determine to be necessary, which shall not be subject to the provisions of title 5 governing appointments in the competitive service, and to fix their compensation in accordance with the provisions of chapter 51 and subchapter III of chapter 53 of such title relating to classification and General Schedule pay rates.

(12) To obligate and expend, for official reception and representation expenses, such amount as may be made available through appropriations (which for each of the fiscal years 1998 and 1999 may not exceed the amount made available to the Chief Executive Officer and the International Broadcasting Bureau for such purposes for fiscal year 1997).

(13) To make available in the annual report required by paragraph (9) information on funds expended on administrative and managerial services by the Board and by grantees and the steps the Chief Executive Officer has taken to reduce unnecessary overhead costs for each of the broadcasting services.

(14) The Chief Executive Officer may provide for the use of United States Government transmitter capacity for transmission or relay of Radio Free Asia or any other grantee authorized under this chapter.

(15)(A) To procure personal services at rates not to exceed the daily equivalent of the rate provided for positions classified above grade GS–15 of the General Schedule under section 5108 of title 5.

(B) To allow those providing such services, while away from their homes or their regular places of business, travel expenses (including per diem in lieu of subsistence) as authorized by section 5703 of title 5 for persons in the Government service employed intermittently, while so employed.

(16) To procure, pursuant to section 1535 of title 31 (commonly known as the "Economy Act"), such goods and services from other departments or agencies for the Chief Executive Officer and the International Broadcasting Bureau as the Chief Executive Officer determines are appropriate.

(17) To utilize the provisions of titles III, IV, V, VII, VIII, IX, and X of the United States Information and Educational Exchange Act of 1948 [22 U.S.C. 1431 et seq.], and section 6 of Reorganization Plan Number 2 of 1977, as in effect on the day before the effective date of title XIII of the Foreign Affairs Agencies Consolidation Act of 1998, to the extent the Chief Executive Officer considers necessary in carrying out the provisions and purposes of this chapter.

(18) To utilize the authorities of any other statute, reorganization plan, Executive order, regulation, agreement, determination, or other official document or proceeding that had been available to the Director of the United States Information Agency, the Chief Executive Officer, or the Chief Executive Officer [2] before the effective date of title XII of the Foreign Affairs Consolidation Act of 1998 for carrying out the broadcasting activities covered by this chapter.

(19)(A) To provide for the payment of primary and secondary school expenses for dependents of personnel stationed in the Commonwealth of the Northern Mariana Islands (CNMI) at a cost not to exceed expenses authorized by the Department of Defense for such schooling for dependents of members of the Armed Forces stationed in the Commonwealth, if the Chief Executive Officer determines that schools available in the Commonwealth are unable to provide adequately for the education of the dependents of such personnel.

(B) To provide transportation for dependents of such personnel between their places of residence and those schools for which expenses are provided under subparagraph (A), if the Chief Executive Officer determines that such schools are not accessible by public means of transportation.

(20) Notwithstanding any other provision of law, including section 6207(a) of this title, to condition, if appropriate, any grant or cooperative agreement to RFE/RL, Inc., Radio Free Asia, or the Middle East Broadcasting Networks, or any organization that is established through the consolidation of such entities, on authority to determine membership of their respective boards, and the consolidation of such grantee entities into a single grantee organization under terms and conditions established by the Board.

(21) To redirect or reprogram funds within the scope of any grant or cooperative agreement, or between grantees, as necessary (and not later than 15 days before any such redirection of funds between language services, to notify the Committee on Appropriations and the Committee on Foreign Affairs of the House of Representatives and the Committee on Appropriations and the Committee on Foreign Relations of the Senate regarding such redirection), and to condition grants or cooperative agreements, if appropriate, on such grants or cooperative agreements or any similar amendments as authorized under section 6207(a) of this title, including authority to name and replace the board of any grantee authorized under this chapter, including with Federal officials, to meet the purposes of this chapter.

(22) To change the name of the Board pursuant to congressional notification 60 days prior to any such change.

(b) Professional independence of broadcasters

The Secretary of State and the Chief Executive Officer, in carrying out their functions, shall respect the professional independence and integrity of the Board, its broadcasting services, and the grantees of the Board.

(Pub. L. 103–236, title III, §305, Apr. 30, 1994, 108 Stat. 435; Pub. L. 103–415, §1(s)(1), Oct. 25, 1994, 108 Stat. 4302; Pub. L. 105–277, div. G, subdiv. A, title XIII, §1323(e)–(i), Oct. 21, 1998, 112 Stat. 2681–778, 2681-779; Pub. L. 107–228, div. A, title V, §507(1), Sept. 30, 2002, 116 Stat. 1394; Pub. L. 109–140, §8, Dec. 22, 2005, 119 Stat. 2652; Pub. L. 114–328, div. A, title XII, §1288(2), Dec. 23, 2016, 130 Stat. 2549.)

REFERENCES IN TEXT

This chapter, referred to in subsecs. (a)(1), (9), (17), (18) and (c), was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

The Radio Broadcasting to Cuba Act, referred to in subsec. (a)(1), (9), is Pub. L. 98–111, Oct. 4, 1983, 97 Stat. 749, as amended, which is classified generally to subchapter V–A (§1465 et seq.) of chapter 18 of this title. For complete classification of this Act to the Code, see Short Title note set out under section 1465 of this title and Tables.

The Television Broadcasting to Cuba Act, referred to in subsec. (a)(1), (9), is part D of title II of Pub. L. 101–246, Feb. 16, 1990, 104 Stat. 58, as amended, which is classified principally to subchapter V–B (§1465aa et seq.) of chapter 18 of this title. For complete classification of this Act to the Code, see Short Title note set out under section 1465aa of this title and Tables.

This chapter, referred to in subsec. (a)(5), (14), (21), was in the original "this Act", and was translated, to reflect the probable intent of Congress, as reading "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

The United States Information and Educational Exchange Act of 1948, referred to in subsec. (a)(17), is act Jan. 27, 1948, ch. 36, 62 Stat. 6, as amended, which is classified generally to chapter 18 (§1431 et seq.) of this title. For complete classification of this Act to the Code, see Short Title note set out under section 1431 of this title and Tables.

Section 6 of Reorganization Plan Number 2 of 1977, referred to in subsec. (a)(17), which was set out under section 1461 of this title, was repealed by Pub. L. 105–277, div. G, subdiv. A, title XIII, §1336(6), Oct. 21, 1998, 112 Stat. 2681–790.

For the effective date of title XIII of the Foreign Affairs Agencies Consolidation Act of 1998, referred to in subsec. (a)(17), (18), meaning the effective date of title XIII of subdiv. A of div. G of Pub. L. 105–277, see section 1301 of Pub. L. 105–277, set out as a note under section 6531 of this title.

CODIFICATION

Section is comprised of section 305 of Pub. L. 103–236. Subsec. (e) of section 305 of Pub. L. 103–236 amended sections 1465b and 1465c of this title.

AMENDMENTS

2016—Subsec. (a). Pub. L. 114–328, §1288(2)(A)(i), substituted "Chief Executive Officer" for "Board" in introductory provisions.

Subsec. (a)(1). Pub. L. 114–328, §1288(2)(A)(ii), inserted "direct and" before "supervise".

Subsec. (a)(5). Pub. L. 114–328, §1288(2)(A)(iii), inserted "and cooperative agreements" after "grants" and substituted "in furtherance of the purposes of this chapter and on behalf of other agencies, accordingly" for "in accordance with sections 6207 and 6208 of this title".

Subsec. (a)(6). Pub. L. 114–328, §1288(2)(A)(iv), substituted "Board" for "International Broadcasting Bureau" and struck out "subject to the limitations in sections 6207 and 6208 of this title and" before "subject to reprogramming".

Subsec. (a)(10). Pub. L. 114–328, §1288(2)(A)(i), (v), substituted "Chief Executive Officer" for "Board", inserted ", rent, or lease" after "procure", and substituted "property for journalism, media, production, and broadcasting, and related support services, notwithstanding any other provision of law relating to such acquisition, rental, or lease, and under the same terms and conditions as authorized under section 501(b) of the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1461(b)), and for multiyear contracts and leases for periods of up to 20 years subject to the requirements of subsections (b) through (f) of section 3903 of title 41" for "personal property".

Subsec. (a)(11). Pub. L. 114–328, §1288(2)(A)(i), (vi), struck out "staff" before "personnel" and substituted "for the Chief Executive Officer" for "for the Board", "as the Chief Executive Officer" for "as the Board", and "which shall not be subject" for "subject".

Subsec. (a)(12). Pub. L. 114–328, §1288(2)(A)(i), substituted "Chief Executive Officer" for "Board".

Subsec. (a)(13). Pub. L. 114–328, §1288(2)(A)(vii), substituted "Board" for "Bureau" and "Chief Executive Officer has taken" for "Board has taken".

Subsec. (a)(14). Pub. L. 114–328, §1288(2)(A)(i), (viii), substituted "Chief Executive Officer" for "Board" and inserted "transmission or" before "relay" and "or any other grantee authorized under this chapter" after "Radio Free Asia".

Subsec. (a)(15)(A). Pub. L. 114–328, §1288(2)(A)(ix), struck out "temporary and intermittent" after "To procure" and "to the same extent as is authorized by section 3109 of title 5," after "personal services".

Subsec. (a)(16). Pub. L. 114–328, §1288(2)(A)(i), (x), substituted "for the Chief Executive Officer" for "for the Board" and "Chief Executive Officer determines" for "Board determines".

Subsec. (a)(17). Pub. L. 114–328, §1288(2)(A)(i), substituted "Chief Executive Officer" for "Board".

Subsec. (a)(18). Pub. L. 114–328, §1288(2)(A)(i), (xi), substituted "Agency, the Chief Executive Officer" for "Agency, the Bureau" and "or the Chief Executive Officer" for "or the Board".

Subsec. (a)(19). Pub. L. 114–328, §1288(2)(A)(i), substituted "Chief Executive Officer" for "Board" in subpars. (A) and (B).

Subsec. (a)(20) to (22). Pub. L. 114–328, §1288(2)(A)(xii), added pars. (20) to (22).

Subsecs. (b) to (d). Pub. L. 114–328, §1288(2)(B)–(D), redesignated subsec. (d) as (b), substituted "and the Chief Executive Officer" for "and the Board" and "Board" for "International Broadcasting Bureau", and struck out former subsecs. (b) and (c) which related to delegation of authority and broadcasting budgets, respectively.

2005—Subsec. (a)(19). Pub. L. 109–140 added par. (19).

2002—Subsec. (a)(4). Pub. L. 107–228 substituted "annually," for "annually,,".

1998—Subsec. (a)(1). Pub. L. 105–277, §1323(e)(1), struck out "direct and" after "To" and substituted ", the Television Broadcasting to Cuba Act, and Worldnet Television, except as provided in section 6205(b) of this title" for "and the Television Broadcasting to Cuba Act".

Subsec. (a)(4). Pub. L. 105–277, §1323(e)(2), inserted ", after consultation with the Secretary of State," after "annually,".

Subsec. (a)(9). Pub. L. 105–277, §1323(e)(3), struck out ", through the Director of the United States Information Agency," after "the Congress" and inserted at end "Each annual report shall place special emphasis on the assessment described in paragraph (2)."

Subsec. (a)(12). Pub. L. 105–277, §1323(e)(4), substituted "1998 and 1999" for "1994 and 1995" and "to the Board and the International Broadcasting Bureau for such purposes for fiscal year 1997" for "to the Board for International Broadcasting for such purposes for fiscal year 1993".

Subsec. (a)(15) to (18). Pub. L. 105–277, §1323(e)(5), added pars. (15) to (18).

Subsec. (b). Pub. L. 105–277, §1323(f), added subsec. (b). Former subsec. (b) redesignated (c).

Subsec. (c). Pub. L. 105–277, §1323(g), (h), struck out "(1)" before "The Director", struck out "the Director of the United States Information Agency for the consideration of the Director as a part of the Agency's budget submission to" before "the Office of Management and Budget", and struck out par. (2) which read as follows: "The Director of the United States Information Agency shall include in the Agency's submission to the Office of Management and Budget the comments and recommendations of the Board concerning the proposed broadcasting budget."

Pub. L. 105–277, §1323(f)(1), redesignated subsec. (b) as (c). Former subsec. (c) redesignated (d).

Subsec. (d). Pub. L. 105–277, §1323(i), amended heading and text of subsec. (d) generally. Prior to amendment, text read as follows: "The Director of the United States Information Agency and the Board, in carrying out their functions, shall respect the professional independence and integrity of the International Broadcasting Bureau, its broadcasting services, and grantees."

Pub. L. 105–277, §1323(f)(1), redesignated subsec. (c) as (d).

Pub. L. 105–277, §1323(f)(1), redesignated subsec. (d) as (e). See Codification note above.

1994—Subsec. (a)(14). Pub. L. 103–415 substituted "relay of Radio" for "relay to Radio".

EFFECTIVE DATE OF 1998 AMENDMENT

Amendment by Pub. L. 105–277 effective Oct. 1, 1999, see section 1301 of Pub. L. 105–277, set out as an Effective Date note under section 6531 of this title.

EXPANSION OF FARSI LANGUAGE PROGRAMMING

Pub. L. 111–84, div. A, title XII, §1262, Oct. 28, 2009, 123 Stat. 2553, provided that:

"(a) INTERNATIONAL BROADCASTING OPERATIONS FUND.—In addition to amounts otherwise authorized for the Broadcasting Board of Governors' International Broadcasting Operations Fund, there is authorized to be appropriated $15,000,000 to expand Farsi language programming and to provide for the dissemination of accurate and independent information to the Iranian people through radio, television, Internet, cellular telephone, short message service, and other communications.

"(b) BROADCASTING CAPITAL IMPROVEMENTS FUND.—In addition to amounts otherwise authorized for the Broadcasting Board of Governors' Broadcasting Capital Improvements Fund, there is authorized to be appropriated $15,000,000 to expand transmissions of Farsi language programs to Iran.

"(c) USE OF AMOUNTS.—In pursuit of the objectives described in subsections (a) and (b), amounts in the International Broadcasting Operations Fund and the Capital Improvements Fund may be used to—

"(1) develop additional transmission capability for Radio Farda and the Persian News Network to counter ongoing efforts to jam transmissions, including through additional shortwave and medium wave transmissions, satellite, and Internet mechanisms;

"(2) develop additional proxy server capability and anti-censorship software to counter efforts to block Radio Farda and Persian News Network Web sites;

"(3) develop technologies to counter efforts to block SMS text message exchange over cellular phone networks;

"(4) expand program coverage and analysis by Radio Farda and the Persian News Network, including the development of broadcast platforms and programs, on the television, radio and Internet, for enhanced interactivity with and among the people of Iran;

"(5) hire, on a permanent or short-term basis, additional staff for Radio Farda and the Persian News Network; and

"(6) develop additional Internet-based, Farsi-language television programming, including a Farsi-language, Internet-based news channel."

IRANIAN ELECTRONIC EDUCATION, EXCHANGE, AND MEDIA FUND

Pub. L. 111–84, div. A, title XII, §1263, Oct. 28, 2009, 123 Stat. 2553, provided that:

"(a) ESTABLISHMENT.—There is established in the Treasury of the United States the Iranian Electronic Education, Exchange, and Media Fund (referred to in this section as the 'Fund'), consisting of amounts appropriated to the Fund pursuant to subsection (f).

"(b) ADMINISTRATION.—The Fund shall be administered by the Secretary of State.

"(c) OBJECTIVE.—The objective of the Fund shall be to support the development of technologies, including Internet Web sites, that will aid the ability of the Iranian people to—

"(1) gain access to and share information;

"(2) exercise freedom of speech, freedom of expression, and freedom of assembly through the Internet and other electronic media;

"(3) engage in Internet-based education programs and other exchanges between Americans and Iranians; and

"(4) counter efforts—

"(A) to block, censor, and monitor the Internet; and

"(B) to disrupt or monitor cellular phone networks or SMS text exchanges.

"(d) USE OF AMOUNTS.—In pursuit of the objective described in subsection (c), amounts in the Fund may be used for grants to United States or foreign universities, nonprofit organizations, or companies for targeted projects that advance the purpose of the Fund, including projects that—

"(1) develop Farsi-language versions of existing social-networking Web sites;

"(2) develop technologies, including Internet-based applications, to counter efforts—

"(A) to block, censor, and monitor the Internet; and

"(B) to disrupt or monitor cellular phone networks or SMS text message exchanges;

"(3) develop Internet-based, distance learning programs for Iranian students at United States universities; and

"(4) promote Internet-based, people-to-people educational, professional, religious, or cultural exchanges and dialogues between United States citizens and Iranians.

"(e) TRANSFERS.—Amounts in the Fund may be transferred to the United States Agency for International Development, the Broadcasting Board of Governors, or any other agency of the Federal Government to the extent that such amounts are used to carry out activities that will further the objective described in subsection (c).

"(f) AUTHORIZATION OF APPROPRIATIONS.—There is authorized to be appropriated $20,000,000 to the Fund."

BUYING POWER MAINTENANCE ACCOUNT

Pub. L. 110–252, title I, §1408(c), June 30, 2008, 122 Stat. 2342, provided that: "The Broadcasting Board of Governors may transfer funds into its Buying Power Maintenance Account, notwithstanding the requirement that such funds be provided in advance in appropriations Acts. The authority in this subsection may be exercised only with respect to funds appropriated or otherwise made available after fiscal year 2008."

PILOT PROJECT FOR TRANSCRIPTION OF CERTAIN PROGRAMMING INTO ENGLISH

Pub. L. 110–53, title XX, §2032, Aug. 3, 2007, 121 Stat. 516, provided that:

"(a) TRANSCRIPTION OF PERSIAN AND ARABIC LANGUAGE BROADCASTS.—Not later than 90 days after the date of the enactment of this Act [Aug. 3, 2007], the Broadcasting Board of Governors shall initiate a pilot project to transcribe into the English language news and information programming broadcast by Radio Farda, Radio Sawa, the Persian Service of the Voice of America, and Alhurra.

"(b) RANDOM SAMPLING; PUBLIC AVAILABILITY.—The transcription required under subsection (a) shall consist of a random sampling of such programming. The transcripts shall be available to Congress and the public on the Internet site of the Board.

"(c) REPORT.—Not later than May 1, 2008, the Chairman of the Broadcasting Board of Governors shall submit to the Committee on Foreign Affairs of the House of Representatives and Committee on Foreign Relations of the Senate a report on the feasibility and utility of continuing the pilot project required under subsection (a).

"(d) AUTHORIZATION OF APPROPRIATIONS.—There is authorized to be appropriated to the 'International Broadcasting Operations' account of the Broadcasting Board of Governors $2,000,000 for fiscal year 2008 to carry out the pilot project required under subsection (a)."

[1] *So in original.*

[2] *So in original. See 2016 Amendment note below.*

§6205. Establishment of the International Broadcasting Advisory Board

(a) In general

Except as provided in subsection (b)(2), the International Broadcasting Advisory Board (referred to in this section as the "Advisory Board") shall consist of five members, including the Secretary of State, appointed by the President and in accordance with subsection (d), to advise the Chief Executive Officer of the Broadcasting Board of Governors, as appropriate.

(b) Retention of existing BBG Board Members

(1) In general

The presidentially appointed and Senate-confirmed members of the Board of the Broadcasting Board of Governors who are serving on unexpired terms as of December 23, 2016, shall—

(A) constitute the first Advisory Board; and

(B) hold office for the remainder of their original terms of office without reappointment to the Advisory Board.

(2) Effect of additional members

If, on December 23, 2016, more than five members described in subsection (a) are serving their original terms of office on the Broadcasting Board of Governors, each such member may serve on the Advisory Board for a period equal to the time remaining on each such member's respective term without reappointment.

(c) Terms of office

(1) In general

Except as provided in paragraph (2), the term of office of each member of the Advisory Board appointed pursuant to subsection (a) shall be three years.

(2) Vacancies

If a vacancy on the Advisory Board occurs before the expiration of the term of the member who created such vacancy—

(A) the President shall appoint a new member to fill such vacancy in accordance with subsection (d); and

(B) the member appointed pursuant to such subsection shall serve for the remainder of such term.

(3) Service beyond term prohibited

Members may not serve beyond the term for which they were appointed.

(d) Selection of the Board

In identifying individuals for appointment to the Advisory Board under subsection (a), the President shall appoint United States citizens—

(1) who, with the exception of the Secretary of State, are not regular, full-time employees of the United States Government; and

(2) distinguished in the fields of public diplomacy, mass communications, print, broadcast or digital media, or foreign affairs, of whom—

(A) one individual should be appointed from among a list of at least three individuals submitted by the Chair of the Committee on Foreign Affairs of the House of Representatives;

(B) one individual should be appointed from among a list of at least three individuals submitted by the Ranking Member of the Committee on Foreign Affairs of the House of Representatives;

(C) one individual should be appointed from among a list of at least three individuals submitted by the Chair of the Committee on Foreign Relations of the Senate; and

(D) one individual should be appointed from among a list of at least three individuals submitted by the Ranking Member of the Committee on Foreign Relations of the Senate.

(e) Functions of the Board

The members of the Advisory Board shall perform the following advisory functions:

(1) To provide the Chief Executive Officer of the Broadcasting Board of Governors with counsel and recommendations for improving the effectiveness and efficiency of the agency and its programming.

(2) To meet with the Chief Executive Officer at least twice annually and at additional meetings at the request of the Chief Executive Officer.

(3) To report periodically or upon request to the congressional committees specified in subsection (d)(2) regarding its counsel and recommendations for improving the effectiveness and efficiency of the Broadcasting Board of Governors and its programming.

(4) To obtain information from the Chief Executive Officer, as needed, for the purposes of fulfilling the functions described in this subsection.

(f) Compensation

Members of the Advisory Board, including the Secretary of State, may not receive any fee, salary, or remuneration of any kind for their service as members.

(Pub. L. 103–236, title III, §306, Apr. 30, 1994, 108 Stat. 436; Pub. L. 105–277, div. G, subdiv. A, title XIII, §1323(j), Oct. 21, 1998, 112 Stat. 2681–780; Pub. L. 114–328, div. A, title XII, §1288(3), Dec. 23, 2016, 130 Stat. 2551.)

REFERENCES IN TEXT

December 23, 2016, referred to in subsec. (b), was in the original "the date of the enactment of this section", which was translated as meaning the date of enactment of Pub. L. 114–328, which amended this section generally, to reflect the probable intent of Congress.

AMENDMENTS

2016—Pub. L. 114–328 amended section generally. Prior to amendment section related to the role of the Secretary of State in international broadcasting.

1998—Pub. L. 105–277, §1323(j)(1), substituted "Role of Secretary of State" for "Foreign policy guidance" in section catchline.

Subsec. (a). Pub. L. 105–277, §1323(j)(2)–(4), designated existing provisions as subsec. (a), inserted heading, substituted "State" for "State, acting through the Director of the United States Information Agency,", and inserted before period at end ", as the Secretary may deem appropriate".

Subsec. (b). Pub. L. 105–277, §1323(j)(5), added subsec. (b).

EFFECTIVE DATE OF 1998 AMENDMENT

Amendment by Pub. L. 105–277 effective Oct. 1, 1999, see section 1301 of Pub. L. 105–277, set out as an Effective Date note under section 6531 of this title.

§6206. Repealed. Pub. L. 114–328, div. A, title XII, §1288(4), Dec. 23, 2016, 130 Stat. 2552

Section, Pub. L. 103–236, title III, §307, Apr. 30, 1994, 108 Stat. 436; Pub. L. 105–277, div. G, subdiv. A, title XIII, §1323(k), Oct. 21, 1998, 112 Stat. 2681–780, related to the International Broadcasting Bureau.

PERSONAL SERVICES CONTRACTING PILOT PROGRAM

Pub. L. 107–228, div. A, title V, §504, Sept. 30, 2002, 116 Stat. 1393, as amended by Pub. L. 109–140, §6, Dec. 22, 2005, 119 Stat. 2652; Pub. L. 109–472, §9, Jan. 11, 2007, 120 Stat. 3556; Pub. L.

110–161, div. J, title VI, §634(r), Dec. 26, 2007, 121 Stat. 2330; Pub. L. 110–321, §5, Sept. 19, 2008, 122 Stat. 3536, provided that:

"(a) IN GENERAL.—The Director of the International Broadcasting Bureau (in this section referred to as the 'Director') may establish a pilot program (in this section referred to as the 'program') for the purpose of hiring United States citizens or aliens as personal services contractors, without regard to Civil Service and classification laws, for service in the United States as broadcasters and other broadcasting specialists in the International Broadcasting Bureau to respond to new or emerging broadcast needs or to augment broadcast services.

"(b) CONDITIONS.—The Director is authorized to use the authority of subsection (a) subject to the following conditions:

"(1) The Director determines that existing personnel resources are insufficient and the need is not of permanent duration.

"(2) The Director approves each employment of a personal services contractor.

"(3) The contract length, including options, may not exceed 2 years, unless the Director makes a finding that exceptional circumstances justify an extension of up to one additional year.

"(4) Not more than a total of 60 United States citizens or aliens are employed at any one time as personal services contractors under the program.

"(c) TERMINATION OF AUTHORITY.—The authority to award personal services contracts under the pilot program authorized by this section shall terminate on December 31, 2009. A contract entered into prior to the termination date under this subsection may remain in effect for a period not to exceed 6 months after such termination date."

[Pub. L. 114–113, div. K, title I, Dec. 18, 2015, 129 Stat. 2712, provided in part: "That the authority provided by section 504(c) of the Foreign Relations Authorization Act, Fiscal Year 2003 (Public Law 107–228; 22 U.S.C. 6206 note) shall remain in effect through September 30, 2016".]

[Pub. L. 113–235, div. J, title I, Dec. 16, 2014, 128 Stat. 2580, provided in part: "That the authority provided by section 504(c) of the Foreign Relations Authorization Act, Fiscal Year 2003 (Public Law 107–228; 22 U.S.C. 6206 note) shall remain in effect through September 30, 2015".]

[Pub. L. 113–76, div. K, title I, Jan. 17, 2014, 128 Stat. 471, provided in part: "That the authority provided by section 504(c) of the Foreign Relations Authorization Act, Fiscal Year 2003 (Public Law 107–228; 22 U.S.C. 6206 note) shall remain in effect through September 30, 2014".]

[Pub. L. 112–74, div. I, title I, Dec. 23, 2011, 125 Stat. 1171, provided in part: "That the authority provided by section 504(c) of the Foreign Relations Authorization Act, Fiscal Year 2003 (Public Law 107–228; 22 U.S.C. 6206 note) shall remain in effect through September 30, 2012".]

[Pub. L. 111–117, div. F, title I, Dec. 16, 2009, 123 Stat. 3318, provided in part: "That the authority provided by section 504(c) of the Foreign Relations Authorization Act, Fiscal Year 2003 (Public Law 107–228; 22 U.S.C. 6206 note) shall remain in effect through September 30, 2010".]

§6207. Limits on grants for Radio Free Europe and Radio Liberty

(a) Board of RFE/RL, Incorporated

The Board may not make any grant to RFE/RL, Incorporated, unless the certificate of incorporation of RFE/RL, Incorporated, has been amended to provide that—

(1) the Board of Directors of RFE/RL, Incorporated, shall consist of the members authorized under section 6204(a)(20) of this title; and

(2) such Board of Directors shall make all major policy determinations governing the operation of RFE/RL, Incorporated, and shall appoint and fix the compensation of such managerial officers and employees of RFE/RL, Incorporated, as it considers necessary to carry out the purposes of the grant provided under this chapter.

(b) Location of principal place of business

(1) The Board may not make any grant to RFE/RL, Incorporated unless the headquarters of RFE/RL, Incorporated and its senior administrative and managerial staff are in a location which ensures economy, operational effectiveness, and accountability to the Board.

(2) Not later than 90 days after confirmation of all members of the Board, the Board shall provide a report to Congress on the number of administrative, managerial, and technical staff of RFE/RL, Incorporated who will be located within the metropolitan area of Washington, D.C., and the number of employees whose principal place of business will be located outside the metropolitan area of Washington, D.C.

(c) Limitation on grant amounts

The total amount of grants made for the operating costs of RFE/RL, Incorporated, may not exceed $85,000,000 in fiscal year 2003.

(d) Alternative grantee

If the Chief Executive Officer determines at any time that RFE/RL, Incorporated is not carrying out the functions described in this section in an effective and economical manner, the Board may award the grant to carry out such functions to another entity.

(e) Not a Federal agency or instrumentality

Nothing in this chapter may be construed to make RFE/RL, Incorporated a Federal agency or instrumentality.

(f) Authority

Grants authorized under section 6204 of this title for RFE/RL, Incorporated, shall be available to make annual grants for the purpose of carrying out similar functions as were carried out by RFE/RL, Incorporated, on the day before April 30, 1994, with respect to Radio Free Europe and Radio Liberty, consistent with section 2 of the Board for International Broadcasting Act of 1973 [22 U.S.C. 2871], as in effect on such date.

(g) Grant agreement

Grants to RFE/RL, Incorporated, by the Board shall only be made in compliance with a grant agreement. The grant agreement shall establish guidelines for such grants. The grant agreement shall include the following provisions—

(1) that a grant be used only for activities which the Board determines are consistent with the purposes of subsection (f);

(2) that RFE/RL, Incorporated, shall otherwise comply with the requirements of this section;

(3) that failure to comply with the requirements of this section may result in suspension or termination of a grant without further obligation by the Board or the United States;

(4) that duplication of language services and technical operations between RFE/RL, Incorporated and the [1] any other grantee of the Board be reduced to the extent appropriate, as determined by the Chief Executive Officer; and

(5) that RFE/RL, Incorporated, justify in detail each proposed expenditure of grant funds, and that such funds may not be used for any other purpose unless the Board gives its prior written approval.

(h) Prohibited uses of grant funds

No grant funds provided under this section may be used for the following purposes:

(1)(A) Except as provided in subparagraph (B) or (C), 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 or the foreign relations laws of the United States, except that no employee may be paid a salary or other compensation in excess of the rate of pay payable for level IV of the Executive Schedule under section 5315 of title 5.

(B) Salary and other compensation limitations under subparagraph (A) shall not apply prior to October 1, 1995, with respect to any employee covered by a union agreement requiring a salary or other compensation in excess of such limitations.

(C) Notwithstanding the limitations under subparagraph (A), grant funds provided under this section may be used by RFE/RL, Incorporated, to pay up to three employees employed in Washington, D.C., salary or other compensation not to exceed the rate of pay payable for level III of the Executive Schedule under section 5314 of title 5.

(2) For any activity for the purpose of influencing the passage or defeat of legislation being considered by Congress.

(3) To enter into a contract or obligation to pay severance payments for voluntary separation for employees hired after December 1, 1990, except as may be required by United States law or the laws of the country where the employee is stationed.

(4) For first class travel for any employee of RFE/RL, Incorporated, or the relative of any employee.
(5) To compensate freelance contractors without the approval of the Board.

(i) Report on management practices

Effective not later than March 31 and September 30 of each calendar year, the Inspector General of the Department of State and the Foreign Service shall submit to the Board and the Congress a report on management practices of RFE/RL, Incorporated, under this section. The Inspector General of the Department of State and the Foreign Service shall establish a special unit within the Inspector General's office to monitor and audit the activities of RFE/RL, Incorporated, and shall provide for on-site monitoring of such activities.

(j) Audit authority

(1) Such financial transactions of RFE/RL, Incorporated, as relate to functions carried out under this section 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 places where accounts of RFE/RL, Incorporated, are normally kept.

(2) 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 RFE/RL, Incorporated 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 RFE/RL, Incorporated, shall remain in the possession and custody of RFE/RL, Incorporated.

(3) Notwithstanding any other provision of law and upon repeal of the Board for International Broadcasting Act [22 U.S.C. 2871 et seq.], the Inspector General of the Department of State and the Foreign Service is authorized to exercise the authorities of the Inspector General Act of 1978 with respect to RFE/RL, Incorporated.

(Pub. L. 103–236, title III, §308, Apr. 30, 1994, 108 Stat. 437; Pub. L. 105–277, div. G, subdiv. A, title XIII, §§1314(d), 1323(l)(1), Oct. 21, 1998, 112 Stat. 2681–777, 2681-780; Pub. L. 107–228, div. A, title V, §§501, 502, Sept. 30, 2002, 116 Stat. 1392; Pub. L. 108–271, §8(b), July 7, 2004, 118 Stat. 814; Pub. L. 114–328, div. A, title XII, §1288(5), Dec. 23, 2016, 130 Stat. 2552.)

REFERENCES IN TEXT

This chapter, referred to in subsecs. (a)(2) and (e), was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

The foreign relations laws of the United States, referred to in subsec. (h)(1)(A), are classified generally to this title.

The Board for International Broadcasting Act, referred to in subsecs. (f) and (j)(3), is Pub. L. 93–129, Oct. 19, 1973, 87 Stat. 456, as amended, which was classified generally to chapter 43 (§2871 et seq.) of this title prior to repeal by Pub. L. 103–236, title III, §310(e), Apr. 30, 1994, 108 Stat. 442. See section 6209(e) of this title.

The Inspector General Act of 1978, referred to in subsec. (j)(3), is Pub. L. 95–452, Oct. 12, 1978, 92 Stat. 1101, as amended, which is set out in the Appendix to Title 5, Government Organization and Employees.

AMENDMENTS

2016—Subsec. (a)(1). Pub. L. 114–328, §1288(5)(A), which directed substitution of "authorized under section 6204(a)(20) of this title" for "of the Broadcasting Board of Governors established under section 6203 of this title and no other members", was executed by making the substitution for "of the Broadcasting Board of Governors established under section 6203 of this title and of no other members", to reflect the probable intent of Congress.

Subsec. (d). Pub. L. 114–328, §1288(5)(B), amended subsec. (d) generally. Prior to amendment, text read as follows: "If the Board determines at any time that RFE/RL, Incorporated, is not carrying out the functions described in section 6208 of this title in an effective

and economical manner, the Board may award the grant to carry out such functions to another entity after soliciting and considering applications from eligible entities in such manner and accompanied by such information as the Board may reasonably require."

Subsec. (g)(4). Pub. L. 114–328, §1288(5)(C), substituted "any other grantee of the Board" for "International Broadcasting Bureau" and "by the Chief Executive Officer" for "by the Board".

Subsec. (i). Pub. L. 114–328, §1288(5)(D), struck out par. (1) designation before "Effective".

2004—Subsec. (j)(1), (2). Pub. L. 108–271 substituted "Government Accountability Office" for "General Accounting Office".

2002—Subsec. (c). Pub. L. 107–228, §501, amended subsec. (c) generally. Prior to amendment, subsec. (c) read as follows: "The total amount of grants made by the Board for the operating costs of Radio Free Europe and Radio Liberty may not exceed $75,000,000 for any fiscal year after fiscal year 1995."

Subsec. (h)(1)(A). Pub. L. 107–228, §502(2), substituted "subparagraph (B) or (C)," for "subparagraph (B),".

Subsec. (h)(1)(C). Pub. L. 107–228, §502(1), added subpar. (C).

1998—Subsec. (i)(1). Pub. L. 105–277, §1314(d), substituted "Inspector General of the Department of State and the Foreign Service" for "Inspector General of the United States Information Agency" in two places and struck out ", the Director of the United States Information Agency," after "shall submit to the Board".

Subsec. (j)(3). Pub. L. 105–277, §1314(d)(1), substituted "Inspector General of the Department of State and the Foreign Service" for "Inspector General of the United States Information Agency".

Subsecs. (k), (l). Pub. L. 105–277, §1323(l)(1), struck out subsecs. (k) and (l), which listed conditions placed upon plan for relocation of offices or operations of RFE/RL, Incorporated from Munich, Germany, and required report to Congress on classification of personnel not later than 90 days after confirmation of all members of Board, respectively.

EFFECTIVE DATE OF 1998 AMENDMENT

Amendment by Pub. L. 105–277 effective Oct. 1, 1999, see section 1301 of Pub. L. 105–277, set out as an Effective Date note under section 6531 of this title.

LIAISON WITH RFE/RL, INCORPORATED; REPRESENTATION AT BOARD MEETINGS

Pub. L. 99–93, title III, §305(b), Aug. 16, 1985, 99 Stat. 436, provided that: "The Secretary of State shall—

"(1) establish an office within the United States Consulate in Munich, Federal Republic of Germany, which shall be responsible for the daily liaison operations of the Department of State with RFE/RL, Incorporated; and

"(2) be represented by an observer at each meeting of the Board for International Broadcasting and of the Board of Directors of RFE/RL, Incorporated."

[1] *So in original. The word "the" probably should not appear.*

§6208. Radio Free Asia

(a) Authority

(1) Grants authorized under section 6204 of this title shall be available to make annual grants for the purpose of carrying out radio broadcasting to Asia.

(2) Such broadcasting service shall be referred to as "Radio Free Asia".

(b) Functions

Radio Free Asia shall—

(1) provide accurate and timely information, news, and commentary about events in Asia and elsewhere; and

(2) be a forum for a variety of opinions and voices from within Asian nations whose people do not fully enjoy freedom of expression.

(c) Grant agreement

Any grant agreement or grants under this section shall be subject to the following limitations and restrictions:

(1) The Board may not make any grant to Radio Free Asia unless the headquarters of Radio Free Asia and its senior administrative and managerial staff are in a location which ensures economy, operational effectiveness, and accountability to the Board.

(2) Any grant agreement under this section shall require that any contract entered into by Radio Free Asia shall specify that all obligations are assumed by Radio Free Asia and not by the United States Government.

(3) Any grant agreement shall require that any lease agreements entered into by Radio Free Asia shall be, to the maximum extent possible, assignable to the United States Government.

(4) Grants made for the operating costs of Radio Free Asia may not exceed $30,000,000 in each of the fiscal years 2000 and 2001.

(5) Grants awarded under this section shall be made pursuant to a grant agreement which requires that grant funds be used only for activities consistent with this section, and that failure to comply with such requirements shall permit the grant to be terminated without fiscal obligation to the United States.

(d) Limitations on administrative and managerial costs

It is the sense of the Congress that administrative and managerial costs for operation of Radio Free Asia should be kept to a minimum and, to the maximum extent feasible, should not exceed the costs that would have been incurred if Radio Free Asia had been operated as a Federal entity rather than as a grantee.

(e) Assessment of effectiveness of Radio Free Asia

Not later than 3 years after the date on which initial funding is provided for the purpose of operating Radio Free Asia, the Board shall submit to the appropriate congressional committees a report on—

(1) whether Radio Free Asia is technically sound and cost-effective,

(2) whether Radio Free Asia consistently meets the standards for quality and objectivity established by this chapter,

(3) whether Radio Free Asia is received by a sufficient audience to warrant its continuation,

(4) the extent to which such broadcasting is already being received by the target audience from other credible sources; and

(5) the extent to which the interests of the United States are being served by maintaining broadcasting of Radio Free Asia.

(f) Notification and consultation regarding displacement of Voice of America broadcasting

(1) Notification

The Board shall notify the appropriate congressional committees before—

(A) entering into any agreements for the utilization of Voice of America transmitters, equipment, or other resources that will significantly reduce the broadcasting activities of the Voice of America in Asia or any other region in order to accommodate the broadcasting activities of Radio Free Asia; or

(B) entering into any agreements in regard to the utilization of Radio Free Asia transmitters, equipment, or other resources that will significantly reduce the broadcasting activities of Radio Free Asia.

(2) Consultation

The Chief Executive Officer of the Board shall consult with such committees on the impact of any such reduction in Voice of America broadcasting activities or Radio Free Asia broadcasting activities.

(g) Alternative grantee

If the Chief Executive Officer determines at any time that Radio Free Asia is not carrying out the functions described in this section in an effective and economical manner, the Board may award the grant to carry out such functions to another entity.

(h) Not a Federal agency or instrumentality

Nothing in this chapter may be construed to make Radio Free Asia a Federal agency or instrumentality.

(Pub. L. 103–236, title III, §309, Apr. 30, 1994, 108 Stat. 439; Pub. L. 103–415, §1(s)(2), Oct. 25, 1994, 108 Stat. 4302; Pub. L. 106–113, div. B, §1000(a)(7) [div. A, title V, §501], Nov. 29, 1999, 113 Stat. 1536, 1501A-450; Pub. L. 110–321, §4, Sept. 19, 2008, 122 Stat. 3535; Pub. L. 111–71, §1, Oct. 9, 2009, 123

Stat. 2058; Pub. L. 111–202, §3, July 13, 2010, 124 Stat. 1374; Pub. L. 114–323, title VII, §703(a), Dec. 16, 2016, 130 Stat. 1941; Pub. L. 114–328, div. A, title XII, §1288(6), Dec. 23, 2016, 130 Stat. 2553.)

REFERENCES IN TEXT

This chapter, referred to in subsecs. (e)(2) and (h), was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

AMENDMENTS

2016—Subsec. (a)(1). Pub. L. 114–323, §703(a)(1), substituted "Asia." for "the following countries: The People's Republic of China, Burma, Cambodia, Laos, North Korea, Tibet, and Vietnam."

Subsec. (b)(1). Pub. L. 114–323, §703(a)(2), struck out "the respective countries of" before "Asia".

Subsec. (f)(2). Pub. L. 114–328, §1288(6)(A), substituted "Chief Executive Officer of the Board" for "Chairman of the Board".

Subsecs. (g), (h). Pub. L. 114–328, §1288(6)(B), (C), added subsec. (g) and redesignated former subsec. (g) as (h).

2010—Subsec. (c)(2). Pub. L. 111–202, §3(1), struck out ", and shall further specify that funds to carry out the activities of Radio Free Asia may not be available after September 30, 2010" after "Government".

Subsecs. (f) to (h). Pub. L. 111–202, §3(2)–(4), redesignated subsecs. (g) and (h) as (f) and (g), respectively, designated first sentence of subsec. (f) as par. (1), inserted heading, inserted subpar. (A) designation before "entering into any agreements for the utilization of Voice of America", added subpar. (B), designated second sentence of subsec. (f) as par. (2), inserted heading, inserted "or Radio Free Asia broadcasting activities" before period at end, and struck out former subsec. (f) which related to sunset provisions.

2009—Subsec. (f). Pub. L. 111–71 substituted "2010" for "2009".

2008—Subsec. (c)(2). Pub. L. 110–321 substituted "2010" for "2009".

1999—Subsec. (c). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(1), (2)], redesignated subsec. (d) as (c) and struck out heading and text of former subsec. (c), which required the Board, through the Director of the United States Information Agency, to submit to Congress a detailed plan for the establishment and operation of Radio Free Asia prior to the awarding of a grant to carry out this section.

Subsec. (c)(1). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(3)(A)], struck out "(A)" after "(1)" and struck out subpar. (B) which read as follows: "Not later than 90 days after confirmation of all members of the Board, the Board shall provide a report to Congress on the number of administrative, managerial, and technical staff of Radio Free Asia who will be located within the metropolitan area of Washington, D.C., and the number of employees whose principal place of business will be located outside the metropolitan area of Washington, D.C."

Subsec. (c)(2). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(3)(B)], substituted "September 30, 2009" for "September 30, 1999".

Subsec. (c)(4). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(3)(C)], substituted "$30,000,000 in each of the fiscal years 2000 and 2001" for "$22,000,000 in any fiscal year".

Subsec. (c)(5), (6). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(3)(D), (E)], redesignated par. (6) as (5) and struck out former par. (5) which read as follows: "The total amount of grant funds made available for one-time capital costs of Radio Free Asia may not exceed $8,000,000."

Subsecs. (d), (e). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(2)], redesignated subsecs. (e) and (f) as (d) and (e), respectively. Former subsec. (d) redesignated (c).

Subsec. (f). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(4)], reenacted subsec. heading without change and amended text generally. Prior to amendment, text read as follows: "The

Board may not make any grant for the purpose of operating Radio Free Asia after September 30, 1998, unless the President of the United States determines in the President's fiscal year 1999 budget submission that continuation of funding for Radio Free Asia for 1 additional year is in the interest of the United States."

Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(2)], redesignated subsec. (g) as (f). Former subsec. (f) redesignated (e).

Subsecs. (g) to (i). Pub. L. 106–113, §1000(a)(7) [div. A, title V, §501(2)], redesignated subsecs. (h) and (i) as (g) and (h), respectively. Former subsec. (g) redesignated (f).

1994—Subsec. (d)(1)(B). Pub. L. 103–415 inserted "of all members" after "confirmation".

FINDINGS

Pub. L. 111–202, §1, July 13, 2010, 124 Stat. 1373, provided that: "Congress finds the following:

"(1) Radio Free Asia (referred to in this Act [amending this section] as 'RFA')—

"(A) was authorized under section 309 of the United States International Broadcasting Act of 1994 (22 U.S.C. 6208);

"(B) was incorporated as a private, non-profit corporation in March 1996 in the hope that its operations would soon be obviated by the global advancement of democracy; and

"(C) is headquartered in Washington, DC, with additional offices in Bangkok, Hong Kong, Phnom Penh, Seoul, Ankara, and Taipei.

"(2) RFA broadcasts serve as substitutes for indigenous free media in regions lacking free media outlets.

"(3) The mission of RFA is 'to provide accurate and timely news and information to Asian countries whose governments prohibit access to a free press' in order to enable informed decisionmaking by the people within Asia.

"(4) RFA provides daily broadcasts of news, commentary, analysis, and cultural programming to Asian countries in several languages, including—

"(A) 12 hours per day in Mandarin;

"(B) 8 hours per day in 3 Tibetan dialects, Uke, Kham, and Amdo;

"(C) 4 hours per day in Korean and Burmese;

"(D) 2 hours per day in Cantonese, Vietnamese, Laotian, Khmer (Cambodian), and Uyghur; and

"(E) 1½ hours per week in Wu (local Shanghai dialect).

"(5) The governments of the countries targeted for these broadcasts have consistently denied and blocked attempts at Medium Wave and FM transmissions into their countries, forcing RFA to rely on Shortwave broadcasts and the Internet.

"(6) RFA has provided continuous online news to its Asian audiences since 2004, although some countries—

"(A) routinely and aggressively block RFA's website;

"(B) monitor access to RFA's website; and

"(C) discourage online users by making it illegal to access RFA's website.

"(7) Despite these attempts, RFA has successfully managed to reach its online audiences through proxies, cutting-edge software, and active republication and repostings by its audience.

"(8) RFA also provides forums for local opinions and experiences through message boards, podcasts, web logs (blogs), cell phone-distributed newscasts, and new media, including Facebook, Flickr, Twitter, and YouTube.

"(9) Freedom House has documented that freedom of the press is in decline in nearly every region of the world, particularly in Asia, where none of the countries served by RFA have increased their freedom of the press during the past 5 years.

"(10) In fiscal year 2010, RFA is operating on a $37,000,000 budget, less than $400,000 of which is available to fund Internet censorship circumvention.

"(11) Congress currently provides grant funding for RFA's operations on a fiscal year basis."

§6209. Broadcast entities reporting to Chief Executive Officer

(a) Consolidation of grantee organizations

(1) In general

The Chief Executive Officer, subject to the regular notification procedures of the Committee on Appropriations and the Committee on Foreign Affairs of the House of Representatives and the Committee on Appropriations and the Committee on Foreign Relations of the Senate, who is authorized to incorporate a grantee, may condition annual grants to RFE/RL, Inc., Radio Free Asia, and the Middle East Broadcasting Networks on the consolidation of such grantees into a single, consolidated private, non-profit corporation (in accordance with section 501(c)(3) of title 26 and exempt from tax under section 501(a) of such title), in such a manner and under such terms and conditions as determined by the Chief Executive Officer, which may broadcast and provide news and information to audiences wherever the agency may broadcast, for activities that the Chief Executive Officer determines are consistent with the purposes of this chapter, including the terms and conditions of subsections (g)(5), (h), (i), and (j) of section 6207 of this title, except that the Agency may select any name for such a consolidated grantee.

(2) Special rule

No State or political subdivision of a State may establish, enforce, or continue in effect any provision of law or legal requirement that is different from, or is in conflict with, any requirement or authority applicable under this chapter relating to the consolidation, incorporation, structure, or dissolution of any grantee under this chapter.

(b) Mission

The consolidated grantee established under subsection (a) shall—

(1) counter state-sponsored propaganda which undermines the national security or foreign policy interests of the United States and its allies;

(2) provide uncensored local and regional news and analysis to people in societies where a robust, indigenous, independent, and free media does not exist;

(3) help countries improve their indigenous capacity to enhance media professionalism and independence, and develop partnerships with local media outlets, as appropriate; and

(4) promote unrestricted access to uncensored sources of information, especially via the internet, and use all effective and efficient mediums of communication to reach target audiences.

(c) Federal status

Nothing in this chapter or any other Act, or any action taken pursuant to this chapter or any other Act, may be construed to make such a consolidated grantee described in subsection (a) or RFE/RL, Inc., Radio Free Asia, or the Middle East Broadcasting Networks or any other grantee or entity provided funding by the agency a Federal agency or instrumentality. Employees or staff of such grantees or entities may not be Federal employees. For purposes of this section and this chapter, the term "grant" includes agreements under section 6305 of title 31, and the term "grantee" includes recipients of such agreements.

(d) Leadership of grantee organizations

Officers and directors of RFE/RL Inc., Radio Free Asia, and the Middle East Broadcasting Networks or any organization that is established through the consolidation of such entities, or authorized under this chapter, shall serve at the pleasure of and may be named by the Chief Executive Officer of the Board.

(e) Maintenance of the existing individual grantee brands

RFE/RL, Incorporated, Radio Free Asia, and the Middle East Broadcasting Networks, Incorporated should remain brand names under which news and related programming and content may be disseminated by the consolidated grantee. Additional brands may be created as necessary.

(Pub. L. 103–236, title III, §310, as added Pub. L. 114–328, div. A, title XII, §1288(7), Dec. 23, 2016, 130 Stat. 2553.)

REFERENCES IN TEXT

This chapter, referred to in subsecs. (a), (c), and (d), was in the original a reference to this Act, and was translated as referring to this title, meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter, to reflect the probable intent of Congress. For complete

classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

PRIOR PROVISIONS

A prior section 6209, Pub. L. 103–236, title III, §310, Apr. 30, 1994, 108 Stat. 442, related to transition of transfer of functions from Board for International Broadcasting to United States Information Agency, Board, or Bureau, prior to repeal by Pub. L. 105–277, div. G, subdiv. A, title XIII, §§1301, 1323(l)(2), Oct. 21, 1998, 112 Stat. 2681–776, 2681-780, effective Oct. 1, 1999.

§6209a. Inspector General authorities

(a) In general

The Inspector General of the Department of State and the Foreign Service shall exercise the same authorities with respect to the Broadcasting Board of Governors as the Inspector General exercises under the Inspector General Act of 1978 [5 U.S.C. App.] and section 3929 of this title with respect to the Department of State.

(b) Respect for journalistic integrity of broadcasters

The Inspector General of the Department of State and the Foreign Service shall respect the journalistic integrity of all the broadcasters covered by this chapter and may not evaluate the philosophical or political perspectives reflected in the content of broadcasts.

(Pub. L. 103–236, title III, §310A, as added Pub. L. 114–328, div. A, title XII, §1288(7), Dec. 23, 2016, 130 Stat. 2554.)

REFERENCES IN TEXT

The Inspector General Act of 1978, referred to in subsec. (a), is Pub. L. 95–452, Oct. 12, 1978, 92 Stat. 1101, which is set out in the Appendix to Title 5, Government Organization and Employees.

This chapter, referred to in subsec. (b), was in the original "this Act", and was translated as reading "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter, to reflect the probable intent of Congress. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

§6209b. Role of the Secretary of State in foreign policy guidance

To assist the Board in carrying out its functions, the Chief Executive Officer shall regularly consult with and seek from the Secretary of State guidance on foreign policy issues.

(Pub. L. 103–236, title III, §310B, as added Pub. L. 114–328, div. A, title XII, §1288(7), Dec. 23, 2016, 130 Stat. 2554.)

§6210. Preservation of American jobs

It is the sense of the Congress that the Director of the United States Information Agency and the Chairman of the Board for International Broadcasting should, in developing the plan for consolidation and reorganization of overseas international broadcasting services, limit, to the maximum extent feasible, consistent with the purposes of the consolidation, elimination of any United States-based positions and should affirmatively seek to transfer as many positions as possible to the United States.

(Pub. L. 103–236, title III, §311, Apr. 30, 1994, 108 Stat. 444.)

TRANSFER OF FUNCTIONS

United States Information Agency (other than Broadcasting Board of Governors and International Broadcasting Bureau) abolished and functions transferred to Secretary of State, see sections 6531 and 6532 of this title.

§6211. The continuing mission of Radio Free Europe and Radio Liberty broadcasts

It is the sense of Congress that Radio Free Europe and Radio Liberty should continue to broadcast to the peoples of Central Europe, Eurasia, and the Persian Gulf until such time as—

(1) a particular nation has clearly demonstrated the successful establishment and consolidation of democratic rule; and

(2) its domestic media which provide balanced, accurate, and comprehensive news and information, is firmly established and widely accessible to the national audience, thus making redundant broadcasts by Radio Free Europe or Radio Liberty.

At such time as a particular nation meets both of these conditions, RFE/RL should phase out broadcasting to that nation.

(Pub. L. 103–236, title III, §312, Apr. 30, 1994, 108 Stat. 444; Pub. L. 106–113, §1000(a)(7) [div. A, title V, §503], Nov. 29, 1999, 113 Stat. 1536, 1501A-451.)

AMENDMENTS

1999—Pub. L. 106–113 amended section catchline and text generally, substituting present provisions for provisions which set forth sense of Congress that funding of Radio Free Europe and Radio Liberty be privatized not later than Dec. 31, 1999, directed President to submit analysis and recommendation for achieving this objective with his annual budget submission, and directed Board for International Broadcasting to submit to appropriate congressional committees not later than 120 days after Apr. 30, 1994, report on steps being taken to transfer RFE/RL Research Institute, and periodic progress reports until such transfer would be achieved.

PROGRAMMING TO UKRAINE AND NEIGHBORING REGIONS: FINDINGS AND DECLARATIONS

Pub. L. 113–96, §1, Apr. 3, 2014, 128 Stat. 1098, provided that:

"(a) Congress finds and declares the following:

"(1) The Russian Government has deliberately blocked the Ukrainian people's access to uncensored sources of information and has provided alternative news and information that is both inaccurate and inflammatory;

"(2) United States international programming exists to advance the United States interests and values by presenting accurate and comprehensive news and information, which is the foundation for democratic governance;

"(3) The opinions and views of the Ukrainian people, especially those people located in the eastern regions and Crimea, are not being accurately represented in Russian dominated mass media;

"(4) Russian forces have seized more than five television stations in Crimea and taken over transmissions, switching to a 24/7 Russian propaganda format; this increase in programming augments the already robust pro-Russian programming to Ukraine;

"(5) United States international programming has the potential to combat this anti-democratic propaganda.

"(b) PROGRAMMING.—Radio Free Europe/Radio Liberty (RFE/RL), Incorporated, and the Voice of America service to Ukraine and neighboring regions shall—

"(1) provide news and information that is accessible, credible, and accurate;

"(2) emphasize investigative and analytical journalism to highlight inconsistencies and misinformation provided by Russian or pro-Russian media outlets;

"(3) prioritize programming to areas where access to uncensored sources of information is limited or non-existent, especially populations serviced by Russian supported media outlets;

"(4) increase the number of reporters and organizational presence in eastern Ukraine, especially in Crimea;

"(5) promote democratic processes, respect for human rights, freedom of the press, and territorial sovereignty; and

"(6) take necessary preparatory steps to continue and increase programming and content that promotes democracy and government transparency in Russia.

"(c) PROGRAMMING SURGE.—RFE/RL, Incorporated, and Voice of America programming to Ukraine and neighboring regions shall—

"(1) prioritize programming to eastern Ukraine, including Crimea, and Moldova, and to ethnic and linguistic Russian populations, as well as to Tatar minorities;

"(2) prioritize news and information that directly contributes to the target audiences' understanding of political and economic developments in Ukraine and Moldova, including countering misinformation that may originate from other news outlets, especially Russian supported news outlets;

"(3) provide programming content 24 hours a day, seven days a week to target populations, using all available and effective distribution outlets, including—

"(A) at least 8 weekly hours of total original television and video content in Ukrainian, Russian, and Tatar languages, not inclusive of live video streaming coverage of breaking news, to be distributed on satellite, digital, and through regional television affiliates by the Voice of America; and

"(B) at least 14 weekly hours the total audio content in Ukrainian, Russian, and Tatar languages to be distributed on satellite, digital, and through regional radio affiliates of RFE/RL, Incorporated;

"(4) expand the use, audience, and audience engagement of mobile news and multimedia platforms by RFE/RL, Incorporated, and the Voice of America, including through Internet-based social networking platforms; and

"(5) partner with private sector broadcasters and affiliates to seek and start co-production for new, original content, when possible, to increase distribution.

"(d) AUTHORIZATION OF APPROPRIATIONS.—There is authorized to be appropriated for fiscal year 2014, in addition to funds otherwise made available for such purposes, up to $10,000,000 to carry out programming in the Ukrainian, Balkan, Russian, and Tatar language services of RFE/RL, Incorporated, and the Voice of America, for the purpose of bolstering existing United States programming to the people of Ukraine and neighboring regions, and increasing programming capacity and jamming circumvention technology to overcome any disruptions to service.

"(e) REPORT.—Not later than 15 days after the date of the enactment of this Act [Apr. 3, 2014], the Broadcasting Board of Governors shall submit to the Committees on Foreign Affairs and Appropriations of the House of Representatives and the Committees on Foreign Relations and Appropriations of the Senate a detailed report on plans to increase broadcasts pursuant to subsections (a) and (b)."

§6212. Requirement for authorization of appropriations

(a) Limitation on obligation and expenditure of funds

Notwithstanding any other provision of law, for the fiscal year 1994 and for each subsequent fiscal year, any funds appropriated for the purposes of broadcasting subject to supervision of the Board shall not be available for obligation or expenditure—

(1) unless such funds are appropriated pursuant to an authorization of appropriations; or

(2) in excess of the authorized level of appropriations.

(b) Subsequent authorization

The limitation under subsection (a) shall not apply to the extent that an authorization of appropriations is enacted after such funds are appropriated.

(c) Application

The provisions of this section—

(1) may not be superseded, except by a provision of law which specifically repeals, modifies, or supersedes the provisions of this section; and

(2) shall not apply to, or affect in any manner, permanent appropriations, trust funds, and other similar accounts which are authorized by law and administered under or pursuant to this chapter.

(Pub. L. 103–236, title III, §313, Apr. 30, 1994, 108 Stat. 444; Pub. L. 107–228, div. A, title V, §507(2), Sept. 30, 2002, 116 Stat. 1394.)

REFERENCES IN TEXT

This chapter, referred to in subsec. (c)(2), was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

AMENDMENTS

2002—Subsec. (a). Pub. L. 107–228 struck out "the direction and" after "broadcasting subject to" in introductory provisions.

CONTINUED AVAILABILITY OF FUNDS FOLLOWING REPEAL OF BOARD FOR INTERNATIONAL BROADCASTING ACT OF 1973

Pub. L. 103–317, title V, Aug. 26, 1994, 108 Stat. 1771, provided in part: "That on the date upon which the Board for International Broadcasting Act of 1973 (22 U.S.C. 2871, et seq.) is repealed, as provided for by section 310(e) of the Foreign Relations Authorization Act, fiscal years 1994 and 1995 (Public Law 103–236; 108 Stat. 442) [22 U.S.C. 6209(e)], funds made available for expenses of the Board for International Broadcasting shall be made available until expended only for expenses necessary to enable the Broadcasting Board of Governors to carry out the authorities provided in section 305(a) of Public Law 103–236 [22 U.S.C. 6204(a)], including the appointment of staff personnel as authorized by section 305(a)(11) of Public Law 103–236: *Provided further*, That such amounts appropriated to the Board for International Broadcasting in fiscal year 1994 as are certified by the Office of Management and Budget to the Congress as gains due to the fluctuation of foreign currency, may be used in fiscal year 1995 and thereafter either to offset foreign currency losses or to offset unfunded RFE/RL costs associated with the implementation of Public Law 103–236 [see Tables for classification]: *Provided further*, That obligated but unexpended balances appropriated in fiscal year 1990 to fund planned transmitter modernization expenses may be expended in fiscal year 1995 for unfunded RFE/RL costs associated with the implementation of Public Law 103–236".

§6213. Definitions

For the purposes of this chapter—

(1) the term "appropriate congressional committees" means the Committee on Foreign Relations and the Committee on Appropriations of the Senate and the Committee on Foreign Affairs and the Committee on Appropriations of the House of Representatives;

(4) [1] the terms "Board" and "Chief Executive Officer of the Board" mean the Broadcasting Board of Governors and the position, respectively, authorized in accordance with this chapter;

(3) the term "RFE/RL, Incorporated" includes—

(A) the corporation having the corporate title described in section 6206(b)(3) [2] of this title; and

(B) any alternative grantee described in section 6206(e) [3] of this title; and

(4) the term "salary or other compensation" includes any deferred compensation or pension payments, any payments for expenses for which the recipient is not obligated to itemize, and any payments for personnel services provided to an employee of RFE/RL, Incorporated.

(Pub. L. 103–236, title III, §314, Apr. 30, 1994, 108 Stat. 445; Pub. L. 114–328, div. A, title XII, §1288(8), Dec. 23, 2016, 130 Stat. 2554.)

REFERENCES IN TEXT

This chapter, referred to in introductory provisions, was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

This chapter, referred to in the first par. (4), was in the original "this Act", and was translated as reading "this title", meaning title III of Pub. L. 103–236, to reflect the probable intent of Congress. See above.

Section 6206 of this title, referred to in par. (3), which related to the International Broadcasting Bureau and did not contain a subsec. (b)(3), was repealed by Pub. L. 114–328, div. A, title XII, §1288(4), Dec. 23, 2016, 130 Stat. 2552.

AMENDMENTS

2016—Pars. (2) to (4). Pub. L. 114–328 redesignated par. (2) as (3) and par. (3) as (4) defining "salary or other compensation" and added par. (4) defining "Board" and "Chief Executive Officer of the Board" after par. (1).

[1] *So in original. Probably should be designated as par. (2).*

[2] *See References in Text note below.*

[3] *So in original. Probably should be section "6207(d)".*

§6214. Relocation costs

Notwithstanding any other provision of law, funds derived from the sale of real property assets of RFE/RL in Munich, Germany, may be retained, obligated, and expended to meet one-time costs associated with the consolidation of United States Government broadcasting activities in accordance with this chapter, including the costs of relocating RFE/RL offices and operations.

(Pub. L. 103–236, title III, §315(d), as added Pub. L. 103–415, §1(ll), Oct. 25, 1994, 108 Stat. 4303.)

REFERENCES IN TEXT

This chapter, referred to in text, was in the original "this title", meaning title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, known as the United States International Broadcasting Act of 1994, which is classified principally to this chapter. For complete classification of title III to the Code, see Short Title note set out under section 6201 of this title and Tables.

§6215. Establishment of Radio Free Afghanistan

(a) Requirement of a detailed plan

Not later than 15 days after March 11, 2002, RFE/RL, Incorporated, shall submit to the Broadcasting Board of Governors a report setting forth a detailed plan for the provision by RFE/RL, Incorporated, of surrogate broadcasting services in the Dari and Pashto languages to Afghanistan. Such broadcasting services shall be known as "Radio Free Afghanistan".

(b) Grant authority

(1) In general

Effective 15 days after March 11, 2002, or the date on which the report required by subsection (a) is submitted, whichever is later, the Broadcasting Board of Governors is authorized to make grants to support Radio Free Afghanistan.

(2) Supersedes existing limitation on total annual grant amounts

Grants made to RFE/RL, Incorporated, during the fiscal year 2002 for support of Radio Free Afghanistan may be made without regard to section 308(c) of the United States International Broadcasting Act of 1994 (22 U.S.C. 6207(c)).

(c) Available authorities

In addition to the authorities in this section, the authorities applicable to carry out United States Government broadcasting activities under the United States Information and Educational Exchange Act of 1948 [22 U.S.C. 1431 et seq.], the United States International Broadcasting Act of 1994 [22 U.S.C. 6201 et seq.], the Foreign Affairs Reform and Restructuring Act of 1998, and other provisions of law consistent with such purpose may be used to carry out the grant authority of subsection (b).

(d) Standards; oversight

Radio Free Afghanistan shall adhere to the same standards of professionalism and accountability, and shall be subject to the same oversight mechanisms, as other services of RFE/RL, Incorporated.

(Pub. L. 107–148, §2, Mar. 11, 2002, 116 Stat. 64.)

REFERENCES IN TEXT

The United States Information and Educational Exchange Act of 1948, referred to in subsec. (c), is act Jan. 27, 1948, ch. 36, 62 Stat. 6, as amended, which is classified generally to chapter 18 (§1431 et seq.) of this title. For complete classification of this Act to the Code, see Short Title note set out under section 1431 of this title, and Tables.

The United States International Broadcasting Act of 1994, referred to in subsec. (c), is title III of Pub. L. 103–236, Apr. 30, 1994, 108 Stat. 432, as amended, which is classified principally to this chapter. For complete classification of this Act to the Code, see Short Title note set out under section 6201 of this title and Tables.

The Foreign Affairs Reform and Restructuring Act of 1998, referred to in subsec. (c), is division G of Pub. L. 105–277, Oct. 21, 1998, 112 Stat. 2681–761, as amended. For complete classification of division G to the Code, see Short Title note set out under section 6501 of this title and Tables.

CODIFICATION

Section was enacted as part of the Radio Free Afghanistan Act, and not as part of the United States International Broadcasting Act of 1994 which comprises this chapter.

§6216. Special authority for surge capacity

(a) Emergency authority

(1) In general

Whenever the President determines it to be important to the national interests of the United States and so certifies to the appropriate congressional committees, the President, on such terms and conditions as the President may determine, is authorized to direct any department, agency, or other entity of the United States to furnish the Broadcasting Board of Governors with such assistance outside the United States as may be necessary to provide international broadcasting activities of the United States with a surge capacity to support United States foreign policy objectives during a crisis abroad.

(2) Supersedes existing law

The authority of paragraph (1) shall supersede any other provision of law.

(3) Surge capacity defined

In this subsection, the term "surge capacity" means the financial and technical resources necessary to carry out broadcasting activities in a geographical area during a crisis abroad.

(4) Duration

The President is authorized to exercise the authority provided in subsection (a)(1) for a period of up to six months, which may be renewed for one additional six month period.

(b) Authorization of appropriations

(1) In general

There are authorized to be appropriated to the President such sums as may be necessary for the President to carry out this section, except that no such amount may be appropriated which, when added to amounts previously appropriated for such purpose but not yet obligated, would cause such amounts to exceed $25,000,000.

(2) Availability of funds

Amounts appropriated pursuant to the authorization of appropriations in this subsection are authorized to remain available until expended.

(3) Designation of appropriations

Amounts appropriated pursuant to the authorization of appropriations in this subsection may be referred to as the "United States International Broadcasting Surge Capacity Fund".

(c) Report

The annual report submitted to the President and Congress by the Broadcasting Board of Governors under section 6204(a)(9) of this title shall provide a detailed description of any activities carried out under this section.

(Pub. L. 103–236, title III, §316, as added Pub. L. 110–53, title XX, §2031(c), Aug. 3, 2007, 121 Stat. 516.)

FINDING; SENSE OF CONGRESS

Pub. L. 110–53, title XX, §2031(a), (b), Aug. 3, 2007, 121 Stat. 515, provided that:

"(a) FINDING.—Congress finds that the report of the National Commission on Terrorist Attacks Upon the United States stated that 'Recognizing that Arab and Muslim audiences rely on satellite television and radio, the government has begun some promising initiatives in television and radio broadcasting to the Arab world, Iran, and Afghanistan. These efforts are beginning to reach large audiences. The Broadcasting Board of Governors has asked for much larger resources. It should get them.'.

"(b) SENSE OF CONGRESS.—It is the sense of Congress that—

"(1) the United States needs to improve its communication of information and ideas to people in foreign countries, particularly in countries with significant Muslim populations; and

"(2) public diplomacy should reaffirm the paramount commitment of the United States to democratic principles, including preserving the civil liberties of all the people of the United States, including Muslim-Americans."

§6205. Establishment of the International Broadcasting Advisory Board

(a) In general
Except as provided in subsection (b)(2), the International Broadcasting Advisory Board (referred to in this section as the "Advisory Board") shall consist of five members, including the Secretary of State, appointed by the President and in accordance with subsection (d), to advise the Chief Executive Officer of the Broadcasting Board of Governors, as appropriate.

(b) Retention of existing BBG Board Members
(1) In general
The presidentially appointed and Senate-confirmed members of the Board of the Broadcasting Board of Governors who are serving on unexpired terms as of December 23, 2016, shall—
(A) constitute the first Advisory Board; and
(B) hold office for the remainder of their original terms of office without reappointment to the Advisory Board.
(2) Effect of additional members
If, on December 23, 2016, more than five members described in subsection (a) are serving their original terms of office on the Broadcasting Board of Governors, each such member may serve on the Advisory Board for a period equal to the time remaining on each such member's respective term without reappointment.

(c) Terms of office
(1) In general
Except as provided in paragraph (2), the term of office of each member of the Advisory Board appointed pursuant to subsection (a) shall be three years.
(2) Vacancies
If a vacancy on the Advisory Board occurs before the expiration of the term of the member who created such vacancy—
(A) the President shall appoint a new member to fill such vacancy in accordance with subsection (d); and
(B) the member appointed pursuant to such subsection shall serve for the remainder of such term.
(3) Service beyond term prohibited
Members may not serve beyond the term for which they were appointed.

(d) Selection of the Board
In identifying individuals for appointment to the Advisory Board under subsection (a), the President shall appoint United States citizens—
(1) who, with the exception of the Secretary of State, are not regular, full-time employees of the United States Government; and

(2) distinguished in the fields of public diplomacy, mass communications, print, broadcast or digital media, or foreign affairs, of whom—
(A) one individual should be appointed from among a list of at least three individuals submitted by the Chair of the Committee on Foreign Affairs of the House of Representatives;
(B) one individual should be appointed from among a list of at least three individuals submitted by the Ranking Member of the Committee on Foreign Affairs of the House of Representatives;
(C) one individual should be appointed from among a list of at least three individuals submitted by the Chair of the Committee on Foreign Relations of the Senate; and
(D) one individual should be appointed from among a list of at least three individuals submitted by the Ranking Member of the Committee on Foreign Relations of the Senate.

(e) Functions of the Board
The members of the Advisory Board shall perform the following advisory functions:
(1) To provide the Chief Executive Officer of the Broadcasting Board of Governors with counsel and recommendations for improving the effectiveness and efficiency of the agency and its programming.
(2) To meet with the Chief Executive Officer at least twice annually and at additional meetings at the request of the Chief Executive Officer.
(3) To report periodically or upon request to the congressional committees specified in subsection (d) (2) regarding its counsel and recommendations for improving the effectiveness and efficiency of the Broadcasting Board of Governors and its programming.
(4) To obtain information from the Chief Executive Officer, as needed, for the purposes of fulfilling the functions described in this subsection.

(f) Compensation
Members of the Advisory Board, including the Secretary of State, may not receive any fee, salary, or remuneration of any kind for their service as members.
(Pub. L. 103–236, title III, §306, Apr. 30, 1994, 108 Stat. 436; Pub. L. 105–277, div. G, subdiv. A, title XIII, §1323(j), Oct. 21, 1998, 112 Stat. 2681–780; Pub. L. 114–328, div. A, title XII, §1288(3), Dec. 23, 2016, 130 Stat. 2551.)

U.S. AGENCY FOR
GLOBAL MEDIA

USAGM Budget Briefing
December 10, 2020

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Agenda

- FY 2021
- Voice of America
- Office of Cuba Broadcasting
- Technology Services and Innovation
- Offices of Management Service/ IBB
- Radio Free Europe/ Radio Liberty
- Radio Free Asia
- Middle East Broadcasting Network
- Internet Freedom Funds

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U.S. AGENCY FOR GLOBAL MEDIA

Summary of Appropriations

FY 2019 - FY 2021

(in thousands)

INTERNATIONAL BROADCASTING OPERATIONS *Programs, Projects, and Activities*	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
FEDERAL ENTITIES			
Voice of America			
Office of Cuba Broadcasting			
International Broadcasting Bureau			
Internet Freedom; Anti-Censorship (non-add to IBB)			
Office of Technology, Services, and Innovation			
TOTAL - FEDERAL ENTITIES	$ 515,482	$ 498,855	$ 399,679
NON-FEDERAL ENTITIES			
Radio Free Europe/Radio Liberty			
Radio Free Asia			
Middle East Broadcasting Networks			
Open Technology Fund			
TOTAL - NON-FEDERAL ENTITIES	$ 279,766	$ 299,841	$ 233,053
TOTAL - INTERNATIONAL BROADCASTING OPERATIONS	$ 795,248	$ 798,696	$ 632,732
BROADCASTING CAPITAL IMPROVEMENTS *Programs, Projects, and Activities*			
Broadcasting Capital Improvements			
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	$ 5,053	$ 11,700	$ 4,520
USAGM GRAND TOTAL - Appropriation/Request			

FY 2021



- Waiting on annual appropriation
- High Risk/ Low Probability that USAGM will take a major cut
- Contingency plan: President's budget is the base from which adjustments will be made.
  - Immediately defer all maintenance
  - Reduce content
  - Stop work orders on all consulting and non-essential work
  - Major languages will take the largest hit (Russian & Mandarin)
  - Non-peak hours transmissions will be reduced
  - Major reduction in PSCs & hiring freeze for federal employees

FY 2021 Enacted (TBD)



U.S. AGENCY FOR GLOBAL MEDIA

- Program Plan:
  - $1.3 million unfunded requirement to update financial system
  - $1 million in ICASS budget shortfall
  - Slowly increase hiring to manage cost overrun
  - $3.4 million from transmission savings needs to be allocated (Previously with Global Mandarin)
  - Need guidance on the research budget
  - Strategic guidance on language services, digital strategy, or any new initiative

Voice of America

- In FY 2020 VOA's Total Expenditures were $253.4M
  - Over 55% of VOA's budget is attributed to Federal Salaries
  - The remaining is for General Operating Expenses, which includes Contractors and Overseas Stringers
- With the majority of VOA's staff working remotely as a result of the COVID-19 Pandemic, they have been able to continue to produce the same quality of work as if they were in the office
- VOA has a pending settlement that they are authorized to us prior year funding, however the final dollar amount is unknown, and if it exceeds what is available current year funds will have to be used
- VOA Global Mandarin strategy is still unknown

Office of Cuba Broadcasting



- Hill & OMB want reform; discussions to roll into VOA's LatAm Division, and possible relocation to DC.
- FY 19 - $29 million
- FY 20 - $21 million + $4 million ($3 million was carried into FY 2021)
- FY 20 Salaries $15 million
- In August 2020, OCB separated more than 20 contractors totaling nearly a third of its contractor force
- OCB has prioritized increasing its presence on social media, and all major stories are receiving multiplatform coverage.

Technology, Services, & Innovation (TSI)

- In FY 2020, TSI obligated $190.7 million, which included $15.0 million in Broadcasting Capital Improvement (BCI) funding.
- Independent (by outside firm) audit/review of VOA's Voltron content management system (CMS) will help inform a decision in FY 2021 whether to continue rolling Voltron out across VOA and perhaps the other networks, whether to invest in and improve existing Pangea CMS, or whether to seek a different solution.
- COVID-19 Reconstitution Planning
- As part of effort to realign investments in media platforms based on audience preferences. An initial study of USAGM's SW and MW transmissions found additional potential savings

Office of Management Services

- Research Budget is the only variable costs. (FY 20 -~$5 million)
- $1.3 million shortfall due to financial system upgrade
- Security Background are ongoing. Funding will be transferred in through the program plan.
- $1.4 million for FY 21 New HR system costs.
- ~$1 million in ICASS shortfall

RFE/RL

- FY 2020 RFE/RL total obligations were ~$119.2 million with the remaining unexpended balance of $5.4million submitted for carryover approval.
- Major opposition from Russian government ($1 million in legal fees & $800K in Value Added Taxes have escalated resulting in recurring costs to operate in Russia)
- Unfunded mandate for Hungarian service ($1 million)
- Need to increase security in Prague, Afghanistan, & other bureaus

RFA

- FY 2020 RFA obligations were ~$42 million. Requested carryover for FY2021 in the amount of $1.7 million for Global Mandarin and Research projects. Many research projects were delayed due to COVID-19 or social unrest in some Asian countries.

- RFA requested additional funds $89,000.00 through the end of the fiscal year for urgently needed technical supplies and components.

- Global Mandarin soft launched in September, 2020 with a very limited staff of 8. Full content, promotion and hiring are planning to be carried out in FY2021.

MBN

MBN
MIDDLE EAST
BROADCASTING
NETWORKS, INC.

- FY 2020 MBN's total obligations were ~$94 million with the remaining unexpended balance of ~$15 million submitted for carryover approval.
- Many tasks and projects submitted for carryover approval were delayed in FY 2020 due to COVID-19 or other unforeseen circumstances such as the massive explosion in Beirut.
- 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.

Internet Freedom Funds

- Ending in FY 2020 USAGM Internet Freedom Total Expenditures plus Obligations were ~$12.1 million with the remaining unexpended balance of ~$12.8 million submitted for carryover approval.

USAGM Internet Freedom						
Managing Entity, and Program		FY 2019 Carryover into FY 2020	FY 2020 NOA Allotted	Total FY 2020 Resources	Obligated/ Expended	FY 2020 Carryover into FY 2021
USAGM, Internet Anti-Censorship (X-0206) Open Technology Fund (X-0206)	(b) (4)					
	Total	5,172	19,825	24,997	12,157	12,840

Questions

U.S. AGENCY FOR GLOBAL MEDIA

Title: V-A BAM 530 - Social Media Policy
Policy Tracking#: OGC-19-02
Effective Date: July 8, 2019
Originating Office: Office of the General Counsel, 202-203-4550

(a) PURPOSE: This policy establishes a framework for access to and use of social media. This policy shall be modified and/or amended in the future to accommodate additional social media issues.

(b) AUTHORITY AND SCOPE:

(1) Authorities.

(i) The United Stated International Broadcasting Act, 22 U.S.C. § 6201 *et seq.*

(ii) The United States Information and Educational Exchange Act of 1948, as amended (the "Smith-Mundt Act"), at 22 U.S.C. § 1461 *et seq.*

(iii) The Hatch Act, 5 U.S.C. § 7321 *et seq.*

(iv) 5 C.F.R. Part 735 – Employee Responsibilities and Conduct

(v) 5 C.F.R. Part 2635 – Standards of Ethical Conduct for Employees of the Executive Branch.

(2) Scope. This policy applies to all personnel of the United States Agency for Global Media (hereafter "USAGM" or the "Agency"") and all users of Agency systems, including Civil Service employees, personal services contractors, employees abroad including locally employed staff, and contractors performing duties under their contract with the Agency.

(c) **SOCIAL MEDIA DEFINITION:** Social media consists of a variety of digital technologies that foster interaction among individuals who use those tools. Social media enable individuals to post their own content to Web sites accessible to others; comment on, rate and/or tag content that others have posted; download distributed media files; dynamically develop software applications; interact in simulated learning, gaming and trading environments; engage in online conversations; and observe the interactions of others.

(d) POLICY:

(1) Basic Social Media Policy.

(i) As a general matter, the Agency encourages the responsible use of social media consistent with current laws, policies, and guidance that govern information and information technology.

(ii) The Agency notes that while social media have vastly accelerated the speed of communication and greatly broadened audience size, they neither restrict nor expand the existing limitations on speech by Agency personnel. Agency personnel do not surrender their First Amendment rights as a result of their employment; however, the Government may restrict the speech of its personnel when they are not speaking as private citizens on matters of public concern or when the Government's interest in the efficient provision of public services outweighs the interest of its personnel in their speech.

(2) Additional Social Media Considerations for Journalists.

(i) The Agency is required by law to conduct international broadcasting in accordance with the highest professional standards of broadcast journalism, 22 U.S.C. § 6202(a)(5). This includes:

(A) news which is consistently reliable and authoritative, accurate, objective, and comprehensive, 22 U.S.C. § 6202(b)(1); and

(B) a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society, 22 U.S.C. § 6202(b)(2).

(ii) To effectuate these requirements, Agency journalists, defined as those involved in the gathering, production, editing, translation, presentation, or dissemination of content, must be fair, impartial, and objective in all public spaces, including social media. Accordingly, journalists must avoid action that undermines their objectivity as journalists and/or the credibility of the Agency and its constituent entities as news organizations.

(iii) Therefore, in addition to the social media policy set forth in this Broadcasting Administrative Manual, journalists must comply with any and all applicable journalistic standards governing use of and conduct on social media, as set forth by their respective entity's best practices guides or internal professional guidance. Failure to do so may be cause for disciplinary action, up to and including removal from Federal Service or contractual termination, as applicable.

(3) Government-wide Standards of Conduct. All Agency personnel are required to adhere to government-wide standards of conduct that apply to online communications at all times, whether by means of Agency or personal social media accounts. In general, the restrictions on communications by Agency personnel are adapted from statute and the Code of Federal Regulations (C.F.R.). While not exhaustive, the following restrictions apply to all personnel, and violations may be cause for disciplinary action, up to and including removal from Federal Service or contractual termination, as applicable:

(i) Ethical Standards. Agency personnel shall not engage in criminal, infamous, dishonest, immoral, or notoriously disgraceful conduct, or other conduct prejudicial to the Government. (5 C.F.R. § 735.203);

(ii) Misuse of Position. Agency personnel shall not use their public office for private gain, for the endorsement of any product, service, or enterprise, or for the private gain of friends, relatives, or other acquaintances. Agency personnel shall not use or permit the use of their Government position or title or any authority associated with their public office in a manner that is intended to coerce or induce another person to provide any benefit, financial or otherwise, to themselves or to friends, relatives, or persons with whom they are affiliated in a nongovernmental capacity. Subject to limitations set forth in 5 C.F.R. § 2635.702(b) and(c), Agency personnel shall not use their Government position or title, or Federal or Agency seals or logos, in a manner that could reasonably be construed to imply that the Government endorses or sanctions their personal activities or those of another. (5 C.F.R. § 2635.702);

(iii) Use of Non-Public Information. Agency personnel shall not allow the improper use of non-public information to further their own private interest or that of another, whether by engaging in financial transactions using such information, through advice or recommendation, or by knowing unauthorized disclosure. Non-public information is information that an individual gains by reason of Federal employment and that he or she knows or reasonably should know has not been made available to the general public. (5 C.F.R. § 2635.703);

(iv) Political Activity. Certain restrictions on political activity by certain Agency personnel apply regardless of whether they are on duty or on their personal time. Hatch Act (5 U.S.C. § 7321 *et seq.*). For example, no employee may solicit, accept, or receive political contributions, at any time or in any forum. 5 U.S.C. § 7323(a)(2). Additional information is available in Office of Special Counsel's Hatch Act Guidance on Social Media and Hatch Act Social Media Quick Guide; and

(v) Discrimination and Harassment. All Agency personnel are responsible for treating fellow employees with basic respect and dignity, and must not harass or discriminate against fellow employees based on race, color, religion, national origin, sex, gender identity, age, disability (physical or mental), genetic information, status as a parent, sexual orientation, marital status, political affiliation, or any other non-merit factor. (5 U.S.C. §§ 2301- 2302).

(4) Official Use of Social Media.

(i) Agency personnel may access and contribute content (both original entries and responses to entries) on and through social media in their official capacity. Agency personnel are responsible for the content they publish in their official capacity, which must:

(A) abide by the Terms of Service - defined as a contract between social media users and third-party site providers - of the site on which the content is posted;

(B) comply with intellectual property laws;

(C) adhere to host country laws, as applicable and directed by management;

(D) conform to the standards and principles for United States international broadcasting set forth in Sections 303 of the United States International Broadcasting Act, 22 U.S.C. § 6202; and

(E) comply with the United States Information and Educational Exchange Act of 1948, as amended(the "Smith-Mundt Act"), 22 U.S.C. § 1461 *et seq.*

(ii) Agency personnel using social media in their official capacity must comply with:

(A) the Agency policy on safeguarding Personally Identifiable Information (PII), codified in in Section 200 of Part XI of the Broadcasting Administrative Manual;

(B) the Agency policy on information security awareness training and role-based training requirements and responsibilities, codified in in Section 300 of Part XI of the Broadcasting Administrative Manual; and

(C) the 2008 Privacy Breach Notification Policy.

(iii) Agency personnel using social media in their official capacity shall also:

(A) refrain from using or permitting Agency computer systems, electronic devices, and social media accounts to be used for other than authorized purposes; and

(B) use time allocated to official use of social media in an honest effort to perform official duties.

(iv) Violations of the foregoing policies on official use of social media in paragraphs (d)(4)(i)-(iii) may be cause for disciplinary action, up to and including removal from the Federal Service or contractual termination, as applicable.

(5) Personal Use of Social Media. Posting Journalistic Material - Agency personnel are permitted to link to and embed Agency journalistic material from official, public-facing outlets. However, Agency personnel are prohibited from directly posting Agency journalistic or wire service material to their personal social media accounts, of any length or in any format and including archived and unaired content ("B-roll"). Doing so may violate intellectual property laws, and harms the Agency's ability to grow and maintain audiences through official distribution channels. Violations may constitute grounds for disciplinary action, up to and including termination.

(e) EFFECTIVE DATE AND APPROVAL:

Approved by:

(b) (6)

John F. Lansing
Chief Executive Officer and Director

Effective Date

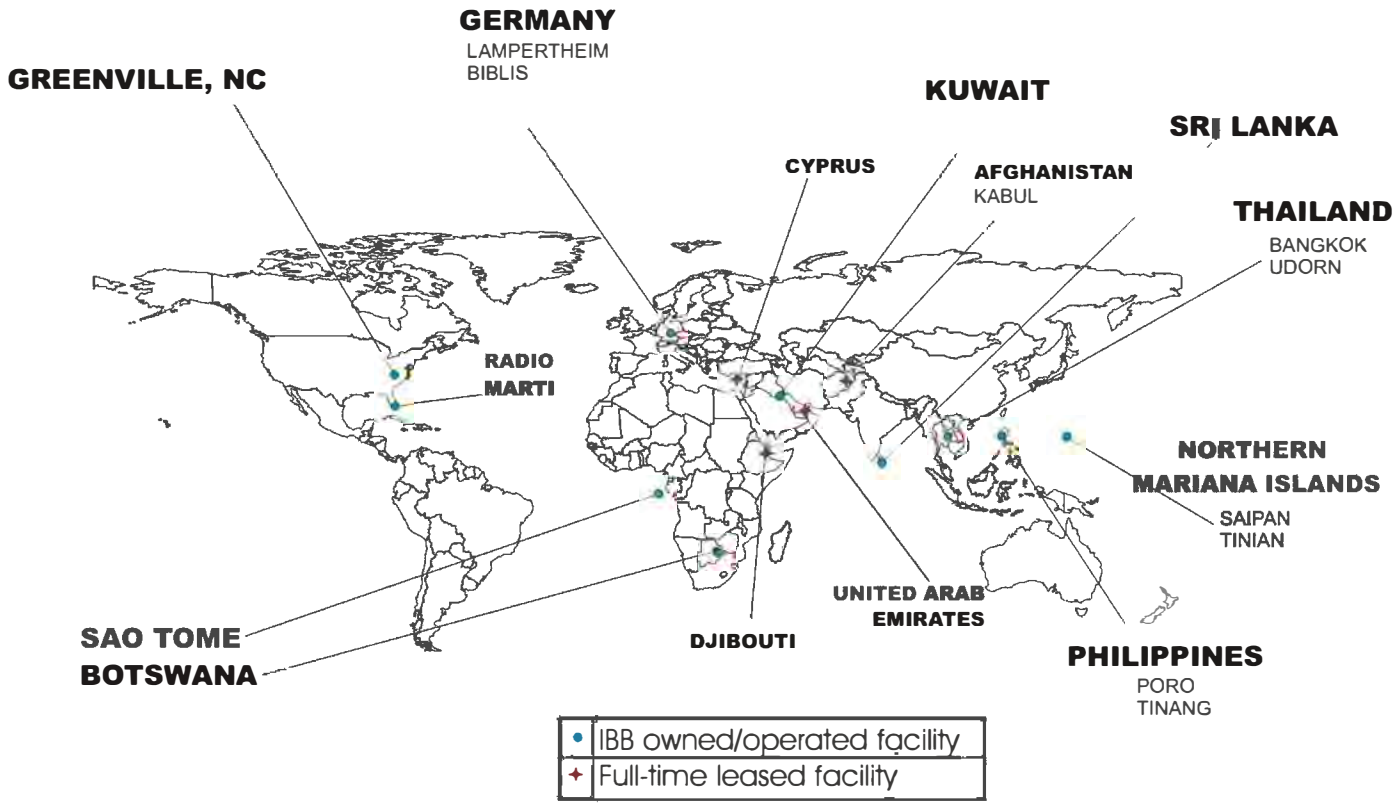
July 8, 2019

BBG Global Transmission Network

November 2016

INTERNATIONAL BROADCASTING BUREAU

SW/MW RADIO TRANSMITTING STATION LOCATIONS



IBBSTAb2408

Tbalazs 11-24-08



IBB Greenville

Udorn Transmitting Station



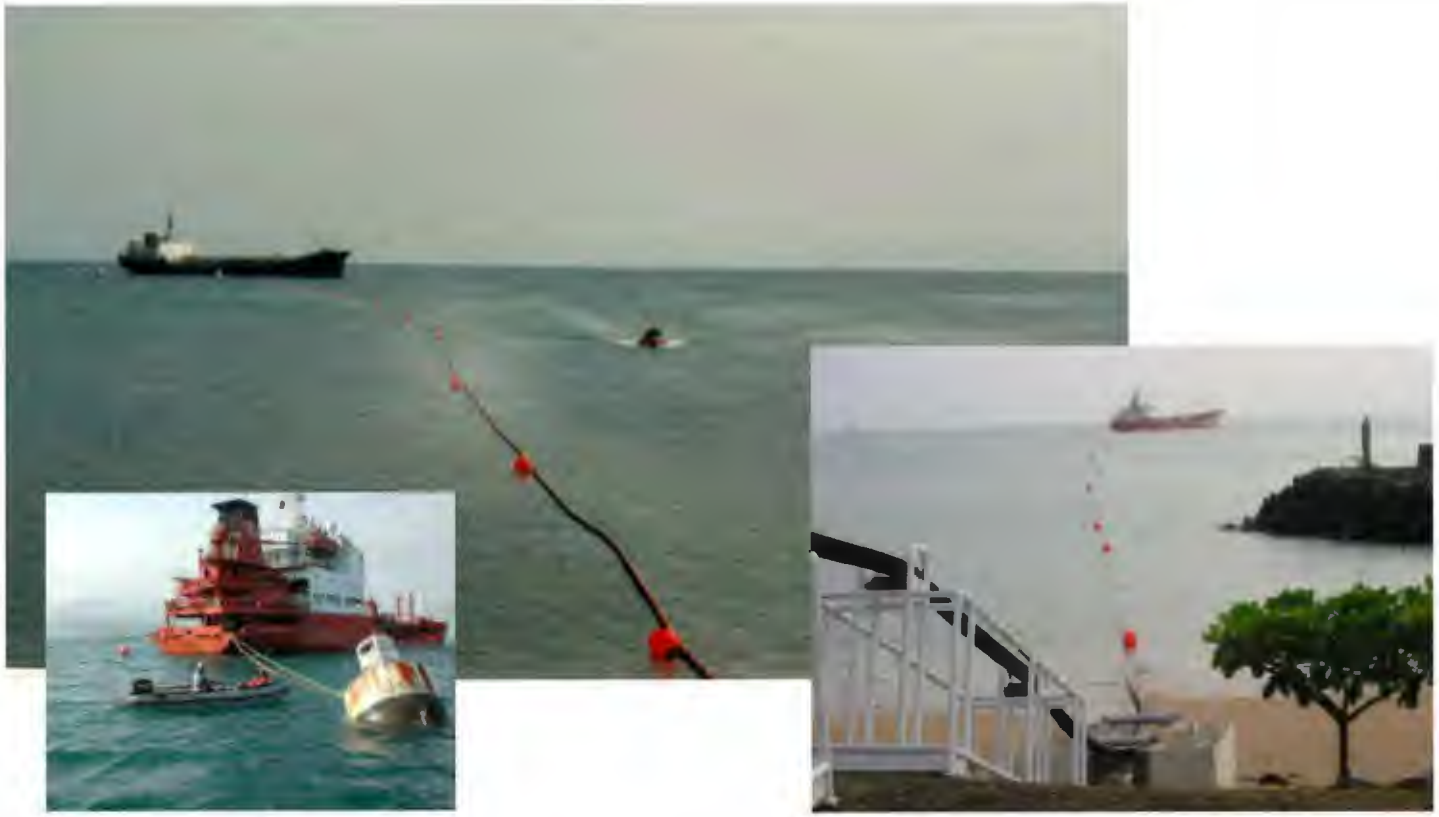
Tinian Transmitting Station



Sao Tome Transmitting Station



Sao Tome Transmitting Station
Off-Shore Fuel Delivery



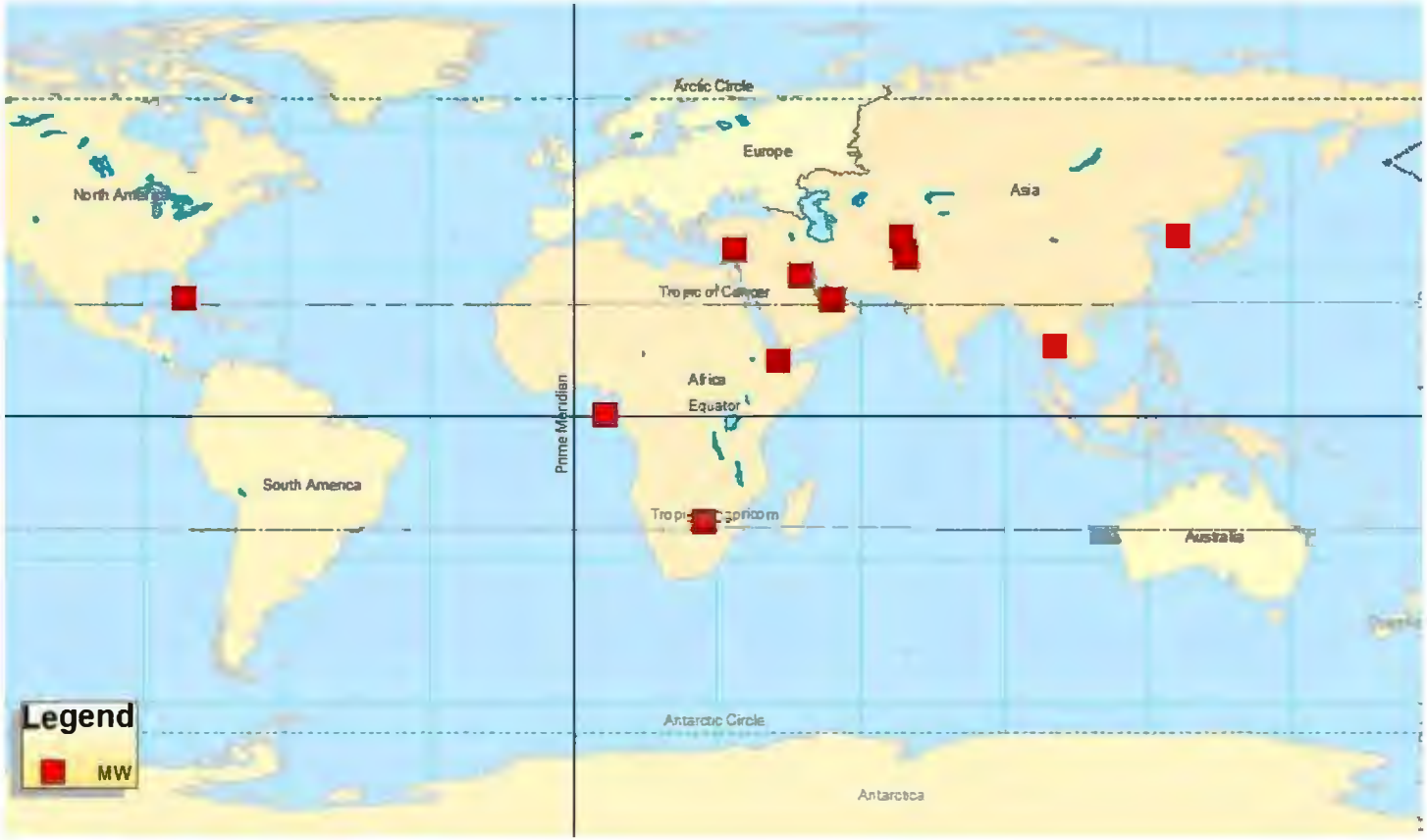
Kuwait Transmitting Station



BBG Shortwave Transmission Sites



BBG Medium Wave Transmission Sites



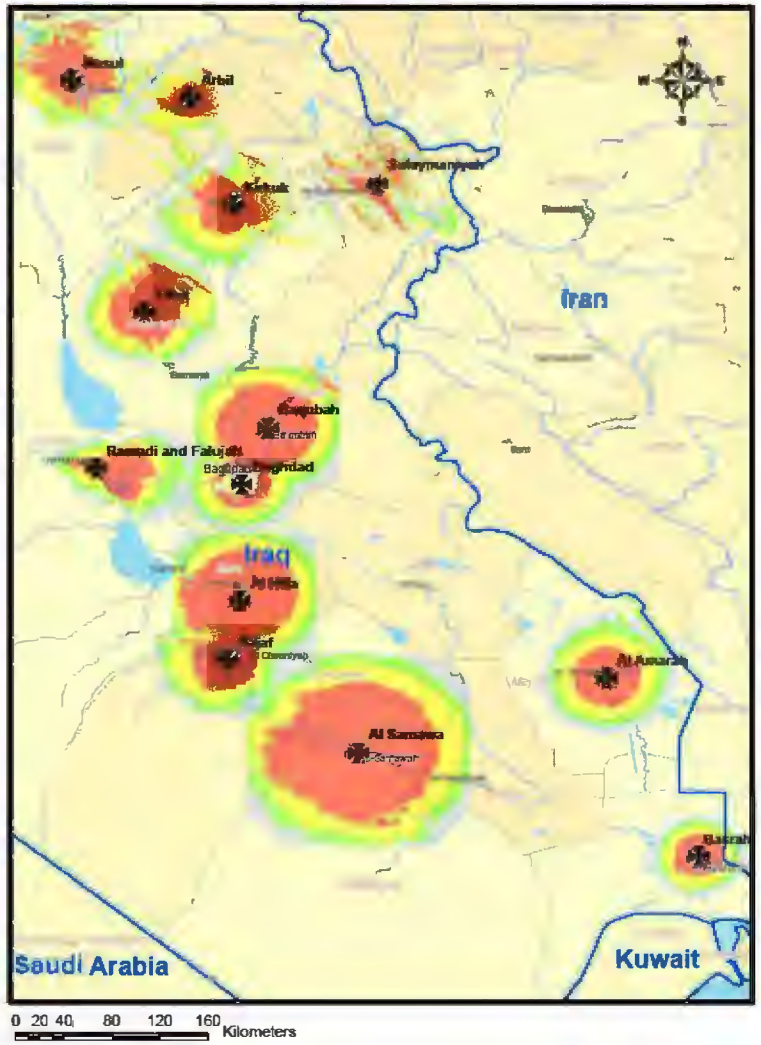
BBG 24/7 FM Transmission Sites



BBG Radio/TV Affiliated Stations



IRAQ NETWORK



Overview of USAGM Content Distribution

USAGM employs a broad array of technologies and services in ensuring delivery of program content for all its networks—VOA, OCB, RFE/RL, RFA, and MBN. The USAGM's Office of Technology, Services, and Innovation (TSI) oversees and manages a diverse content distribution network ensuring that USAGM programming is available to audiences on their preferred platforms in the most cost-effective manner. In addition to operating USAGM's distribution network and managing contractual relationships with third-party distribution service providers, TSI also handles partnership agreements with other media organizations (affiliates) which today provide USAGM about two-thirds of its 345 million weekly global audience.

USAGM considers target audience preferences whenever media platforms are developed and utilized. At the same time, the Agency recognizes that some markets enjoy a much more diverse media landscape than others. The result is the widest global content distribution portfolio among all western media organizations.

USAGM Global Network Realignment

In recent years, USAGM has been moving away from traditional broadcasting technologies, such as cross-border radio transmissions (shortwave [SW] and medium wave [MW], commonly known in the US as AM) in regions where these platforms are no longer popular. In their place, USAGM is utilizing other delivery systems that are rapidly growing in effectiveness and often are much less expensive to operate. These include FM radio, direct-to-home satellite, internet streaming, mobile, and social media. Some of these platforms also deliver USAGM programming to affiliate and partner stations.

For decades, USAGM distributed TV and radio programs via satellite from USAGM headquarters in Washington, DC and other production centers through satellite gateways at USAGM's major transmitting stations from locations including Kuwait, Prague, Lampertheim (Germany) and Tinang (Philippines). These and other USAGM transmitting stations also operate very large, complex SW and MW transmitting facilities that target various regions of the globe with cross- border programs in dozens of languages.

While reliable, this global network has been expensive to maintain and operate. In recent years, to ameliorate these high costs, USAGM has successfully migrated much content delivery from satellites to more flexible and economical internet-based distribution. With saved resources, the Agency has contracted additional key regional satellites to place USAGM content as free-to-air, direct-to-home channels. For example, in China, including Tibet and the Uyghur regions of Western China, TSI provides unjammed satellite TV and radio service for a fraction of the cost of the Agency's legacy shortwave and medium wave transmissions to the region, via Telstar 18, the most popular satellite in China. This allows USAGM to leverage the widespread use of satellite receiver dishes across the country and provide accessible programming where local cable and Internet access is restricted, and international radio services are jammed.

This migration of content delivery to transmitting stations from satellite to digital terrestrial circuits has been completed for most program feeds. Today, the combination of audience growth since 2012 (165 to 278 million weekly consumers) and satellite cost reductions ($26

FOIA21-032 0014

million to $19 million) has reduced per consumer distribution costs via the Agency's network from $0.17 to $0.06, a significant increase in price/performance ratio.

Expansion of Kuwait Transmitting Station

Radio remains a very popular platform in many USAGM markets, particularly Africa. USAGM global weekly radio audiences increased by 28 million in 2016 alone and by 35 million since 2012. While the use of SW has decreased globally, SW remains important in many regions. To serve these regions, the Agency is upgrading its Kuwait Transmitting Station (KTS), which enjoys a superior strategic location and extremely low operating costs. Following the upgrade, USAGM will be able to serve many legacy SW audiences in the most cost-effective manner possible from this one site at a fraction of the cost of any other transmitting station. Since 2011, USAGM's costs associated with cross-border radio have declined by 37%, or $27 million.

FM Radio Remains Popular

While SW continues to be a relevant media platform in some African markets, in most countries rapid growth and competition in the media market have shifted radio habits almost entirely to FM. USAGM provides 24/7 FM radio programming in over 30 markets across the African continent. USAGM FMs with the highest reach are in markets that are relatively underserved.

USAGM's greatest gains in audience reach have been achieved in recent years through affiliates— partnerships with popular radio and TV stations in key markets. In some markets, virtually all USAGM audience is due to affiliations. At the same time, USAGM has continued to operate its own transmissions because of the risk that affiliates can discontinue carrying USAGM content if ever they feel threatened, and because local governments may shut down local media organizations in a crisis, but may be unwilling to shut down a USAGM (i.e., USG) transmitter. For example, in Burkina Faso in October 2014, when a military commander launched a coup, FM radio stations in capital Ouagadougou were destroyed or turned off. VOA's FM transmitter was untouched and for several days became virtually the only source of news in the capital. A similar event occurred in Bujumbura, Burundi, during a coup attempt in May 2015.

Digital Audience Continues to Grow

In the digital sphere, 45 million people access USAGM content online every week. Increasingly the USAGM is seeing much more audience on its social media pages, particularly Facebook. One reason for this is Facebook's subsidizing usage of its platform on mobile devices in many underdeveloped countries. In these markets, people find they can stay in touch with their friends, access multimedia content, and follow the news without ever leaving Facebook, and at a fraction of the cost they would incur by having to visit several different sites. Facebook recognizes and encourages this, as in recent years it continues to add functions to make it ever easier for users to never leave the platform. For example, media organizations that post links to their content on other sites or platforms are less likely to be seen. Facebook instead favors posts that allow users to remain on Facebook.

The rise of social media platforms is also connected to the audience's desire and expectation to engage interactively with the media they consume, or with other consumers of those media.

U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

USAGM Savings from a Global Review of SW and MW Transmissions

In February 2020, USAGM launched a global review of its SW and MW radio transmission-to-audience network to identify potential cost savings for reinvestment into Agency priorities – chiefly, into critical priorities identified in this strategy. As audiences in many countries shift away from terrestrial radio to digital platforms, the Agency believes it is necessary to assess the value and viability of its SW and MW transmissions, and, where appropriate, *reduce or eliminate* broadcasts that are not achieving intended impact. In addition, most USAGM competitors left these legacy platforms long ago when audience needs and preferences shifted.

This review is organized along two tracks. Track One looks at immediate-term savings that could be achieved by cutting SW or MW broadcast hours and, therefore, reducing electricity and lease costs. Recommendations regarding reductions in hours will take into account metrics about audience numbers, demographics, and impact; research on media landscapes and local markets; and projections about the future of distribution technology. All recommendations will be made in consultation with USAGM's networks and briefed and notified to Congress at a later date.

Track Two, informed by the results of Track One, will examine medium- and long-term savings that can be realized by reducing staffing, maintenance, and other operating costs at USAGM-owned transmission facilities and, ultimately, closing facilities no longer needed to support the downsized SW/MW transmission network.

USAGM also is looking at other areas of its budget for potential cost savings that could help further this Infrastructure and Technology Modernization Strategy. For example, the Agency plans to launch later this year a comprehensive review of USAGM's transmission network that transfers finished content from each of the networks to various distribution hubs around the world.

U.S. Agency for Global Media (USAGM)
Technology Modernization Strategy:
Production, Distribution, Digital Analytics, and the Cohen Building

Overview

USAGM and its public service media networks face severe technical, content production, and distribution challenges stemming from the Agency's eighty-one year old headquarters facility in Washington, D.C., the Wilbur J. Cohen Federal Building, as well as an overdue need to modernize nearly every aspect of the production, distribution, and transmission systems utilized by the Agency and its networks around the world. The challenges created by this outdated infrastructure – which, in many instances, is ten-to-twenty years behind where it should be – significantly hinder the creation and dissemination of high-quality content needed to compete for audiences globally in heavily saturated international broadcast, digital, and social media environments. The investments described in this paper are particularly important to counteract the influence of large state actors, especially China, whose ambitious efforts to spread disinformation and mislead global audiences are funded in excess of $10 billion a year[1].

This paper details USAGM technology and infrastructure investments over the next four fiscal years (FYs) of $61.6 million, including $20.3 million of spending proposed for FY 2021.

As it stands, USAGM's content production and distribution hub, the Cohen Building, is not conducive to operating a modern global media organization that can earnestly compete in complex and competitive media markets around the world. The Agency's dozens of television and radio studios for the Voice of America (VOA), many additional physical spaces, an electrical/HVAC plant, and core Information Technology (IT) infrastructure are woefully out of date. This is true particularly compared to Chinese and Russian state-of-the-art global media facilities, but also compared to the headquarters of other Western media organizations with a comparable global footprint and public service mission, such as the British Broadcasting Corporation's (BBC) World Service, France Médias Monde (FMM), and the Canadian Broadcasting Corporation (CBC).

In addition, modernization is needed to allow greater collaboration between USAGM networks, facilitate the sharing of content that can be leveraged across global media markets, and enhance the visual appeal of USAGM's products with audiences. As a whole and over its history, the Agency has underinvested in new technologies compared to other global media organizations.

Investing in a World-Leading Public Service Media Organization

To grow as a world-leading international media organization, USAGM must make significant investments now in its core infrastructure and continue to regularly invest in this infrastructure going forward, including adequate research and development. Investing

[1] David Shambaugh (2015). "China's Soft Power Push." *Foreign Affairs*, July/August.

in next generation production and distribution systems and tools and integrating them across USAGM's networks will:

- Help improve production quality;
- Allow greater content targeting and customization;
- Give back valuable time to journalists and producers;
- Enhance employee recruitment and retention of top talent;
- Reduce duplicative reporting across networks;
- Save the Agency money through economies of scale; and
- Leverage USAGM's unmatched global footprint.

Ultimately, these investments will result in more modern, compelling, and timely content that drives increased audiences and impact.

USAGM's global audiences, worldwide workforce, and affiliates and other partners stand to benefit from strategic investments. For example, USAGM and its networks are woefully behind our competition in terms of our media asset management (MAM) systems. A MAM system is at the heart of any media operation and acts as a central media and metadata storage system, assignment coordinator, rundown generator, and primary source of content with workflows to feed multiple distribution points (i.e. over-the-top (OTT) video, affiliate distribution, and content management systems or CMSs). Currently, each USAGM network utilizes a different MAM system. Some of USAGM's systems not only lag far behind other international broadcasters, such as the BBC and Al Jazeera, but they also are at times behind those of even much smaller regional broadcasters. The inefficiencies and lost production capability in the current structure are vast. A new MAM system, or multiple new MAM systems, would cut many manual steps out of production processes, greatly reducing the time to produce news packages, and free up journalists and technicians to produce more content or content with higher production quality. New MAM systems also would allow for significantly improved coordination between USAGM's networks, which would improve quality and result in efficiency gains. For example, producers and journalists in Prague covering a major story could use finished video packages already produced in Washington, DC just hours earlier, saving time and freeing up resources for additional reporting – and these types of examples could be replicated across the entire USAGM family around the globe.

The Agency's digital affiliate distribution platform, USAGM Direct, also needs to be improved. This system allows the networks to send content to thousands of local television, radio, and digital affiliate partners in about one-hundred countries. However, this system is slow, does not support industry-standard high-quality video, and does not support many features that we know affiliates want. With increased investment, USAGM can distribute timely, high-resolution content that meets customer demand, helps the Agency grow its global list of affiliates, and ensures that key markets have truthful information about U.S. and world events.

Another neglected area is Over-The-Top (OTT) video. With an uptick in resources spent on developing USAGM's OTT video platform (i.e. video content delivered directly via the internet, bypassing terrestrial, cable, and satellite providers, similar to Hulu or Netflix), USAGM could reach previously untapped audiences. Development of associated applications ("apps") for each of the Agency's networks can have a similar effect. With an increased focus on USAGM's

digital analytics infrastructure, the Agency can understand our audiences in greater detail and continue the robust growth we have seen on digital and social platforms in recent years.

Critical to the Agency's approach is the full implementation of Voltron, USAGM's new content management system (CMS), across all five USAGM networks. A CMS is a system used to manage the creation and modification of digital content. USAGM's next generation CMS is aimed at modernizing USAGM's digital properties, acting as a unified platform to power smartphone and other applications and provide a more user-friendly back-end platform for journalists and producers.

Building Infrastructure

USAGM operational analysis strongly indicates that for the Agency (and VOA in particular) to reach its full potential, the organization needs to move to a new, much more modern and less expensive headquarters facility in Washington, DC. Critical investments in studios and core facility areas in the Cohen Building will help improve the visual appeal of various VOA content, which often is described in audience surveys as "dated," "low quality," or "not what the viewer was expecting" from the high-tech U.S. society. In recent years, USAGM has proposed relocating to a new headquarters facility to address technology and facility issues. The Agency would still like to pursue this move; however, USAGM recognizes the high cost of such a move. We also are reassessing the amount of space we need given the lessons in telework the Agency has learned during the course of the CPVID-19 pandemic. This greater use of telework and ability to produce content remotely (especially radio and digital and social media video) may allow us to greatly reduce the size of an eventual new building. This, in turn, would allow us to lower the annual rental costs. In the intervening time, we likely will need to continue residing at our current headquarters facility for at least the next four to seven years.

All proposed modernization investments in this strategy either would continue to be utilized by USAGM and/or its networks should USAGM and VOA move to a new headquarters building in the future, or they could be utilized by the next Cohen Building tenant. The proposals in this paper also address important deferred maintenance issues, including unabated mold; flooding, which risks damage to critical broadcast/electrical equipment; and cracks to walls and floors, which impede the implementation of technologies, such as robotic cameras in studios. The select repairs identified in the paper will be offset by the elimination of some expensive workarounds the Agency has been forced to put in place.

Strategy, Costs, and Investment Pillars

With these benefits in mind, this approach recommends updates over the next four years to the most critical IT, television and radio studio, and other facility requirements in the Cohen Building, as well as key production and distribution technologies shared across the organization's five networks. Proposed investments would result in less dependence on legacy technologies (such as short wave (SW) and medium wave (MW) radio) and greater emphasis on digital platforms and distribution, which tracks with the general trend of global audiences.

This strategy requires a total of (b) (4), (b) (5) million spread across four years starting in FY 2021, with the Agency contributing at least [redacted] in total over those four years from its existing budget. In FY 2021, this strategy requires a total of [redacted]; the Agency would contribute at leas [redacted] toward this effort, including projected cost savings from a global SW and MW transmissions review, which will be shared with Congressional stakeholders before the end of FY 2020, but would incur a shortfall of an estimated (b) (4), (b) (5)

The required total investments in FY 2022, FY 2023, and FY 2024 will be updated and refined based on the pace of implementation in FY 2021, the results of the MAM study described below, and continued refinements to this strategy.

Figure 1: Summary Table of Proposed Investments

Cateogires	Total Over 4 Years	FY 2021	FY 2022	FY 2023	FY 2024
VOA Studios	(b) (5), (b) (4)				
Other Cohen Building Improvements/Enhancement					
Information Technology Infrastructure					
Production					
Distribution					
Digital Analytics					
TOTAL INVESTMENT					
USAGM Savings Contribution					
Necessary Additional Appropriation					

The proposed investments are in six critical pillars:

1. VOA studios;
2. Other Cohen Building improvements/enhancements;
3. IT infrastructure;
4. Production;
5. Distribution; and
6. Digital analytics.

A short description of the investment pillars are provided below; please see Attachment 1 for a detailed breakdown of investment items, including projected costs and descriptions over the next four years.

Investments

1. *VOA Studios*: This would be a comprehensive enhancement over a three-year period to VOA's major television and core radio studio sets. The plan calls for the addition of two new Radio-on-TV studios to meet increasing demand and it builds on the design success of VOA's television Studio 47 and Radio-on-TV Studios 2 and 18. This would bring a coherent and powerful look to many of the network's currently outdated and lackluster studios. More importantly, the enhancements would unify VOA's on-air branding and design sensibility for the multimedia content produced in the studios.

2. *Other Cohen Building Improvements/Enhancements:* Priorities include:

- Upgrades to the existing supplemental Heating, Ventilation, and Air Conditioning equipment that supports mission critical broadcasting. Nearly 75 percent of the existing equipment has reached life expectancy and is unreliable and energy inefficient. While the U.S. General Services Administration (GSA) likely will absorb some costs, the other costs would be the responsibility of USAGM;

- Some offices will be converted to open space cubicles to maximize use of space;

- Restroom renovations would correct many existing sanitation issues and design deficiencies. The restrooms have not been updated in the past 15 years and suffer from broken sinks, faucets, toilets, and stall partitions. As the restrooms are GSA's responsibility to maintain, the Agency would partner with them to fund portions of the work; and

- The Agency's GSA contract does not allow for above standard cleanings in addition to regular housekeeping. Above standard cleanings would help prevent contamination and possible spreading of COVID-19 and other viruses in studios, common spaces, and other high-touch areas.

3. *IT Infrastructure* : This would be a prioritized four-year plan for making major, critically-needed upgrades to a range of IT infrastructure, including core and broadcast-related systems. Top priorities include modernization of the Cohen Building's Local Area Network, which will result in fewer and shorter outages and negative impacts on broadcast operations; additional on-premises and cloud storage to increase the Agency's ability to store and access media while also enabling the agency's longer-term transition to a hybrid cloud-based solution; and strengthening USAGM's IT security posture on a number of fronts.

4. *Production:* The Agency requires a comprehensive and global review of MAM systems in use across its five networks and full funding to implement much-needed upgrades, including selecting a new system for VOA. When these upgrades are completed, the changes will touch every piece of content creation, delivery, and distribution, with the end-result being a complete refresh of how the networks create, collaborate on, and distribute content to audiences.

5. *Distribution:* USAGM plans a comprehensive overhaul in digital distribution, focused first on tools shared by multiple networks. This includes upgrading our affiliate digital distribution system (USAGM Direct) and a next-generation OTT platform. Both systems touch on critical areas for the Agency, with the goal of facilitating the consumption of our content by audiences directly and through affiliates.

    - USAGM plans to improve global affiliate distribution, as affiliates account for roughly 50 percent of the USAGM's audience. Improved delivery of content will support Agency efforts to grow affiliate numbers even further. The Agency is well underway with its plan to replace the current USAGM Direct affiliate

distribution system with a "next generation" platform. The new USAGM Direct will be the single point of distribution to USAGM affiliates across the globe.

- While USAGM already has an OTT platform, that solution is under-developed, under-invested in and, as a result, under-utilized by the networks. The platform must be updated significantly to prepare for the next generation of cloud-enabled video content and allow for the creation of multiple language-based applications and other customizations across the networks. The new OTT platform will be a single cloud-based platform that will not only create efficiencies, but also provide a unified platform to unleash USAGM networks' creativity to build unique and bold video experiences for their brands to impact audiences.

6. *Digital Analytics*: Digital is the fastest growing audience segment for USAGM. (Overall, USAGM saw a 22 percent increase in its digital audience from 2018 to 2019, higher than any other platform.) With that growth has come the need for the Agency to upgrade the virtual infrastructure required to track and analyze audiences on USAGM network social media, websites, apps, and other branded properties. Acquiring enterprise-level software and services in use by similar-sized media outlets would improve data tracking, audience tracking, and content testing. These investments will position the Agency's strategists and producers to better understand and segment audiences to target them more effectively.

USAGM Savings from a Global Review of SW and MW Transmissions

In February 2020, USAGM launched a global review of its SW and MW radio transmission-to-audience network to identify potential cost savings for reinvestment into Agency priorities – chiefly, into critical priorities identified in this strategy. As audiences in many countries shift away from terrestrial radio to digital platforms, the Agency believes it is necessary to assess the value and viability of its SW and MW transmissions, and, where appropriate, *reduce or eliminate* broadcasts that are not achieving intended impact. In addition, most USAGM competitors left these legacy platforms long ago when audience needs and preferences shifted.

This review is organized along two tracks. Track One looks at immediate-term savings that could be achieved by cutting SW or MW broadcast hours and, therefore, reducing electricity and lease costs. Recommendations regarding reductions in hours will take into account metrics about audience numbers, demographics, and impact; research on media landscapes and local markets; and projections about the future of distribution technology. All recommendations will be made in consultation with USAGM's networks and briefed and notified to Congress at a later date.

Track Two, informed by the results of Track One, will examine medium- and long-term savings that can be realized by reducing staffing, maintenance, and other operating costs at USAGM-owned transmission facilities and, ultimately, closing facilities no longer needed to support the downsized SW/MW transmission network.

USAGM also is looking at other areas of its budget for potential cost savings that could help further this Infrastructure and Technology Modernization Strategy. For example, the Agency

plans to launch later this year a comprehensive review of USAGM's transmission network that transfers finished content from each of the networks to various distribution hubs around the world.

Collaboration with GSA to Invest in the Cohen Building

USAGM leases the Cohen Building from GSA. In the last five years, GSA has made no significant improvements to the Cohen Building. In fact, GSA has stepped back from providing much-needed maintenance and improvements to the building and the level of service does not keep pace with the normal use of the facility.

USAGM is engaging GSA at the highest level to request that they fulfill their responsibility as the landlords of the Cohen Building and ensure that the facility receives proper maintenance and reinvestment. We have outlined in this paper where we would supplement GSA efforts to accelerate needed updates and raise standards commensurate with the 24-hour operations of the facility.

FY	OPR total	Traditional research	Digital Analytics	Travel/Conference	Other
FY16	**$ 4,851,063.24**	$ 4,590,798.65	$ 189,384.33	$ 31,688.81	$39,191.45
FY17	**$ 3,470,132.32**	$ 2,284,984.38	$ 591,285.50	$ 42,943.04	$550,919.40
FY18	**$ 4,826,691.65**	$ 2,651,750.92	$ 881,792.54	$ 124,327.51	$1,168,820.68
FY19	**$ 6,053,633.03**	$ 2,388,744.88	$ 1,154,174.97	$ 133,643.66	$2,377,069.52
FY20	**$ 4,430,463.39**	$ 1,777,122.00	$ 1,455,471.84	$ 38,217.93	$ 1,159,651.62

Five year research budget from the Office of Policy and Research

The "other" category includes things like Translations, Thresher, Tapestry, BBC Monitoring, AI tools, Infogram

Congress of the United States
Washington, DC 20515

November 4, 2019

Grant Turner
Interim Chief Executive Officer and Director
U.S. Agency for Global Media
330 Independence Ave, N.W.
Washington, D.C. 20237

Dear Mr. Turner,

We write to express our profound concern regarding information that we have received regarding plans to drastically reduce personnel at the Office of Cuba Broadcasting (OCB) through a "Reduction in Force" (RIF) plan. We are also concerned about indications that there may be additional considerations underway to greatly alter OCB's structure, or possibly its location.

As Members that represent constituents employed at OCB, a federal organization located within our district and state, and with a constituency well attuned to U.S.-Cuba policy, we have a responsibility to ensure that OCB is fully equipped and unencumbered in carrying out its essential mission. Congress authorized OCB with overwhelming support through the Radio Broadcasting to Cuba Act of 1983 (P.L. 98-111) and the Television Broadcasting to Cuba Act of 1990 (P.L. 101-246). Together, these statutes specifically established the unique and crucial role of OCB. Pursuant to that authorization, the U.S. Congress has continued to solidly fund OCB with appropriations annually since 1985, for a total of $911 million to date. In addition to robust congressional support, President Trump has made U.S. policy toward Cuba, and outreach to the Cuban people, a priority of his administration. Given OCB's sustained congressional support, statutory mission, and pivotal role in furthering the administration's U.S. foreign policy goals, we are alarmed by reports that major changes may be underway at OCB that could have a detrimental impact on OCB's mission and our constituents. We are especially concerned that neither USAGM nor OCB has kept us informed of these possible changes at any point during the planning stages.

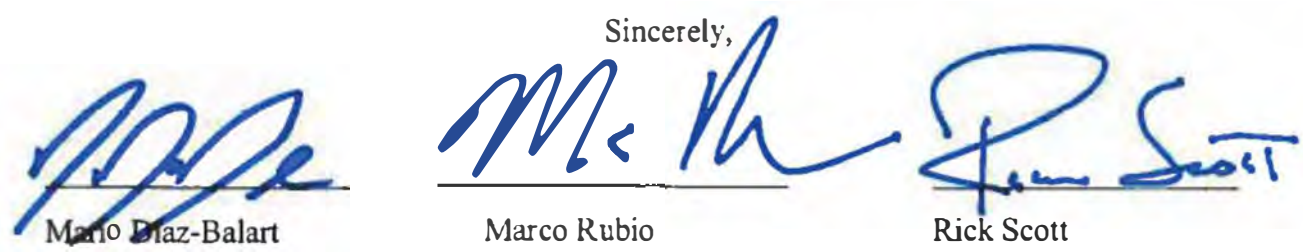
We are committed to doing all we can to ensure that OCB is able to continue its essential mission of piercing the information blockade to bring outside information to the Cuban people. We look forward to working with you to ensure that OCB may continue its important work unimpeded, as fully consistent with U.S. law, Congressional intent, and the Administration's foreign policy goals. We trust that you share that goal, and that you will work to ensure that no harm is caused to this vital agency – harm which may be irreparable.

For these reasons, we respectfully request, within all applicable rules and regulations, that you expeditiously reconsider any "RIF" plans which may be underway, or any other major structural changes or relocations under consideration related to OCB. At a minimum, we explicitly express our full expectation that you will keep us, and all other major stakeholders within the administration and the U.S. Congress, well informed of any similarly considered changes before undertaking further steps.

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We thank you for your attention to this matter of upmost importance, and look forward to your prompt response.

Sincerely,



Mario Diaz-Balart
Member of Congress

Marco Rubio
U.S. Senator

Rick Scott
U.S. Senator

cc: Hon. Michael Pompeo, U.S. Secretary of State
Hon. Mick Mulvaney, Acting White House Chief of Staff
Hon. Russell Vought, Acting Director of the Office of Management and Budget
Emilio Vazquez, Acting Director of the Office of Cuba Broadcasting

Congress of the United States
Washington, DC 20515

February 25, 2020

President Donald J. Trump
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear President Trump,

We write regarding a matter of paramount importance regarding U.S.-Cuba policy, national security, and our state, and respectfully request that you consider revising your budget justification for the Office of Cuba Broadcasting (OCB) and the Cuba Economic Support Fund (Cuba ESF), within applicable rules and regulations, at not less than the Fiscal Year (FY) 2019 levels of approximately $29 million and $20 million, respectively.

We greatly appreciate, and strongly support, your solidarity with the Cuban people by imposing tough sanctions on the regime, prohibiting transactions with the Cuban military, and permitting lawsuits to move forward against traffickers in confiscated property. We cannot overstate our gratitude for your work on these important issues. However, with U.S.-Cuba policy in mind, we are profoundly concerned that the FY2021 Congressional Budget Justification (CBJ), which would reduce both OCB and Cuba ESF by at least 50 percent, does not reflect your administration's commitment to the Cuban people, and that it impairs our national security and policy goals.

In the FY2021 CBJ submitted to Congress on February 10, 2020, the United States Agency for Global Media (USAGM) recommended only $12.973 million for OCB. Should this amount be enacted into law, it would dramatically impair the ability of OCB to perform its essential mission of broadcasting outside information to the Cuban people. In fact, OCB has not had such a low appropriation since the 1980s, before the agency even had a television broadcast. As the Cuban people struggle for democracy, freedom, and respect for basic human rights, and the regime heavily censors information, OCB is essential to informing those on the island of news abroad and important occurrences on the island. The FY2021 Congressional Justification amount for OCB simply would not allow OCB to continue to fully with its essential mission.

Furthermore, the FY2021 CBJ provides only $10 million in Cuba ESF (democracy programs) for FY2021, which would be a 50 percent reduction from recent enactment levels. While the request is an increase from the administration's $6 million recommendation for FY2020, it would still be a devastating decrease for programs that provide assistance to human rights activists, political prisoners and their families, and promotes democracy. These programs demonstrate the United States' commitment to the democratic aspirations of the Cuban people. Diminishing such a small but worthwhile program sends the wrong message to the very people that those programs assist.

More than perhaps elsewhere in the budget, the OCB and Cuba ESF numbers in the FY2021 CBJ have the potential to actually become law due to the Democrat-controlled House.

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For example, the President's FY2020 CBJ for OCB of just $12.973 million ended up having a very detrimental effect once the Democrat-controlled House used the administration's OCB justification in its State, Foreign Operations and Related Programs bill for FY2020. That bill passed the House with exactly the President's requested $12.973 million for OCB. In conference, House and Senate negotiators were able to include the Republican-led Senate OCB appropriation of nearly $21 million in the final bill, which was still a significant reduction for OCB. Creative Republican negotiators were able to include a $7 million transfer authority to USAGM so that OCB funding could remain at the previous fiscal year level, but it remains unclear whether USAGM will decide to do so. We deeply regret the uncertainty that last year's appropriation has caused. This lack of support from the administration is particularly inexplicable to our constituents who support democracy promotion in Cuba, particularly with such large recommended reductions to these small but effective programs.

We are grateful that you have made U.S. policy toward Cuba and outreach to the Cuban people a high priority of your administration. We have supported those changes enthusiastically. With Cuba policy in mind, we cannot overemphasize the importance of OCB and Cuba ESF to our state, our constituents, and U.S. foreign policy. As we mentioned in our previous letter of December 20, 2019, "we believe that these budget recommendations severely undercut your otherwise effective and judicious policy of outreach to the Cuban people." For these reasons, and to avoid detrimental shortfalls in the future, we strongly suggest that you consider revising the abysmal recommendations for OCB and Cuba ESF in the FY2021 CBJ to increase them to not less than FY2019 enactment levels of approximately $29 million for OCB, and $20 million for Cuba ESF.

We thank you for your attention to this matter of upmost importance, and look forward to working with you further in fostering a strong U.S.-Cuba policy.

Sincerely,

Mario Díaz-Balart Member of Congress	Marco Rubio U.S. Senator	Rick Scott U.S. Senator

cc: Hon. Mike Pence, Vice President of the United States
Hon. Michael Pompeo, U.S. Secretary of State
Hon. Mick Mulvaney, Acting White House Chief of Staff
Hon. Russell Vought, Acting Director of the Office of Management and Budget
Grant Turner, Interim Chief Executive Officer and Director, U.S. Agency for Global Media
Emilio Vazquez, Acting Director of the Office of Cuba Broadcasting

U.S. Agency for Global Media
Summary of Appropriations
Continuing Resolution

($ in whole dollars) as of 12.7.2020

International Broadcasting Operations ***(Program, Project, and Activity)***	**Budget**	**Expended**	**Remaining**
Federal Entities			
Voice of America	$ 41,790,570	$ 35,561,149	$ 6,229,421
Office of Cuba Broadcasting	$ 4,023,102	$ 3,773,910	$ 249,192
International Broadcasting Bureau	$ 13,187,604	$ 11,777,290	$ 1,410,314
Office of Technology, Services, and Innovation	$ 38,030,578	$ 27,181,557	$ 10,849,021
Total - Federal Entities	**$ 97,031,854**	**$ 78,293,906**	**$ 18,737,948**
Non-Federal Entities			
Radio Free Europe/Radio Liberty	$ 20,736,270	$ 20,736,270	$ -
Radio Free Asia	$ 7,424,610	$ 7,424,610	$ -
Middle East Broadcasting Networks	$ 13,706,000	$ 13,706,000	$ -
Internet Freedom/Open Technology Fund	$ -	$ -	$ -
Total - Non-Federal Entities	**$ 41,866,880**	**$ 41,866,880**	$ -
Contingency	**$ 18,683,987**	$ -	**$ 18,683,987**
Total - International Broadcasting Operations	**$ 157,582,721**	**$ 120,160,786**	**$ 37,421,935**
Broadcasting Capital Improvements ***(Program, Project, and Activity)***			
Broadcasting Capital Improvements	$ 2,308,410	$ 273,802	$ 2,034,608
Total - Broadcasting Capital Improvements	**$ 2,308,410**	**$ 273,802**	**$ 2,034,608**
USAGM Grand Total	**$ 159,891,131**	**$ 120,434,588**	**$ 39,456,543**

U.S. Agency for Global Media
Summary of Appropriations
Continuing Resolution

($ in whole dollars) as of 12.9.2020

International Broadcasting Operations ***(Program, Project, and Activity)***	**Budget**	**Expended**	**Remaining**
Federal Entities			
Voice of America	$ 50,041,805	$ 35,845,338	$ 14,196,467
Office of Cuba Broadcasting	$ 4,935,774	$ 3,792,614	$ 1,143,160
International Broadcasting Bureau	$ 15,240,172	$ 11,791,098	$ 3,449,074
Office of Technology, Services, and Innovation	$ 40,300,093	$ 27,239,643	$ 13,060,450
Total - Federal Entities	**$ 110,517,844**	**$ 78,668,692**	**$ 31,849,152**
Non-Federal Entities			
Radio Free Europe/Radio Liberty	$ 20,736,270	$ 20,736,270	$ -
Radio Free Asia	$ 7,424,610	$ 7,424,610	$ -
Middle East Broadcasting Networks	$ 13,706,000	$ 13,706,000	$ -
Internet Freedom/Open Technology Fund	$ -	$ -	$ -
Total - Non-Federal Entities	**$ 41,866,880**	**$ 41,866,880**	**$ -**
Contingency	**$ 5,197,996**	**$ -**	**$ 5,197,996**
Total - International Broadcasting Operations	**$ 157,582,720**	**$ 120,535,572**	**$ 37,047,148**
Broadcasting Capital Improvements ***(Program, Project, and Activity)***			
Broadcasting Capital Improvements	$ 2,308,410	$ 266,164	$ 2,042,246
Total - Broadcasting Capital Improvements	**$ 2,308,410**	**$ 266,164**	**$ 2,042,246**
USAGM Grand Total	**$ 159,891,130**	**$ 120,801,736**	**$ 39,089,394**

United States Agency for Global Media Small Business Goaling Report for Fiscal Year '20 (Oct 1, 2			
		Date of Report December 16, 2020	
Funding Department Name	**Funding Department ID**	**Total Small Business Eligible Actions**	**Total Small Business Eligible Dollars**
UNITED STATES AGENCY FOR GLOBAL MEDIA, BBG	9568	5,066	$153,746,041.10
Total		5,066	$153,746,041.10
	FY'19 SBA Governmentwide Goals		**USAGM Actuals**
	Small Business Concerns	Not less than 23% of the total value of all prime contract awards for each fiscal year	31.71%
	Small Business Concerns owned and controlled by socially and economically disadvantaged individuals	Not less than 5% of the total value of all prime contract and subcontract awards for each fiscal year	17.61%
	Small Business Concerns owned and controlled by Women	Not less than 5% of the total value of all prime contract and subcontract awards for each fiscal year	7.31%
	Small Business Concerns owned and controlled by Service-Disabled Veterans	Not less than 3% of the total value of all prime contract and subcontract awards for each fiscal year	2.07%
	Qualified HUBZone Small Business Concerns	Not less than 3% of the total value of all prime contract and subcontract awards for each fiscal year	1.09%

2019 - Sept 30, 2020)

Small Business Actions	Small Business Dollars	Small Business Percentage	Small Disadvantaged Business Actions	Small Disadvantaged Business Dollars	Small Disadvantaged Business Percentage
878	$48,757,854.81	31.71%	334	$27,076,571.87	17.61%
878	$48,757,854.81	31.71%	334	$27,076,571.87	17.61%

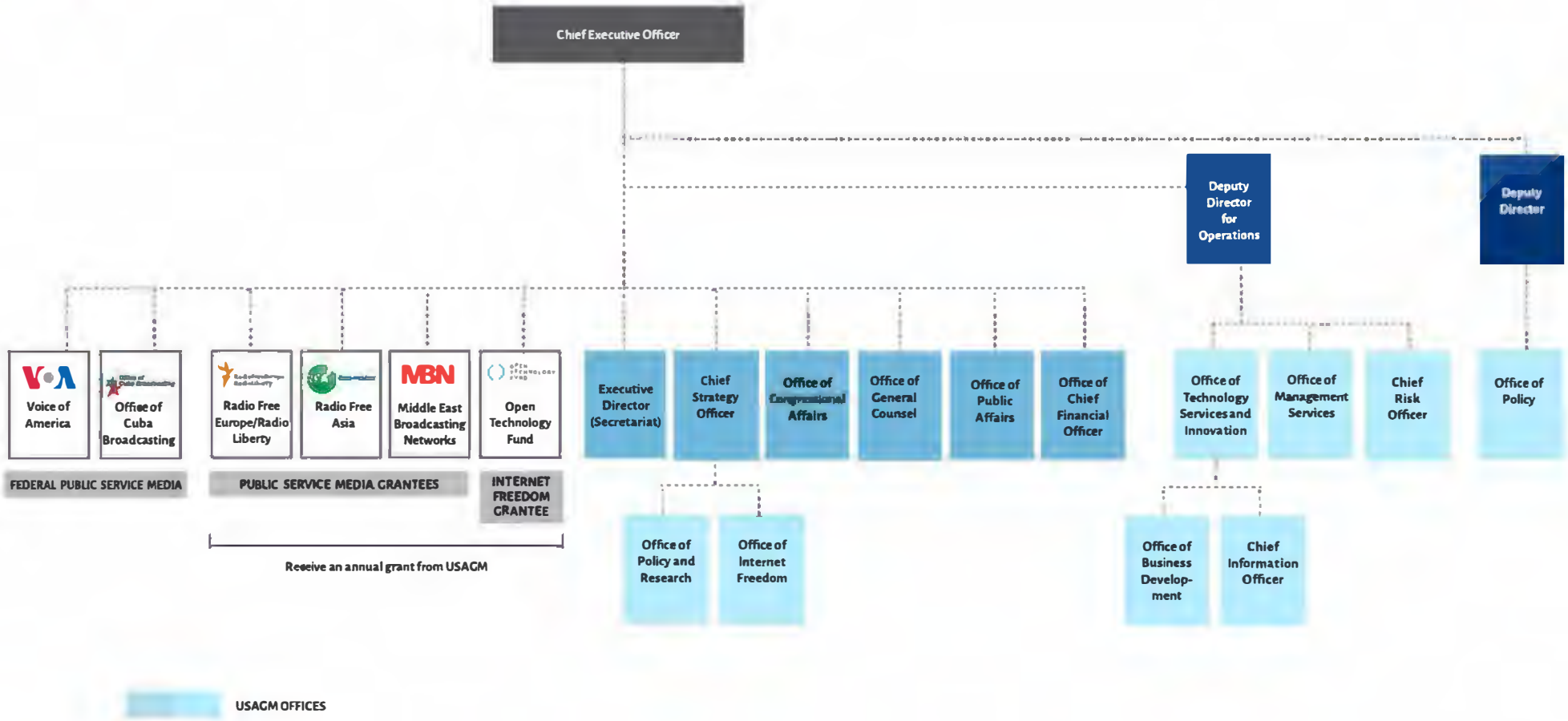
8(a) Procedure Actions	8(a) Procedure Dollars	8(a) Procedure Percentage	Veteran Owned Small Business Actions	Veteran Owned Small Business Dollars	Veteran Owned Small Business Percentage	Service Disabled Veteran Owned Small Business Actions
76	$19,724,804.02	12.83%	117	$9,914,877.01	6.45%	36
76	$19,724,804.02	12.83%	117	$9,914,877.01	6.45%	36

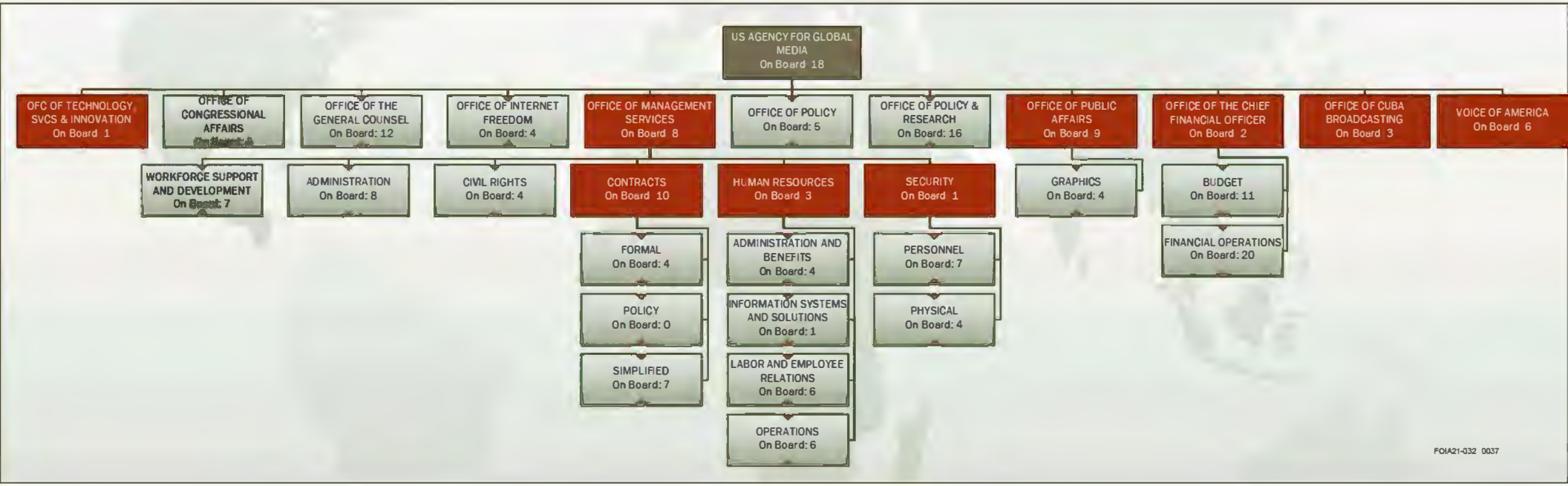
Service Disabled Veteran Owned Small Business Dollars	Service Disabled Veteran Owned Small Business Percentage	Women Owned Small Business Actions	Women Owned Small Business Dollars	Women Owned Small Business Percentage	Certified HUBZone Small Business Actions
$3,175,318.26	2.07%	237	$11,240,975.71	7.31%	27
$3,175,318.26	2.07%	237	$11,240,975.71	7.31%	27

Certified HUBZone Small Business Dollars	**Certified HUBZone Small Business Percentage**				
$1,671,034.75	1.09%				
$1,671,034.75	1.09%				

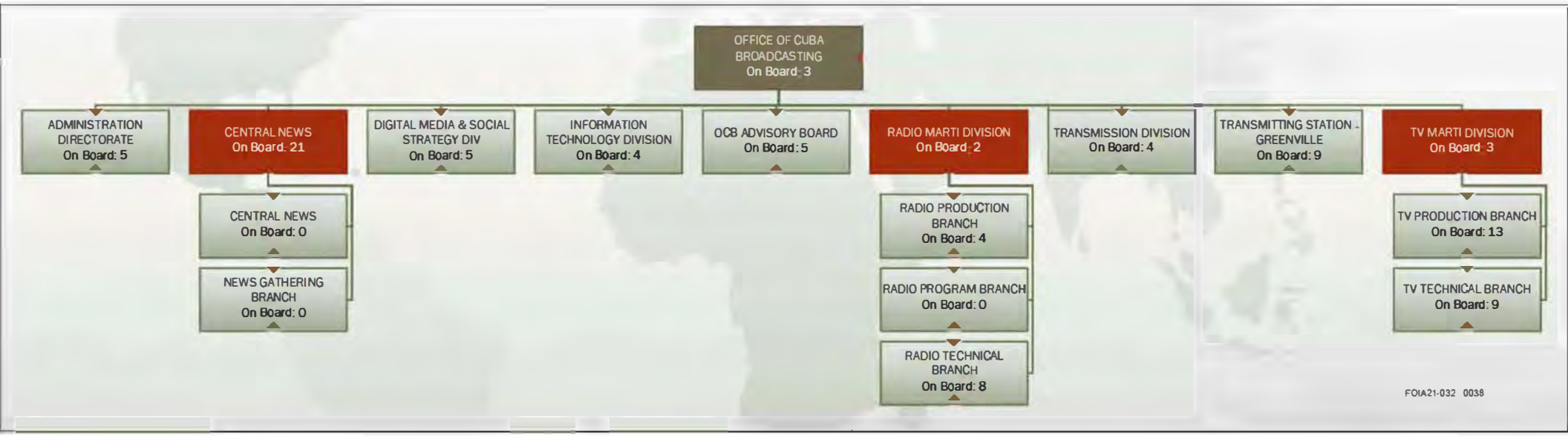
U.S. AGENCY FOR GLOBAL MEDIA

ORGANIZATIONAL CHART



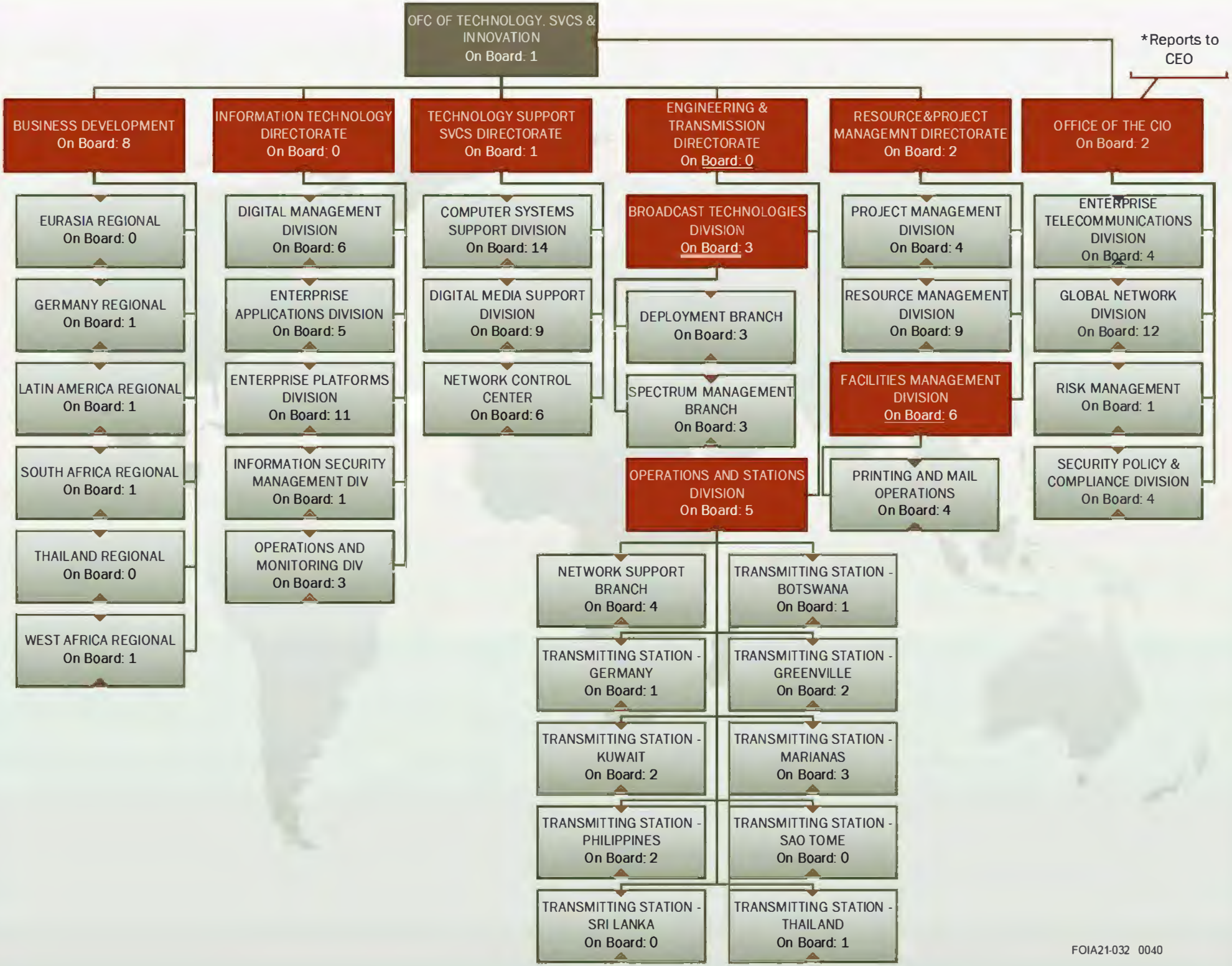


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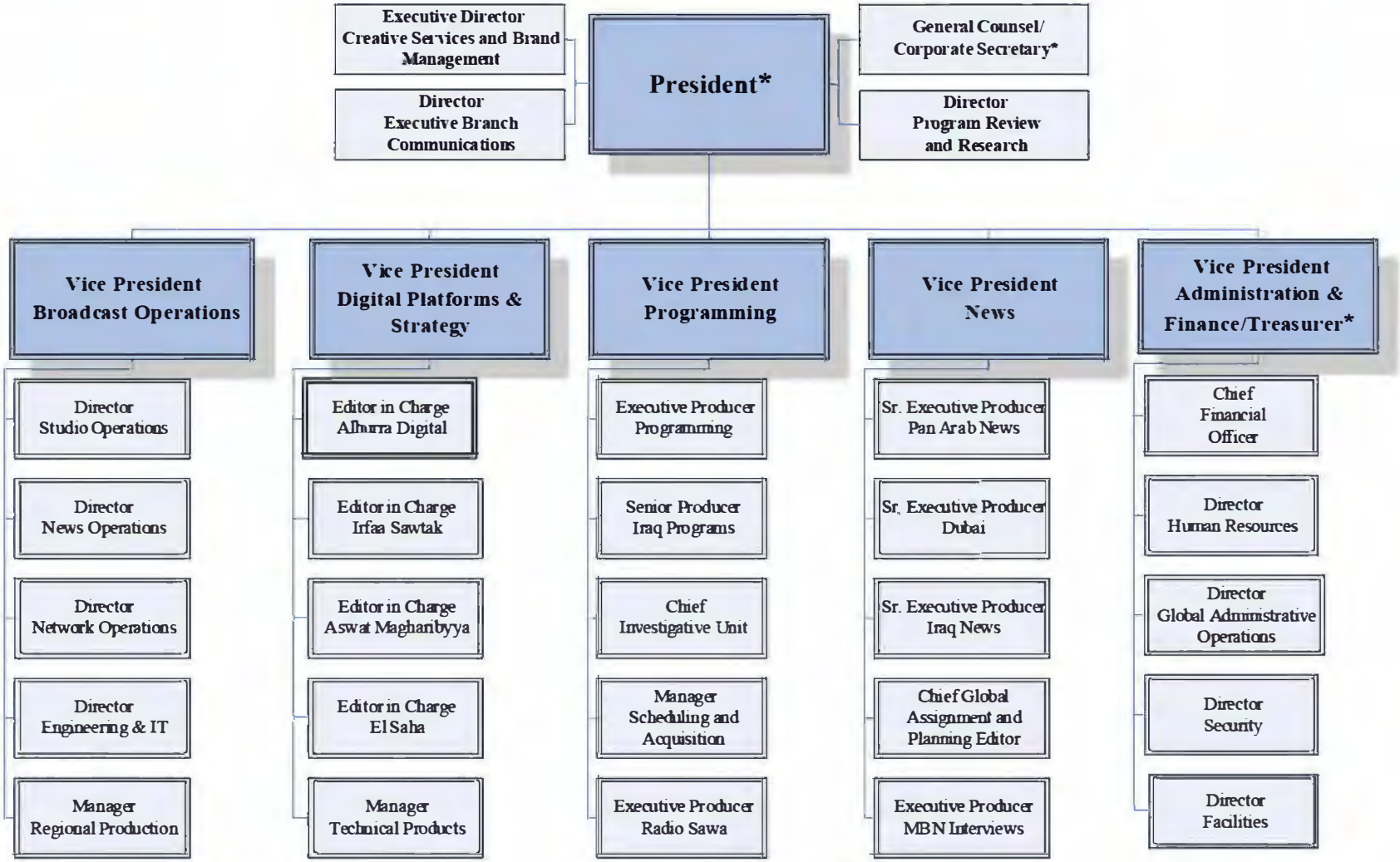

VOICE OF AMERICA
On Board: 6
CHIEF DIGITAL OFFICE
On Board: 10
PROGRAMMING DIRECTORATE
On Board: 9
PUBLIC RELATIONS UNIT
On Board: 3
RESOURCE MGMT STAFF
On Board: 8
STRATEGY AND AUDIENCE DEVELOPMENT
On Board: 10
AFRICA DIVISION
On Board: 15
CENTRAL AFRICA SERVICE
On Board: 10
ENGLISH TO AFRICA SERVICE
On Board: 20
FRENCH TO AFRICA SERVICE
On Board: 10
HAUSA SERVICE
On Board: 12
HORN OF AFRICA SERVICE
On Board: 17
PORTUGUESE SERVICE
On Board: 5
SOMALI SERVICE
On Board: 9
SWAHILI SERVICE
On Board: 7
ZIMBABWE SERVICE
On Board: 5
EAST ASIA AND PACIFIC DIVISION
On Board: 10
BURMESE SERVICE
On Board: 17
INDONESIAN SERVICE
On Board: 27
KHMER SERVICE
On Board: 15
KOREAN SERVICE
On Board: 24
LAO SERVICE
On Board: 4
THAI SERVICE
On Board: 5
TIBETAN SERVICE
On Board: 20
VIETNAMESE SERVICE
On Board: 14
CHINA BRANCH
On Board: 2
CHINA BR-MANDARIN SERVICE – BEIJING
On Board: 1
CHINA BR-MANDARIN SERVICE – HONG KONG
On Board: 0
CHINA BRANCH CANTONESE SERVICE
On Board: 6
CHINA BRANCH-MANDARIN SERVICE
On Board: 57
EURASIA DIVISION
On Board: 7
ALBANIAN SERVICE
On Board: 6
ARMENIAN SERVICE
On Board: 2
BOSNIAN SERVICE
On Board: 4
GEORGIAN SERVICE
On Board: 4
MACEDONIA SERVICE
On Board: 2
RUSSIAN SERVICE
On Board: 25
SERBIAN SERVICE
On Board: 8
UKRAINIAN SERVICE
On Board: 11
FM PROGRAMMING
On Board: 6
LATIN AMERICA DIVISION
On Board: 7
CREOLE SERVICE
On Board: 7
PRODUCTION UNIT
On Board: 6
SPANISH SERVICE
On Board: 14
MEDIA LAB
On Board: 2
PERSIAN NEWS NETWORK
On Board: 10
CENTRAL NEWS AND PRODUCTION UNIT
On Board: 34
PRODUCTS AND PARTNERSHIPS
On Board: 9
PROGRAM REVIEW
On Board: 6
SOUTH AND CENTRAL ASIA DIVISION
On Board: 9
AZERBAIJANI SERVICE
On Board: 3
BANGLA SERVICE
On Board: 8
DEDIA SERVICE
On Board: 10
KURDISH SERVICE
On Board: 11
TURKISH SERVICE
On Board: 9
URDU SERVICE
On Board: 18
UZBEK SERVICE
On Board: 4
AFGHANISTAN BRANCH
On Board: 5
AFGHANISTAN BRANCH PASHTO SERVICE
On Board: 14
AFGHANISTAN BRANCH DARI SERVICE
On Board: 19
STUDIO & PRODUCTION OPERATIONS
On Board: 5
CENTRAL PRODUCTIONS SERVICES DIV
On Board: 1
CEN PROD SVCS/MED MGT BR/ARCHIVES SVC
On Board: 0
CEN PROD SVCS/MED MGT BR/DIGI PROD SVC
On Board: 4
CENTRAL PROD SVC DIV/ TRAFFIC BR/TRAFIC
On Board: 10
CENTRAL PROD SVC/PROD SUP BR/VIDEO ED
On Board: 7
CENTRAL PROD SVC/PROD SUPP/ELCTR NEWS
On Board: 7
CENTRAL PROD SVCS/ MED A ASSET MGT BR
On Board: 6
CENTRAL PROD SVCS/ TRAFFIC BR/ TV OPS
On Board: 4
CENTRAL PRODUCTION SVS/PRODUCTION SUP
On Board: 4
VERSIONS TEAM
On Board: 1
OPERATIONS SUPPORT DIVISION
On Board: 2
OPERATIONS SUP DIV/ TV OPS/TV STUDIO
On Board: 32
OPERATIONS SUPP DIV/ TELEVISION OPS
On Board: 8
OPERATIONS SUPP/TV OPS/TV MASTER CTRL
On Board: 10
OPERATIONS SUPPORT DIV/RADIO MULTI
On Board: 30
OPERATIONS SUPPORT DIV/TV DIRECTORS
On Board: 8
OPERATIONS SUPPORT DIVISION/RADIO MULTIMEDIA/STUDIO
On Board: 0
OPS SUPP DIV/RADIO MULTI/CTR RECORDING
On Board: 8
OPS SUPPORT DIV/RADIO MULTI/MASTER CTL
On Board: 8
TECHNICAL SUPPORT DIVISION
On Board: 8
TECHNICAL SUPP DIV/ RADIO MAINTENANCE
On Board: 1
TECHNICAL SUPP DIV/ SPECIAL PROJECTS
On Board: 6
TECHNICAL SUPP DIV/TV MAINTENANCE SVC
On Board: 20
TECHICAL SUPP DIV/ LOGISTICS SUPPORT
On Board: 2
VOA NEWS CENTER
On Board: 30
COVERAGE DESK
On Board: 13
MULTIMEDIA PRODUCTION DESK
On Board: 0
REAL TIME NEWS DESK
On Board: 46
SPECIAL PROJECTS AND FEATURES
On Board: 7
NATIONAL DESK
On Board: 15
NATIONAL DESK-DOM BUD NEW YORK
On Board: 2
NATIONAL DESK-DOM BUR SILICON VA
On Board: 6
NATIONAL DESK-DOM BUR LA
On Board: 2
FOREIGN DESK
On Board: 2
FOREIGN DESK-BANGKOK CORRESPON BUR
On Board: 0
FOREIGN DESK-BEIJING CORRESPON BUR
On Board: 0
FOREIGN DESK-DAKAR CORRESPON BUR
On Board: 0
FOREIGN DESK ISLAMABAD CORRESPON BUR
On Board: 0
FOREIGN DESK-ISTANBUL CORRESPON BUR
On Board: 0
FOREIGN DESK JOHANNESBURG CORRES BUR
On Board: 1
FOREIGN DESK-LONDON CORRESPON BUR
On Board: 0
FOREIGN DESK-MOSCOW CORRESPON BUR
On Board: 0
FOREIGN DESK-NAIROBI CORRESPON BUR
On Board: 1
FOREIGN DESK SEOUL CORRESPON BUR
On Board: 1



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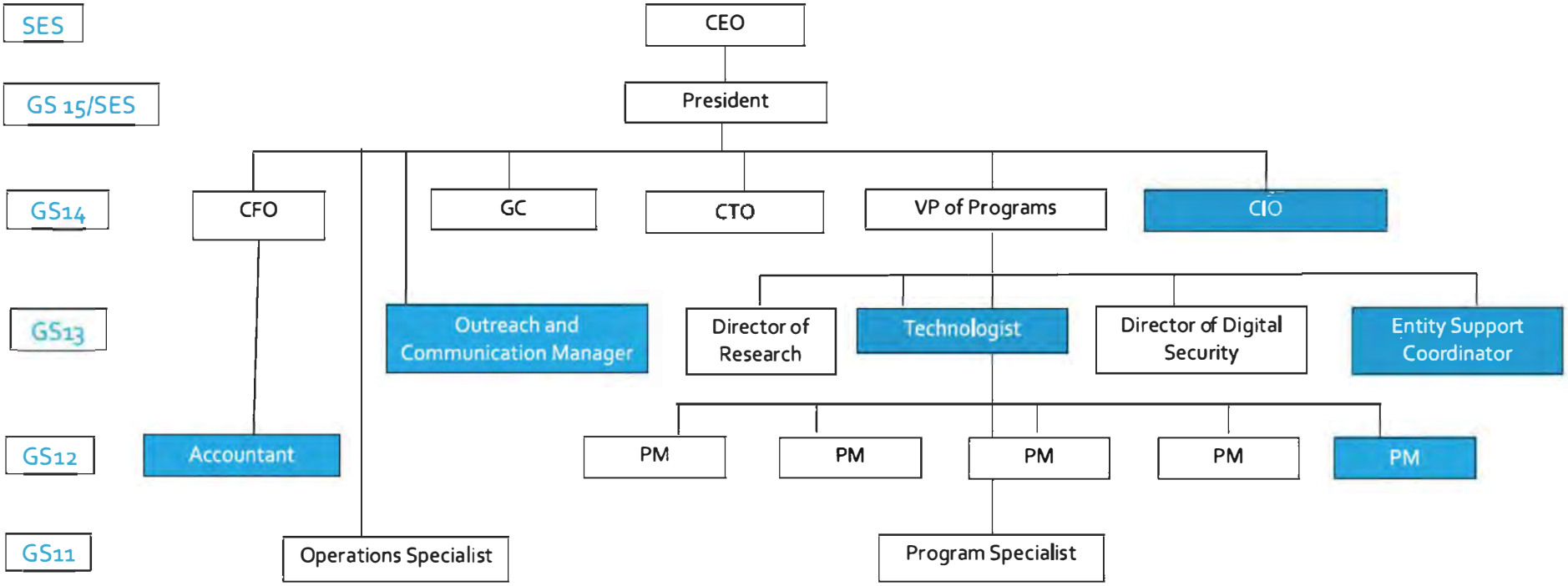
MBN, Inc.

2020



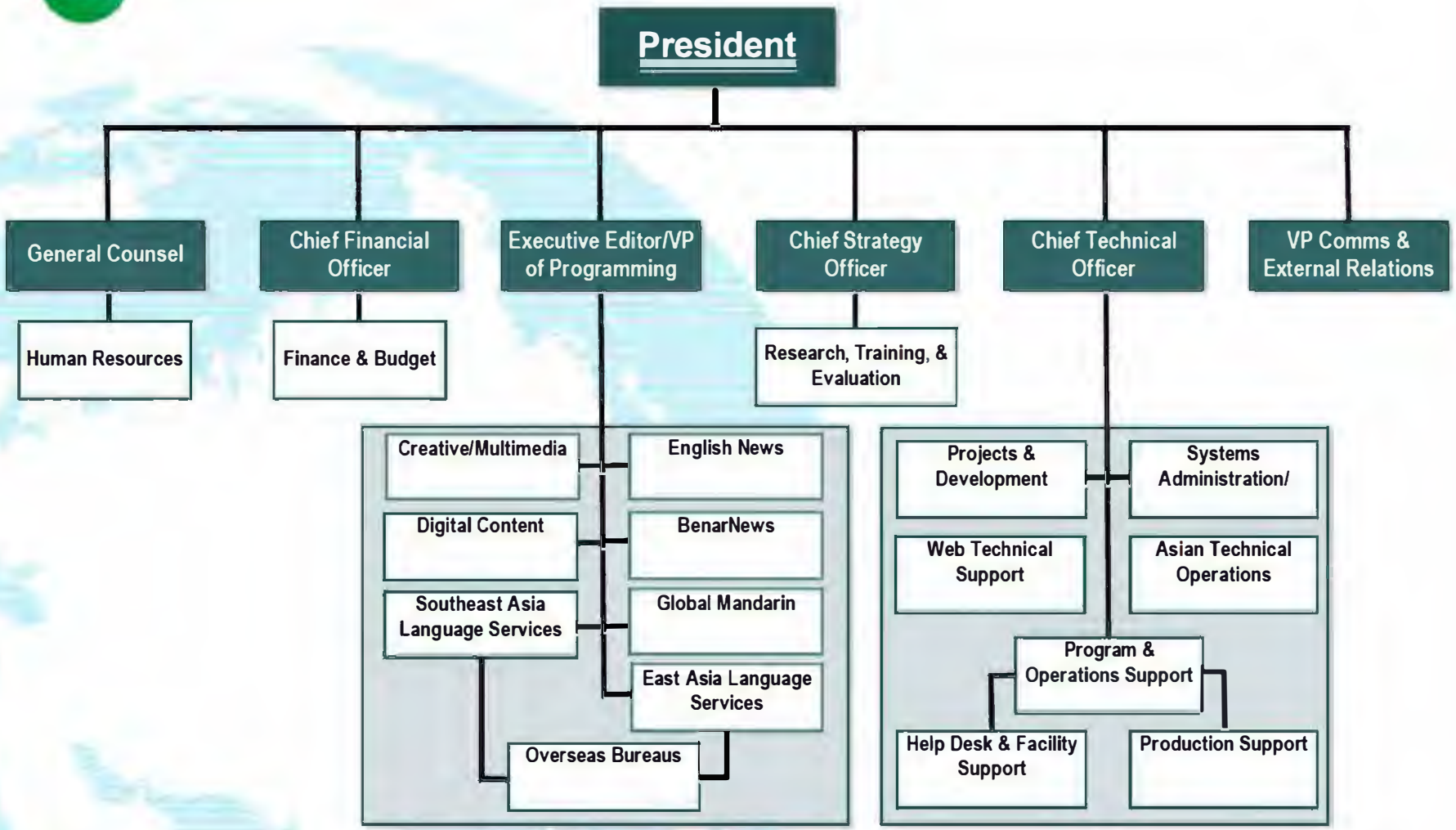
* - Corporate Officers

OPEN TECHNOLOGY FUND



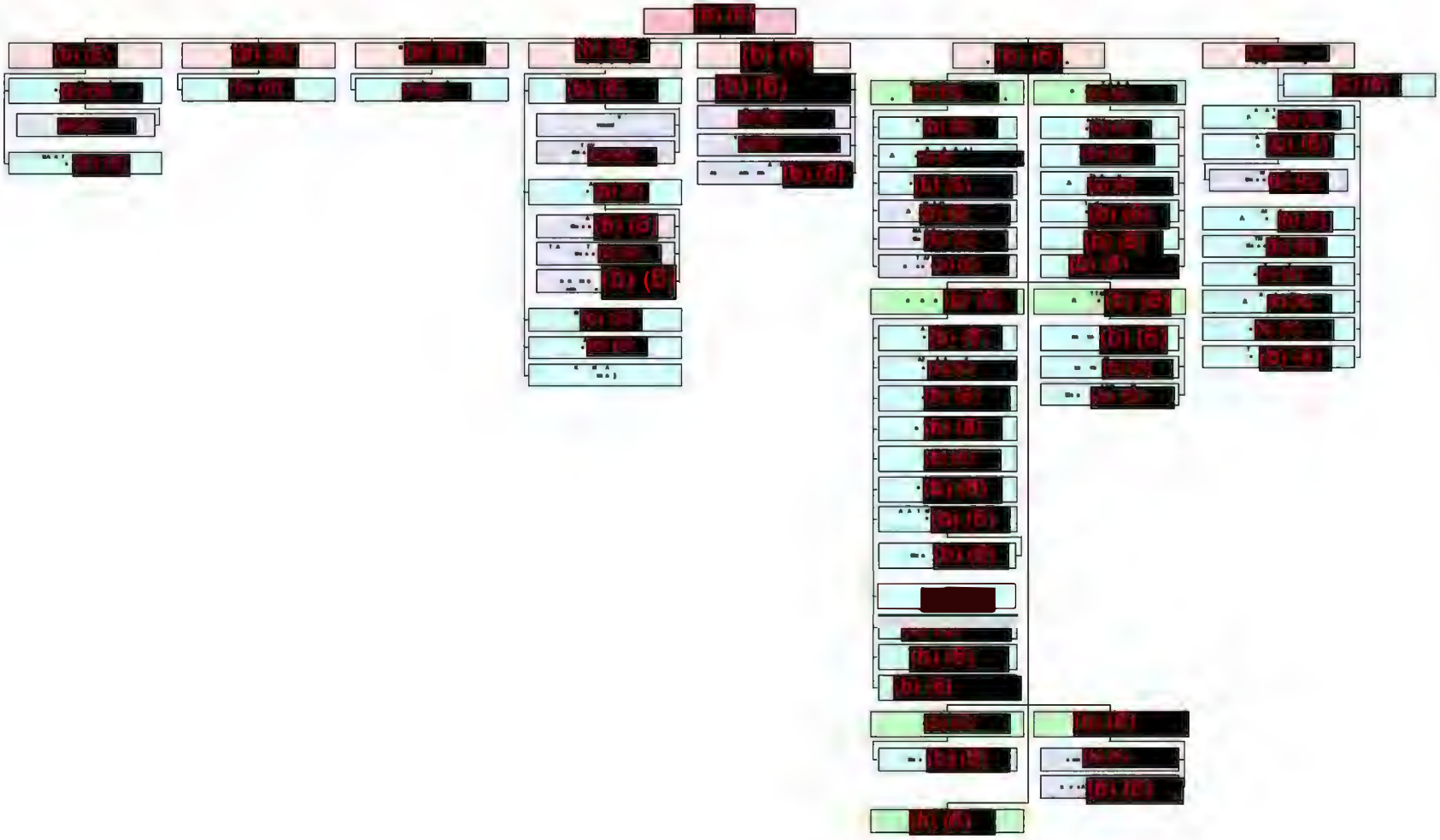
RFA Corporate Organizational Chart

Radio Free Asia



Last updated April, 2020

Radio Free Europe/Radio Liberty, Inc.
TABLE OF ORGANIZATION
as of May 1, 2020



(b) (6)

Subject: FW: Transition Document Request
Attachments: Order of Succession Final.pdf

From: (b) (6)
Sent: Tuesday, December 1, 2020 1:08 PM
To:
Cc: (b) (6)
Subject: RE: Transition Document Request

Hi (b) (6)

Please see the attached document (Order of Succession), this is the last succession plan we have on file. It was signed by the acting CEO (dated June 3, 2020). We do not have an update, approve and signed succession plan.

Thanks,

(b) (6)
COOP Director
United States Agency for Global Media
Email (b) (6)
Desk:
Mobile: (b) (6)

(b) (6)

Order of Succession to the Chief Executive Officer of the United States Agency for Global Media

1. Purpose. To provide for succession to act as, or on behalf of, the Chief Executive Officer (CEO) of the United States Agency for Global Media (USAGM) in case of death or resignation of the CEO, or if the CEO is otherwise unable to perform the functions and duties of the office, including in case of absence or sickness; to provide lines of succession for executive continuity within USAGM during vacancies arising in a period of national emergency or in the course of business; to provide for the repositioning and devolution of agency governance under circumstances of extreme disruption.

2. Authority and Directives.

A. This Order is issued pursuant to OMB and OPM guidance to ensure federal continuity of operations.

B. All prior guidance on this matter is hereby superseded and canceled, and all agency delegations in conflict with this Order are hereby superseded.

3. Order of Governance. In case of absence due to death, resignation, or if the CEO is otherwise unable to perform the functions and duties of the office, the functions and duties and respective responsibilities for operational management will be performed in an acting capacity or on behalf thereof by the incumbents of the positions designated in the following order:

Succession to the role of Chief Executive Officer of USAGM:

Sequence for identifying the Acting CEO, who shall have all of the authorities and responsibilities of the CEO:

(1) Deputy Director of USAGM;

(2) Chief Financial Officer;

(3) General Counsel;

(4) Deputy Director for Operations;

(5) Director of the Office of Management Services;

(6) Director of the Office of Technology, Services, and Innovation;

(7) Chief Strategy Officer;

(8) Deputy Chief Financial Officer;

(9) Deputy General Counsel;

(10) The most senior SES officer of USAGM not otherwise named above.

If any of the individuals named above are required to accede to the role of Chief Executive Officer pursuant to his succession plan, this order hereby authorizes and pre-approves for an immediate, noncompetitive appointment to the Senior Executive Service (SES), under a limited-term appointment, any individual named above who is not currently a member of the SES. No individual serving in a temporary/acting capacity in a position above shall accede from that position to that of the CEO.

4. Effective Date. This Order is effective immediately.



Grant K. Turner,

Chief Executive Officer

USAGM

June 3, 2020

U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

050000 - POL - OFFICE OF POLICY - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Tgt	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V1179	11287	DIRECTOR OF POLICY	GS	0301	15	10	15	(b) (6)	$170,800.00	F	2			E	8888
V6422	10444	WRITER	GS	1082	14	09	14		$153,665.00	F	8			E	IB1029
V5756	3835	WRITER	GS	1082	13	10	13		$133,465.00	P	8			E	IB1029
V5756	10524	WRITER	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V3236	12042	WRITER	GS	1082	13	07	13		$123,198.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

090000 - USAGM - UNITED STATES AGENCY FOR GLOBAL MEDIA - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
ES20204	17642	SENIOR ADVISOR AND VP FOR STRATEGY RESEARCH	ES	0301	00	00	00	(b) (6)	$181,500.00	F	2			E	8888
ES20183	16939	DEPUTY DIRECTOR FOR OPERATIONS	ES	0301	00	00	00		$176,900.00	F	2			E	8888
ES20192	17121	EXECUTIVE DIRECTOR	ES	0301	00	00	00		$176,900.00	F	2			E	8888
C200150	17612	PRINCIPAL DIRECTOR OF PUBLIC AFFAIRS	GS	1035	15	08	15		$170,800.00	F	2			E	8888
C200153	17627	SENIOR ADVISOR	GS	0301	15	10	15		$170,800.00	F	8	3/26/21		E	8888
C200153	17630	SENIOR ADVISOR	GS	0301	15	10	15		$170,800.00	F	8	3/26/21		E	8888
ES20205	17675	WHITE HOUSE LIAISON	ES	0301	00	00	00		$170,800.00	F	2			E	8888
V180085	16734	CHIEF RISK OFFICER	GS	0301	15	08	15		$170,800.00	F	5			E	8888
EX20202	17607	CHIEF EXECUTIVE OFFICER (CEO)	EX	1001	03	03	03		$168,400.00	F	2			E	8888
C200153	17628	SENIOR ADVISOR	GS	0301	15	06	15		$166,487.00	F	8	3/26/21		E	8888
V190186	17248	BUSINESS REVIEW COORDINATOR	GS	0301	15	06	15		$166,487.00	P	5			E	8888
C200173	17677	PRINCIPAL DIRECTOR OFFICE OF CONTRACTS	GS	0301	15	05	15		$161,730.00	F	2			E	8888
V190158	17363	COOP & RISK ANALYST	GS	0301	14	04	14		$133,447.00	F	5			E	8888
V190014	16936	SPECIAL ASSISTANT	GS	0301	14	02	14		$125,360.00	F	8			E	8888
V200035	17533	POLICY ADVISOR (RISK/LEGAL COMPLIANCE)	GS	0301	14	01	14		$121,316.00	F	5			E	8888
V200172	17649	RISK MANAGEMENT ANALYST	GS	0301	13	04	13		$112,930.00	F	5			E	8888
V136100	14497	PROGRAM SUPPORT SPECIALIST	GS	0301	12	08	12		$106,483.00	F	8			E	8888
V190127	17209	EXECUTIVE ASSISTANT	GS	0301	11	06	12		$84,034.00	F	8			E	8888
C200171	17648	SPECIAL ASST AND DIRECTOR OF EXECUTIVE OFFICE	GS	0301	11	02	11		$74,431.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

130000 - OCB - OFFICE OF CUBA BROADCASTING - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
C200151	17608	PRINCIPAL DEPUTY DIRECTOR	GS	0301	15	06	15	(b) (6)	$157,594.00	F	2			E	8888
V158030	14771	STAFF DIRECTOR	GS	0301	15	05	15		$153,091.00	F	5			E	8888
V180137	17640	DEPUTY DIRECTOR FOR OCB	GS	0301	15	01	15		$135,078.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

133000 - OCB/A - OFFICE OF CUBA BROADCASTING - ADMINISTRATION DIRECTORATE - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	TarG	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V4044	12487	PROGRAM ANALYST (BUDGET)	GS	0343	13	10	13	(b) (6)	$126,336.00	F	8			E	IB1029
V190087	17135	SECURITY OFFICER	GS	0080	13	06	13		$113,377.00	F	8			E	8888
V4045	15733	SUPV PROGRAM ANALYST	GS	0343	13	05	13		$110,138.00	F	2			E	8888
V4036	14559	PROCUREMENT ANALYST	GS	1102	12	05	12		$92,621.00	F	8			E	IB1029
V200168	17674	HUMAN RESOURCES PROGRAM SPECIALIST	GS	0301	12	01	12		$81,723.00	F	8			E	8888
V4034	12486	PURCHASING AGENT	GS	1105	10	08	10		$76,540.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

134000 - OCB/X - OFFICE OF CUBA BROADCASTING - ADVISORY BOARD - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Irg	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	Bus
M0133	3816	MEMBER ADVSRY BOARD FOR RADIO BRDCSTG TO C	EI	0301	00	00	00	(b) (6)	$558.51	I	8			E	8888
M0133	3818	MEMBER ADVSRY BOARD FOR RADIO BRDCSTG TO C	EI	0301	00	00	00		$558.51	I	8			E	8888
M0538	8247	MEMBER ADVISORY BOARD FOR RADIO BRDCSTG TC	EI	0301	00	00	00		$558.51	I	8			E	8888
M0538	8248	MEMBER ADVISORY BOARD FOR RADIO BRDCSTG TC	EI	0301	00	00	00		$558.51	I	8			E	8888
M0538	8249	MEMBER ADVISORY BOARD FOR RADIO BRDCSTG TC	EI	0301	00	00	00		$558.51	I	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

135000 - OCB/R - OFFICE OF CUBA BROADCASTING - RADIO MARTI DIVISION - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V136116	13761	SUPERVISORY INTERNATIONAL BROADCASTER (SPA	GS	1001	14	09	14	(b) (6)	$145,456.00	F	2			E	8888
V2004	11455	SECRETARY (OA)	GS	0318	09	09	09		$71,383.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

135100 - OCB/RR - OFFICE OF CUBA BROADCASTING - RADIO MARTI DIVISION - RADIO TECHNICAL BRANCH - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V147140	14550	TELECOMMUNICATIONS MANAGER	GS	0391	14	05	14	(b) (6)	$130,146.00	F	2			E	8888
V2028	11554	SUPV RADIO BROADCAST TECHNICIAN	GS	1001	13	07	13		$116,617.00	F	2			E	8888
V2015	11462	RADIO BROADCAST TECHNICIAN	GS	1001	12	09	12		$103,520.00	F	8			N	IB1029
V2015	11458	RADIO BROADCAST TECHNICIAN	GS	1001	12	08	12		$100,795.00	F	8			N	IB1029
V2015	11461	RADIO BROADCAST TECHNICIAN	GS	1001	12	08	12		$100,795.00	F	8			N	IB1029
V2015	11465	RADIO BROADCAST TECHNICIAN	GS	1001	12	08	12		$100,795.00	F	8			N	IB1029
V2015	11471	RADIO BROADCAST TECHNICIAN	GS	1001	12	08	12		$100,795.00	F	8			N	IB1029
V2015	17351	RADIO BROADCAST TECHNICIAN	GS	1001	12	07	12		$98,071.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

135200 - OCB/RP - OFFICE OF CUBA BROADCASTING - RADIO MARTI DIVISION - RADIO PRODUCTION BRANCH - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V2045	11495	RADIO PRODUCTION SPEC	GS	1071	12	10	12	(b) (6)	$106,245.00	F	8			N	IB1029
V2045	11503	RADIO PRODUCTION SPEC	GS	1071	12	10	12		$106,245.00	F	8			N	IB1029
V2047	11569	INT RADIO BROADCASTER (PRODUCER)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V125030	13323	IMAGING AND PROMOTIONS PRODUCER	GS	1071	12	06	12		$95,346.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

137000 - OCB/D - OFFICE OF CUBA BROADCASTING - DIGITAL MEDIA & SOCIAL STRATEGY DIV - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Leg	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V136185	13984	INTERNATIONAL BROADCASTER (DIGITAL MEDIA) (SF	GS	1001	13	06	13	(b) (6)	$113,377.00	F	8			E	IB1029
V136185	14970	INTERNATIONAL BROADCASTER (DIGITAL MEDIA) (SF	GS	1001	13	05	13		$110,138.00	F	8			E	IB1029
V2053	11507	WEB EDITOR	GS	0301	12	10	12		$106,245.00	F	8			N	IB1029
V136097	13706	INTERNATIONAL BROADCASTER (INTERNET) (SPANIS	GS	1001	12	08	12		$100,795.00	F	8			N	IB1029
V136133	13945	INTERNATIONAL BROADCASTER (DIGITAL MEDIA) (SF	GS	1001	12	06	12		$95,346.00	F	8			N	IB1029

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FOIA21-032 0056

U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

138000 - OCB/N - OFFICE OF CUBA BROADCASTING - CENTRAL NEWS DIVISION - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190059	17013	SUPV MULTI MEDIA EDITOR (SPANISH)	GS	1001	14	10	14	(b) (6)	$149,284.00	F	2			E	8888
V190059	17011	SUPV MULTI MEDIA EDITOR (SPANISH)	GS	1001	14	07	14		$137,801.00	F	2			E	8888
V190220	17578	CHIEF CONTENT OFFICER (SPANISH)	GS	1001	15	01	15		$135,078.00	F	2			E	8888
V190067	17038	SUPV MULTI MEDIA EDITOR (SPANISH)	GS	1001	13	10	13		$126,336.00	F	2			E	8888
V190067	17039	SUPV MULTI MEDIA EDITOR (SPANISH)	GS	1001	13	10	13		$126,336.00	F	2			E	8888
V190115	17140	INT BROADCASTER (MULTIMEDIA)	GS	1001	13	10	13		$126,336.00	F	8			N	IB1029
V190115	17141	INT BROADCASTER (MULTIMEDIA)	GS	1001	13	10	13		$126,336.00	F	8			N	IB1029
V190067	17614	SUPV MULTI MEDIA EDITOR (SPANISH)	GS	1001	13	09	13		$123,096.00	F	2			E	8888
V190061	17057	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	12	10	12		$115,251.00	F	8			N	IB1029
V200037	17411	SUPV MULTIMEDIA EDITOR (SPANISH)	GS	1001	14	01	14		$114,836.00	F	2			E	8888
V190060	17050	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V190060	17054	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V190066	17014	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V190066	17044	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V190066	17045	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V190066	17227	INT BROADCASTER (MULTIMEDIA) (SPANISH)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V190066	17228	INT BROADCASTER (MULTIMEDIA) (SPANISH)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V2046	17352	INT RADIO BROADCASTER (ANNOUNCER)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V190060	17051	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	12	08	12		$100,795.00	F	8			N	IB1029
V190060	17053	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	12	08	12		$100,795.00	F	8			N	IB1029
V190066	17043	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	12	08	12		$100,795.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

139000 - OCB/TV - OFFICE OF CUBA BROADCASTING - TV MARTI DIVISION - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200042	17478	EXECUTIVE PRODUCER	GS	1001	13	00	13	(b) (6)	$145,456.00	F	2			E	8888
V200041	17477	TV PRODUCTION SPECIALIST (TEAM LEADER)	GS	1071	13	00	13		$133,974.00	F	7			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

139100 - OCB/TVT - OFFICE OF CUBA BROADCASTING - TV MARTI DIVISION - TV TECHNICAL BRANCH - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V2029	15503	SUPV TV BROADCAST TECH (OPERATIONS)	GS	1001	14	05	14	(b) (6)	$130,146.00	F	2			E	8888
V2031	11484	TV PRODUCTION SPEC (DIRECTOR/EDITOR)	GS	1071	13	10	13		$126,336.00	F	8			N	IB1029
V2002	11520	SUPV TV PRODUCTION SPEC (PRODUCER/DIRECTOR)	GS	1071	13	09	13		$123,096.00	F	2			E	8888
V2033	11567	TV BROADCAST TECHNICIAN (OPERATIONS)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V2033	11584	TV BROADCAST TECHNICIAN (OPERATIONS)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V2033	11586	TV BROADCAST TECHNICIAN (OPERATIONS)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V2033	16097	TV BROADCAST TECHNICIAN (OPERATIONS)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V2033	16100	TV BROADCAST TECHNICIAN (OPERATIONS)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V2034	11581	TV BROADCAST TECH (EDITOR)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
V158057	14898	BROADCAST TECHNICIAN	GS	1001	12	06	12		$95,346.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

139200 - OCB/TVP - OFFICE OF CUBA BROADCASTING - TV MARTI DIVISION - TV PRODUCTION BRANCH - .

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V1198	11536	TV PRODUCTION SPEC (PRODUCER/DIRECTOR/EDITO	GS	1071	13	10	13	(b) (6)	$126,336.00	F	8			N	IB1029
V4025	12458	TV PRODUCTION SPEC (PRODUCER)	GS	1071	13	10	13		$126,336.00	F	8			N	IB1029
V136157	15197	MULTIMEDIA PRODUCTION SPECIALIST	GS	1071	13	09	13		$123,096.00	F	8			N	IB1029
V136197	16586	INTERNATIONAL BROADCASTER (SPANISH)	GS	1001	13	09	13		$123,096.00	F	8			E	IB1029
V136197	13929	INTERNATIONAL BROADCASTER (SPANISH)	GS	1001	13	07	13		$116,617.00	F	8			E	IB1029
V180064	16683	MULTIMEDIA PROD SPEC (ANCHOR AND COPY) (SPAN	GS	1001	13	06	13		$113,377.00	F	8			N	IB1029
V1198	17353	TV PRODUCTION SPECIALIST	GS	1071	13	05	13		$110,138.00	F	8			N	IB1029
V1196	11570	TV PRODUCTION SPEC (ANCHOR)	GS	1071	12	10	12		$106,245.00	F	8			N	IB1029
V170124	16105	INTERNATIONAL TV BROADCASTER (SPANISH)	GS	1001	12	10	12		$106,245.00	F	8			N	IB1029
M0601	10436	TV PRODUCTION SPEC	GS	1071	12	08	12		$100,795.00	F	8			N	IB1029
V158169	15103	TV PRODUCTION SPECIALIST (GRAPHICS)	GS	1071	12	08	12		$100,795.00	F	8			N	IB1029
V170124	16104	INTERNATIONAL TV BROADCASTER (SPANISH)	GS	1001	12	08	12		$100,795.00	F	8			N	IB1029
V2079	13381	TV PRODUCTION SPEC	GS	1071	12	08	12		$100,795.00	F	8			N	IB1029
V3177	11898	VIDEO AND ARCHIVES SPEC	GS	1001	12	08	12		$100,795.00	F	8			N	IB1029

FOIA21-032 0061

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

13A000 - OCB/K - OFFICE OF CUBA BROADCASTING - TRANSMISSION DIVISION - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V147121	14843	DIRECTOR TECHNICAL OPERATIONS	GS	0391	15	05	15	(b) (6)	$153,091.00	F	2			E	8888
V2023	11522	LEAD ELECTRONICS TECHNICIAN	GS	0856	13	08	13		$119,857.00	F	7			E	IB1029
V169194	16764	SUPERVISORY ELECTRONICS TECHNICIAN	GS	0856	13	06	13		$113,377.00	F	2			E	8888
V2024	11555	ELECTRONICS TECHNICIAN	GS	0856	12	08	12		$100,795.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

13B000 - OCB/I - OFFICE OF CUBA BROADCASTING - INFORMATION TECHNOLOGY DIVISION - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V1193	17535	SUPERVISORY INFORMATION TECHNOLOGY SPECIAL	GS	2210	14	04	14	(b) (6)	$126,319.00	F	2			E	8888
V1194	11463	IT SPECIALIST (CUSTSPT)	GS	2210	13	08	13		$119,857.00	F	8			N	IB1029
V1194	11464	IT SPECIALIST (CUSTSPT)	GS	2210	13	08	13		$119,857.00	F	8			N	IB1029
V136019	16699	INFORMATION TECHNOLOGY SPECIALIST (CUSTSPT)	GS	2210	12	03	12		$87,172.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

13C000 - OCB/G - OFFICE OF CUBA BROADCASTING - TRANSMITTING STATION - GREENVILLE - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V169027	15281	PROGRAM SUPPORT MANAGER	GS	0301	14	07	14	(b) (6)	$129,367.00	F	2			E	8888
V114288	12956	SUPV ELECTRONICS ENGINEER	GS	0855	13	10	13		$118,603.00	F	2			E	8888
V3217	12084	SUPV ELECTRONICS TECHNICIAN	GS	0856	12	10	12		$99,741.00	F	2			E	8888
V3217	12105	SUPV ELECTRONICS TECHNICIAN	GS	0856	12	10	12		$99,741.00	F	2			E	8888
V3217	13122	SUPV ELECTRONICS TECHNICIAN	GS	0856	12	09	12		$97,183.00	F	2			E	8888
V3217	12103	SUPV ELECTRONICS TECHNICIAN	GS	0856	12	08	12		$94,626.00	F	2			E	8888
V4239	8544	ELECTRONICS TECHNICIAN	GS	0856	11	08	11		$78,943.00	F	8			N	IB1029
V7747	9510	ADMINISTRATIVE OFFICER	GS	0341	11	08	11		$78,943.00	F	8			E	8888
V8225	10228	SECRETARY (OA)	GS	0318	07	09	07		$54,781.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

150000 - VOA - VOICE OF AMERICA - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
ES20203	17610	ACTING DIRECTOR, VOICE OF AMERICA	ES	1001	00	00	00	(b) (6)	$177,000.00	F	2		6/16/23	E	8888
V169125	15612	SENIOR ADVISOR	GS	0301	15	09	15		$170,800.00	F	5			E	8888
V190124	17159	MANAGING DIRECTOR	GS	0301	15	05	15		$161,730.00	F	2			E	8888
V109105	17485	STRATEGIC PROGRAM MANAGER	GS	0301	14	06	14		$141,534.00	F	8			E	8888
V190189	17514	PSC PROJECT MANAGER	GS	0301	14	01	14		$121,316.00	F	5			E	8888
V180041	17157	EXECUTIVE OFFICER	GS	0301	12	04	12		$94,970.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

150200 - VOA - VOICE OF AMERICA - RESOURCE MANAGEMENT STAFF - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	TarG	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170071	16388	DIRECTOR RESOURCE MANAGEMENT	GS	0301	15	05	15	(b) (6)	$161,730.00	F	2			E	8888
V170065	15972	MANAGEMENT AND PROGRAM ANALYST	GS	0343	13	07	13		$123,198.00	F	8			E	IB1029
V170106	16059	ADMINISTRATIVE OFFICER	GS	0341	12	08	12		$106,483.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

150900 - VOA/PR - VOICE OF AMERICA - PUBLIC RELATIONS UNIT - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190229	17313	SUPERVISORY PUBLIC AFFAIRS SPECIALIST	GS	1035	15	05	15	(b) (6)	$161,730.00	F	2			E	8888
V200043	17435	PUBLIC AFFAIRS SPECIALIST	GS	1035	14	10	14		$157,709.00	F	8			E	8888
V170043	15886	PUBLIC AFFAIRS SPECIALIST	GS	1035	13	07	13		$123,198.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

150D00 - VOA - VOICE OF AMERICA - CHIEF DIGITAL OFFICE - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190162	17213	TECHNICAL INNOVATION LAB AND TRAINING MANAGI	GS	0301	15	10	15	(b) (6)	$170,800.00	F	8			E	IB1029
V190242	17330	SUPERVISORY IT SPECIALIST (PLCYPLN)	GS	2210	15	05	15		$161,730.00	F	2			E	8888
V180148	16851	IT PROGRAM MANAGER (APPSW)	GS	2210	14	10	14		$157,709.00	F	5			E	8888
V190144	17189	IT PROGRAM MANAGER (APPSW)	GS	2210	14	10	15		$157,709.00	F	8			E	IB1029
V200074	17561	IT PROJECT MANAGER (PLCYPLN)	GS	2210	14	10	14		$157,709.00	F	8			E	IB1029
V180178	17142	IT SPECIALIST (ENTERPRISE ARCHITECTURE)	GS	2210	14	07	14		$145,578.00	F	8			E	IB1029
V180101	17114	INFORMATION TECHNOLOGY SPECIALIST (INFOSEC)	GS	2210	14	06	14		$141,534.00	F	8			E	IB1029
V180144	16867	OPERATIONS COMMUNICATIONS MANAGER	GS	0301	14	06	14		$141,534.00	F	2			E	8888
V190168	17275	LEAD IT SPECIALIST (APPSW)	GS	2210	14	05	14		$137,491.00	F	7		11/4/23	E	8888
V210031	17753	IT SPECIALIST (APPSW)	GS	2210	11	01	12		$72,030.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

150E00 - VOA - VOICE OF AMERICA - DIGITAL OFFICE - STRATEGY AND AUDIENCE DEVELOPMENT - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170164	16210	DIRECTOR OF DIGITAL STRATEGY	GS	1001	15	09	15	(b) (6)	$170,800.00	F	2			E	8888
V180030	17016	DIRECTOR OF RESEARCH	GS	1001	14	10	14		$157,709.00	F	2			E	8888
V170052	15916	RESEARCH ANALYST	GS	1001	14	09	14		$153,665.00	F	8			E	IB1029
V180069	16693	PROGRAM ANALYST (METRICS)	GS	0343	14	07	14		$145,578.00	F	8			E	IB1029
V147011	14111	IT SPECIALIST (INET) WEB DEVELOPER	GS	2210	14	05	14		$137,491.00	F	8			E	IB1029
V136052	13739	WEB DESIGNER	GS	0301	13	06	13		$119,775.00	F	8			E	IB1029
V170264	16472	RESEARCH ANALYST	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V190063	17594	AUDIENCE ENGAGEMENT ANALYST	GS	0301	13	01	13		$102,863.00	F	8			E	IB1029
V190183	17306	RESEARCH ANALYST	GS	1001	12	01	13		$86,335.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P000 - VOA/P - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
E1702	15963	DIRECTOR FOR PROGRAMMING	ES	1001	00	00	00	(b) (6)	$176,900.00	F	2			E	8888
V147094	14434	DEPUTY DIRECTOR FOR PROGRAMMING	GS	1001	15	10	15		$170,800.00	F	2			E	8888
V200096	17568	STAFF DIRECTOR	GS	1001	15	06	15		$166,487.00	F	2			E	8888
V170059	16007	SUPV PROGRAM COORDINATOR	GS	0301	14	09	14		$153,665.00	F	2			E	8888
V180169	16888	EXECUTIVE PRODUCER (MUSIC)	GS	1071	13	08	13		$126,620.00	F	2			E	8888
V170101	17504	EXECUTIVE OFFICER	GS	0301	13	07	13		$123,198.00	F	8			E	8888
V170248	17596	MANAGEMENT AND PROGRAM ANALYST (PMF)	GS	0343	11	01	11		$72,030.00	F	8			E	8888
V200069	17601	MANAGEMENT AND PROGRAM ANALYST (PMF)	GS	0343	11	01	12		$72,030.00	F	8			E	8888
V136249	14084	AUDIENCE MAIL ASSISTANT	GS	0303	06	10	06		$56,939.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P100 - VOA/PA - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - AFRICA DIVISION -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V7347	14337	SUPV INTERNATIONAL BROADCASTER	GS	1001	15	09	15	(b) (6)	$170,800.00	F	2			E	8888
V136023	13610	INTERNATIONAL BROADCASTER (INTERNET)	GS	1001	14	09	14		$153,665.00	F	2			E	8888
V158016	14817	MANAGING EDITOR	GS	1082	14	08	14		$149,621.00	F	2			E	8888
V158098	14942	PROJECT MANAGER	GS	1001	14	06	14		$141,534.00	F	8			E	IB1029
V2017	11427	EXECUTIVE PRODUCER (RADIO/TV)	GS	1071	13	09	13		$130,043.00	F	2			E	8888
V170101	16070	EXECUTIVE OFFICER	GS	0301	13	07	13		$123,198.00	F	2			E	8888
V170005	16604	EDITOR (BRIDGE)	GS	1082	13	06	13		$119,775.00	F	8			N	IB1029
V180183	16925	DIGITAL GRAPHICS ARTIST	GS	1001	13	06	13		$119,775.00	F	8			E	IB1029
V170106	16055	ADMINISTRATIVE OFFICER	GS	0341	12	05	12		$97,848.00	F	8			E	IB1029
V170106	16056	ADMINISTRATIVE OFFICER	GS	0341	12	05	12		$97,848.00	F	8			E	IB1029
V170188	16569	INT BROADCASTER (VJ) (FRENCH)	GS	1001	12	05	12		$97,848.00	F	8			E	IB1029
V180116	16895	PROGRAM COORDINATOR	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V180054	17368	MULTIMEDIA PRODUCTION SPECIALIST (SHONA)	GG	1071	12	03	12		$92,091.00	F	8	1/21/22		N	IB1029
V200161	17620	INTERNATIONAL BROADCASTER (VJ) (BANGLA)	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029
V170126	16110	ADMINISTRATIVE ASSISTANT	GS	0303	09	08	09		$73,426.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

#MULTIVALUE

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V0060	10760	INT BROADCASTER (RADIO/INTERNET) (ENGLISH)	GS	1001	14	10	14	(b) (6)	$157,709.00	F	4			E	IB1029
V114308	12991	SUPV IB (RADIO) (ENGLISH)	GS	1001	14	09	14		$153,665.00	F	2			E	8888
V170269	16489	SUPV INT BROADCASTER (ENGLISH)	GS	1001	14	09	14		$153,665.00	F	2			E	8888
V170091	16016	EXECUTIVE PRODUCER (TELEVISION)	GS	1071	14	08	14		$149,621.00	F	8			E	IB1029
V170277	16503	SUPERVISORY EDITOR	GS	1082	14	08	14		$149,621.00	F	2			E	8888
V200018	17372	SUPERVISORY MANAGING EDITOR (INTERNET)	GS	1082	14	07	14		$145,578.00	F	2			E	8888
V180132	16832	EXECUTIVE PRODUCTIVE (TV)	GS	1071	14	05	14		$137,491.00	F	2			E	8888
V114282	12936	MULTIMEDIA PRODUCTION SPEC	GS	1071	13	10	13		$133,465.00	F	8			E	IB1029
V125154	13317	SENIOR TV PRODUCTION SPEC	GS	1071	13	10	13		$133,465.00	F	8			E	IB1029
V170041	15954	INT BROADCASTER (RADIO) (ENGLISH)	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V190137	17178	SUPV MULTIMEDIA EDITOR (ENGLISH)	GS	1082	13	10	13		$133,465.00	F	2			E	8888
V170056	15955	INT BROADCASTER	GS	1001	13	09	13		$130,043.00	F	8			E	IB1029
V147001	14086	INTERNATIONAL BROADCASTER (MULTIMEDIA)	GS	1001	13	08	13		$126,620.00	F	8			N	IB1029
'1471030	14338	MANAGING EDITOR	GS	1082	13	07	13		$123,198.00	F	4			N	8888
V190138	17179	SUPV INT BROADCASTER (ENGLISH)	GS	1001	13	07	13		$123,198.00	F	2			E	8888
V158115	14974	INTERNATIONAL BROADCASTER	GS	1001	12	10	12		$115,251.00	F	8			N	IB1029
V200093	17484	INTERNATIONAL BROADCASTER (MULTIMEDIA)	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V0976	11012	MULTIMEDIA PRODUCTION SPEC	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V170271	16490	INT BROADCASTER (MULTIMEDIA) (ENGLISH)	GS	1001	12	10	12		$112,240.00	F	8			E	8888
V8598	12016	INT BROADCASTER (RADIO) (ENGLISH)	GS	1001	12	10	12		$112,240.00	F	8			E	IB1029
V8608	10713	IB (RADIO/INTERNET)(ENGLISH)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V125242	14672	TELEVISION PRODUCTION SPECIALIST	GS	1071	12	09	12		$109,362.00	F	8			N	IB1029

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V147055	14845	MULTIMEDIA PRODUCTION SPECIALIST	GS	1071	12	09	12	(b) (6)	$109,362.00	F	8			N	IB1029
V8609	10753	MULTIMEDIA PRODUCTION SPEC	GS	1071	12	09	12		$109,362.00	F	8			N	IB1029
V125153	13296	TV PRODUCTION SPEC	GS	1071	12	08	12		$106,483.00	F	8			N	IB1029
V125153	13297	TV PRODUCTION SPEC	GS	1071	12	08	12		$106,483.00	F	8			N	IB1029
V147055	14397	MULTIMEDIA PRODUCTION SPECIALIST	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V147055	15925	MULTIMEDIA PRODUCTION SPECIALIST	GS	1071	12	07	12		$103,605.00	F	8			N	IB1029
V147055	14398	MULTIMEDIA PRODUCTION SPECIALIST	GS	1071	12	05	12		$97,848.00	F	8			N	IB1029
V190169	17326	INT BROADCASTER (MULTIMEDIA) (ENGLISH)	GS	1001	12	05	12		$97,848.00	F	8			E	IB1029
V200106	17551	INTERNATIONAL BROADCASTER (MULTIMEDIA)	GS	1001	12	05	12		$97,848.00	F	8			E	IB1029
V147055	15752	MULTIMEDIA PRODUCTION SPECIALIST	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V200104	17567	WRITER	GS	1082	12	04	12		$94,970.00	F	8			N	IB1029
V200105	17526	MULTIMEDIA SPECIALIST (ENGLISH)	GS	1071	12	04	12		$94,970.00	F	8			N	IB1029
V190169	17325	INT BROADCASTER (MULTIMEDIA) (ENGLISH)	GS	1001	12	03	12		$92,091.00	F	8			E	IB1029
V190169	17362	INT BROADCASTER (MULTIMEDIA) (ENGLISH)	GS	1001	12	03	12		$92,091.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P120 - VOA/PAF - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - AFRICA DIVISION - FRENCH TO AFRICA SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V125146	16374	SUPV INTERNATIONAL BROADCASTER	GS	1001	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V114286	12943	INT BROADCASTER (FRENCH)	GG	1082	13	10	13		$133,465.00	F	8			E	8888
V169201	16583	EXECUTIVE PRODUCER (TV) (FRENCH)	GS	1071	14	03	14		$129,404.00	F	2			E	8888
V136088	13681	INTERNATIONAL BROADCASTER (MULTIMEDIA) (FREI	GS	1001	13	08	13		$126,620.00	F	5			E	8888
V169155	15818	SENIOR EDITOR (TV) (FRENCH)	GS	1082	13	07	13		$123,198.00	F	4			E	8888
Q170273	16496	INTERNATIONAL BROADCASTER (MULTIMEDIA) (FREI	GS	1001	13	04	13		$112,930.00	F	8			N	IB1029
V169127	15623	MANAGING EDITOR (BAMBARA)	GS	1082	13	04	13		$112,930.00	F	4			E	8888
V169177	15693	MULTIMEDIA PRODUCER (FRENCH)	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V190007	17364	MANAGING EDITOR (DIGITAL/SOCIAL MEDIA) (FRENCI	GS	1082	13	01	13		$102,663.00	F	2			E	8888
V169177	15694	MULTIMEDIA PRODUCER (FRENCH)	GS	1071	12	06	12		$100,727.00	F	8			N	IB1029
V169188	16957	INT BROADCASTER (MULTIMEDIA) (FRENCH)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V147084	14344	MULTIMEDIA PRODUCTION SPECIALIST (FRENCH)	GS	1071	12	05	12		$97,848.00	F	8			E	IB1029
V169178	15831	INT BROADCASTER (MULTIMEDIA) (FRENCH)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V169188	17543	INTERNATIONAL BROADCASTER (MULTIMEDIA) (FREI	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V136047	16197	INT BROADCASTER (MULTIMEDIA) (FRENCH)	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029
V169084	15525	INT BROADCASTER (MULTIMEDIA) (BAMBARA	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V169084	15556	INT BROADCASTER (MULTIMEDIA) (BAMBARA)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V169188	15717	INT BROADCASTR (MULTIMEDIA) (FRENCH)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V169188	16739	INT BROADCASTR (MULTIMEDIA) (FRENCH)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V158079	17520	INT BROADCASTER (MULTIMEDIA) (FRENCH)	GG	1001	12	01	12		$86,335.00	F	8	4/11/22		N	IB1029
V169188	17522	INT BROADCASTER (MULTIMEDIA) (FRENCH)	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029
V169188	17527	INT BROADCASTER (MULTIMEDIA) (FRENCH)	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P130 - VOA/PAH - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - AFRICA DIVISION - HAUSA SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190132	17273	SUPV INT BROADCASTER (HAUSA)	GS	1001	14	05	14	(b) (6)	$137,491.00	F	2			E	8888
V190076	17147	INT MULTIMEDIA JOURNALIST (HAUSA)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V8211	9698	RADIO PRODUCTION SPEC	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V200034	17403	EXECUTIVE PRODUCER (TV)(HAUSA)	GG	1071	13	01	13		$102,663.00	F	8	2/15/22		E	IB1029
V158014	14741	INT BROADCASTER (MULTIMEDIA) (HAUSA)	GG	1001	12	05	12		$97,848.00	F	8			N	IB1029
V190202	17267	INT BROADCASTER (MULTIMEDIA) (HAUSA)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V136087	16894	INT BROADCASTER (MULTIMEDIA) (HAUSA)	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029
V136087	16997	INT BROADCASTER (MULTIMEDIA) (HAUSA)	GS	1001	12	02	12		$89,213.00	F	8			N	IB1029
V169161	17201	INT BROADCASTER (MULTIMEDIA) (HAUSA)	GG	1001	12	02	12		$89,213.00	F	8	9/14/21		N	IB1029
V169161	17283	INT BROADCASTER (MULTIMEDIA) (HAUSA)	GG	1001	12	02	12		$89,213.00	F	8	11/8/21		N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P140 - VOA/PAP - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - AFRICA DIVISION - PORTUGUESE SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Yrs	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	Bus
V200067	17438	SUPV INT RADIO BROADCASTER (PORTUGUESE)	GS	1001	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V136198	13966	MANAGING EDITOR (PORTUGUESE)	GG	1082	13	06	13		$119,775.00	F	5			E	8888
V170079	15992	INT BROADCASTER (MULTIMEDIA) (PORTUGUESE)	GG	1001	13	04	13		$112,930.00	F	8			E	IB1029
V8388	10197	INT BROADCASTER (RADIO)(PORTUGUESE)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V136206	14833	IB (MULTIMEDIA) (PORTUGUESE)	GG	1001	12	05	12		$97,848.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P150 - VOA/PAS - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - AFRICA DIVISION - SWAHILI SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200059	17436	SUPV INT RADIO BROADCASTER (SWAHILI)	GS	1001	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V170080	15994	INT BROADCASTER (MULTIMEDIA) (SWAHILI)	GG	1001	13	07	13		$123,198.00	F	8			E	IB1029
V170081	15993	INT BROADCASTER (MULTIMEDIA) (SWAHILI)	GS	1001	13	06	13		$119,775.00	F	8			E	IB1029
V169067	16828	EXECUTIVE PRODUCER (TV) (SWAHILI)	GS	1071	13	04	13		$112,930.00	F	8			N	IB1029
V4102	12753	INT BROADCASTER (SWAHILI)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V158145	15055	INT BROADCASTER (RADIO/TV) (SWAHILI)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V4102	16829	INT BROADCASTER (SWAHILI)	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P160 - VOA/PAA - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - AFRICA DIVISION - HORN OF AFRICA SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V1142	11418	MANAGING EDITOR	GS	1001	13	10	13	(b) (6)	$133,465.00	F	5			E	8888
V170083	15996	INT BROADCASTER (MULTIMEDIA) (AFAN OROMO)	GS	1001	13	05	13		$116,353.00	F	4			E	8888
V170084	15997	INT BROADCASTER (MULTIMEDIA) (TIGRIGNA)	GS	1001	13	05	13		$116,353.00	F	4			E	8888
V170215	16358	INT BROADCASTER (MULTIMEDIA) (AMHARIC)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V170217	16349	INT BROADCASTER (MULTIMEDIA) (AMHARIC)	GG	1001	12	10	12		$112,240.00	F	8			N	IB1029
V170216	16352	INT BROADCASTER (MULTIMEDIA) (AFAN OROMO)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V170217	16348	INT BROADCASTER (MULTIMEDIA) (AMHARIC)	GG	1001	12	07	12		$103,605.00	F	8			N	IB1029
V170213	16354	INT BROADCASTER (MULTIMEDIA) (TIGRIGNA)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V170213	16355	INT BROADCASTER (MULTIMEDIA) (TIGRIGNA)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V170216	16353	INT BROADCASTER (MULTIMEDIA) (AFAN OROMO)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V170217	16350	INT BROADCASTER (MULTIMEDIA) (AMHARIC)	GG	1001	12	05	12		$97,848.00	F	8			N	IB1029
V158113	15724	MULTIMEDIA PRODUCTION SPECIALIST (AMHARIC/TIG	GS	1071	12	04	12		$94,970.00	F	8			E	IB1029
V169088	16184	MULTIMEDIA PRODUCTION SPECIALIST (AMHARIC)	GS	1071	12	04	12		$94,970.00	F	8			N	IB1029
V170213	17361	INT BROADCASTER (MULTIMEDIA) (TIGRIGNA)	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029
V170215	17557	INT BROADCASTER (MULTIMEDIA) (AMHARIC)	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029
V170216	17379	INT BROADCASTER (MULTIMEDIA) (AFAN OROMO)	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029
V170217	17376	INT BROADCASTER (MULTIMEDIA) (AMHARIC)	GG	1001	12	01	12		$86,335.00	F	8	2/1/22		N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P170 - VOA/PAC - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - AFRICA DIVISION - CENTRAL AFRICA SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200068	17437	SUPV INT BROADCASTER (KIRUNDI) (KINYARWANDA)	GS	1001	14	04	14	(b) (6)	$133,447.00	F	2			E	8888
V170086	15999	INT BROADCASTER (MULTIMEDIA) (KIRUNDI)	GS	1001	13	06	13		$119,775.00	F	4			E	8888
V170085	15998	INT BROADCASTER (RADIO/INTERNET) (KIRUNDI/KINY	GG	1001	13	04	13		$112,930.00	F	4			E	8888
V7487	8300	INT BROADCASTER (RADIO & INTERNET) (KINYARWAI	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V136064	14066	INT BROADCASTER (RADIO/INTERNET) (KINYARWANI	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V158006	14620	INT BROADCASTER (KIRUNDI)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V3317	13080	MULTIMEDIA PRODUCTION SPECIALIST	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V136064	17358	INTERNATIONAL BROADCASTER (RADIO/INTERNET) (I	GS	1001	12	02	12		$89,213.00	F	8			N	IB1029
V20017	17558	INT BROADCASTER (MULTIMEDIA) (KIRUNDI/KINYARW	GG	1001	12	01	12		$86,335.00	F	8	5/9/22		N	IB1029
V20017	17621	INT BROADCASTER (MULTIMEDIA) (KIRUNDI/KINYARW	GG	1001	12	01	12		$86,335.00	F	8	7/4/22		N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P190 - VOA/PAM - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - AFRICA DIVISION - SOMALI SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V136102	13722	SUPERVISORY INTERNATIONAL BROADCASTER (SOM	GS	1001	14	08	14	(b) (6)	$149,621.00	F	2			E	8888
V169181	15725	EXECUTIVE PRODUCER (TV)(SOMALI)	GS	1071	13	06	13		$119,775.00	F	8			E	IB1029
V170259	16475	INT BROADCASTER (MULTIMEDIA) (SOMALI)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V190170	17218	INT BROADCASTER (MULTIMEDIA) (SOMALI)	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V158083	14916	INT BROADCASTER (MULTIMEDIA) (SOMALI)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V158083	16956	INT BROADCASTER (MULTIMEDIA) (SOMALI)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V169077	15797	INT BROADCASTER (MULTIMEDIA) (SOMALI)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V190166	17215	INT BROADCASTER (MULTIMEDIA)(SOMALI)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V3030	16201	INT BROADCASTER (MULTIMEDIA) (SOMALI)	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P1A0 - VOA/PAZ - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - AFRICA DIVISION - ZIMBABWE SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Leg	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200103	17511	SUPERVISORY INTERNATIONAL BROADCASTER (SHO	GS	1001	14	03	14	(b) (6)	$129,404.00	F	2			E	8888
V170263	16603	INTERNATIONAL BROADCASTER (SHONA)	GG	1001	12	08	12		$106,483.00	F	8			N	IB1029
V191056	17416	INT BROADCASTER (MULTIMEDIA)(SHONA/NDEBELE)	GS	1001	12	03	12		$92,091.00	F	8			E	IB1029
V190233	17380	INT BROADCASTER (MULTIMEDIA)(SHONA/NDEBELE)	GG	1001	12	01	12		$86,335.00	F	8	2/1/22		N	IB1029
V191056	17324	INT BROADCASTER (MULTIMEDIA)(SHONA/NDEBELE)	GS	1001	12	01	12		$86,335.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P200 - VOA/PE - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EURASIA DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V7353	17060	SUPV INT BROADCASTER	GS	1001	15	05	15	(b) (6)	$161,730.00	F	2			E	8888
V158017	14730	PROGRAM MANAGER	GS	0340	14	08	14		$149,621.00	F	4			E	8888
V170045	15956	SENIOR GRAPHIC DESIGN SPECIALIST	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V170232	16560	MANAGEMENT AND PROGRAM ANALYST (FINANCIAL)	GS	0343	12	09	12		$109,362.00	F	8			E	IB1029
V170106	16050	ADMINISTRATIVE OFFICER	GS	0341	12	05	12		$97,848.00	F	8			E	IB1029
V180059	16701	INT BROADCASTER (VJ) RUSSIAN	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029
V5492	2674	CLERK-TYPIST	GS	0322	04	10	04		$45,652.00	P	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P210 - VOA/PEA - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EURASIA DIVISION - ALBANIAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V125178	13373	SUPV INT BROADCASTER (ALBANIAN)	GS	1001	14	08	14	(b) (6)	$149,621.00	F	2			E	8888
V125199	13507	TEAM LEADER INTERNATIONAL BROADCASTER (ALB	GS	1001	13	10	13		$133,465.00	F	7			E	IB1029
V200084	17459	INTERNATIONAL BROADCASTER (MULTIMEDIA) (ALB/	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V200143	17603	INTERNATIONAL BROADCASTER (MULTIMEDIA) (ALB/	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V190025	17117	TV PRODUCTION SPECIALIST (ALBANIAN)	GS	1071	12	08	12		$106,483.00	F	8			N	IB1029
V170114	16299	INT BROADCASTER (TV/ONLINE) (ALBANIAN)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V158028	14769	TELEVISION PRODUCTION SPECIALIST (ALBANIAN)	GS	1071	12	06	12		$100,727.00	F	8			N	IB1029
V190226	17308	INTERNATIONAL BROADCASTER (TV/ONLINE) (ALBAN	GG	1001	12	01	12		$86,335.00	F	8	12/8/21		E	IB1029
V190235	17419	INTERNATIONAL BROADCASTER (VJ) (ALBANIAN)	GG	1001	12	01	12		$86,335.00	F	8	3/1/22		N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P220 - VOA/PEB - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EURASIA DIVISION - BOSNIAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	TarG	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V125177	13377	SUPV INT BROADCASTER (BOSNIAN)	GS	1001	14	08	14	(b) (6)	$149,621.00	F	2			E	8888
V170099	16025	INT BROADCASTER (MULTIMEDIA) (BOSNIAN)	GS	1001	13	06	13		$119,775.00	F	8			E	IB1029
V114317	12988	INT BROADCASTER (TV) (BOSNIAN)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V200071	17554	INTERNATIONAL BROADCASTER (MULTIMEDIA) (BOSI	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029

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15P250 - VOA/PEM - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EURASIA DIVISION - MACEDONIA SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200040	17422	SUPERVISORY INTERNATIONAL BROADCASTER (MAC	GS	1001	14	03	14	(b) (6)	$129,404.00	F	2			E	8888
V158206	15146	INT BROADCASTER (TV/ONLINE) (MACEDONIAN)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P260 - VOA/PES - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EURASIA DIVISION - SERBIAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V125176	13370	SUPV INT BROADCASTER (SERBIAN)	GS	1001	14	07	14	(b) (6)	$145,578.00	F	2			E	8888
V147010	14110	TEAM LEADER INT BROADCASTER (TV/ONLINE) (SERI	GS	1001	13	06	13		$119,775.00	F	7			N	IB1029
V170096	16026	INT BROADCASTER (MULTIMEDIA) (SERBIAN)	GS	1001	13	06	13		$119,775.00	F	8			E	IB1029
V8424	10253	INT BROADCASTER (SERBIAN)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V8426	10281	INT BROADCASTER (TV)(SERBIAN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V3208	11977	INT BROADCASTER (SERBIAN)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V190221	17501	INTERNATIONAL BROADCASTER (TV/ONLINE) (SERBI	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029
V190221	17502	INTERNATIONAL BROADCASTER (TV/ONLINE) (SERBI	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P270 - VOA/PER - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EURASIA DIVISION - RUSSIAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V169025	15247	EXECUTIVE PRODUCER (TV)	GS	1071	14	10	14	(b) (6)	$157,709.00	F	2			E	8888
V169014	15211	SUPV INT BROADCASTER (RUSSIAN)	GS	1001	14	07	14		$145,578.00	F	2			E	8888
V170251	16465	SUPV MANAGING EDITOR (WEB) (RUSSIAN)	GS	1082	13	07	13		$123,198.00	F	2			E	8888
V170250	16458	SUPV MANAGING EDITOR (TV) (RUSSIAN)	GS	1082	13	06	13		$119,775.00	F	2			E	8888
V200155	17619	LEAD MANAGING EDITOR (RUSSIAN)	GS	1082	13	05	13		$119,474.00	F	7			E	IB1029
V170097	16021	INT BROADCASTER (MULTIMEDIA) (RUSSIAN)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V170097	16022	INT BROADCASTER (MULTIMEDIA) (RUSSIAN)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V0969	10993	INT BROADCASTER (ONLINE) (RUSSIAN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V0965	10983	INTERNATIONAL BROADCASTER (ONLINE/VJ)(RUSSIA	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V136051	13648	INTERNATIONAL BROADCASTER (ONLINE) (RUSSIAN)	GS	1001	12	07	12		$106,384.00	F	8			N	IB1029
V114294	13277	INT BROADCASTER (ONLINE) (RUSSIAN)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V158018	14717	MULTIMEDIA PRODUCTION SPECIALIST	GS	1071	12	07	12		$103,605.00	F	8			N	IB1029
V2108	11945	INT BROADCASTER (RUSSIAN) ONLINE	GG	1001	12	07	12		$103,605.00	F	8			N	IB1029
V200142	17604	INTERNATIONAL BROADCASTER (MULTIMEDIA) (RUS	GG	1001	13	01	13		$102,863.00	F	8			E	IB1029
V125275	13896	INTERNATIONAL BROADCASTER (MULTIMEDIA) (RUS	GG	1001	12	06	12		$100,727.00	F	8			N	IB1029
V158010	15731	INT BROADCASTER (TV/ONLINE) (RUSSIAN)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V190048	17112	INT BROADCASTER (TV/ONLINE) (RUSSIAN)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V190112	17167	INT BROADCASTER (TV/ONLINE) (RUSSIAN)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V169028	16187	INT BROADCASTER (TV/ONLINE) (RUSSIAN)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V169173	15775	INT BROADCASTER (TV/ONLINE) (RUSSIAN)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V170067	15979	INT BROADCASTER (TV/ONLINE) (RUSSIAN)	GS	1001	12	04	12		$94,970.00	F	8			E	IB1029
V170229	16384	INT BROADCASTER (TV/ONLINE) (RUSSIAN)	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029

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V0967	10987	INTERNATIONAL BROADCASTER (ONLINE)(RUSSIAN)	GS	1001	11	10	11	(b) (6)	$93,638.00	F	8		N	IB1029
V0967	10988	INTERNATIONAL BROADCASTER (ONLINE)(RUSSIAN)	GS	1001	11	10	11		$93,638.00	F	8		N	IB1029
V169028	16647	INT BROADCASTER (TV/ONLINE) (RUSSIAN)	GS	1001	12	03	12		$92,091.00	F	8		N	IB1029

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15P280 - VOA/PEU - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EURASIA DIVISION - UKRAINIAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V8396	15053	SUPV INT BROADCASTER (UKRAINIAN)	GS	1001	14	05	14	(b) (6)	$137,491.00	F	2			E	8888
V125175	13720	LEAD INTERNATIONAL BROADCASTER (UKRAINIAN)	GS	1001	13	07	13		$123,198.00	F	7			E	8888
V169002	15180	TEAM LEAD INT BROADCASTER (UKRAINIAN)	GS	1001	13	05	13		$116,353.00	F	4			E	8888
V170098	16023	INT BROADCASTER (MULTIMEDIA) (UKRAINIAN)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V8398	10260	INT BROADCASTER (TV)(UKRAINIAN)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V4084	12895	INT BROADCASTER (TV) (UKRAINIAN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V125273	13669	INTERNATIONAL BROADCASTER (MULTIMEDIA) (UKR	GG	1001	12	06	12		$100,727.00	F	8			N	IB1029
V169149	15748	INT BROADCASTER (TV/ONLINE) (UKRAINIAN)	GG	1001	12	05	12		$97,848.00	F	8			N	IB1029
V169107	15778	INT BROADCASTER (TV/ONLINE) (UKRAINIAN)	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029
V169107	15806	INT BROADCASTER (TV/ONLINE) (UKRAINAIN)	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029
V180122	16935	INT BROADCASTER (MULTIMEDIA) (UKRAINIAN)	GG	1001	12	02	12		$89,213.00	F	8	2/18/21		N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P2A0 - VOA/PED - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EURASIA DIVISION - ARMENIAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200050	17425	SUPERVISORY INTERNATIONAL BROADCASTER (ARM	GS	1001	14	01	14	(b) (6)	$121,316.00	F	2			E	8888
V7719	8540	INT BROADCASTER (ARMENIAN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P2B0 - VOA/PEF - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EURASIA DIVISION - GEORGIAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	TarG	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200049	17424	SUPERVISORY INTERNATIONAL BROADCASTER (GEO	GS	1001	14	04	14	(b) (6)	$133,447.00	F	2			E	8888
V170245	16501	INT BROADCASTER (MULTMEDIA) (GEORGIAN)	GS	1001	13	04	13		$112,930.00	F	8			N	IB1029
V114268	13046	INT BROADCASTER (GEORGIAN)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V190230	17455	INTERNATIONAL BROADCASTER (MULTIMEDIA) (GEOI	GG	1001	12	01	12		$86,335.00	F	8	3/15/22		N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P300 - VOA/PP - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V7950	7766	MANAGING EDITOR	GS	1001	14	10	14	(b) (6)	$157,709.00	F	4			E	8888
V18071	16873	MANAGING EDITOR (INTERNET)	GS	1082	14	09	14		$153,665.00	F	5			E	8888
V169160	16920	SUPERVISORY INTERNATIONAL BROADCASTER	GS	1001	15	02	15		$147,458.00	F	2			E	8888
V170003	15789	EDITOR (BRIDGE)	GS	1082	13	10	13		$133,465.00	F	8			N	IB1029
V170027	16362	MANAGING EDITOR (RADIO/INTERNET)	GS	1082	13	10	13		$133,465.00	F	2			E	8888
V170101	16069	EXECUTIVE OFFICER	GS	0301	13	10	13		$133,465.00	F	2			E	8888
V170218	16786	INT BROADCASTER (MULTIMEDIA)	GS	1001	13	10	13		$133,465.00	F	8			N	IB1029
V170218	16364	INTERNATIONAL BROADCASTER (MULTIMEDIA)	GS	1001	13	08	13		$126,620.00	F	8			E	IB1029
V170220	16365	INTERNATIONAL BROADCASTER (MULTIMEDIA)	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V170230	17562	MANAGEMENT & PROGRAM ANALYST (FINANCIAL)	GS	0343	09	08	09		$73,426.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P310 - VOA/PPT - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - TIBETAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V5718	10119	INT RADIO BROADCASTER (TIBETAN)	GS	1001	13	10	13	(b) (6)	$133,465.00	F	4			E	8888
V170166	16570	SUPERVISORY INTERNATIONAL BROADCASTER (TIBE	GS	1001	14	04	14		$133,447.00	F	2			E	8888
V170102	16044	INTERNATIONAL BROADCASTER (MULTIMEDIA) (TIBE	GS	1001	13	07	13		$123,198.00	F	4			E	8888
V170280	16609	INTERNATIONAL BROADCASTER (TIBETAN)	GS	1001	13	07	13		$123,198.00	F	8			E	IB1029
V170102	16043	INTERNATIONAL BROADCASTER (MULTIMEDIA) (TIBE	GS	1001	13	05	13		$116,353.00	F	4			E	8888
V170278	16615	INTERNATIONAL BROADCASTER (TIBETAN)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V170279	16614	INTERNATIONAL BROADCASTER (TIBETAN)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V6236	7107	INT RADIO BROADCASTER (TIBETAN)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V7814	8754	INT BROADCASTER (TIBETAN)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V7814	9066	INT BROADCASTER (TIBETAN)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V3220	12001	INT BROADCASTER (TV) (TIBETAN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V3218	12005	INT BROADCASTER (RADIO) (TIBETAN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V3218	12006	INT BROADCASTER (RADIO) (TIBETAN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V3221	12003	INT BROADCASTER (TV) (TIBETAN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V3219	12004	INT BROADCASTER (TV) (TIBETAN)	GS	1001	12	07	12		$103,805.00	F	8			N	IB1029
V147148	14570	INT BROADCASTER (TIBETAN)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V4177	2800	INT RADIO BROADCASTER (TIBETAN)	GS	1001	11	10	11		$93,638.00	F	8			N	IB1029
V169132	17017	MULTIMEDIA PRODUCTION SPECIALIST (TIBETAN)	GS	1001	12	02	12		$89,213.00	F	8			N	IB1029
V190217	17297	INTERNATIONAL BROADCASTER (MULTIMEDIA) (TIBE	GS	1001	12	02	12		$89,213.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P320 - VOA/PPV - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - VIETNAMESE SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200046	17426	SUPERVISORY INTERNATIONAL BROADCASTER (VIET	GS	1001	14	01	14	(b) (6)	$121,316.00	F	2			E	8888
V170103	16045	INTERNATIONAL BROADCASTER (MULTIMEDIA) (VIETI	GS	1001	13	04	13		$112,930.00	F	4			E	8888
V190083	17076	SUPERVISORY INTERNATIONAL BROADCASTER (VIET	GS	1001	13	04	13		$112,930.00	F	2			E	8888
V1010	11148	INT BROADCASTER (VIETNAMESE)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V200119	17550	LEAD MULTIMEDIA SPECIALIST (VIETNAMESE)	GS	1001	13	01	13		$102,663.00	F	7			E	IB1029
V169159	15677	INTERNATIONAL BROADCASTER (MULTIMEDIA) (VIETI	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V169159	16369	INTERNATIONAL BROADCASTER (MULTIMEDIA) (VIETI	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V169122	15610	INTERNATIONAL BROADCASTER (MULTIMEDIA) (VIETI	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V180131	16813	INTL BROADCASTER (MULTIMEDIA) (VIETNAMESE)	GG	1001	12	03	12		$92,091.00	F	8			N	IB1029
V180131	16814	INTL BROADCASTER (MULTIMEDIA) (VIETNAMESE)	GG	1001	12	03	12		$92,091.00	F	8			N	IB1029
V180131	16815	INTL BROADCASTER (MULTIMEDIA) (VIETNAMESE)	GG	1001	12	03	12		$92,091.00	F	8			N	IB1029
V180131	16816	INTL BROADCASTER (MULTIMEDIA) (VIETNAMESE)	GG	1001	12	03	12		$92,091.00	F	8			N	IB1029
V210012	17712	MULTIMEDIA SPECIALIST (VIETNAMESE)	GG	1001	12	03	12		$92,091.00	F	8			N	IB1029
V210016	17735	INTERNATIONAL BROADCASTER (MULTIMEDIA)(VIETN	GG	1001	12	01	12		$86,335.00	F	8	4/28/21		N	IB1029

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15P330 - VOA/PPU - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - THAI SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V1068	11349	INT BROADCASTER (THAI)	GS	1001	13	09	13	(b) (6)	$130,043.00	F	5			E	IB1029
V200045	17423	SUPERVISORY INTERNATIONAL BROADCASTER (THA	GG	1001	14	01	14		$121,316.00	F	2			E	8888
V210027	17734	MULTIMEDIA SPECIALIST (THAI)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V3302	13988	INTERNATIONAL BROADCASTER (THAI)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V180067	17713	INTERNATIONAL BROADCASTER (MULTIMEDIA) (THAI	GG	1001	12	02	12		$89,213.00	F	8	5/12/21		N	IB1029

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15P340 - VOA/PPC - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - CHINA BRANCH -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200118	17544	SUPERVISORY MANAGING EDITOR (MANDARIN)	GS	1082	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V200146	17597	SUPERVISORY INTERNATIONAL BROADCASTER (MAN	GS	1001	14	04	14		$133,447.00	F	2			E	8888

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15P341 - VOA/PPCC - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - CHINA BRANCH-CANTONESE SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190246	17357	SUPERVISORY INTERNATIONAL BROADCASTER (CAN	GS	1001	13	06	13	(b) (6)	$119,775.00	F	2			E	8888
V8380	10204	RADIO PRODUCTION SPEC	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V8381	11961	INT BROADCASTER (CANTONESE)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V0921	13085	INT BROADCASTER (CANTONESE)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029

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15P342 - VOA/PPCM - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - CHINA BRANCH - MANDARIN SERVICE

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V158104	14939	SUPERVISORY INTERNATIONAL BROADCASTER (MAN	GS	1001	14	08	14	(b) (6)	$149,621.00	F	2			E	8888
V158069	14894	SUPERVISORY TELEVISION PRODUCTION SPECIALIST	GS	1071	14	06	14		$141,534.00	F	2			E	8888
V190206	17279	SUPERVISORY SENIOR WEB EDITOR (MANDARIN)	GS	1082	14	05	14		$137,491.00	F	2			E	8888
V125031	16598	INTERNATIONAL BROADCASTER (MANDARIN)	GS	1001	13	10	13		$133,465.00	F	4			E	8888
V125080	13149	SUPV INT BROADCASTER (MANDARIN)	GS	1001	13	10	13		$133,465.00	F	2			E	8888
V158044	14820	SUPERVISORY INTERNATIONAL BROADCASTER (MAN	GS	1001	13	10	13		$133,465.00	F	2			E	8888
V158044	14821	SUPERVISORY INTERNATIONAL BROADCASTER (MAN	GS	1001	13	10	13		$133,465.00	F	2			E	8888
V180185	16908	SUPERVISORY INTERNATIONAL BROADCASTER (MAN	GS	1001	13	10	13		$133,465.00	F	2			E	8888
V190207	17779	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V180176	16880	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	13	09	13		$130,043.00	F	4			E	8888
V190207	17278	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	13	09	13		$130,043.00	F	8			E	IB1029
V125031	13177	INT BROADCASTER (MANDARIN)	GS	1001	13	08	13		$126,620.00	F	8			E	IB1029
V180182	16887	SENIOR TELEVISION PRODUCTION SPECIALIST (MANI	GS	1071	13	07	13		$123,198.00	F	4			E	8888
V125031	13193	INT BROADCASTER (MANDARIN)	GS	1001	13	06	13		$119,775.00	F	8			E	IB1029
V190045	16988	SUPERVISORY INTERNATIONAL BROADCASTER (MAN	GS	1001	13	06	13		$119,775.00	F	2			E	8888
V180176	16879	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	13	05	13		$116,353.00	F	4			E	8888
V190205	17274	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V190163	17211	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	13	04	13		$115,960.00	F	8			E	IB1029
V190117	17146	LEAD MULTIMEDIA PRODUCTION SPECIALIST (MANDA	GS	1071	13	04	13		$112,930.00	F	7			E	IB1029
V114214	12813	INT BROADCASTER (MANDARIN)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V114217	12827	INT BROADCASTER (MANDARIN)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V114221	12824	INT BROADCASTER (MANDARIN)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029

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V158092	16652	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	12	10	12	(b) (6)	$112,240.00	F	8			N	IB1029
V190187	17659	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	12	10	12		$112,240.00	F	8			E	IB1029
V114210	12826	INT BROADCASTER (MANDARIN)	GS	1001	12	09	12		$110,979.00	F	8			N	IB1029
V114211	12829	INT BROADCASTER (MANDARIN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V114213	12803	INT BROADCASTER (TV) (MANDARIN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V114220	12825	INT BROADCASTER (MANDARIN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V114232	12797	TV PRODUCTION SPEC	GS	1071	12	09	12		$109,362.00	F	8			N	IB1029
V170262	16613	INTERNET EDITOR (MANDARIN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V114212	12818	INT BROADCASTER (MANDARIN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V114213	12802	INT BROADCASTER (TV) (MANDARIN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V114218	12793	INT BROADCASTER (TV) (MANDARIN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V114219	13649	INTERNATIONAL BROADCASTER (MANDARIN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V114224	12804	INT BROADCASTER (MANDARIN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V114232	12796	TV PRODUCTION SPEC	GS	1071	12	08	12		$106,483.00	F	8			N	IB1029
V136082	13668	TELEVISION PRODUCTION SPECIALIST (MANDARIN)	GS	1071	12	08	12		$106,483.00	F	8			N	IB1029
V114224	12808	INT BROADCASTER (MANDARIN)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V200125	17553	MULTIMEDIA SPECIALIST (MANDARIN)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V170191	16260	INTERNATIONAL BROADCASTER (MANDARIN)	GS	1001	12	06	12		$103,429.00	F	8			N	IB1029
V190123	17162	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	12	06	12		$102,217.00	F	8			N	IB1029
V114212	13751	INTERNATIONAL BROADCASTER (MANDARIN)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V114213	13753	INTERNATIONAL BROADCASTER (TELEVISION) (MANI	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V114213	13754	INTERNATIONAL BROADCASTER (TELEVISION) (MANI	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V114213	15148	INT BROADCASTER (TV) (MANDARIN)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V114218	13755	INTERNATIONAL BROADCASTER (TELEVISION) (MANI	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V190187	17247	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	12	06	12		$100,727.00	F	8			E	IB1029
V158092	15609	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

V190236	17320	TV PRODUCTION SPECIALIST (MANDARIN)	GS	1071	12	04	12	(b) (6)	$97,517.00	F	8			N	IB1029
V114232	15597	TV PRODUCTION SPECIALIST (MANDARIN)	GS	1071	12	04	12		$94,970.00	F	8			N	IB1029
V158092	16691	INTL BROADCASTER (MULTIMEDIA) (MANDARIN)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V158092	16914	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V158094	15608	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029
V158092	17335	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029
V158094	16592	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GG	1001	12	03	12		$92,091.00	F	8			N	IB1029
V158094	16599	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GG	1001	12	03	12		$92,091.00	F	8			N	IB1029
V158094	16600	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GG	1001	12	03	12		$92,091.00	F	8			N	IB1029
V158094	16601	INTERNATIONAL BROADCASTER (MULTIMEDIA) (MAN	GG	1001	12	03	12		$92,091.00	F	8			N	IB1029

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FOIA21-032 0101

U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P350 - VOA/PPB - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - BURMESE SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V125107	13216	SUPV INT BROADCASTER (BURMESE)	GS	1001	14	09	14	(b) (6)	$153,665.00	F	2			E	8888
V170107	16047	INTERNATIONAL BROADCASTER (MULTIMEDIA) (BURI	GS	1001	13	07	13		$123,198.00	F	4			E	8888
V147062	14210	LEAD INTERNATIONAL BROADCASTER (BURMESE)	GS	1001	13	06	13		$119,775.00	F	4			N	8888
V147062	14920	LEAD INTERNATIONAL BROADCASTER (BURMESE)	GS	1001	13	06	13		$119,775.00	F	4			N	8888
V147062	15753	LEAD INTERNATIONAL BROADCASTER (BURMESE)	GS	1001	13	05	13		$116,353.00	F	4			N	8888
V7916	16389	INT BROADCASTER (BURMESE)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V7916	14399	INTERNATIONAL BROADCASTER (BURMESE)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V7916	14401	INTERNATIONAL BROADCASTER (BURMESE)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V7916	14828	INTERNATIONAL BROADCASTER (BURMESE)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V7917	14403	INTERNATIONAL BROADCASTER (BURMESE)	GG	1001	12	06	12		$100,727.00	F	8			N	IB1029
V7916	14400	INT BROADCASTER (BURMESE)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V7916	14402	INTERNATIONAL BROADCASTER (BURMESE)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V180043	16646	INTERNATIONAL BROADCASTER (MULTIMEDIA) (BURI	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029
V180050	16692	INT BROADCASTER (MULTIMEDIA) (BURMESE)	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029
V7916	17154	INTERNATIONAL BROADCASTER (MULTIMEDIA) (BURI	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029
V7916	17397	INTERNATIONAL BROADCASTER (MULTIMEDIA) (BURI	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029
V7917	17401	INTERNATIONAL BROADCASTER (MULTIMEDIA) (BURI	GG	1001	12	01	12		$86,335.00	F	8	2/18/22		N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P360 - VOA/PPI - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - INDONESIAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170144	16173	SUPV TV PRODUCTION SPECIALIST (INDONESIAN)	GG	1001	14	09	14	(b) (6)	$153,665.00	F	2			E	8888
V7432	8764	TV PRODUCTION SPEC (DIRECTOR) (INDONESIAN)	GG	1071	13	09	13		$130,043.00	F	8			E	IB1029
V190004	16996	SUPVERVISORY INTERNATIONAL BROADCASTER (INI	GS	1001	14	02	14		$125,360.00	F	2			E	IB1029
V170108	16030	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GS	1001	13	05	13		$116,353.00	F	2			E	8888
V170108	16031	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GS	1001	13	05	13		$116,353.00	F	4			E	8888
V170109	16034	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GS	1001	13	05	13		$116,353.00	F	4			E	8888
V180127	16893	SUPV TV PRODUCTION SPECIALIST (INDONESIAN)	GS	1071	13	05	13		$116,353.00	F	2			E	8888
V200179	17672	SUPERVISORY MULTIMEDIA SPECIALIST	GG	1001	13	05	13		$116,353.00	F	2			E	8888
V180124	16916	SUPERVISORY INTERNATIONAL BROADCASTER (INDO	GS	1001	13	04	13		$112,930.00	F	2			E	8888
V8546	16075	INT BROADCASTER (RADIO) (INDONESIAN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V136096	15570	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V158178	15100	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GG	1001	12	08	12		$106,483.00	F	8			N	IB1029
V3360	12270	INT BROADCASTER (INDONESIAN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V7435	9652	TV PRODUCTION SPEC (INDONESIAN)	GG	1071	12	08	12		$106,483.00	F	8			N	IB1029
V7435	9731	TV PRODUCTION SPEC	GG	1071	12	08	12		$106,483.00	F	8			N	IB1029
V170143	16165	TV PRODUCTION SPECIALIST (INDONESIAN)	GS	1071	12	07	12		$103,805.00	F	8			N	IB1029
V8220	10880	TV PRODUCTION SPEC	GS	1071	12	07	12		$103,805.00	F	8			N	IB1029
V158178	15582	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GG	1001	12	06	12		$100,727.00	F	8			N	IB1029
V158177	15506	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V158177	15507	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V158177	15508	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V158177	16306	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

V158177	17406	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GS	1001	12	05	12	(b) (6) redacted	$97,848.00	F	8		N	IB1029
V158178	15584	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INDO	GG	1001	12	05	12		$97,848.00	F	8		N	IB1029
V190215	17291	TV PRODUCTION SPECIALIST (INDONESIAN)	GS	1071	11	05	12		$81,634.00	F	8		N	IB1029
V190200	17386	TV PRODUCTION SPECIALIST (INDONESIAN)	GG	1071	11	01	12		$72,030.00	F	8	2/2/22	N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P370 - VOA/PPK - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - KHMER SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170288	16540	SUPERVISORY INTERNATIONAL BROADCASTER	GS	1001	14	07	14	(b) (6)	$145,578.00	F	2			E	8888
V3019	11496	INT BROADCASTER (KHMER)	GS	1001	13	08	13		$126,620.00	F	4			E	8888
V170110	16036	INTERNATIONAL BROADCASTER (MULTIMEDIA) (KHM	GS	1001	13	05	13		$116,353.00	F	4			E	8888
V180020	16654	INTERNATIONAL BROADCASTER (MULTIMEDIA) (KHM	GS	1001	13	04	13		$112,930.00	F	4			E	8888
V200177	17671	INTERNATIONAL BROADCASTER (MULTIMEDIA) (KHM	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V158127	14993	INTERNATIONAL BROADCASTER (MULTIMEDIA) (KHM	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V158127	14992	INTERNATIONAL BROADCASTER (MULTIMEDIA) (KHM	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V210010	17706	MULTIMEDIA SPECIALIST (KHMER)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V136231	15306	INTERNATIONAL BROADCASTER (MULTIMEDIA) (KHM	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V136234	15688	INTL BROADCASTER (MULTIMEDIA) (KHMER)	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029
V158156	15708	MULTIMEDIA PRODUCTION SPECIALIST (KHMER)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V200124	17556	MULTIMEDIA SPECIALIST (KHMER)	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029
V136231	16762	INTERNATIONAL BROADCASTER (MULTIMEDIA) (KHM	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029
V136234	16930	INTL BROADCASTER (MULTIMEDIA) (KHMER)	GG	1001	12	02	12		$89,213.00	F	8			N	IB1029
V136234	16931	INTL BROADCASTER (MULTIMEDIA) (KHMER)	GG	1001	12	02	12		$89,213.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P380 - VOA/PPR - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - KOREAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	TarG	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V114115	10831	SUPV INT BROADCASTER (KOREAN)	GS	1001	14	09	14	(b) (6)	$153,665.00	F	2			E	8888
V125022	13037	INT BROADCASTER (KOREAN)	GS	1001	13	10	13		$133,465.00	F	5			E	IB1029
V1021	13432	INTERNATIONAL BROADCASTER (KOREAN)	GS	1001	13	08	13		$126,620.00	F	4			E	8888
V190078	17072	SUPERVISORY INTERNATIONAL BROADCASTER (KOR	GG	1001	13	08	13		$126,620.00	F	2			E	8888
V190079	17073	SUPERVISORY INTERNATIONAL BROADCASTER (KOR	GS	1001	13	05	13		$116,353.00	F	2			E	8888
V170112	16028	INTERNATIONAL BROADCASTER (MULTIMEDIA) (KOR	GS	1001	13	04	13		$112,930.00	F	4			E	8888
V190078	17292	SUPERVISORY INTERNATIONAL BROADCASTER (KOR	GG	1001	13	04	13		$112,930.00	F	2			E	8888
V200163	17623	SUPERVISORY DIGITAL EDITOR (KOREAN)	GS	1001	13	03	13		$109,508.00	F	2			E	8888
V1017	11208	RADIO PRODUCTION SPEC (KOREAN)	GS	1071	12	09	12		$109,362.00	F	8			N	IB1029
V1018	11191	INT BROADCASTER (KOREAN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V1018	11190	INT BROADCASTER (KOREAN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V1020	11203	INT BROADCASTER (KOREAN)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V1017	16653	RADIO PRODUCTION SPECIALIST (KOREAN)	GS	1071	12	06	12		$100,727.00	F	8			N	IB1029
V136123	15738	INTL BROADCASTER (MULTIMEDIA) (KOREAN)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V1018	14627	INTERNATIONAL BROADCASTER (KOREAN)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V136122	17195	INTERNATIONAL BROADCASTER (MULTIMEDIA) (KOR	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V1016	15747	INTL BROADCASTER (KOREAN)	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029
V1020	15283	INTERNATIONAL BROADCASTER (KOREAN)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V1094	15908	INTERNATIONAL BROADCASTER (KOREAN)	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029
V210013	17709	MULTIMEDIA SPECIALIST (KOREAN)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V210013	17710	MULTIMEDIA SPECIALIST (KOREAN)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V136122	16926	ITNL BROADCASTER (KOREAN)	GG	1001	12	02	12		$89,213.00	F	8			N	IB1029

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V136122	17130	INTERNATIONAL BROADCASTER (MULTIMEDIA) (KORI	GG	1001	12	02	12	(b) (6)		$89,213.00	F	8	7/7/21		N	IB1029
V200070	17503	RADIO PRODUCTION SPECIALIST (KOREAN)	GG	1071	12	01	12			$86,335.00	F	8	4/12/22		N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P390 - VOA/PPL - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - EAST ASIA AND PACIFIC DIVISION - LAO SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	TarG	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200047	17427	SUPERVISORY INTERNATIONAL BROADCASTER (LAO	GS	1001	14	03	14	(b) (6)	$129,404.00	F	2			E	8888
V147130	15689	INTERNATIONAL BROADCASTER (MULTIMEDIA) (LAO)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V169115	16361	INTERNATIONAL BROADCASTER (MULTIMEDIA) (LAO)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V169117	17552	INTERNATIONAL BROADCASTER (MULTIMEDIA) (LAO)	GG	1001	11	01	12		$72,030.00	F	8	5/10/22		N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P400 - VOA/PL - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - LATIN AMERICA DIVISION -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170070	16004	SUPERVISORY INTERNATIONAL BROADCASTER (SPA	GS	1001	15	09	15	(b) (6)	$170,800.00	F	2			E	8888
V170130	16106	PROJECT MANAGER	GS	0301	14	10	14		$157,709.00	F	5			E	8888
V180147	16834	OPERATIONS MANAGER	GS	1001	14	07	14		$145,578.00	F	5			E	8888
V180006	16585	EXECUTIVE PRODUCER	GS	1071	13	10	13		$133,465.00	F	8			E	8888
V190106	17182	SUPERVISORY MANAGING EDITOR (INTERNET) (SPAN	GS	1082	14	02	14		$125,360.00	F	2			E	8888
V200001	17705	PLANNING PRODUCER/EDITOR (SPANISH)	GS	1001	13	01	13		$102,663.00	F	8			E	IB1029
V170181	16597	INTERNATIONAL BROADCASTER (VJ) (SPANISH)	GS	1001	12	03	12		$92,091.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P420 - VOA/PLS - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - LATIN AMERICA DIVISION - SPANISH SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V180018	17096	SUPERVISORY INTERNATIONAL BROADCASTER (SPA	GS	1001	14	05	14	(b) (6)	$137,491.00	F	2			E	8888
V6480	3001	INT RADIO BROADCASTER (SPANISH)	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V7026	5158	INT RADIO BROADCASTER (SPANISH)	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V8016	9482	INT BROADCASTER (RADIO) (SPANISH)	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V170047	15933	TV PRODUCTION SPECIALIST (GRAPHICS)	GS	1071	13	08	13		$126,620.00	F	8			E	IB1029
V169024	16000	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	13	06	13		$122,988.00	F	8			E	IB1029
V190159	17618	INTERNATIONAL BROADCASTER (SPANISH)	GS	1001	13	06	13		$119,775.00	F	8			N	IB1029
V4720	3008	INT RADIO BROADCASTER (SPANISH)	GS	1001	12	10	12		$112,240.00	F	8			E	IB1029
V7027	5161	INT RADIO BROADCASTER (SPANISH)	GS	1001	12	10	12		$112,240.00	F	8			E	IB1029
V7217	8122	INT RADIO BROADCASTER (SPANISH)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V7726	9034	INT BROADCASTER (TV/RADIO) (SPANISH)	GS	1001	12	08	12		$106,483.00	F	8			E	IB1029
V136178	14975	INTERNATIONAL BROADCASTER (MULTIMEDIA) (SPAI	GS	1001	12	06	12		$100,727.00	F	8			E	IB1029
V210009	17693	MULTIMEDIA SPECIALIST (SPANISH)	GG	1001	12	01	12		$86,335.00	F	8	1/5/22		N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P430 - VOA/PLC - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - LATIN AMERICA DIVISION - CREOLE SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200048	17428	SUPERVISORY INTERNATIONAL BROADCASTER (CRE	GS	1001	14	05	14	(b) (6)	$137,491.00	F	2			E	8888
V8483	10423	INT BROADCASTER (RADIO) (CREOLE)	GS	1001	12	10	12		$112,240.00	F	8			E	IB1029
V169162	15672	INTERNATIONAL BROADCASTER (CREOLE)	GS	1001	12	08	12		$106,483.00	F	8			E	IB1029
V169162	15673	INTERNATIONAL BROADCASTER (CREOLE)	GS	1001	12	07	12		$103,605.00	F	8			E	IB1029
V169163	15667	INTERNATIONAL BROADCASERR (CREOLE)	GG	1001	12	07	12		$103,605.00	F	8			E	IB1029
V169163	15668	INTERNATIONAL BROADCASERR (CREOLE)	GG	1001	12	07	12		$103,605.00	F	8			E	IB1029
V8483	12987	INT BROADCASTER (RADIO) (CREOLE)	GS	1001	12	06	12		$95,346.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P500 - VOA/PS - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V1176	13084	PROGRAM MANAGER	GS	0340	14	10	14	(b) (6)	$157,709.00	F	5			E	8888
V169126	16778	SUPV MANAGING EDITOR	GS	1082	14	03	14		$129,404.00	F	4			E	8888
V190219	17342	MANAGING EDITOR (INTERNET)	GS	1082	14	03	14		$129,404.00	F	8			E	IB1029
V170101	16067	EXECUTIVE OFFICER	GS	0301	13	05	13		$116,353.00	F	2			E	8888
V190224	17547	EDITOR (BRIDGE)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V170106	16054	ADMINISTRATIVE OFFICER	GS	0341	12	06	12		$100,727.00	F	8			E	IB1029
V170106	16053	ADMINISTRATIVE OFFICER	GS	0341	12	05	12		$97,848.00	F	8			E	IB1029
V180022	16843	INT BROADCASTER (MULTIMEDIA) (TURKISH/KURDISH	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P510 - VOA/PSB - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION - BANGLA SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200065	17440	SUPV INT BROADCASTER	GS	1001	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V170132	16140	INT BROADCASTER (MULTIMEDIA) (BANGLA)	GS	1001	13	07	13		$123,198.00	F	4			E	8888
V180106	17113	EDITOR (DIGITAL) (BANGLA)	GS	1001	13	03	13		$109,508.00	F	8			E	IB1029
V147012	14161	INT BROADCASTER (BANGLA)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V3149	11802	INT RADIO BROADCASTER (BANGLA)	GG	1001	12	07	12		$103,605.00	F	8			N	IB1029
V169199	15722	INT BROADCASTER (MULTIMEDIA) (BANGLA)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P520 - VOA/PSA - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION - AFGHANISTAN BRANCH -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Ing	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170227	16373	SUPERVISORY INTERNATIONAL BROADCASTER (MUL	GS	1001	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V190074	17071	SUPERVISORY PRODUCER-DIRECTOR	GS	1071	13	09	13		$130,043.00	F	2			E	8888
V169171	15681	SENIOR EDITOR (MULTIMEDIA) (DARI)	GS	1082	13	08	13		$126,620.00	F	8			E	IB1029
V169169	15683	SPECIAL PROJECTS MANAGER	GS	1001	13	07	13		$123,198.00	F	8			E	IB1029
V200114	17545	MULTIMEDIA SPECIALIST (PASHTO)	GS	1001	13	03	13		$109,508.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P521 - VOA/PSAD - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION - AFGHANISTAN BRANCH - DARI SERVICE

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V180090	16838	INT BROADCASTER (MULTIMEDIA) (DARI)	GS	1001	13	08	13	(b) (6)	$126,620.00	F	4			E	8888
V170137	16132	INT BROADCASTER (MULTIMEDIA) (DARI)	GS	1001	13	04	13		$112,930.00	F	4			E	8888
V170137	16133	INT BROADCASTER (MULTIMEDIA) (DARI)	GS	1001	13	04	13		$112,930.00	F	4			E	8888
V170137	17515	INTERNATIONAL BROADCASTER (MULTIMEDIA) (DARI	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V136125	13774	INTERNATIONAL BROADCASTER (MULTIMEDIA) (DARI	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V1114	11833	INT BROADCASTER (DARI)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V1126	11846	INT BROADCASTER (TV) (DARI)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V158166	15085	INT BROADCASTER (TV) (DARI)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V1114	11986	INT BROADCASTER (DARI)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V1114	15412	INT BROADCASTER (DARI)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V3028	11950	INT BROADCASTER (RADIO/TV) (DARI)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V1114	13767	INTERNATIONAL BROADCASTER (DARI)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V1114	13768	INTERNATIONAL BROADCASTER (DARI)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V1124	13414	TV PRODUCTION SPEC (DARI)	GS	1071	12	06	12		$100,727.00	F	8			N	IB1029
V147015	14116	INT BROADCASTER (DARI)	GG	1001	12	06	12		$100,727.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P522 - VOA/PSAP - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION - AFGHANISTAN BRANCH - PASHTO SERVICE

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V169167	15813	MANAGING EDITOR (RADIO/TV) (PASHTO)	GS	1082	13	07	13	(b) (6)	$123,198.00	F	2			E	8888
V170155	16186	INT BROADCASTER (MULTIMEDIA) (PASHTO)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V180136	16884	INT BROADCASTER (MULTIMEDIA) (DARI/PASHTO)	GS	1001	13	04	13		$112,930.00	F	4			E	8888
V1175	11859	INT BROADCASTER (PASHTO)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V1175	11860	INT BROADCASTER (PASHTO)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V1175	11861	INT BROADCASTER (PASHTO)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V114240	16763	INT BROADCASTER (MULTIMEDIA) (PASHTO)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V1173	11851	INT BROADCASTER (PASHTO)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V1174	11858	TV PRODUCTION SPEC (PASHTO)	GS	1071	12	08	12		$106,483.00	F	8			N	IB1029
V114240	17205	INT BROADCASTER (MULTIMEDIA) (PASHTO)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V114241	12842	INT BROADCASTER (PASHTO)	GG	1001	12	07	12		$103,605.00	F	8			N	IB1029
V114241	13771	INTERNATIONAL BROADCASTER (PASHTO)	GG	1001	12	07	12		$103,605.00	F	8			N	IB1029
V114240	13773	INTERNATIONAL BROADCASTER (PASHTO)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V136035	14117	INT BROADCASTER (PASHTO)	GG	1001	12	05	12		$97,848.00	F	8			N	IB1029

FOIA21-032 0116

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P530 - VOA/PSU - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION - URDU SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V180061	16724	SUPV INT BROADCASTER (URDU)	GS	1001	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V170033	15888	WRITER/EDITOR (COPY) (URDU)	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V169032	16134	INT BROADCASTER (MULTIMEDIA) (URDU)	GS	1001	13	07	13		$123,198.00	F	8			E	IB1029
V190075	17098	SUPV MANAGING EDITOR (URDU)	GS	1001	13	07	13		$123,198.00	F	2			E	8888
V147085	14533	TV PRODUCTION SPECIALIST (URDU)	GS	1071	13	06	13		$119,775.00	F	8			N	IB1029
V147089	14552	SUPV MANAGING EDITOR (TV)(URDU)	GS	1082	13	06	13		$119,775.00	F	4			E	8888
V169032	16135	INT BROADCASTER (MULTIMEDIA) (URDU)	GS	1001	13	06	13		$119,775.00	F	8			E	IB1029
V190237	17329	EXECUTIVE PRODUCER (TV) (URDU)	GS	1071	13	05	13		$116,353.00	F	8			E	IB1029
V200085	17473	INTERNATIONAL BROADCASTER (MULTIMEDIA)(URDU	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V200085	17474	INTERNATIONAL BROADCASTER (MULTIMEDIA)(URDU	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V200085	17475	INTERNATIONAL BROADCASTER (MULTIMEDIA)(URDU	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V200085	17470	INTERNATIONAL BROADCASTER (MULTIMEDIA)(URDU	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V200085	17471	INTERNATIONAL BROADCASTER (MULTIMEDIA)(URDU	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V200085	17472	INTERNATIONAL BROADCASTER (MULTIMEDIA)(URDU	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V169141	15632	INT BROADCASTER (MULTIMEDIA) (URDU)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V180065	16730	INT BROADCASTER (VJ) (URDU)	GS	1001	12	03	12		$92,091.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P550 - VOA/PPD - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION - DEEWA RADIO SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200066	17439	SUPV INT RADIO BROADCASTER (DEEWA/PASHTO)	GS	1001	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V158124	14997	TV PRODUCTION SPECIALIST	GS	1071	13	07	13		$123,198.00	F	8			N	IB1029
V169189	15811	MANAGING EDITOR (DIGITAL) (PASHTO)	GS	1082	13	06	13		$119,775.00	F	2			E	8888
V180108	17111	EDITOR (DIGITAL) (DEEWA)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V170135	16139	INT BROADCASTER (MULTIMEDIA) (PASHTO)	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V169157	15718	INT BROADCASTER (MULTIMEDIA) (PASHTO)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V169157	15720	INT BROADCASTER (MULTIMEDIA) (PASHTO)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V169157	16461	INT BROADCASTER (MULTIMEDIA) (PASHTO)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V200107	17534	DIGITAL MEDIA SPECIALIST (PASHTO)	GS	1001	12	04	12		$94,870.00	F	8			N	IB1029
V170207	16676	INT BROADCASTER (MULTIMEDIA) (PASHTO)	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P560 - VOA/PSK - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION - KURDISH SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200084	17441	SUPV INT BROADCASTER (KURDISH)	GS	1001	14	05	14	(b) (6)	$137,491.00	F	2			E	8888
V158035	14806	MANAGING EDITOR (KURDISH)	GS	1082	13	07	13		$123,198.00	F	4			E	8888
V170134	16120	INT BROADCASTER (MULTIMEDIA) (KURDISH)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V170134	16121	INT BROADCASTER (MULTIMEDIA) (KURDISH)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V170134	16142	INT BROADCASTER (MULTIMEDIA) (KURDISH)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V200115	17542	DIGITAL MEDIA SPECIALIST (KURDISH)	GS	1001	13	03	13		$109,508.00	F	8			E	IB1029
V136059	16342	INT BROADCASTER (MULTIMEDIA)(KURDISH)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V136059	16343	INT BROADCASTER (MULTIMEDIA)(KURDISH)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V136059	15065	INT BROADCASTER (MULTIMEDIA)(KURDISH)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V158029	14805	INT BROADCASTER (ONLINE) (KURDISH)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P570 - VOA/PST - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION - TURKISH SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170281	16541	SUPV INT BROADCASTER (TURKISH)	GS	1001	14	08	14	(b) (6)	$149,621.00	F	2			E	8888
V158170	15088	MANAGING EDITOR (TURKISH)	GS	1082	13	08	13		$126,620.00	F	4			E	8888
V169039	15267	EXECUTIVE PRODUCER (TV) (TURKISH)	GS	1071	13	05	13		$116,353.00	F	8			E	IB1029
V170133	16119	INT BROADCASTER (MULTIMEDIA) (TURKISH)	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V200110	17541	MULTIMEDIA SPECIALIST (TURKISH)	GS	1001	13	02	13		$106,085.00	F	8			E	IB1029
V136112	15083	INTERNATIONAL BROADCASTER (TURKISH)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V4075	15010	INT BROADCASTER (ONLINE) (TURKISH)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V7395	15552	INT BROADCASTER (MULTIMEDIA) (TURKISH)	GG	1001	12	05	12		$97,848.00	F	8			N	IB1029
V170145	16131	INT BROADCASTER (MULTIMEDIA) (TURKISH)	GG	1001	12	04	12		$94,970.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P580 - VOA/PSZ - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION - UZBEK SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200063	17443	SUPV INT BROADCASTER (UZBEK)	GS	1001	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V17040	16141	INT BROADCASTER (MULTIMEDIA) (UZBEK)	GS	1001	13	06	13		$119,775.00	F	4			E	8888
V158034	14804	INT BROADCASTER (UZBEK)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V169036	15261	INT BROADCASTER (MULTIMEDIA) (UZBEK)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P590 - VOA/PSE - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - SOUTH AND CENTRAL ASIA DIVISION - AZERBAIJAN SERVICE -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200062	17444	SUPV INT BROADCASTER (AZERBAIJANI)	GS	1001	14	04	14	(b) (6)	$133,447.00	F	2			E	8888
V7228	7329	INT BROADCASTER (AZERBAIJANI)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V7228	8047	INT BROADCASTER (AZERBAIJANI)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P600 - VOA/PNN - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - PERSIAN NEWS NETWORK - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V125270	13915	GENERAL MANAGER PERSIAN NEWS NETWORK	GS	1001	15	07	15	(b) (6)	$170,800.00	F	2			E	8888
V3084	14447	TELEVISION OPERATIONS MANAGER	GS	0301	14	07	14		$145,578.00	F	2			E	8888
V114134	15643	EXECUTIVE PRODUCER (TV) (PERSIAN)	GS	1071	14	05	14		$137,491.00	F	2			E	8888
V200009	17344	MANAGING EDITOR (INTERNET)	GS	1082	14	03	14		$129,404.00	F	2			E	8888
V170004	15814	EDITOR (BRIDGE)	GS	1082	13	06	13		$119,775.00	F	8			N	IB1029
V170101	16068	EXECUTIVE OFFICER	GS	0301	13	04	13		$112,930.00	F	2			E	8888
V210035	17754	MULTIMEDIA GRAPHICS DESIGNER	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V170106	16945	ADMINISTRATIVE OFFICER	GS	0341	12	09	12		$109,362.00	F	8			E	IB1029
V170231	16561	MANAGEMENT AND PROGRAM ANALYST (FINANCIAL)	GS	0343	11	03	12		$76,832.00	F	8			E	IB1029
V170231	17493	MANAGEMENT AND PROGRAM ANALYST (FINANCIAL)	GS	0343	11	03	12		$76,832.00	F	8			N	IB1029

FOIA21-032 0123

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P610 - VOA/PNNP - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - PERSIAN NEWS NETWORK - CENTRAL NEWS AND PRODUCTION UNIT -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V169057	15798	PROGRAM MANAGER	GS	0340	14	07	14	(b) (6)	$145,578.00	F	2			E	8888
V3324	13143	INT BROADCASTER (SENIOR CORRESPONDENT) (PER	GS	1001	13	08	13		$126,620.00	F	8			N	IB1029
V3331	15889	SUPV MANAGING EDITOR (PERSIAN)	GS	1001	13	08	13		$126,620.00	F	2			E	8888
V125141	13286	SUPV TV PRODUCTION SPEC (PERSIAN)	GS	1071	13	07	13		$126,503.00	F	2			E	8888
V170069	15981	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	13	07	13		$123,198.00	F	4			E	8888
V3324	12194	INT BROADCASTER (SENIOR CORRESPONDENT) (PER	GS	1001	13	07	13		$123,198.00	F	8			N	IB1029
V3330	12981	SUPV TV PRODUCTION SPEC (PERSIAN)	GS	1071	13	07	13		$123,198.00	F	2			E	8888
V3331	13206	SUPV MANAGING EDITOR (PERSIAN)	GS	1001	13	07	13		$123,198.00	F	2			E	8888
V3331	13207	SUPV MANAGING EDITOR (PERSIAN)	GS	1001	13	07	13		$123,198.00	F	2			E	8888
V3330	13552	SUPERVISORY TELEVISION PRODUCTION SPECIALIST	GS	1071	13	06	13		$119,775.00	F	2			E	8888
V3336	12152	INT BROADCASTER (PERSIAN)	GS	1001	12	10	12		$115,251.00	F	8			N	IB1029
V136144	14750	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V136144	14758	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V136144	16670	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V170057	15961	LEAD TV PRODUCTION SPECIALIST (PERSIAN)	GS	1071	12	10	12		$112,240.00	F	7			E	8888
V180083	16892	SUPERVISORY TV PRODUCTION SPECIALIST (PERSIAI	GS	1071	13	03	13		$109,508.00	F	2			E	8888
V136144	14755	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V136144	14757	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V169040	15646	INTERNATIONAL BROADCASTER (MULTIMEDIA) (INTE	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V210006	17788	MULTIMEDIA SPECIALIST (PERSIAN)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V136144	13831	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V136144	14677	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029

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V136144	14679	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	08	12	(b) (6)		$106,483.00	F	8			N	IB1029
V136144	14680	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V136144	14683	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V136144	14684	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V136144	14685	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V136144	14712	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V136144	15003	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V136145	14791	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GG	1001	12	08	12			$106,483.00	F	8			N	IB1029
V210006	17727	MULTIMEDIA SPECIALIST (PERSIAN)	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V210006	17728	MULTIMEDIA SPECIALIST (PERSIAN)	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V210006	17729	MULTIMEDIA SPECIALIST (PERSIAN)	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V210006	17786	MULTIMEDIA SPECIALIST (PERSIAN)	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V210006	17789	MULTIMEDIA SPECIALIST (PERSIAN)	GS	1001	12	08	12			$106,483.00	F	8			N	IB1029
V136144	14678	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	07	12			$103,605.00	F	8			N	IB1029
V136144	14753	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	07	12			$103,605.00	F	8			N	IB1029
V210006	17731	MULTIMEDIA SPECIALIST (PERSIAN)	GS	1001	12	07	12			$103,605.00	F	8			N	IB1029
V200140	17577	LEAD MULTIMEDIA SPECIALIST (PERSIAN)	GG	1001	13	01	13			$102,663.00	F	7	12/24/20		E	IB1029
V136144	14751	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GS	1001	12	06	12			$100,727.00	F	8			N	IB1029
V169041	16919	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GG	1001	12	06	12			$100,727.00	F	8	2/2/21		N	IB1029
V210005	17782	PRODUCER (PERSIAN)	GS	1001	12	06	12			$100,727.00	F	8			N	IB1029
V210005	17784	PRODUCER (PERSIAN)	GS	1001	12	06	12			$100,727.00	F	8			N	IB1029
V210006	17730	MULTIMEDIA SPECIALIST (PERSIAN)	GS	1001	12	06	12			$100,727.00	F	8			N	IB1029
V169041	16897	INTERNATIONAL BROADCASTER (MULTIMEDIA) (PERS	GG	1001	12	03	12			$92,091.00	F	8	12/24/20		N	IB1029
V210005	17718	PRODUCER (PERSIAN)	GS	1001	12	02	12			$89,213.00	F	8			N	IB1029
V210005	17783	PRODUCER (PERSIAN)	GS	1001	12	02	12			$89,213.00	F	8			N	IB1029
V210006	17790	MULTIMEDIA SPECIALIST (PERSIAN)	GS	1001	12	02	12			$89,213.00	F	8			N	IB1029

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V210037	17732	PRODUCER	GS	1071	12	02	12	(b) (6)	$89,213.00	F	8		N	IB1029
V210037	17733	PRODUCER	GS	1071	12	02	12		$89,213.00	F	8		N	IB1029
V3334	17587	TV PRODUCTION SPECIALIST (PERSIAN)	GS	1071	12	01	12		$86,335.00	F	8		E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15P900 - VOA/PV - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - VERSIONS TEAM - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170094	16126	TV PRODUCTION SPECIALIST	GS	1071	13	10	13	(b) (6)	$133,465.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB00 - VOA/PB - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V180033	16622	DIRECTOR OF STUDIO AND PRODUCTION OPERATION	GS	1001	15	10	15	(b) (6)	$170,800.00	F	2			E	8888
V200092	17482	SPECIAL PROJECTS MANAGER	GS	1001	14	04	14		$133,447.00	F	4			E	8888
V190180	17359	SENIOR ART DIRECTOR	GS	1001	14	01	14		$121,316.00	F	2			E	8888
V170101	17518	EXECUTIVE OFFICER	GS	0301	13	02	13		$106,085.00	F	2			E	8888
V180195	17036	ADMINISTRATIVE OFFICER	GS	0341	12	04	12		$94,970.00	F	8			N	IB1029
V170230	17314	MANAGEMENT & PROGRAM ANALYST (FINANCIAL)	GS	0343	09	01	12		$59,534.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB10 - VOA/PBO - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - OPERATIONS SUPPORT DIVISION -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V7350	14256	TELECOMMUNICATIONS MANAGER	GS	0391	15	06	15	(b) (6)	$166,487.00	F	2			E	8888
V190000	16955	CHIEF RADIO AND TELEVISION STUDIOS	GS	1071	14	10	14		$157,709.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB11 - VOA/PBOT - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - OPERATIONS SUPPORT DIV - TV DIRECTORS

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190065	17701	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	13	10	13	(b) (6)	$133,465.00	F	8			E	IB1029
V190065	17702	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	13	10	13		$133,465.00	F	8			E	IB1029
V170150	16150	TV PRODUCTION SPECIALIST	GS	1071	13	09	13		$130,043.00	F	8			E	IB1029
V170150	16156	TV PRODUCTION SPECIALIST	GS	1071	13	09	13		$130,043.00	F	8			E	IB1029
V190065	17699	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	13	09	13		$130,043.00	F	8			E	IB1029
V170159	16211	LEAD TV PRODUCTION SPECIALIST	GS	1071	13	08	13		$130,017.00	F	7			N	IB1029
V190065	17700	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	13	06	13		$119,775.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB12 - VOA/PBOR - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - OPERATIONS SUPPORT DIVISION - RADIO MULTIMEDIA

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170148	16161	TELECOMMUNICATIONS MANAGER (RADIO MULTIMEI	GS	0391	13	09	13	(b) (6)	$130,043.00	F	2			E	8888
V170148	16217	TELECOMMUNICATIONS MANAGER (RADIO MULTI-ME	GS	0391	13	09	13		$130,043.00	F	2			E	8888
V170148	16218	TELECOMMUNICATIONS MANAGER (RADIO MULTI-ME	GS	0391	13	09	13		$130,043.00	F	2			E	8888
V170148	16219	TELECOMMUNICATIONS MANAGER (RADIO MULTI-ME	GS	0391	13	05	13		$116,353.00	F	2			E	8888
V170156	16448	RADIO BROADCAST TECHNICIAN	WB	3940	02	00	02		$54.92	F	8			N	IB1058
V170156	16233	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16234	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16236	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16237	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16238	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16240	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16241	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16243	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16246	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16247	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16248	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16421	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16422	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16426	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16439	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16440	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16441	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

V170156	16445	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02	(b) (6)	$49.95	F	8			N	IB1058
V170156	16449	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16450	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16451	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16452	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16455	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16456	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16457	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16498	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16720	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.95	F	8			N	IB1058
V170156	16505	RADIO BROADCAST TECHNICIAN	WB	3940	02	05	02		$49.73	F	8			N	IB1058
V170156	17233	RADIO BROADCAST TECHNICIAN	WB	3940	02	02	02		$36.65	P	8		10/9/21	N	IB1058
V170156	17288	RADIO BROADCAST TECHNICIAN	WB	3940	02	02	02		$36.65	P	8		12/19/20	N	IB1058
V170156	17430	RADIO BROADCAST TECHNICIAN	WB	3940	02	01	02		$32.22	F	8		3/28/21	N	IB1058

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB14 - VOA/PBORM - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - OPERATIONS SUPPORT DIVISION - RADIO MULTIMEDIA-MASTER CONTROL

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170275	16506	MASTER RADIO BROADCAST TECHNICIAN	WB	3940	04	04	04	(b) (6)	$51.44	F	8			N	IB1058
V170275	16525	MASTER RADIO BROADCAST TECHNICIAN	WB	3940	04	04	04		$51.44	F	8			N	IB1058
V170275	16526	MASTER RADIO BROADCAST TECHNICIAN	WB	3940	04	04	04		$51.44	F	8		5/14/21	N	IB1058
V170275	16529	MASTER RADIO BROADCAST TECHNICIAN	WB	3940	04	04	04		$51.44	F	8			N	IB1058
V170275	16532	MASTER RADIO BROADCAST TECHNICIAN	WB	3940	04	04	04		$51.44	F	8			N	IB1058
V170275	17101	MASTER RADIO BROADCAST TECHNICIAN	WB	3940	04	04	04		$51.44	F	8			N	IB1058
V170275	17102	MASTER RADIO BROADCAST TECHNICIAN	WB	3940	04	04	04		$51.44	F	8			N	IB1058
V170275	17181	MASTER RADIO BROADCAST TECHNICIAN	WB	3940	04	04	04		$51.44	F	8			N	IB1058
V170275	17414	MASTER RADIO BROADCAST TECHNICIAN	WB	3940	04	01	04		$44.05	F	8		3/27/21	N	IB1058

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15PB15 - VOA/PBORR - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - OPERATIONS SUPPORT DIVISION - RADIO MULTIMEDIA-CTR RECORDING

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170290	16554	RADIO BROADCAST TECHNICIAN BROADCAST TECH	WB	3940	02	05	02	(b) (6)	$49.95	F	8			N	IB1058
V170290	16555	RADIO BROADCAST TECHNICIAN BROADCAST TECH	WB	3940	02	05	02		$49.95	F	8			N	IB1058

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB17 - VOA/PBOTS - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - OPERATIONS SUPPORT DIVISION - TELEVISION OPS-TV STUDIO SERVICES

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	(b) (6)	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170151	16148	TECHNICAL PRODUCTION SUPERVISOR	GS	1071	13	09	13		$130,043.00	F	2			E	8888
V170151	16147	TECHNICAL PRODUCTION SUPERVISOR	GS	1071	13	08	13		$126,620.00	F	2			E	8888
V170151	16146	TECHNICAL PRODUCTION SUPERVISOR	GS	1071	13	07	13		$123,198.00	F	2			E	8888
V170151	17689	TECHNICAL PRODUCTION SUPERVISOR	GS	1071	13	07	13		$123,198.00	F	2			E	8888
V180104	17065	AUDIOVISUAL PRODUCTION SPECIALIST (TV PRODUC	GS	1071	13	06	13		$119,775.00	F	8			N	IB1029
V190065	17390	AUDIOVISUAL PRODUCTION SPEC (TV PRODUCTION /	GS	1071	13	06	13		$119,775.00	F	8			N	IB1029
V180104	17066	AUDIOVISUAL PRODUCTION SPECIALIST (TV PRODUC	GS	1071	13	04	13		$112,930.00	F	8			N	IB1029
V190065	17378	AUDIOVISUAL PRODUCTION SPEC (TV PRODUCTION /	GS	1071	13	04	13		$112,930.00	F	8			N	IB1029
V170151	16178	TV BROADCAST TECHNICIAN (TECHNICAL DIRECTOR'	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V170170	16341	TV BROADCAST TECHNICIAN (CAMERA/FLR DIR/LIGH'	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V170210	16328	TV BROADCAST TECHNICIAN (AUDIO)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V17210	16335	TV BROADCAST TECHNICIAN (AUDIO)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V17210	16336	TV BROADCAST TECHNICIAN (AUDIO)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V5733	11228	TV BROADCAST TECHNICIAN	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V170170	16339	TV BROADCAST TECHNICIAN (CAMERA/FLR DIR/LIGH'	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V17210	16329	TV BROADCAST TECHNICIAN (AUDIO)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V17210	16334	TV BROADCAST TECHNICIAN (AUDIO)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V190065	17487	AUDIOVISUAL PRODUCTION SPEC (TV PRODUCTION /	GS	1071	13	02	13		$106,085.00	F	8			N	IB1029
V17210	16331	TV BROADCAST TECHNICIAN (AUDIO)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V190065	17339	AUDIOVISUAL PRODUCTION SPEC (TV PRODUCTION /	GS	1071	13	01	13		$102,663.00	F	8			N	IB1029
V190065	17367	AUDIOVISUAL PRODUCTION SPEC (TV PRODUCTION /	GS	1071	13	01	13		$102,663.00	F	8			N	IB1029
V190065	17417	AUDIOVISUAL PRODUCTION SPEC (TV PRODUCTION /	GS	1071	13	01	13		$102,663.00	F	8			N	IB1029

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V190065	17418	AUDIOVISUAL PRODUCTION SPEC (TV PRODUCTION /	GS	1071	13	01	13	(b) (6)	$102,663.00	F	8			N	IB1029
V17210	16332	TV BROADCAST TECHNICIAN (AUDIO)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V17210	16330	TV BROADCAST TECHNICIAN (AUDIO)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029
V170146	16181	TV BROADCAST TECHNICIAN (TECHNICAL DIRECTOR'	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V17210	16333	TV BROADCAST TECHNICIAN (AUDIO)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029

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15PB18 - VOA/PBOTT - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - OPERATIONS SUPPORT DIVISION - TELEVISION OPS/TV MASTER CONTROL SVC

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V180164	17360	CHIEF VOA TV MASTER CONTROL	GS	1001	14	04	14	(b) (6)	$133,447.00	F	2			E	8888
V170163	16208	MASTER CONTROL CENTER SUPERVISOR	GS	1001	13	08	13		$126,620.00	F	2			E	8888
V170163	16737	MASTER CONTROL CENTER SUPERVISOR	GS	1001	13	05	13		$116,353.00	F	2			E	8888
V170194	16293	TV MASTER CONTROL TECHNICIAN	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V170194	16295	TV MASTER CONTROL TECHNICIAN	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V170194	16266	TV MASTER CONTROL TECHNICIAN	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V170194	16296	TV MASTER CONTROL TECHNICIAN	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V170194	16298	TV MASTER CONTROL TECHNICIAN	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V170194	16268	TV MASTER CONTROL TECHNICIAN	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V170194	16272	TV MASTER CONTROL TECHNICIAN	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V170194	16292	TV MASTER CONTROL TECHNICIAN	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V190142	17446	TV MASTER CONTROL TECHNICIAN	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V170194	16270	TV MASTER CONTROL TECHNICIAN	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V170194	17486	TV MASTER CONTROL TECHNICIAN	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029
V190142	17529	TV MASTER CONTROL TECHNICIAN	GS	1001	12	01	12		$86,335.00	F	8			N	IB1029

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15PB20 - VOA/PBT - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - TECHNICAL SUPPORT DIVISION -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170167	16204	SUPV BROADCAST TECHNOLOGY OFFICER	GS	1001	15	07	15	(b) (6)	$170,800.00	F	2			E	8888
V7351	14213	SUPV RADIO/TV BROADCAST TECHNICIAN	GS	1001	15	09	15		$170,800.00	F	2			E	8888
V7475	12934	PROJECT MANAGER	GS	0391	15	09	15		$170,800.00	F	8			E	IB1029
V169215	15734	PROJECT MANAGER	GS	0391	14	10	14		$157,709.00	F	5			E	IB1029
V169212	15896	SUPV TV PRODUCTION SPECIALIST	GS	1071	13	06	13		$119,775.00	F	2			E	IB1029
V114145	15882	TELEVISION PRODUCTION SPECIALIST	GS	1071	12	10	12		$112,240.00	F	8			E	IB1029
V114145	15883	TELEVISION PRODUCTION SPECIALIST	GS	1071	12	09	12		$109,362.00	F	8			E	IB1029
V114145	15884	TELEVISION PRODUCTION SPECIALIST	GS	1071	12	08	12		$106,483.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB21 - VOA/PBTR - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - TECHNICAL SUPPORT DIVISION - RADIO MAINTENANCE SERVICES

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V8569	10616	TELECOMMUNICATIONS MANAGER (RADIO MAINTENA	GS	0391	13	10	13	(b) (6)	$133,465.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB22 - VOA/PBTT - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - TECHNICAL SUPPORT DIVISION - TV MAINTENANCE SERVICES

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V6281	7058	SUPV TV BROADCAST TECHNICIAN	GS	1001	14	10	14	(b) (6)	$157,709.00	F	2			E	8888
V6616	4479	TV BROADCAST TECHNICIAN	GS	1001	13	10	13		$133,465.00	F	8			N	IB1029
V6616	4480	TV BROADCAST TECHNICIAN	GS	1001	13	10	13		$133,465.00	F	8			N	IB1029
V6616	4700	TV BROADCAST TECHNICIAN	GS	1001	13	10	13		$133,465.00	F	8			N	IB1029
V6616	8756	TV BROADCAST TECHNICIAN	GS	1001	13	09	13		$130,043.00	F	8			N	IB1029
V180160	16860	BROADCAST MAINTENANCE TECHNICIAN	GS	1001	14	03	14		$129,404.00	F	8			E	IB1029
V6616	13439	TV BROADCAST TECHNICIAN	GS	1001	13	08	13		$126,620.00	F	8			N	IB1029
V6616	11102	TV BROADCAST TECHNICIAN	GS	1001	13	07	13		$123,198.00	F	8			N	IB1029
V125168	14016	TELEVISION BROADCAST TECHNICIAN (MAINTENANC	GS	1001	13	06	13		$119,775.00	F	8			N	IB1029
V180025	17391	BROADCAST MAINTENANCE TECHNICIAN (MULTIMED	GS	1001	13	05	13		$119,474.00	F	8			N	IB1029
V125168	14017	TELEVISION BROADCAST TECHNICIAN (MAINTENANC	GS	1001	13	05	13		$116,353.00	F	8			N	IB1029
V180025	17293	BROADCAST MAINTENANCE TECHNICIAN (MULTIMED	GS	1001	13	05	13		$116,353.00	F	8			N	IB1029
V180025	17295	BROADCAST MAINTENANCE TECHNICIAN (MULTIMED	GS	1001	13	05	13		$116,353.00	F	8			N	IB1029
V180025	17296	BROADCAST MAINTENANCE TECHNICIAN (MULTIMED	GS	1001	13	05	13		$116,353.00	F	8			N	IB1029
V180025	16804	BROADCAST MAINTENCE TECHNICIAN (MULTIMEDIA)	GS	1001	13	04	13		$112,930.00	F	8			N	IB1029
V180025	16846	BROADCAST MAINTENANCE TECHNICIAN (MULTIMED	GS	1001	13	04	13		$112,930.00	F	8			N	IB1029
V180025	17243	BROADCAST MAINTENCE TECHNICIAN (MULTIMEDIA)	GS	1001	13	04	13		$112,930.00	F	8			N	IB1029
V180025	17242	BROADCAST MAINTENCE TECHNICIAN (MULTIMEDIA)	GS	1001	13	03	13		$109,508.00	F	8			N	IB1029
V180025	17253	BROADCAST MAINTENANCE TECHNICIAN (MULTIMED	GS	1001	13	02	13		$106,085.00	F	8			N	IB1029
V180024	16842	BROADCAST MAINTENANCE TECHNICIAN (MULTIMED	GS	1001	12	01	13		$86,335.00	F	8			N	IB1029

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15PB23 - VOA/PBTL - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - TECHNICAL SUPPORT DIVISION - LOGISTICS SUPPORT

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V136085	13670	INVENTORY MANAGEMENT OFFICER	GS	2010	14	08	14	(b) (6)	$149,621.00	F	2			E	8888
V180172	16862	TV BROADCAST TECHNICIAN	GS	1001	13	10	13		$133,465.00	F	8			N	IB1029

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15PB24 - VOA/PBTS - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - TECHNICAL SUPPORT DIVISION - SPECIAL PROJECTS

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V169015	15214	SUPV TELECOMMUNICATIONS SPECIALIST	GS	0391	14	07	14	(b) (6)	$145,578.00	F	2			E	8888
V136205	13999	PROJECT ENGINEERING TECHNICIAN	GS	0856	13	07	13		$123,198.00	F	8			N	IB1029
V7828	10878	TV BROADCAST TECHNICIAN	GS	1001	13	07	13		$123,198.00	F	8			N	IB1029
V180179	16882	LOGISTICS AND OPERATIONS TECHNICIAN TEAM LEA	GS	0303	08	10	08		$70,072.00	F	7			E	8888

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15PB30 - VOA/PBC - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - CENTRAL PRODUCTION SERVICES DIVISION -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V147083	14416	SUPV TV PRODUCTION SPECIALIST	GS	1071	15	08	15	(b) (6)	$170,800.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB31 - VOA/PBCP - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - CENTRAL PRODUCTION SERVICES - PRODUCTION SUPPORT BRANCH

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V136239	14046	SUPV TV PRODUCTION SPECIALIST	GS	1071	14	08	14	(b) (6)	$149,621.00	F	2			E	8888
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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB32 - VOA/PBCV - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - CENTRAL PRODUCTION SERVICES - PROD SUPPORT BRANCH-VIDEO EDITORS SVC

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V6657	7986	SUPV TV BROADCAST TECHNICIAN	GS	1001	13	10	13	(b) (6)	$133,465.00	F	2			E	8888
V6657	12202	SUPV TV BROADCAST TECHNICIAN	GS	1001	13	07	13		$123,198.00	F	2			E	8888
V6490	4547	TV BROADCAST TECHNICIAN	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V6490	9248	TV BROADCAST TECHNICIAN	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V6490	11875	TV BROADCAST TECHNICIAN	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V190064	17123	TV BROADCAST TECHNICIAN (VIDEO EDITOR)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029

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15PB33 - VOA/PBCE - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - CENTRAL PRODUCTION SERVICES DIVISION - PROD SUP BR-ELECTRONIC NEWS GATHERING

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200086	17461	SUPERVISORY AUDIOVISUAL PRODUCTION SPECIALI	GS	1071	13	10	13	(b) (6)	$133,465.00	F	2			E	8888
V200087	17460	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V200087	17465	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V200087	17466	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V200087	17462	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	12	09	12		$109,362.00	F	8			N	IB1029
V200087	17464	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	12	09	12		$109,362.00	F	8			N	IB1029
V200087	17463	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	12	08	12		$106,483.00	F	8			N	IB1029

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15PB35 - VOA/PBCT - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - CENTRAL PRODUCTION SERVICES DIVISION - TRAFFIC BRANCH/ TRAFFIC SERVICES

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V136223	14045	TELECOMMUNICATIONS MANAGER	GS	0301	14	09	14	(b) (6)	$153,665.00	F	2			E	8888
V170247	16482	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	10	13		$133,465.00	F	8			E	IB1029
V170247	16483	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	10	13		$133,465.00	F	8			E	IB1029
V170158	16741	PROGRAM COORDINATOR	GS	0301	13	09	13		$130,043.00	F	8			E	IB1029
V170247	16481	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	09	13		$130,043.00	F	8			E	IB1029
V170247	16484	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	09	13		$130,043.00	F	8			E	IB1029
V170247	16488	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	07	13		$123,198.00	F	8			E	IB1029
V170247	16487	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	06	13		$119,775.00	F	8			E	IB1029
V170247	16485	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	05	13		$116,353.00	F	8			E	IB1029
V170247	16486	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	05	13		$116,353.00	F	8			E	IB1029

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15PB36 - VOA/PBCT - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - CENTRAL PRODUCTION SERVICES DIVISION - TRAFFIC BRANCH/TV OPERATIONS SERVICES

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V114183	16864	LEAD TELECOMMUNICATIONS SPECIALIST	GS	0391	13	08	13	(b) (6)	$126,620.00	F	7			E	IB1029
V7310	7967	TV PRODUCTION SPEC	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V9020	4625	TV PRODUCTION SPEC	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V9020	4766	TV PRODUCTION SPEC	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029

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15PB37 - VOA/PBCM - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - CENTRAL PRODUCTION SERVICES - MEDIA ASSET MANAGEMENT BRANCH

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V147039	14174	INFORMATION SERVICES SUPERVISOR	GS	1412	14	10	14	(b) (6)	$157,709.00	F	2			E	8888
V147038	14155	TECHNICAL INFORMATION SPECIALIST (TELEVISION)	GS	1412	13	10	13		$133,465.00	F	8			N	IB1029
V170054	15950	TECHNICAL INFORMATION SPECIALIST (DIGITAL ASSI	GS	1412	12	08	12		$108,483.00	F	8			E	IB1029
V7857	14347	TECHNICAL INFORMATION SPECIALIST	GS	1412	12	06	12		$100,727.00	F	8			E	8888

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15PB38 - VOA/PBCM - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - CENTRAL PRODUCTION SERVICES DIVISION - MEDIA ASSET MGT BR/ARCHIVE & RESEARCH

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V125182	13402	SUPV LIBRARIAN (VIDEO)	GS	1410	13	06	13	(b) (6)	$119,775.00	F	2			E	8888
V7519	8485	TECHNICAL INFORMATION SPEC (TV)	GS	1412	12	09	12		$109,362.00	F	8			N	IB1029
V7857	13066	TECHNICAL INFORMATION SPEC	GS	1412	12	09	12		$109,362.00	F	8			E	IB1029
V8332	10859	TECHNICAL INFORMATION SPEC	GS	1412	12	07	12		$103,605.00	F	8			E	IB1029
V200091	17483	LIBRARY TECHNICIAN	GS	1411	07	09	07		$61,645.00	F	8			N	IB1029
V8014	9256	STAFF ASSISTANT (TYPING)	GS	0303	07	09	07		$61,645.00	F	8			N	IB1029
V8210	9542	STAFF ASSISTANT (TYPING)	GS	0303	06	10	06		$56,939.00	F	8			N	IB1029
V114285	13048	LIBRARY TECHNICIAN	GS	1411	05	09	08		$49,772.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PB39 - VOA/PBCM - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - BROADCAST OPERATIONS - CENTRAL PROD SVC/MEDIA ASSET MGT BR - DIGITAL ASSET PROCESSING SERVICES

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V147040	14180	SUPV DIGITAL ASSET PROCESSING	GS	1412	13	10	13	(b) (6)	$133,465.00	F	2			E	8888
V136153	13839	TECHNICAL INFORMATION SPECIALIST (DIGITAL ASSI	GS	1412	12	10	12		$112,240.00	F	8			E	IB1029
V136191	13913	TECHNICAL INFORMATION SPECIALIST (INGEST COOI	GS	1412	12	10	12		$112,240.00	F	8			N	IB1029
V136151	15671	TECHNICAL INFORMATION SPECIALIST	GS	1412	12	07	12		$103,605.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PF10 - VOA/PM - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - FM PROGRAMMING - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V8592	10660	IB (RADIO/TV) (ENGLISH)	GS	1001	13	09	13	(b) (6)	$130,043.00	F	8			E	IB1029
V158007	14589	MULTIMEDIA PRODUCTION SPECIALIST	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V1112	12741	MULTIMEDIA PRODUCTION SPEC	GS	1071	12	08	12		$106,483.00	F	8			E	IB1029
V1112	12063	MULTIMEDIA PRODUCTION SPEC	GS	1071	12	07	12		$103,605.00	F	8			N	IB1029
V136014	13602	MULTIMEDIA PRODUCTION SPECIALIST	GS	1071	12	07	12		$103,605.00	F	8			N	IB1029
V136014	14837	MULTIMEDIA PRODUCTION SPECIALIST	GS	1071	12	05	12		$97,848.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PM10 - VOA/PM - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - MEDIA LAB -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V147027	14135	INTERNATIONAL BROADCASTER (TV/INTERNET)	GS	1071	12	08	12	(b) (6)	$106,483.00	F	8			N	IB1029
V147026	14137	TV PRODUCTION SPECIALIST	GS	1071	11	08	11		$88,836.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

#MULTIVALUE

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170025	15851	DIRECTOR NEWS CENTER	GS	1001	15	07	15	(b) (6)	$170,800.00	F	2			E	8888
V180119	16885	EXECUTIVE PRODUCER	GS	1001	15	10	15		$170,800.00	F	8			E	8888
V158080	16376	MANAGING EDITOR	GS	1082	15	06	15		$166,487.00	F	2			E	8888
V125054	13174	DEPUTY MANAGING EDITOR	GS	1082	14	10	14		$157,709.00	F	2			E	8888
V169017	15219	EXECUTIVE PRODUCER	GS	1071	14	10	14		$157,709.00	F	8			E	IB1029
V169184	15707	SUPERVISORY INVESTIGATIVE EDITOR	GS	1001	14	10	14		$157,709.00	F	2			E	8888
V169063	15372	PROGRAM MANAGER	GS	0340	14	09	14		$153,865.00	F	2			E	8888
V114321	17434	EXECUTIVE PRODUCER (TV) SUPERVISORY	GS	1071	14	05	14		$137,491.00	F	2			E	8888
V169233	15824	CHIEF OF LIVE PROGRAMMING AND SPECIAL EVENTS	GS	1071	14	05	14		$137,491.00	F	8			E	IB1029
V169234	15746	SUPERVISORY EDITOR (ASSIGNMENTS)	GS	1082	14	05	14		$137,491.00	F	2			E	8888
V8613	13393	SENIOR TV PRODUCTION SPEC	GS	1071	13	10	13		$133,465.00	F	8			E	IB1029
V169154	15771	LEAD EDITOR (PLANNING)	GS	1082	14	04	14		$133,447.00	F	7			E	8888
V190086	17108	SUPERVISORY CONTENT EDITOR	GS	1082	14	04	14		$133,447.00	F	2			E	8888
V169235	15750	IT SPECIALIST (INET)	GS	2210	13	09	13		$130,043.00	F	8			E	IB1029
V190108	17126	SUPERVISORY EDITOR (ASSIGNMENTS)	GS	1082	14	03	14		$129,404.00	F	2			E	8888
V190082	17633	SPECIAL ASSISTANT (VIDEO)	GS	1082	14	02	14		$125,360.00	F	8			E	8888
V200145	17595	SUPERVISORY INTERNATIONAL BROADCASTER	GS	1001	14	01	14		$124,571.00	F	2			E	8888
V190179	17398	SUPERVISORY DIGITAL VISUAL NEWS EDITOR	GS	1082	14	01	14		$121,316.00	F	2			E	8888
V190208	17277	EXECUTIVE OFFICER	GS	0301	13	06	13		$119,775.00	F	2			E	8888
V170011	15807	INVESTIGATIVE RESEARCHER	GS	1082	13	05	13		$116,353.00	F	8			N	IB1029
V180007	16578	GRAPHIC ARTIST	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V136137	13802	TELEVISION PRODUCTION SPECIALIST	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

V190029	17305	INT BROADCASTER	GS	1001	12	10	12	(b) (6)	$112,240.00	F	8			N	IB1029
V170173	16765	INVESTIGATIVE WRITER/EDITOR	GS	1082	12	08	12		$106,483.00	F	8			N	IB1029
V190197	17456	PRESS FREEDOM EDITOR	GS	1001	13	02	13		$106,085.00	F	8			E	8888
V210014	17695	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	12	07	12		$103,605.00	F	8			E	IB1029
V200113	17540	ADMINISTRATIVE OFFICER	GS	0301	12	05	12		$97,848.00	F	8			N	IB1029
V3116	16660	INTERNATIONAL BROADCASTER (ENGLISH)	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029
V170230	17560	MANAGEMENT & PROGRAM ANALYST (FINANCIAL)	GS	0343	09	07	09		$71,442.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PN10 - VOA/PWR - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - VOA NEWS CENTER - REAL TIME NEWS DESK -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
A2500	16416	EDITOR	FP	1082	01	06	01	(b) (6)	$165,429.00	F	7			E	IB1128
V158185	15125	DUTY EDITOR	GS	1082	14	09	14		$153,665.00	F	2			E	8888
V170286	16594	MULTIMEDIA EXECUTIVE PRODUCER	GS	1001	14	07	14		$145,578.00	F	2			E	IB1029
V3113	15070	SUPV EDITOR	GS	1082	14	07	14		$145,578.00	F	2			E	8888
V125259	13553	MANAGING EDITOR (INTERNET)	GS	1082	14	06	14		$141,534.00	F	2			E	8888
V190015	17634	SPECIAL ASSISTANT (DIGITAL AND INTERNET)	GS	1082	14	05	14		$137,491.00	F	8			E	8888
V169183	15766	SUPERVISORY EDITOR	GS	1082	13	07	13		$133,546.00	F	2			E	8888
V125258	13549	INTERNATIONAL BROADCASTER (INTERNET)	GS	1001	13	10	13		$133,465.00	F	8			N	IB1029
V136106	13809	WRITER EDITOR (INTERNET)	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V136106	13810	WRITER EDITOR (INTERNET)	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V136106	13813	WRITER EDITOR (INTERNET)	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V136106	13814	WRITER EDITOR (INTERNET)	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V158132	15037	EDITOR (STORY)	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V158132	15039	EDITOR (STORY)	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V158132	15042	EDITOR (STORY)	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V158198	15156	EDITOR (SPECIALTY)	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V158198	15157	EDITOR (SPECIALTY)	GS	1082	13	10	13		$133,465.00	F	8			E	IB1029
V158132	15038	EDITOR (STORY)	GS	1082	13	09	13		$130,043.00	F	8			E	IB1029
V180110	16780	EDUCATION EDITOR (TEAM LEAD)	GS	1001	13	08	13		$126,620.00	F	4			E	8888
V190243	17635	OTT PROJECT MANAGER	GS	1001	14	02	14		$125,360.00	F	5			E	8888
V190107	17307	SUPERVISORY EDITOR (HUB)	GS	1082	14	01	14		$121,316.00	F	2			E	8888
V200081	17468	SUPERVISORY SOCIAL MEDIA EDITOR	GS	1001	14	01	14		$121,316.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

V169147	15744	EDITOR (TEAM LEAD)	GS	1082	13	05	13	(b) (6)	$116,353.00	F	7			E	IB1029
V158132	17303	EDITOR (STORY)	GS	1082	13	04	13		$112,930.00	F	8			E	IB1029
V180071	16922	MULTI-MEDIA VJ/DIGITAL REPORTER	GS	1001	13	04	13		$112,930.00	F	8			N	IB1029
V190096	17304	PROGRAM COORDINATOR (POLYGRAPH)	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V114262	12377	INT BROADCASTER (ENGLISH)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V114262	12378	INT BROADCASTER (ENGLISH)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V136192	14622	INTERNATIONAL BROADCASTER	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V210011	17698	MULTIMEDIA SPECIALIST	GS	1001	12	10	12		$112,240.00	F	8			E	IB1029
V3116	12363	INT BROADCASTER (ENGLISH)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V3116	12364	INT BROADCASTER (ENGLISH)	GS	1001	12	09	12		$109,362.00	P	8			N	IB1029
V3116	13640	INTERNATIONAL BROADCASTER (ENGLISH)	GS	1001	12	09	12		$109,362.00	F	8			N	IB1029
V0063	10763	INT BROADCASTER (INTERNET)(ENGLISH)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V1156	11423	INT BROADCASTER (INTERNET)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V136192	15926	INTERNATIONAL BROADCASTER	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V3339	12654	IB (INTERNET/RADIO)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V3116	12370	INT BROADCASTER (ENGLISH)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029
V136192	15187	INTERNATIONAL BROADCASTER	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V3116	12357	INTERNATIONAL BROADCASTER (ENGLISH)	GS	1001	12	06	12		$100,727.00	F	8			N	IB1029
V3116	15928	INTERNATIONAL BROADCASTER (ENGLISH)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V3116	16659	INT BROADCASTER (ENGLISH)	GS	1001	12	03	12		$92,091.00	F	8			N	IB1029
V190031	17155	GRAPHIC ARTIST (DIGITAL MEDIA)	GS	1001	12	02	12		$89,213.00	F	8			N	IB1029
V158201	16961	AUDIENCE ENGAGEMENT ANALYST	GS	0301	11	02	12		$74,431.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PN20 - VOA/PWC - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - VOA NEWS CENTER - COVERAGE DESK -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170061	15974	EXECUTIVE TV PRODUCER	GS	1071	14	08	14	(b) (6)	$149,621.00	F	2			E	8888
V170160	16212	EXECUTIVE PRODUCER	GS	1082	14	07	14		$145,578.00	F	8			E	8888
V125128	14198	COVERAGE EDITOR (WASHINGTON)	GS	1071	13	10	13		$133,465.00	F	8			N	8888
V147112	14551	TV PRODUCTION SPEC	GS	1071	13	10	13		$133,465.00	F	8			N	IB1029
V4090	12586	GENERAL ASSIGNMENTS REPORTER (ENGLISH)	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V4090	12589	GENERAL ASSIGNMENTS REPORTER (ENGLISH)	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V4090	12592	GENERAL ASSIGNMENTS REPORTER (ENGLISH)	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V147149	14910	INT BROADCASTER (MULTIMEDIA)	GS	1001	13	08	13		$126,620.00	F	8			N	IB1029
V200008	17343	INTERNATIONAL BROADCASTER (ASSIGNMENT DESK	GS	1001	13	08	13		$126,620.00	F	8			E	IB1029
V3104	12301	INT BROADCASTER (VIDEO PHOTOGRAPHER)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V3104	12299	INT BROADCASTER (VIDEO PHOTOGRAPHER)	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029
V158083	15675	IB (MULTIMEDIA)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029
V169164	15695	IB (MULTIMEDIA)	GS	1001	12	04	12		$94,970.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

#MULTIVALUE

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200036	17405	SUPERVISORY EDITOR (ASSIGNMENT)	GS	1082	14	10	14	(b) (6)	$157,709.00	F	2			E	8888
V3109	16827	SENIOR ANALYST	GS	1001	14	10	14		$157,709.00	F	8			E	IB1029
V136246	16175	SENIOR ANALYST	GS	1001	14	08	14		$149,621.00	F	8			E	IB1029
A2498	17128	INTERNATIONAL BROADCASTER (DOMESTIC BEAT)	FP	1001	02	08	02		$142,210.00	F	8			E	IB1128
V158129	15533	INTERNATIONAL BROADCASTER (DOMESTIC BEAT)	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V8614	10738	IB (TV)(ENGLISH)	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V114258	17136	EDITOR (STORY)	GS	1082	13	09	13		$130,043.00	F	4			E	8888
V180027	16710	WHITE HOUSE SENIOR CORRESPONDENT	GS	1001	13	09	13		$130,043.00	F	8			E	IB1029
V158129	15096	INTERNATIONAL BROADCASTER (MULTIMEDIA)	GS	1001	13	08	13		$126,620.00	F	8			E	IB1029
V4090	12591	GENERAL ASSIGNMENTS REPORTER (ENGLISH)	GS	1001	13	08	13		$124,786.00	F	8			E	IB1029
V158129	15097	INTERNATIONAL BROADCASTER (MULTIMEDIA)	GS	1001	13	07	13		$123,198.00	F	8			E	IB1029
V4090	12587	GENERAL ASSIGNMENTS REPORTER (ENGLISH)	GS	1001	13	07	13		$123,198.00	F	8			E	IB1029
V4090	13979	GENERAL ASSIGNMENTS REPORTER (ENGLISH)	GS	1001	13	07	13		$123,198.00	F	8			E	IB1029
V4090	13978	GENERAL ASSIGNMENTS REPORTER (ENGLISH)	GS	1001	13	06	13		$119,775.00	F	8			E	IB1029
V158129	15122	INTERNATIONAL BROADCASTER (DOMESTIC BEAT)	GS	1001	13	05	13		$116,353.00	F	8			E	IB1029
V158129	17225	DOMESTIC BEAT CORRESPONDENT	GS	1001	13	02	13		$106,085.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PN31 - VOA/PWNL - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - VOA NEWS CENTER - NATIONAL DESK - DOMESTIC BUREAUS - LOS ANGELES

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V7259	8167	SUPV INTERNATIONAL RADIO BROADCASTER (ENGLI	GS	1001	14	09	14	(b) (6)	$155,938.00	F	2			E	8888
V180128	16839	INTERNATIONAL BROADCASTER (MULTIMEDIA)	GS	1001	13	04	13		$114,601.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PN32 - VOA/PWNY - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - VOA NEWS CENTER - NATIONAL DESK - DOMESTIC BUREAUS - NEW YORK

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V136210	13977	INT BROADCASTER	GS	1001	13	09	13	(b) (6)	$133,531.00	F	5			E	IB1029
V158186	15222	IB (MULTIMEDIA)	GS	1001	12	07	13		$106,384.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

#MULTIVALUE

Pos No	Seq	Position Title	PP	Occup	GR	ST	TarG	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V4090	13980	GENERAL ASSIGNMENTS REPORTER (ENGLISH)	GS	1001	13	06	13	(b) (6)	$119,775.00	F	8			N	IB1029
V190150	17334	INTERNATIONAL BROADCASTER (REFUGEE CORRESI	GS	1001	13	04	13		$112,930.00	F	8			E	IB1029
V158200	15167	IB ONLINE (WRITER/REPORTER)	GS	1001	12	07	12		$103,605.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PN45 - VOA/PWFH - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - VOA NEWS CENTER - FOREIGN DESK - JOHANNESBURG CORRESPONDENT BUREAU

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
A2497	15587	VOA REGIONAL CORRESPONDENT	FP	1001	03	05	03	(b) (6)	$97,244.00	F	8	10/15/21		E	IB1128

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PN47 - VOA/PWFN - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - VOA NEWS CENTER - FOREIGN DESK - NAIROBI CORRESPONDENT BUREAU

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190122	17150	COVERAGE EDITOR (AFRICA)	GS	1082	13	10	13	(b) (6)	$102,288.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PN4B - VOA/PWFS - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - VOA NEWS CENTER - FOREIGN DESK - SEOUL CORRESPONDENT BUREAU

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190051	17077	VOA REGIONAL CORRESPONDENT	GS	1001	13	03	13	(b) (6)	$83,927.00	F	2			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PN50 - VOA/PWM - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - VOA NEWS CENTER - FOREIGN DESK - MULTIMEDIA PRODUCTION DESK

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190062	17064	SUPERVISORY MULTIMEDIA PRODUCER	GS	1071	13	04	13	(b) (6)	$112,930.00	F	2			E	8888
V210014	17696	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	12	10	12		$112,240.00	F	8			E	IB1029
V3103	12400	A-V PRODUCTION SPEC	GS	1071	12	10	12		$112,240.00	F	8			N	IB1029
V210014	17697	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	12	09	12		$109,362.00	F	8			E	IB1029
V3103	12394	A-V PRODUCTION SPEC	GS	1071	12	09	12		$109,362.00	F	8			N	IB1029
V210014	17694	AUDIOVISUAL PRODUCTION SPECIALIST	GS	1071	12	07	12		$103,605.00	F	8			E	IB1029
V3103	12395	A-V PRODUCTION SPEC	GS	1071	12	07	12		$103,605.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PN60 - VOA/PWS - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - VOA NEWS CENTER - FOREIGN DESK - SPECIAL PROJECTS AND FEATURES

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V3106	12275	INT BROADCASTER (ENGLISH-FEATURES)	GS	1001	13	10	13	(b) (6)	$133,465.00	P	8			E	IB1029
V3106	12289	INT BROADCASTER (ENGLISH-FEATURES)	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V3106	12396	INT BROADCASTER (ENGLISH-FEATURES)	GS	1001	13	10	13		$133,465.00	F	8			N	IB1029
V3106	12351	INT BROADCASTER (ENGLISH-FEATURES)	GS	1001	13	08	13		$126,620.00	F	8			E	IB1029
V190018	16992	INTERNATIONAL BROADCASTER (ENGLISH-FEATURE	GS	1001	13	06	13		$119,775.00	F	8			N	IB1029
V3107	12353	INT BROADCASTER (ENGLISH-FEATURES)	GS	1001	12	10	12		$112,240.00	F	8			N	IB1029
V3107	17539	INT BROADCASTER (ENGLISH-FEATURES)	GS	1001	12	05	12		$97,848.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PP10 - VOA/PH - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - PRODUCTS AND PARTNERSHIPS - .

Pos No	Seq	Position Title	PP	Occup	GR	ST	TarG	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V125260	14395	SUPERVISORY INTERNATIONAL BROADCASTER (ENG	GS	1001	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V136196	14148	INTERNATIONAL BROADCASTER (MULTIMEDIA)	GS	1001	13	10	13		$133,465.00	F	4			E	8888
V200032	17392	MULTIMEDIA CONTENT PRODUCER (LEARNING ENGLI	GS	1001	13	10	13		$133,465.00	F	8			E	8888
V190149	17260	REFUGEE PROGRAM MANAGER	GS	1001	14	04	14		$133,447.00	F	4			E	8888
V200006	17458	MULTIMEDIA CONTENT PRODUCER (LEARNING ENGLI	GS	1001	12	10	12		$112,240.00	F	8			E	8888
V200006	17457	MULTIMEDIA CONTENT PRODUCER (LEARNING ENGLI	GS	1001	12	09	12		$109,362.00	F	8			E	8888
V210007	17691	MULTIMEDIA SPECIALIST (ENGLISH)	GS	1001	12	09	12		$109,362.00	F	8			E	IB1029
V200006	17449	MULTIMEDIA CONTENT PRODUCER (LEARNING ENGLI	GS	1001	12	05	12		$97,848.00	F	8			E	8888
V190121	17432	LANGUAGE LEARNING SPEC (LEARNING ENGLISH)	GS	1712	12	01	12		$86,335.00	F	8			N	IB1029
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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

15PR10 - VOA/PR - VOICE OF AMERICA - PROGRAMMING DIRECTORATE - PROGRAM REVIEW - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Ins	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	Bus
V170249	16417	EDITOR (NEW STANDARDS AND BEST PRACTICES)	GS	1082	15	10	15	(b) (6)	$170,800.00	F	5			E	8888
V158013	17586	PERFORMANCE REVIEW ANALYST	GS	1001	13	10	13		$133,465.00	F	8			E	IB1029
V158013	17272	PERFORMANCE REVIEW ANALYST	GS	1001	13	08	13		$126,620.00	F	5			E	8888
V158013	17341	PERFORMANCE REVIEW ANALYST	GS	1001	13	05	13		$116,353.00	F	5			E	8888
V158013	17271	PERFORMANCE REVIEW ANALYST	GS	1001	13	02	13		$106,085.00	F	5			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

230000 - CFO - OFFICE OF THE CHIEF FINANCIAL OFFICER - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
E2044	15225	CHIEF FINANCIAL OFFICER	ES	0500	00	00	00	(b) (6)	$180,624.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

231000 - CFO/B - OFFICE OF THE CHIEF FINANCIAL OFFICER - BUDGET - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V3134	13515	BUDGET ANALYST	GS	0560	14	10	14	(b) (6)	$157,709.00	F	8			E	IB1029
V3134	15569	BUDGET ANALYST	GS	0560	14	09	14		$153,665.00	F	8			E	IB1029
V190191	17257	DIRECTOR BUDGET DIVISION	GS	0560	15	02	15		$147,458.00	F	2			E	8888
V3134	13598	BUDGET ANALYST	GS	0560	14	07	14		$145,578.00	F	8			E	IB1029
V3134	15589	BUDGET ANALYST	GS	0560	14	07	14		$145,578.00	F	8			E	IB1029
V3134	13611	BUDGET ANALYST	GS	0560	14	06	14		$141,534.00	F	8			E	IB1029
V3134	12873	BUDGET ANALYST	GS	0560	14	05	14		$137,491.00	F	8			E	IB1029
V169090	15605	CONTRACT SUPPORT SPECIALIST	GS	1101	13	06	13		$119,775.00	F	8			E	IB1029
V180111	16768	BUDGET ANALYST	GS	0560	13	03	14		$109,508.00	F	8			E	IB1029
V180111	16779	BUDGET ANALYST	GS	0560	13	03	14		$109,508.00	F	8			E	IB1029
V170257	16463	BUDGET ANALYST	GS	0560	12	05	12		$97,848.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

232000 - CFO/A - OFFICE OF THE CHIEF FINANCIAL OFFICER - FINANCIAL OPERATIONS - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V147045	17412	DIRECTOR, FINANCIAL OPERATIONS	GS	0510	15	04	15	(b) (6)	$156,973.00	F	2			E	8888
V136150	13830	SENIOR ACCOUNTANT	GS	0510	14	08	14		$149,621.00	F	8			E	IB1029
V3143	12273	FINANCIAL SYSTEMS ANALYST	GS	0501	14	07	14		$145,578.00	F	5			E	IB1029
V190173	17377	FINANCIAL SERVICES MANAGER	GS	0501	14	05	14		$137,491.00	F	2			E	8888
V180056	17564	INTERNAL CONTROL AUDITOR	GS	0511	14	04	14		$133,447.00	F	5			E	8888
V125210	17373	SUPERVISORY ACCOUNTANT	GS	0510	14	03	14		$129,404.00	F	2			E	8888
V114206	13470	FINANCIAL OPERATIONS ANALYST	GS	0501	13	08	13		$126,620.00	F	8			E	IB1029
V190131	17198	PAYROLL MANAGER	GS	0501	14	02	14		$125,360.00	F	2			E	8888
V114267	15627	ACCOUNTANT (ANALYSIS, REPORTING, AND COMPLI/	GS	0510	13	05	13		$116,353.00	F	8			E	IB1029
V114266	17622	FINANCIAL SYSTEMS ANALYST	GS	0501	13	03	13		$109,508.00	F	8			E	8888
V6442	10099	PAYROLL SPEC	GS	0501	12	08	12		$106,483.00	F	8			E	IB1029
V114267	17282	ACCOUNTANT (ANALYSIS REPORTING AND COMPLIAI	GS	0510	13	02	13		$106,085.00	F	8			E	IB1029
V136148	13835	TRAVEL SPECIALIST	GS	0501	12	07	12		$103,605.00	F	8			E	8888
V136148	15223	TRAVEL SPECIALIST	GS	0501	12	04	12		$94,970.00	F	8			E	8888
V136148	17566	TRAVEL SPECIALIST	GS	0501	12	02	12		$89,213.00	F	8			E	8888
V180125	17062	FINANCIAL SPECIALIST (CERTIFYING OFFICER)	GS	0501	12	02	12		$89,213.00	F	8			N	IB1029
V114182	12715	FINANCIAL MANAGEMENT SPEC (CERTIFYING OFFICE	GS	0501	11	07	11		$86,435.00	F	8			E	IB1029
V170222	16378	PAYROLL SPECIALIST	GS	0501	11	07	11		$86,435.00	F	8			E	IB1029
V114182	12723	FINANCIAL MANAGEMENT SPEC (CERTIFYING OFFICE	GS	0501	11	06	11		$84,034.00	F	8			E	IB1029
V114192	12719	PAYMENTS SPECIALIST	GS	0501	09	09	09		$75,411.00	F	8			E	IB1029

FOIA21-032 0173

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

250000 - T - OFC OF TECHNOLOGY, SVCS & INNOVATION - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
E0902	16650	DIRECTOR OFFICE OF TECHNOLOGY SERVICES AND I	ES	0391	00	00	00	(b) (6)	$176,900.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

250100 - T/C - BROADCASTING BOARD OF GOVERNORS - OFC OF TECHNOLOGY, SVCS & INNOVATION - OFFICE OF THE CIO - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
ES20191	17222	CHIEF INFORMATION OFFICER (DIRECTOR)	ES	2210	00	00	00	(b) (6)	$168,000.00	F	2			E	8888
V190142	17259	IT SPECIALIST (ENTARCH)	GS	2210	14	04	14		$133,447.00	F	5			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

250500 - T/CT - BROADCASTING BOARD OF GOVERNORS - OFC OF TECHNOLOGY, SVCS & INNOVATION - OFFICE OF THE CIO - ENTERPRISE TELECOMMUNICATIONS DIVISION -

Pos No	Seq	Position Title	PP	Occup	GR	ST	TarG	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V125169	14323	TELECOMMUNICATION SPECIALIST (VOICE SERVICES	GS	0391	14	06	14	(b) (6)	$141,534.00	F	8			E	IB1029
V158119	14984	TELECOMMUNICATIONS SPEC (MOBILE SERVICES CO	GS	0391	13	05	13		$116,353.00	F	8			E	IB1029
V125007	13289	TELECOMMUNICATIONS SPEC	GS	0391	12	07	12		$103,605.00	F	8			E	IB1029
V158220	15413	TELECOMMUNICATIONS SPEC	GS	0391	12	06	12		$100,727.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

250600 - T/CN - OFC OF TECHNOLOGY, SVCS & INNOVATION - OFFICE OF THE CIO - GLOBAL NETWORK DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170291	16564	SUPV IT SPECIALIST (NETWORK) (GLOBAL NETWORK	GS	2210	15	10	15	(b) (6)	$170,800.00	F	2			E	IB1029
V180077	16712	TELECOMMUNICATIONS SPECIALIST	GS	0391	15	09	15		$170,800.00	F	8			E	IB1029
V3137	11979	SUPV IT SPECIALIST (NETWORK)	GS	2210	15	07	15		$170,800.00	F	2			E	8888
V190017	17030	TELECOMMUNICATIONS SPEC (SATELLITE SYS)	GS	0391	14	08	14		$149,621.00	F	8			E	8888
V7907	9349	INFORMATION TECHNOLOGY SPEC (NETWORK)	GS	2210	14	08	14		$149,621.00	F	8			E	IB1029
V3147	12562	IT SPECIALIST (NETWORK)	GS	2210	14	07	14		$145,578.00	F	8			E	IB1029
V3348	12210	IT SPECIALIST (NETWORK)	GS	2210	13	10	13		$133,465.00	F	8			E	IB1029
V147118	14411	IT SPECIALIST (NETWORK)	GS	2210	13	06	13		$119,775.00	F	8			E	IB1029
V147134	14495	IT SPECIALIST (NETWORK)	GS	2210	13	06	13		$119,775.00	F	8			E	IB1029
V190026	17256	TELECOMMUNICATIONS SPEC	GS	0391	13	04	13		$112,930.00	F	8			E	IB1029
V190026	17269	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	03	13		$109,508.00	F	8			E	IB1029

FOIA21-032 0178

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

251300 - T/ID - OFC OF TECHNOLOGY, SVCS & INNOVATION - INFORMATION TECHNOLOGY DIRECTORATE - DIGITAL MANAGEMENT DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V0937	12955	IT SPECIALIST (SYSADMIN)	GS	2210	14	10	14	(b) (6)	$157,709.00	F	8			E	IB1029
V7909	9399	IT SPECIALIST (SYSADMIN)	GS	2210	14	08	14		$149,621.00	F	8			E	IB1029
V147117	14438	IT SPECIALIST (SYSADMIN)	GS	2210	14	07	14		$145,578.00	F	8			E	IB1029
V169011	15714	IT SPECIALIST (SYSADMIN)	GS	2210	13	10	13		$133,465.00	F	8			E	IB1029
V180129	16792	IT SPECIALIST (PLCYPLN)	GS	2210	14	04	14		$133,447.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

251400 - T/IP - OFC OF TECHNOLOGY, SVCS & INNOVATION - INFORMATION TECHNOLOGY DIRECTORATE - ENTERPRISE PLATFORMS DIVISION - .

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V3181	14963	SUPV IT SPECIALIST (OS)	GS	2210	15	08	15	(b) (6)	$170,800.00	F	2			E	8888
V125109	13170	IT SPECIALIST (SYSADMIN)	GS	2210	14	10	14		$157,709.00	F	8			E	IB1029
V125110	8302	INFORMATION TECHNOLOGY SPEC (DATA MANAGEM	GS	2210	14	10	14		$157,709.00	F	8			E	IB1029
V125109	12949	IT SPECIALIST (SYSADMIN)	GS	2210	14	09	14		$153,665.00	F	8			E	IB1029
V125109	14104	LEAD IT SPECIALIST (SYSADMIN)	GS	2210	14	07	14		$145,578.00	F	8			E	IB1029
V125113	13090	IT SPECIALIST (SYSADMIN)	GS	2210	14	06	14		$141,534.00	F	8			E	IB1029
V158002	14576	IT SPECIALIST (SYSADMIN)	GS	2210	14	05	14		$137,491.00	F	8			N	IB1029
V158003	14575	IT SPECIALIST (SYSADMIN)	GS	2210	14	05	14		$137,491.00	F	8			E	IB1029
V125112	13168	IT SPECIALIST (SYSADMIN)	GS	2210	13	10	13		$133,465.00	F	8			E	IB1029
V158213	15739	IT SPECIALIST (SYSADMIN)	GS	2210	14	04	14		$133,447.00	F	8			E	IB1029
V125184	14853	IT SPECIALIST (PROJMGT)	GS	2210	13	08	13		$126,620.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

251500 - T/IA - OFC OF TECHNOLOGY, SVCS & INNOVATION - INFORMATION TECHNOLOGY DIRECTORATE - ENTERPRISE APPLICATIONS DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Loc	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	Bus
V136194	13926	SUPV IT SPECIALIST (APPSW)	GS	2210	15	09	15	(b) (6)	$170,800.00	F	2			E	8888
V125076	14729	IT SPECIALIST (SYSANALYSIS)	GS	2210	14	07	14		$145,578.00	F	8			E	IB1029
V147106	14384	IT SPECIALIST (APPSW)	GS	2210	14	05	14		$137,491.00	F	8			N	IB1029
V158106	16012	IT SPECIALIST (APPSW)	GS	2210	13	05	14		$116,353.00	F	8			E	IB1029
V158106	15799	IT SPECIALIST (APPSW)	GS	2210	13	04	14		$112,930.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

251600 - T/IS - OFC OF TECHNOLOGY, SVCS & INNOVATION - INFORMATION TECHNOLOGY DIRECTORATE - INFORMATION SECURITY MANAGEMENT DIV - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V180148	16822	SUPV IT SPECIALIST (INFOSEC)	GS	2210	15	07	15	(b) (6)	$170,800.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

251800 - T/IO - OFC OF TECHNOLOGY, SVCS & INNOVATION - INFORMATION TECHNOLOGY DIRECTORATE - INFORMATION OPERATIONS&MONITORING DIV - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170062	16797	IT SPECIALIST (INFOSEC)	GS	2210	14	10	14	(b) (6)	$157,709.00	F	8			E	IB1029
V1131	11320	IT SPECIALIST (INFOSEC)	GS	2210	14	08	14		$149,621.00	F	8			E	IB1029
V169043	15276	IT SPECIALIST (INFOSEC)	GS	2210	13	08	13		$126,620.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

253100 - T/EB - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - BROADCAST TECHNOLOGIES DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200166	17658	SUPV ELECTRONICS ENGINEER	GS	0855	15	10	15	(b) (6)	$170,800.00	F	2			E	8888
V180128	16789	ELECTRONICS ENGINEER	GS	0855	14	05	14		$137,491.00	F	8			E	IB1029
V147101	14318	ELECTRONICS TECHNICIAN (LABORATORY MANAGEF	GS	0856	11	10	11		$93,638.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

253110 - T/EBF - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - BROADCAST TECHNOLOGIES DIVISION - SPECTRUM MANAGEMENT BRANCH -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V6081	4411	ELECTRONICS ENGINEER	GM	0855	15	00	15	(b) (6)	$170,800.00	F	5			E	8888
V6311	9499	TELECOMMUNICATIONS MANAGER	GS	0391	14	09	14		$153,665.00	F	5			E	8888
V169101	16492	ELECTRONICS ENGINEER	GS	0855	14	08	14		$149,621.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

253120 - T/EBD - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - BROADCAST TECHNOLOGIES DIVISION - DEPLOYMENT BRANCH -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V147095	14625	SUPERVISORY ELECTRONICS ENGINEER	GS	0855	15	08	15	(b) (6)	$170,800.00	F	2			E	8888
V6666	10426	ELECTRONICS ENGINEER	GS	0855	13	08	14		$126,620.00	F	8			E	IB1029
V0934	11178	TELECOMMUNICATIONS SPEC	GS	0391	13	07	14		$123,198.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

253600 - T/EOS - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - OPERATIONS AND STATIONS DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200044	17453	OPERATIONS & STATIONS DIVISION DIRECTOR	FE	0856	OC	00	OC	(b) (6)	$174,814.32	F	2			E	IB1128
A2496	15586	MEDIA DELIVERY SYSTEMS OFFICER	FP	0856	01	11	01		$170,800.00	I	8	8/6/21		E	IB1128
V136253	14122	SUPV LOGISTICS MANAGEMENT SPECIALIST	GS	0346	15	08	15		$170,800.00	F	2			E	8888
V169069	15511	MEDIA DELIVERY SYSTEMS OFFICER	GS	0801	15	08	15		$170,800.00	I	8	6/9/22		E	IB1029
V170128	17323	MECHANICAL ENGINEER	GS	0830	14	02	14		$125,360.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

253620 - T/EOS/N - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - OPERATIONS AND STATIONS DIVISION - NETWORK SUPPORT BRANCH -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V7113	8347	CIVIL ENGINEER	GS	0810	14	10	14	(b) (6)	$157,709.00	F	8			E	IB1029
V169099	16782	LOGISTICS MANAGEMENT SPECIALIST	GS	1001	14	05	14		$137,491.00	F	8			E	IB1029
V158209	16859	SUPPLY AND PROPERTY MANAGEMENT SPEC	GS	2001	13	04	13		$112,930.00	F	8			E	IB1029
V8159	10098	PROPERTY MANAGEMENT SPEC	GS	2001	11	08	11		$88,836.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

253630 - T/EOS/B - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - OPERATIONS AND STATIONS DIVISION - TRANSMITTING STATION - BOTSWANA -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
A0042	14885	STATION MANAGER	FP	0856	01	06	01	(b) (6)	$152,548.00	F	2			E	IB1128

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

253640 - T/EOS/T - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - OPERATIONS AND STATIONS DIVISION - TRANSMITTING STATION - THAILAND -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
A0117	16959	DEPUTY STATION MANAGER	FP	0856	02	14	02	(b) (6)	$156,584.00	F	2	11/28/20		E	8888
A0117	17656	DEPUTY STATION MANAGER	FP	0856	02	12	02		$147,595.00	F	2	8/5/21		E	IB1128
V200176	17664	PLANT SUPERVISOR	FP	1001	03	08	03		$106,261.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

253650 - T/EOS/K - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - OPERATIONS AND STATIONS DIVISION - TRANSMITTING STATION - KUWAIT -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
A0117	17670	DEPUTY STATION MANAGER	FP	0856	01	14	01	(b) (6)	$170,800.00	F	2			E	IB1128
A0186	9504	STATION MANAGER	FP	0856	01	04	01		$143,791.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

253660 - T/EOS/P - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - OPERATIONS AND STATIONS DIVISION - TRANSMITTING STATION - PHILIPPINES -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
A0117	16958	DEPUTY STATION MANAGER	FP	0856	02	08	02	(b) (6)	$131,137.00	F	2			E	IB1128
A0109	17654	STATION MANAGER	FP	0856	02	06	02		$123,610.00	F	2			E	IB1128

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

253670 - T/EOS/S - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - OPERATIONS AND STATIONS DIVISION - TRANSMITTING STATION - SAO TOME -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
A0198	17662	TRANSMITTER PLANT SUPERVISOR	FP	0856	02	10	02	(b) (6)	$139,124.00	F	2	1/9/21		E	IB1128
V210004	17678	PLANT SUPERVISOR	FP	0856	03	08	03		$106,261.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

2536A0 - T/EOS/M - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - OPERATIONS AND STATIONS DIVISION - TRANSMITTING STATION - MARIANAS -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170172	16686	SUPERVISORY FACILITY OPERATIONS SPECIALIST	GS	1640	14	03	14	(b) (6)	$114,993.00	F	2			E	8888
V6160	4358	ADMINISTRATIVE OFFICER	GS	0341	11	10	11		$83,210.00	F	8			E	IB1029
V6039	8339	ADMINISTRATIVE OFFICER	GS	0341	09	09	09		$67,013.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

2536B0 - T/EOS/E - BROADCASTING BOARD OF GOVERNORS - OFC OF TECHNOLOGY, SVCS & INNOVATION - ENGINEERING & TRANSMISSION DIRECTORATE - OPERATIONS AND STATIONS DIVISION - TRANSMITTING STATION - GREENVILLE

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
A2495	14768	TRANSMISSION SYSTEMS PROJECTS OFFICER	FP	0856	01	10	01	(b) (6)	$164,858.00	I	8	3/3/21		E	IB1128
A2492	17129	STATION MANAGER	FP	0856	01	09	01		$160,639.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

254100 - T/SC - OFC OF TECHNOLOGY, SVCS & INNOVATION - TECHNOLOGY SUPPORT SVCS DIRECTORATE - COMPUTER SYSTEMS SUPPORT DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V9053	11037	IT SPECIALIST (CUSTSPT)	GS	2210	14	10	14	(b) (6)	$157,709.00	F	5			E	8888
V180151	16928	IT SPECIALIST (SYSADMIN)	GS	2210	14	05	14		$137,491.00	F	8			N	8888
V169013	15210	LEAD IT SPECIALIST (CUSTSPT)	GS	2210	13	08	13		$126,620.00	F	7			E	IB1029
V169013	15565	LEAD IT SPECIALIST (CUSTSPT)	GS	2210	13	06	13		$119,775.00	F	7			E	IB1029
V158140	15016	IT SPECIALIST (CUSTSPT)	GS	2210	13	05	13		$116,353.00	F	8			E	8888
V190036	17115	INFORMATION TECHNOLOGY SPECIALIST (CUSTSPT)	GS	2210	13	03	13		$109,508.00	F	8			E	IB1029
V0903	12013	IT SPECIALIST (CUSTSPT)	GS	2210	12	08	12		$106,483.00	F	8			N	IB1029
V0903	12014	IT SPECIALIST (CUSTSPT)	GS	2210	12	08	12		$106,483.00	F	8			N	IB1029
V180156	17220	IT SPECIALIST (CUSTSPT)	GS	2210	12	08	12		$106,483.00	F	8			E	IB1029
V7501	12885	IT SPECIALIST (CUSTSPT)	GS	2210	12	08	12		$106,483.00	F	8			E	IB1029
V190036	17116	INFORMATION TECHNOLOGY SPECIALIST (CUSTSPT)	GS	2210	13	02	13		$106,085.00	F	8			E	IB1029
V180155	17371	IT SPECIALIST (CUSTSPT)	GS	2210	11	10	11		$93,638.00	F	8			E	IB1029
V180156	16986	IT SPECIALIST (CUSTSPT)	GS	2210	12	03	12		$92,091.00	F	8			E	IB1029
V180155	17318	IT SPECIALIST (CUSTSPT)	GS	2210	11	05	11		$81,634.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

254200 - T/SD - OFC OF TECHNOLOGY, SVCS & INNOVATION - TECHNOLOGY SUPPORT SVCS DIRECTORATE - DIGITAL MEDIA SUPPORT DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V147058	14350	SUPV IT SPECIALIST (CUSTSPT)	GS	2210	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V169083	15527	LEAD IT SPECIALIST (CUSTSPT)	GS	2210	13	09	13		$130,043.00	F	7			E	IB1029
V7793	8811	INFORMATION TECHNOLOGY SPEC (CUSTOMER SUPF	GS	2210	13	09	13		$130,043.00	F	8			E	IB1029
V2049	11614	IT SPECIALIST (CUSTSPT)	GS	2210	13	07	13		$123,198.00	F	8			E	IB1029
V190041	17382	IT SPECIALIST (CUSTSPT)	GS	2210	12	06	12		$100,727.00	F	8			E	IB1029
V190041	17149	IT SPECIALIST (CUSTSPT)	GS	2210	12	02	12		$89,213.00	F	8			E	IB1029
V190041	17299	IT SPECIALIST (CUSTSPT)	GS	2210	12	02	12		$89,213.00	F	8			E	IB1029
V190041	17300	IT SPECIALIST (CUSTSPT)	GS	2210	12	02	12		$89,213.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

254300 - T/SN - OFC OF TECHNOLOGY, SVCS & INNOVATION - TECHNOLOGY SUPPORT SVCS DIRECTORATE - NETWORK CONTROL CENTER - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200014	17480	TELECOMMUNICATIONS MANAGER (BROADCASTING	GS	0391	15	03	15	(b) (6)	$152,215.00	F	2			E	8888
V158189	15139	TELECOMMUNICATIONS SPEC	GS	0391	13	10	13		$133,465.00	F	8			N	IB1029
V170060	16253	TELECOMMUNICATIONS SPECIALIST (DESIGN/CONFIG	GS	0391	14	04	14		$133,447.00	F	8			E	IB1029
V158189	17191	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	03	13		$109,508.00	F	8			N	IB1029
V158189	17190	TELECOMMUNICATIONS SPECIALIST	GS	0391	13	02	13		$106,085.00	F	8			N	IB1029
V190213	17519	TELECOMMUNICATIONS SPECIALIST	GS	0391	12	01	13		$86,335.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

255000 - T/P - OFC OF TECHNOLOGY, SVCS & INNOVATION - RESOURCE&PROJECT MANAGEMNT DIRECTORATE - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V169148	15863	PROGRAM DELIVERY COORDINATOR	GS	0301	14	07	14	(b) (6)	$145,578.00	F	8			N	8888
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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

255100 - T/PF - OFC OF TECHNOLOGY, SVCS & INNOVATION - RESOURCES&PROJECT MANGEMNT DIRECTORATE - FACILITIES MANAGEMENT DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	TarG	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V169175	15743	SUPERVISORY FACILITY OPERATIONS SPECIALIST	GS	1640	15	06	15	(b) (6)	$166,487.00	F	2			E	8888
V169232	16359	SAFETY AND EMERGENCY PREPAREDNESS SPECIALI	GS	0018	14	06	14		$141,534.00	F	8			E	IB1029
V190147	17396	LEAD GENERAL SERVICES SPECIALIST	GS	0301	13	09	13		$130,043.00	F	8			E	8888
V190147	17399	LEAD GENERAL SERVICES SPECIALIST	GS	0301	13	09	13		$130,043.00	F	8			E	8888
V2364	4047	GENERAL SERVICES SPEC	GS	0301	12	10	12		$112,240.00	F	8			N	IB1029
V7018	9662	SPACE DESIGN MANAGEMENT SPEC	GS	1001	12	10	12		$112,240.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

255110 - T/PFM - OFC OF TECHNOLOGY, SVCS & INNOVATION - RESOURCE&PROJECT MANAGEMNT DIRECTORATE - FACILITIES MANAGEMENT DIVISION - PRINTING AND MAIL OPERATIONS -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Tgt	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	Bus
V136238	14047	REPRODUCTION AND MAILROOM SUPERVISOR	GS	0301	12	09	12	(b) (6)	$109,362.00	F	2			E	8888
V8579	12260	MAIL & FILE SUPERVISOR	GS	0305	09	07	09		$71,442.00	F	2			E	8888
V8533	11620	MAIL OPERATIONS ASSISTANT	GS	0303	06	09	06		$55,479.00	F	8			N	IB1029
V8533	11621	MAIL OPERATIONS ASSISTANT	GS	0303	06	07	06		$52,559.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

#MULTIVALUE

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V158218	15220	DIRECTOR OF RESOURCE MANAGEMENT	GS	0301	15	07	15	(b) (6)	$170,800.00	F	2			E	8888
V3351	12215	SUPV ADMINISTRATIVE OFFICER	GS	0341	13	09	13		$130,043.00	F	2			E	8888
V3351	12216	SUPV ADMINISTRATIVE OFFICER	GS	0341	13	09	13		$130,043.00	F	2			E	8888
V180078	16716	PROGRAM ANALYST	GS	0343	13	04	13		$112,930.00	F	8			N	IB1029
V125204	13522	ADMINISTRATIVE OFFICER (TRAVEL & FINANCIAL MA	GS	0341	12	07	12		$103,605.00	F	8			E	IB1029
V136181	13961	ADMINISTRATIVE OFFICER	GS	0341	11	10	11		$93,638.00	F	8			E	IB1029
V190120	17210	ADMINISTRATIVE OFFICER (FINANCIAL MANAGEMENT	GS	0341	12	02	12		$89,213.00	F	8			E	IB1029
V3350	12212	ADMINISTRATIVE ASSISTANT	GS	0303	09	10	09		$77,396.00	F	8			E	IB1029
V180149	16820	ADMINISTRATIVE ASSISTANT (OA)	GS	0303	08	10	08		$70,072.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

255300 - T/PP - OFC OF TECHNOLOGY, SVCS & INNOVATION - RESOURCE&PROJECT MANAGEMNT DIRECTORATE - PROJECT MANAGEMENT DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Trg	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V180152	17650	IT PROJECT MANAGER (PLCYPLN)	GS	2210	14	10	14	(b) (6)	$157,709.00	F	8			E	IB1029
V180152	17651	IT PROJECT MANAGER (PLCYPLN)	GS	2210	14	09	14		$153,665.00	F	8			E	IB1029
V180152	17099	IT PROJECT MANAGER (PLCYPLN)	GS	2210	14	05	14		$137,491.00	F	8			E	IB1029
V180152	17107	IT PROJECT MANAGER (PLCYPLN)	GS	2210	14	02	14		$125,360.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

257000 - T/BD - OFC OF TECHNOLOGY, SVCS & INNOVATION - BUSINESS DEVELOPMENT - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V7409	8084	SENIOR DEVELOPMENT OFFICER	GS	0301	15	10	15	(b) (6)	$170,800.00	F	2			E	8888
V190100	17164	LEAD PROJECTS, COLLABORATIONS &STRATEGY	GS	0301	14	10	14		$161,939.00	F	7			E	IB1029
V158166	15130	AFFILIATE ENGAGEMENT COORDINATOR	GS	1001	14	09	14		$153,665.00	F	8			E	IB1029
V170268	16866	SUPV IT SPECIALIST (INET)	GS	2210	14	08	14		$149,621.00	F	2			E	IB1029
V169121	15604	OPERATIONS MANAGER	GS	1001	14	07	14		$145,578.00	F	5			E	8888
V170074	15985	DEVELOPMENT AND TRAINING PROJECT MANAGER	GS	0301	14	07	14		$145,578.00	F	8			E	IB1029
V180174	16865	INFORMATION TECHNOLOGY SPECIALIST (APPSW)	GS	2210	13	10	13		$133,465.00	F	8			E	IB1029
V136175	13902	DIGITAL CONTENT COORDINATOR	GS	0301	13	06	13		$119,775.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

257200 - T/BD/WA - OFC OF TECHNOLOGY, SVCS & INNOVATION - BUSINESS DEVELOPMENT - WEST AFRICA REGIONAL -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V13056	15559	REGIONAL MARKETING OFFICER (ACCRA)	GS	1001	14	04	14	(b) (6)	$102,274.00	F	5			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

257500 - T/BD/LA - OFC OF TECHNOLOGY, SVCS & INNOVATION - BUSINESS DEVELOPMENT - LATIN AMERICA REGIONAL - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170292	16558	REGIONAL MARKETING OFFICER	GS	0301	14	06	14	(b) (6)	$141,534.00	F	5			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

257600 - T/BD/SA - OFC OF TECHNOLOGY, SVCS & INNOVATION - BUSINESS DEVELOPMENT - SOUTH AFRICA REGIONAL - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V136053	13638	REGIONAL MARKETING OFFICER	GS	1001	14	10	14	(b) (6)	$120,868.00	F	5			E	IB1029
								1							

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

257700 - T/BD/GE - BROADCASTING BOARD OF GOVERNORS - OFC OF TECHNOLOGY, SVCS & INNVOATION - BUSINESS DEVELOPMENT - GERMANY REGIONAL -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V136054	16733	REGIONAL MARKETING OFFICER	GS	1001	14	07	14	(b) (6)	$111,571.00	F	5			E	8888
								1							

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

257800 - T/BD/TH - UNITED STATES AGENCY FOR GLOBAL MEDIA - OFC OF TECHNOLOGY, SVCS & INNVOATION - BUSINESS DEVELOPMENT - THAILAND REGIONAL -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170049	17442	REGIONAL MARKETING OFFICER (BANGKOK)	GS	1001	14	02	14	(b) (6)	$96,076.00	F	4			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

258400 - T/CS - OFC OF TECHNOLOGY, SVCS & INNOVATION - OFFICE OF THE CIO - SECURITY POLICY & COMPLIANCE DIVISION - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Irg	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V180023	16636	SUPV IT SPECIALIST (INFOSEC)	GS	2210	15	10	15	(b) (6)	$170,800.00	F	2			E	8888
V4000	12258	SUPV IT SPECIALIST (INFOSEC/PLCYPLN)	GS	2210	15	08	15		$170,800.00	F	2			E	8888
V190069	17575	IT SPECIALIST (INFOSEC)	GS	2210	14	02	14		$125,360.00	F	8			E	8888
V190069	17576	IT SPECIALIST (INFOSEC)	GS	2210	14	01	14		$121,316.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

258500 - T/CR - OFC OF TECHNOLOGY, SVCS & INNOVATION - OFFICE OF THE CIO - RISK MANAGEMENT - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V130057	13632	IT SPECIALIST (PLCYPLN)	GS	2210	14	10	14	(b) (6)	$157,709.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

300000 - GC - OFFICE OF THE GENERAL COUNSEL - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
E20045	15922	GENERAL COUNSEL	ES	0905	00	00	00	(b) (6)	$176,900.00	F	2			E	8888
V200076	17605	DEPUTY GENERAL COUNSEL	SL	0905	00	00	00		$176,000.00	F	2			E	8888
V200078	17606	ASSOCIATE GENERAL COUNSEL (OPERATIONS)	SL	0905	00	00	00		$175,000.00	F	2			E	8888
V158078	17069	ASST GC FOR EMPLOYMENT, LABOR LAW AND LITIG/	GS	0905	15	10	15		$170,800.00	F	8			E	8888
V3027	17000	ASSISTANT GENERAL COUNSEL (ETHICS/FOIA/PA)	GS	0905	15	08	15		$170,800.00	F	5			E	8888
V8277	11071	ASSISTANT GENERAL COUNSEL (CONTRACTS)	GS	0905	15	08	15		$170,800.00	F	5			E	8888
V190161	17602	SUPV ATTORNEY-ADVISOR	GS	0905	15	02	15		$147,458.00	F	2			E	8888
V158078	17582	ASST GC FOR EMPLOYMENT, LABOR LAW AND LITIG/	GS	0905	15	01	15		$142,701.00	F	8			E	8888
V125195	13423	LEGAL ANALYST (ETHICS/FOIA/PA)	GS	0301	13	08	13		$126,620.00	F	5			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

580000 - OMS - OFFICE OF MANAGEMENT SERVICES - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
E1602	15196	DIRECTOR OF MANAGEMENT SERVICES	ES	0301	00	00	00	(b) (6)	$176,900.00	F	2			E	8888
V125166	13351	OMBUDSMAN	GS	0301	15	09	15		$170,800.00	F	5			E	8888
V180096	16833	DEPUTY DIRECTOR OF MANAGEMENT SERVICES	GS	0341	15	04	15		$156,973.00	F	2			E	8888
V169031	15253	SENIOR POLICY ADVISOR	GS	0905	15	04	15		$139,492.00	I	5	11/7/21		E	8888
V200023	17393	ATTORNEY (ADVISOR)	GS	0905	14	05	14		$137,491.00	F	2			E	8888
V200101	17589	MANAGEMENT AND PROGRAM ANALYST	GS	0343	13	04	14		$112,930.00	F	8			E	8888
V210001	17711	MANAGEMENT & PROGRAM ANALYST (PMF)	GS	0343	11	01	11		$72,030.00	F	8			E	8888
'1900102	17725	PRESIDENTIAL MANAGEMENT FELLOW, MANAGEMEN	GS	0343	09	01	13		$59,534.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

581000 - OMS/A - OFFICE OF MANAGEMENT SERVICES - ADMINISTRATION - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170260	16468	RECORDS AND INFORMATION MANAGEMENT SPECIA	GS	0308	14	08	14	(b) (6)	$149,621.00	F	8			E	IB1029
V180097	17018	EXECUTIVE OFFICER	GS	0301	13	07	13		$123,198.00	F	2			E	8888
V158000	14588	ADMINSTRATIVE OFFICER	GS	0341	12	08	12		$106,483.00	F	8			E	IB1029
V158000	14587	ADMINSTRATIVE OFFICER	GS	0341	12	07	12		$103,605.00	F	8			E	IB1029
V200101	17592	MANAGEMENT AND PROGRAM ANALYST	GS	0343	13	01	14		$102,663.00	F	8			E	8888
V147138	14539	ADMINISTRATIVE OFFICER	GS	0341	11	10	11		$93,638.00	F	8			E	IB1029
V147138	14531	ADMINISTRATIVE OFFICER	GS	0341	11	09	11		$91,237.00	F	8			E	IB1029
V114313	13035	PROGRAM ASSISTANT	GS	0301	11	08	11		$88,836.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

582000 - OMS/HR - OFFICE OF MANAGEMENT SERVICES - HUMAN RESOURCES - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200004	17639	DIRECTOR OF HUMAN RESOURCES	GS	0201	15	10	15	(b) (6)	$170,800.00	F	2			E	8888
V210015	17704	HUMAN RESOURCES SPECIALIST	GS	0201	14	04	14		$133,447.00	F	5			E	8888
V169223	15758	EXECUTIVE ASSISTANT	GS	0301	13	05	13		$116,353.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

582100 - OMS/HRLR - OFFICE OF MANAGEMENT SERVICES - HUMAN RESOURCES - LABOR AND EMPLOYEE RELATIONS - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190095	17667	SUPV HUMAN RESOURCES SPECIALIST (LABOR RELA	GS	0201	15	04	15	(b) (6)	$156,973.00	F	4			E	8888
V190211	17421	HUMAN RESOURCES SPECIALIST (LABOR REL/EMPL I	GS	0201	14	01	14		$121,316.00	F	8			E	8888
V200174	17756	HUMAN RESOURCES SPECIALIST (LABOR REL/EMPL I	GS	0201	13	05	13		$116,353.00	F	5			E	8888
V190210	17497	HUMAN RESOURCES SPECIALIST (EMPL REL/LABOR I	GS	0201	13	02	14		$106,085.00	F	8			E	8888
V200010	17524	HR SPEC (PERFORMANCE MANAGEMENT)	GS	0201	13	02	13		$106,085.00	F	8			E	8888
V190216	17290	HUMAN RESOURCES SPECIALIST (EMPLOYEE RELATI	GS	0201	12	02	12		$89,213.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

582200 - OMS/HRIS - OFFICE OF MANAGEMENT SERVICES - HUMAN RESOURCES - INFORMATION SYSTEMS AND SOLUTIONS - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190228	17316	HUMAN RESOURCES SPECIALIST (INFORMATION SYS	GS	0201	14	10	14	(b) (6)	$157,709.00	F	8			E	8888
								1							

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

582300 - OMS/HRO - OFFICE OF MANAGEMENT SERVICES - HUMAN RESOURCES - OPERATIONS - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V158111	17669	SUPERVISORY HUMAN RESOURCES SPECIALIST	GS	0201	14	05	14	(b) (6)	$137,491.00	F	2			E	8888
V190196	17385	HUMAN RESOURCES SPECIALIST	GS	0201	13	10	13		$133,465.00	F	8			E	8888
V200022	17408	HUMAN RESOURCES SPECIALIST	GS	0201	13	05	13		$116,353.00	F	4			E	8888
V8266	14524	HUMAN RESOURCES SPECIALIST	GS	0201	13	05	13		$116,353.00	F	5			E	8888
V190195	17479	HUMAN RESOURCES SPECIALIST	GS	0201	12	01	13		$86,335.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

582400 - OMS/HRAB - OFFICE OF MANAGEMENT SERVICES - HUMAN RESOURCES - ADMINISTRATION AND BENEFITS - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Irg	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190176	17315	SUPV HR SPEC (EMPLOYEE BENEFITS)	GS	0201	14	08	14	(b) (6)	$149,621.00	F	2			E	8888
V8329	12982	HUMAN RESOURCE SPEC	GS	0201	13	06	13		$119,775.00	F	5			E	8888
V8366	10128	HUMAN RESOURCES SPEC(EMPLOYEE BENEFITS)	GS	0201	12	09	12		$109,362.00	F	5			E	8888
V190177	17289	HUMAN RESOURCES SPECIALIST (EMPLOYEE BENEF	GS	0201	12	02	12		$89,213.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

583000 - OMS/R - OFFICE OF MANAGEMENT SERVICES - CIVIL RIGHTS - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V6381	3820	SUPV EEO SPEC	GS	0260	15	05	15	(b) (6)	$161,730.00	F	2			E	8888
V169143	16642	EQUAL EMPLOYMENT SPECIALIST	GS	0260	14	04	14		$133,447.00	F	5			E	8888
V169076	15513	EQUAL EMPLOYMENT SPECIALIST	GS	0260	12	08	12		$106,483.00	F	8			E	8888
V200060	17757	EEO SPEC	GS	0260	13	01	13		$102,663.00	F	5			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

584000 - OMS/S - OFFICE OF MANAGEMENT SERVICES - SECURITY - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V170240	16664	DIRECTOR OFFICE OF SECURITY	GS	0080	15	04	15	(b) (6)	$156,973.00	F	2			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

584100 - OMS/SPS - OFFICE OF MANAGEMENT SERVICES - SECURITY - PERSONNEL - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V147143	14561	SENIOR PERSONNEL SECURITY SPECIALIST	GS	0080	14	07	14	(b) (6)	$145,578.00	F	4			E	8888
V7060	5462	PERSONNEL SECURITY SPEC	GS	0080	13	10	13		$133,465.00	F	8			E	8888
V7060	9519	PERSONNEL SECURITY SPEC	GS	0080	13	08	13		$126,620.00	F	5			E	8888
V169047	16460	INVESTIGATOR	GS	1810	12	05	12		$97,848.00	F	8			E	8888
V169047	16459	INVESTIGATOR	GS	1810	12	04	12		$94,970.00	F	8			E	8888
V190073	17058	PERSONNEL SECURITY SPECIALIST	GS	0080	11	09	11		$91,237.00	F	8			E	8888
V136174	13882	SECURITY ASSISTANT	GS	0086	09	10	09		$77,396.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

584200 - OMS/SPH - OFFICE OF MANAGEMENT SERVICES - SECURITY - PHYSICAL - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Ins	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	Bus
V158179	15194	PHYSICAL SECURITY SPECIALIST	GS	0080	13	09	13	(b) (6)	$130,043.00	F	8			E	8888
V180076	16748	PHYSICAL SECURITY SPECIALIST	GS	0080	13	08	13		$126,620.00	F	8			E	8888
V3049	11657	SENIOR PHYSICAL SECURITY SPEC	GS	0080	13	08	13		$126,620.00	F	8			E	8888
V180160	16849	PHYSICAL SECURITY SPECIALIST	GS	0080	12	04	12		$94,970.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

585000 - OMS/WSD - OFFICE OF MANAGEMENT SERVICES - WORKFORCE SUPPORT AND DEVELOPMENT - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V158096	15502	DIRECTOR OFFICE OF WORKFORCE SUPPORT AND D	GS	0301	15	09	15	(b) (6)	$170,800.00	F	2			E	8888
V158126	15018	LEARNING PROGRAMS MANAGER	GS	0301	14	07	14		$145,578.00	F	2			E	8888
V190088	17091	HUMAN RESOURCES SPECIALIST	GS	0201	13	08	13		$126,620.00	F	5			E	8888
V1079	11152	STAFF ASSISTANT	GS	0301	12	10	12		$112,240.00	F	5			E	IB1029
V190089	17124	HUMAN RESOURCES SPECIALIST	GS	0201	12	10	12		$112,240.00	F	8			N	IB1029
V190089	17125	HUMAN RESOURCES SPECIALIST	GS	0201	12	10	12		$112,240.00	F	8			N	IB1029
V190175	17236	LEARNING PROGRAM SUPPORT SPECIALIST	GS	0301	12	07	12		$103,605.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

586000 - OMS/C - OFFICE OF MANAGEMENT SERVICES - CONTRACTS - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V7782	15779	DIRECTOR OFFICE OF CONTRACTS	GS	1102	15	05	15	(b) (6)	$161,730.00	F	2			E	8888
V170178	16673	LEAD CONTRACT SPECIALIST	GS	1102	14	06	14		$141,534.00	F	7			E	8888
V0960	16607	SUPV CONTRACT SPEC	GS	1102	14	04	14		$133,447.00	F	2			E	8888
V0960	16835	SUPV CONTRACT SPEC	GS	1102	14	04	14		$133,447.00	F	2			N	8888
V4089	17235	SUPV PROCUREMENT ANALYST	GS	1102	14	04	14		$133,447.00	F	2			E	8888
V170178	16696	LEAD CONTRACT SPECIALIST	GS	1102	14	03	14		$129,404.00	F	7			E	8888
V170228	16856	LEAD CONTRACT SPECIALIST	GS	1102	14	03	14		$129,404.00	F	7			E	8888
V114177	13405	OFFICE MGR	GS	0301	13	06	13		$119,775.00	F	8			E	IB1029
V200026	17615	PROCUREMENT ANALYST	GS	1102	13	05	13		$116,353.00	F	5			E	8888
V8084	12451	CONTRACT SPECIALIST (SIMPLIFIED ACQUISITIONS)	GS	1102	12	07	12		$103,605.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

586200 - OMS/CS - OFFICE OF MANAGEMENT SERVICES - CONTRACTS - SIMPLIFIED - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V190114	17337	CONTRACT SPECIALIST	GS	1102	13	10	13	(b) (6)	$133,465.00	F	8			E	IB1029
V190114	17302	CONTRACT SPECIALIST	GS	1102	13	08	13		$126,620.00	F	8			E	IB1029
V6526	15577	CONTRACT SPECIALIST	GS	1102	13	04	13		$112,930.00	F	8			E	IB1029
V114139	12835	PROCUREMENT ASSISTANT	GS	1106	09	07	09		$71,442.00	F	8			E	IB1029
V200057	17530	PROCUREMENT ANALYST	GS	1102	09	04	11		$65,488.00	F	8			N	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

586300 - OMS/CF - OFFICE OF MANAGEMENT SERVICES - CONTRACTS - FORMAL - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Trg	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V6526	13864	CONTRACT SPECIALIST	GS	1102	13	10	13	(b) (6)	$133,465.00	F	8			E	IB1029
V190114	17309	CONTRACT SPECIALIST	GS	1102	13	01	13		$102,663.00	F	8			E	IB1029
V190113	17445	CONTRACT SPECIALIST	GS	1102	12	03	13		$92,091.00	F	8			E	IB1029
V114139	12666	PROCUREMENT ASSISTANT	GS	1106	09	10	09		$77,396.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

610000 - OIF - OFFICE OF INTERNET FREEDOM - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V180053	16705	SUPV IT SPECIALIST (INET)	GS	2210	15	06	15	(b) (6)	$166,487.00	F	2			E	IB1029
V170022	15860	LEAD IT SPECIALIST (INET)	GS	2210	14	08	14		$149,621.00	F	7			E	IB1029
V170022	15861	IT SPECIALIST (INET)	GS	2210	13	07	13		$123,198.00	F	8			E	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

620000 - OPR - OFFICE OF POLICY & RESEARCH - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
E0007	3888	ASSOCIATE DIRECTOR FOR PROGRAM SUPPORT	ES	0301	00	00	00	(b) (6)	$176,900.00	F	2			E	8888
ES20193	17280	CHIEF STRATEGY OFFICER	ES	0301	00	00	00		$171,495.00	F	2			E	8888
V170192	16259	DIRECTOR OF RESEARCH	GS	1001	15	08	15		$170,800.00	F	2			E	8888
V190212	17301	SENIOR ADVISOR	GS	0301	15	10	15		$170,800.00	F	5			E	8888
V190244	17348	DEPUTY DIRECTOR OF PERFORMANCE MANAGEMEN'	GS	0343	14	08	14		$149,621.00	P	2			E	8888
V200025	17394	PROGRAM ANALYST (STRATEGIC)	GS	0343	14	08	14		$149,621.00	F	5			E	8888
V190245	17350	DEPUTY DIRECTOR OF STRATEGY	GS	0343	14	06	14		$141,534.00	F	2			E	8888
V200075	17536	SENIOR STRATEGIC PROGRAM ANALYST	GS	0301	14	05	14		$137,491.00	F	8			E	8888
V190231	17321	PROGRAM ANALYST (STRATEGIC)	GS	0343	13	10	13		$133,465.00	F	5			E	8888
V190232	17322	STRATEGIC PROGRAM ANALYST	GS	0301	13	10	13		$133,465.00	F	5			E	8888
V190002	17144	RESEARCH DIRECTOR	GS	0301	14	04	15		$133,447.00	F	2			E	8888
V200013	17366	PROGRAM ANALYST (STRATEGIC)	GS	0343	13	08	13		$126,620.00	F	5			E	8888
V200167	17652	DESIGN STRATEGIST	GS	0301	13	08	13		$126,620.00	F	5			E	8888
V200005	17588	DIGITAL ANALYTICS MANAGER	GS	0301	14	01	14		$121,316.00	F	5			E	8888
V180167	16915	STRATEGIC PROGRAM MANAGER	GS	0301	13	02	14		$106,085.00	F	8			N	IB1029
V200137	17787	STRATEGIC PROGRAM ANALYST	GS	0301	13	01	13		$102,663.00	F	5			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

630000 - OCA - OFFICE OF CONGRESSIONAL AFFAIRS - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V180004	16623	APPROPRIATIONS SPECIALIST	GS	0301	14	07	14	(b) (6)	$145,578.00	F	8			E	8888
V190035	17169	CONGRESSIONAL LIAISON	GS	0301	13	03	13		$109,508.00	F	8			E	8888
V190035	17143	CONGRESSIONAL LIAISON	GS	0301	13	02	13		$106,085.00	F	8			E	8888

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

640000 - OPA - OFFICE OF PUBLIC AFFAIRS - - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V200007	17356	SUPERVISORY PUBLIC AFFAIRS SPECIALIST	GS	1035	15	10	15	(b) (6)	$170,800.00	F	2			E	8888
V190049	16987	DIGITAL ART DIRECTOR	GS	1001	14	08	14		$149,621.00	F	4			E	8888
V190111	17197	SUPERVISORY PUBLIC AFFAIRS SPECIALIST	GS	1035	14	03	14		$129,404.00	F	2			E	8888
V190148	17193	DEPUTY DIRECTOR, STRATEGIC PLANNING	GS	0301	14	03	14		$129,404.00	F	4			E	8888
V190225	17600	COMMUNICATIONS SPECIALIST AND WRITER-EDITOR	GS	1001	14	01	14		$121,316.00	F	8			E	8888
V170119	16033	PUBLIC AFFAIRS SPECIALIST	GS	1035	13	06	13		$119,775.00	F	8			E	IB1029
V190119	17148	PUBLIC AFFAIRS SPEC	GS	1035	13	06	13		$119,775.00	F	8			E	IB1029
V170043	16854	PUBLIC AFFAIRS SPECIALIST	GS	1035	13	04	13		$112,930.00	F	8			E	IB1029
V190249	17717	VIDEO PRODUCTION SPECIALIST	GS	1001	12	08	12		$106,483.00	F	8			N	IB1029

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U.S. AGENCY FOR GLOBAL MEDIA STAFFING PATTERN (November 30, 2020)

641000 - OPA/G - OFFICE OF PUBLIC AFFAIRS - GRAPHICS BRANCH - - -

Pos No	Seq	Position Title	PP	Occup	GR	ST	Targ	Employee Name	Total Salary	Wrk Sch	Sup	Temp Appt Exp	Limited Appt Exp	FLS	BUS
V6747	3908	SUPV VISUAL INFORMATION SPEC	GS	1084	14	06	14	(b) (6)	$141,534.00	F	2			E	8888
V6613	3910	VISUAL INFORMATION SPEC	GS	1084	12	10	12		$112,240.00	F	8			E	IB1029
V6613	8504	VISUAL INFORMATION SPEC	GS	1084	12	09	12		$109,362.00	F	8			E	IB1029
V125137	16092	GRAPHICS SUPPORT SPECIALIST	GS	0301	12	04	12		$94,970.00	F	8			E	IB1029

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HR 4. AUTHORIZED SES SLOTS

Allocations: SES - 20
NC SES - 5

14 - Encumbered
9 - Career SES
4 - Non Career SES
1 - Limited Term SES

4- Vacant

4 - Draft Requests Pending (2 Non Career and 2 Limited)

APPT TYPE		ENTITY	DUTY TITLE	NAME	OCC SERIES	LOCATION	NOTES
CAREER	G	TSI	DIRECTOR, OFFICE OF TECHNOLOGY SERVICES AND INNOVATION	BALAZS, PHILLIP	391	DC	
LIMITED TERM	G	VOA	ACTING DIRECTOR, VOICE OF AMERICA	(b) (6)	1001	DC	Pending Converstion back to Career GS-15 upon Reilly official
CAREER	G	VOA	PROGRAM DIRECTOR	CHAO, KELU	1001	DC	
NON CAREER	G	USAGM	SPECIAL COUNSEL TO THE CEO	DEWEY, SAM	905	DC	Pending Security/Conversion
CAREER	G	USAGM	GENERAL COUNSEL	KLIGERMAN, DAVID	905	DC	Admin Leave as of 8/12/2020
NON CAREER	G	USAGM	WHITE HOUSE LIAISON	PATTERSON, ROBERT	301	DC	
CAREER	G	USAGM	CHIEF STRATEGY OFFICER	POWERS, SHAWN	301	DC	Admin Leave as of 8/12/2020
CAREER	CR	TSI	CHIEF INFORMATION OFFICER/DIRECTOR OF INFORMATION TECHNOLOGY OPERATIONS	REEVES, JAMES	2210	DC	
NON CAREER	G	VOA	DIRECTOR, VOICE OF AMERICA	REILLEY, ROBERT	1001	DC	Pending Security/Onboarding
CAREER	G	USAGM	ASSOCIATE DIRECTOR FOR PROGRAM SUPPORT	THATCHER, GARY	301	DC	
CAREER	CR	USAGM	EXECUTIVE DIRECTOR	TRAN, HOANG-OANH	301	DC	Admin Leave as of 8/12/2020
CAREER	CR	USAGM	CHIEF FINANCIAL OFFICER	TURNER, GRANT	560	DC	Admin Leave as of 8/12/2020
CAREER	CR	USAGM	DEPUTY DIRECTOR FOR OPERATIONS	WALSH, MATTHEW	301	DC	Admin Leave as of 8/12/2020
NON CAREER	G	USAGM	SENIOR ADVISOR AND VICE PRESIDENT FOR STRATEGY, RESEARCH AND OPERATIONS	(b) (6)	301	DC	Transferring to DoD 12/14/2020

CAREER	CR	USAGM	DIRECTOR OF MANAGEMENT SERVICES	VACANT	301	DC	
CAREER	G	TSI	DEPUTY FOR RESOURCES AND PROJECT MANAGEMENT	VACANT	301	DC	
NON CAREER	G	OCB	DIRECTOR OFFICE OF CUBA BROADCASTING	VACANT	1001	FL	POSITION CONVERTING TO GS-
NON CAREER	G	VOA	DEPUTY DIRECTOR, VOICE OF AMERICA	VACANT	1001	DC	
CAREER	G	USAGM	DEPUTY DIRECTOR	VACANT	1001	DC	

APPT TYPE		Column1	PROJECTED TITLE/POSITION	NAME	OCC SERIES	LOCATION	NOTES
LIMITED TERM	G	USAGM	ACTING DIRECTOR OF MANAGEMENT SERVICES	(b) (6)	301	DC	Request submitted to OPM
LIMITED TERM	G	USAGM	ACTING CHIEF FINANCIAL OFFICER		560	DC	Request submitted to OPM 11/19/20
NON CAREER	G	USAGM	SENIOR ADVISOR AND VICE PRESIDENT FOR STRATEGY, RESEARCH AND OPERATIONS		301	DC	Currently a Schedule C. Projected to take (b) (6) Request with PPO
NON CAREER	G	USAGM	SPECIAL COUNSEL		905	DC	Draft Request

HR 5 - FIRST ASSISANT POSITION

POS #	TITLE	ENTITY	PAY PL	OCC SERIES	NAME
ES20182	DEPUTY DIRECTOR	USAGM	ES	1001	VACANT

5 U.S.C. § 3345

https://www.law.cornell.edu/uscode/text/5/3345

HR 6. List of any SES slots in Processing (QRB)

None

HR 7. POLITICAL APPPOINTEES ON BOARD AT THIS TIME.

APPT TYPE	DUTY TITLE	NAME	OCC SERIES	GRADE	LOCATION	NOTES
TEMP TRANS SCHEDULE C	SENIOR ADVISOR	DELANCEY, TONI	301	GS-15	DC	Appt Extend NTE 3/26/21
TEMP TRANS SCHEDULE C	SENIOR ADVISOR	STROM, THADDEUS	301	GS-15	DC	Appt Extend NTE 3/26/21
SCHEDULE C	SPECIAL ASSISTANT AND DIRECTOR OF EXECUTIVE OFFICE OPERATIONS	BIRD, KATHLEEN "ABBY"	301	GS-11	DC	
SCHEDULE C	PRINCIPAL DIRECTOR OFFICE OF	JAGGERS, JOHN	301	GS-15	DC	1652 Req submitted to Replace
SCHEDULE C	PRINCIPAL DIRECTOR PUBLIC AFFAIRS	BRONITISKY, JONATHAN	1035	GS-15	DC	PD Reassignment in progress – Principal Director Public Affairs, Policy, and Research
SCHEDULE C	PRINCIPAL DEPUTY DIRECTOR	SHAPIRO, JEFFREY	301	GS-15	DC	Request pending PPO –No approval on file
NON CAREER SES	WHITE HOUSE LIAISON	PATTERSON, ROBERT	301	SES	DC	
NON CAREER SES	SENIOR ADVISOR AND VICE PRESIDENT FOR STRATEGY, RESEARCH AND	(b) (6)	301	SES	DC	Transferring to DoD 12/14/2020
NON CAREER SES	SPECIAL COUNSEL TO THE CEO	DEWEY, SAM	301	SES	DC	Non Career SES approved 12/6 - Pending Secrurity/Appointment
LIMITED TERM SES	ACTING DIRECTOR, VOICE OF AMERICA	(b) (6)	1001	SES	DC	Pending Conversion back to Career GS-15 upon Reilly Appointment
LIMITED TERM SES	ACTING DIRECTOR OF MANAGEMENT SERVICES		301	SES	DC	Request submitted to OPM 11/19/20
LIMITED TERM SES	ACTING CHIEF FINANCIAL OFFICER		560	SES	DC	Request submitted to OPM 11/19/20

PENDING						
NON CAREER SES	DIRECTOR, VOICE OF AMERICA	REILLY, ROBERT	1001	SES	DC	Pending Security/Onboarding
TEMP TRANS SCHEDULE C	SENIOR ADVISOR		303	GS-15	DC	
REG SCHEDULE C	DIRECTOR, OFFICE OF CUBA BROADCASTING		1001	GS-15	FL	
NON CAREER SES	SENIOR COUNSEL		905	SES	DC	

HR 8 - Personnel Actions - Recruitments (Senior Positions)

DT RECVD	ENTITY	OFFICE	POSITION	SERIES	GRADE
11/30/2020	USAGM	USAGM Front Office	Director of Congressional Affairs	301	GS-15
11/30/2020	USAGM	USAGM Front Office	Director of Public Affairs	1035	GS-15
11/25/2020	USAGM	USAGM Front Office	Dir Policy & Research	301	GS-15
6/17/2020	TSI	CIO	Engineering Director (IT Specialist PLCYPLN)	2210	GS-15
3/6/2020	TSI	CIO	Supervisory IT Operations Manager	2210	GS-14
3/6/2020	TSI	CIO	Deputy CIO/Director of IT	2210	GS-15
1/30/2020	TSI	Office of Business Dev	Deputy Director, Office of Business Development	1001	GS-15
8/19/2018	TSI	Digital Management D	Supervisory IT Specialist (SYSANALYSIS) (DMD Directo	2210	GS-15
10/28/2020	VOA	Africa Division	Supv IB (Africa Division Director)	1001	GS-15
7/2/2020	VOA	SCA	Supv IB (South and Central Asia Division Director)	1001	GS-15
	OCB	OCB	OCB Strategic Planning Program Manager	1001	GS-14

TENTATIVE OFFERS/FREEZE

Entity	Office	Name of Candidate	Title	Series	Recruit Pay/Plan Grade	Current Status
VOA	Eurasia Division					
USAGM	CFO					
USAGM/TSI	TSI					
USAGM/OMS	Office of Contracts					
VOA	News Center					
VOA	SPOP					
VOA	SPOP					
VOA	SPOP/TV					
VOA	SPOP					
VOA	Africa Division/Horn to Africa Service					
VOA	East Asia and Pacific Division					
VOA	East Asia and Pacific Division/Vietnamese Service)					
USAGM	Graphics					
VOA	Eurasia Division/Russian Service					
VOA	Africa Division/Amhari Service					
VOA	Africa Divison/French Service					
VOA	Africa Division/Portugese Service					
VOA	East Asia and Pacific Division/Korean Servic					

(b) (6)

HR - 9 - Positions Requiring Security Clearances

Position Title	Clearance	Employee Name	PP	Grade	Entity
GENERAL COUNSEL	(b) (6)		ES	00	USAGM
DIRECTOR OF MANAGEMENT SERVICES			ES	00	USAGM
CHIEF STRATEGY OFFICER			ES	00	USAGM
ASSOCIATE DIRECTOR FOR PROGRAM SUPPORT			ES	00	USAGM
EXECUTIVE DIRECTOR			ES	00	USAGM
CHIEF FINANCIAL OFFICER			ES	00	USAGM
DEPUTY DIRECTOR FOR OPERATIONS			ES	00	USAGM
VACANT (BOARD MEMBER)			AD	00	USAGM
PRINCIPAL DIRECTOR OF PUBLIC AFFAIRS			GS	15	USAGM
BUSINESS REVIEW COORDINATOR			GS	15	USAGM
DIRECTOR OF POLICY			GS	15	USAGM
SUPV IT SPECIALIST (INET)			GS	15	USAGM
DIRECTOR OFFICE OF SECURITY			GS	15	USAGM
DEPUTY DIRECTOR OF MANAGEMENT SERVICES			GS	15	USAGM
ASST GC FOR EMPLOYMENT, LABOR LAW AND LITIGATION			GS	15	USAGM
SUPV EEO SPEC			GS	15	USAGM
CHIEF RISK OFFICER			GS	15	USAGM
ASSISTANT GENERAL COUNSEL (CONTRACTS)			GS	15	USAGM
DIRECTOR OFFICE OF CONTRACTS			GS	15	USAGM
DEPUTY DIRECTOR OF PERFORMANCE MANAGEMENT			GS	14	USAGM
SENIOR STRATEGIC PROGRAM ANALYST			GS	14	USAGM
SENIOR PERSONNEL SECURITY SPECIALIST			GS	14	USAGM
COOP & RISK ANALYST			GS	14	USAGM
LEAD CONTRACT SPECIALIST			GS	14	USAGM
RECORDS AND INFORMATION MANAGEMENT SPECIALIST			GS	14	USAGM
PROGRAM ANALYST (STRATEGIC)			GS	14	USAGM
DEPUTY DIRECTOR OF STRATEGY			GS	14	USAGM
ATTORNEY (ADVISOR)			GS	14	USAGM
APPROPRIATIONS SPECIALIST			GS	14	USAGM
PHYSICAL SECURITY SPECIALIST			GS	13	USAGM
PERSONNEL SECURITY SPEC			GS	13	USAGM
PHYSICAL SECURITY SPECIALIST			GS	13	USAGM
CONGRESSIONAL LIAISON			GS	13	USAGM
SENIOR PHYSICAL SECURITY SPEC			GS	13	USAGM
STRATEGIC PROGRAM MANAGER			GS	13	USAGM
PERSONNEL SECURITY SPEC			GS	13	USAGM
INVESTIGATOR			GS	12	USAGM

PHYSICAL SECURITY SPECIALIST	[redacted]	GS	12	USAGM
INVESTIGATOR		GS	12	USAGM
PERSONNEL SECURITY SPECIALIST		GS	11	USAGM
SECURITY ASSISTANT		GS	09	USAGM
CHIEF EXECUTIVE OFFICER (CEO)		EX	03	USAGM
DIRECTOR OFFICE OF TECHNOLOGY SERVICES AND INNO		ES	00	TSI
CHIEF INFORMATION OFFICER (DIRECTOR)		ES	00	TSI
MEDIA DELIVERY SYSTEMS OFFICER		GS	15	TSI
SUPV IT SPECIALIST (OS)		GS	15	TSI
SENIOR DEVELOPMENT OFFICER		GS	15	TSI
SUPV IT SPECIALIST (INFOSEC)		GS	15	TSI
ELECTRONICS ENGINEER		GM	15	TSI
IT SPECIALIST (INFOSEC)		GS	14	TSI
REGIONAL MARKETING OFFICER		GS	14	TSI
TELECOMMUNICATIONS MANAGER		GS	14	TSI
VACANT				TSI
VACANT				TSI
MEDIA DELIVERY SYSTEMS OFFICER		FP	01	TSI
STATION MANAGER		FP	01	TSI
STATION MANAGER		FP	01	TSI
STATION MANAGER		FP	01	TSI
STATION MANAGER		FP	02	TSI
MAIL OPERATIONS ASSISTANT		GS	06	TSI
OPERATIONS & STATIONS DIVISION DIRECTOR		FE	OC	TSI
DIRECTOR FOR PROGRAMMING		ES	00	VOA
MANAGING DIRECTOR		GS	15	VOA
PRINCIPAL DEPUTY DIRECTOR		GS	15	OCB
SECURITY OFFICER		GS	13	OCB
CHIEF OF STAFF		AD	00	RFE
GRANTEE				RFE
GRANTEE				RFE
GRANTEE				MBN
DIRECTOR OFFICE OF WORKFORCE SUPPORT AND DEVEL		GS	15	USAGM
OMBUDSMAN		GS	15	USAGM

SUPV HUMAN RESOURCES SPECIALIST (LABOR RELATIONS	[redacted]	GS	15	USAGM
SUPERVISORY HUMAN RESOURCES SPECIALIST		GS	14	USAGM
LEARNING PROGRAMS MANAGER		GS	14	USAGM
HUMAN RESOURCES SPECIALIST		GS	14	USAGM
HUMAN RESOURCES SPECIALIST (INFORMATION SYSTEMS		GS	14	USAGM
BUDGET ANALYST		GS	14	USAGM
DEPUTY DIRECTOR, STRATEGIC PLANNING		GS	14	USAGM
SUPV HR SPEC (EMPLOYEE BENEFITS)		GS	14	USAGM
SPECIAL ASSISTANT		GS	14	USAGM
WRITER		GS	14	USAGM
RESEARCH DIRECTOR		GS	14	USAGM
POLICY ADVISOR (RISK/LEGAL COMPLIANCE)		GS	14	USAGM
LEGAL ANALYST (ETHICS/FOIA/PA)		GS	13	USAGM
MANAGEMENT AND PROGRAM ANALYST		GS	13	USAGM
PROGRAM ANALYST (STRATEGIC)		GS	13	USAGM
WRITER		GS	13	USAGM
CONTRACT SUPPORT SPECIALIST		GS	13	USAGM
BUDGET ANALYST		GS	12	USAGM
PROGRAM SUPPORT SPECIALIST		GS	12	USAGM
PROGRAM ASSISTANT		GS	11	USAGM
CONTRACTOR				USAGM
CONTRACTOR				USAGM
VACANT				USAGM
CONTRACTOR				USAGM
CONTRACTOR				USAGM
CONTRACTOR				USAGM
SUPERVISORY FACILITY OPERATIONS SPECIALIST		GS	15	TSI
DIRECTOR OF RESOURCE MANAGEMENT		GS	15	TSI
SUPV IT SPECIALIST (INFOSEC/PLCYPLN)		GS	15	TSI
SUPV IT SPECIALIST (NETWORK)		GS	15	TSI
SUPV IT SPECIALIST (APPSW)		GS	15	TSI
SUPV ELECTRONICS ENGINEER		GS	15	TSI
OPERATIONS MANAGER		GS	14	TSI
SAFETY AND EMERGENCY PREPAREDNESS SPECIALIST		GS	14	TSI
CIVIL ENGINEER		GS	14	TSI
DEVELOPMENT AND TRAINING PROJECT MANAGER		GS	14	TSI
REGIONAL MARKETING OFFICER		GS	14	TSI
TELECOMMUNICATION SPECIALIST (VOICE SERVICES COO		GS	14	TSI
REGIONAL MARKETING OFFICER (ACCRA)		GS	14	TSI
REGIONAL MARKETING OFFICER (BANGKOK)		GS	14	TSI

TELECOMMUNICATIONS SPEC	[redacted]	GS	13	TSI
IT SPECIALIST (NETWORK)		GS	13	TSI
IT SPECIALIST (APPSW)		GS	13	TSI
IT SPECIALIST (APPSW)		GS	13	TSI
LEAD IT SPECIALIST (CUSTSPT)		GS	13	TSI
TELECOMMUNICATIONS SPEC (MOBILE SERVICES COORD		GS	13	TSI
LEAD IT SPECIALIST (CUSTSPT)		GS	13	TSI
REPRODUCTION AND MAILROOM SUPERVISOR		GS	12	TSI
SPACE DESIGN MANAGEMENT SPEC		GS	12	TSI
TELECOMMUNICATIONS SPEC		GS	12	TSI
GENERAL SERVICES SPEC		GS	12	TSI
ADMINISTRATIVE OFFICER		GS	11	TSI
MAIL & FILE SUPERVISOR		GS	09	TSI
ADMINISTRATIVE ASSISTANT (OA)		GS	08	TSI
DEPUTY STATION MANAGER		FP	02	TSI
ACTING DIRECTOR, VOICE OF AMERICA		ES	00	VOA
TELECOMMUNICATIONS MANAGER		GS	15	VOA
SUPV INTERNATIONAL BROADCASTER		GS	15	VOA
STAFF DIRECTOR		GS	15	VOA
SUPERVISORY PUBLIC AFFAIRS SPECIALIST		GS	15	VOA
GENERAL MANAGER PERSIAN NEWS NETWORK		GS	15	VOA
SUPV PROGRAM COORDINATOR		GS	14	VOA
DIRECTOR OF RESEARCH		GS	14	VOA
RESEARCH ANALYST		GS	14	VOA
CHIEF RADIO AND TELEVISION STUDIOS		GS	14	VOA
SUPV TV BROADCAST TECHNICIAN		GS	14	VOA
MANAGEMENT AND PROGRAM ANALYST		GS	13	VOA
EXECUTIVE OFFICER		GS	13	VOA
ADMINISTRATIVE OFFICER		GS	12	VOA
MASTER RADIO BROADCAST TECHNICIAN		WB	04	VOA
SUPV ELECTRONICS ENGINEER		GS	13	OCB
ADMINISTRATIVE OFFICER		GS	11	OCB
SECRETARY (OA)		GS	07	OCB
BUDGET ANALYST		GS	14	USAGM
PROGRAM ANALYST (STRATEGIC)		GS	13	USAGM
PAYROLL SPEC		GS	12	USAGM
PAYROLL SPECIALIST		GS	11	USAGM

INFORMATION SERVICES SUPERVISOR	(b) (6)	GS	14	VOA
EXECUTIVE PRODUCER		GS	14	VOA
PROJECT MANAGER		GS	14	VOA
TELECOMMUNICATIONS SPECIALIST		GS	13	VOA
EXECUTIVE OFFICER		GS	13	VOA

11. Number of Authorized/Available Schedule C slots

Unknown

- 4 Schedule C's onboard
  -- 1 Pending Appt to Non Career SES
- 1 Schedule C Pending
- 2 Temporary Transitional Schedule Cs (TTCs) on board
  -- 1 TTC Pending

12. Number of Non-Career SES slots

Five Authorized

HR 13. Number of Non-Career SES Temporary slots (term)

One Limited Term Authorized

-- Acting VOA Dir

Two Limited Term requests pending

-- Acting CFO

-- Acting OMS Dir

HR 14. Number and List of Political Conversion positions during last 4 years

None

CUI : PRIV

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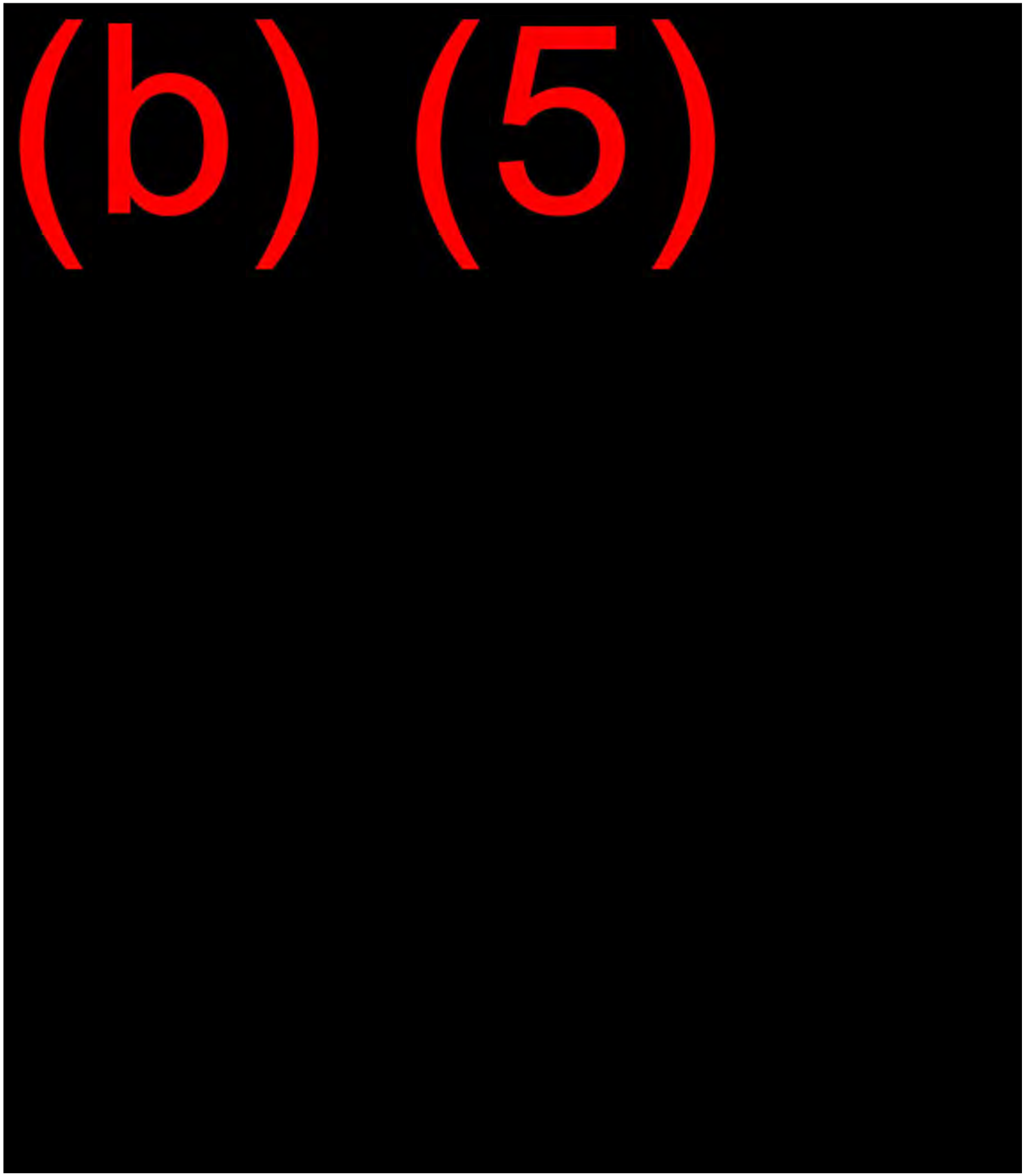
INFO MEMO FOR: Office of the Chief Executive Officer

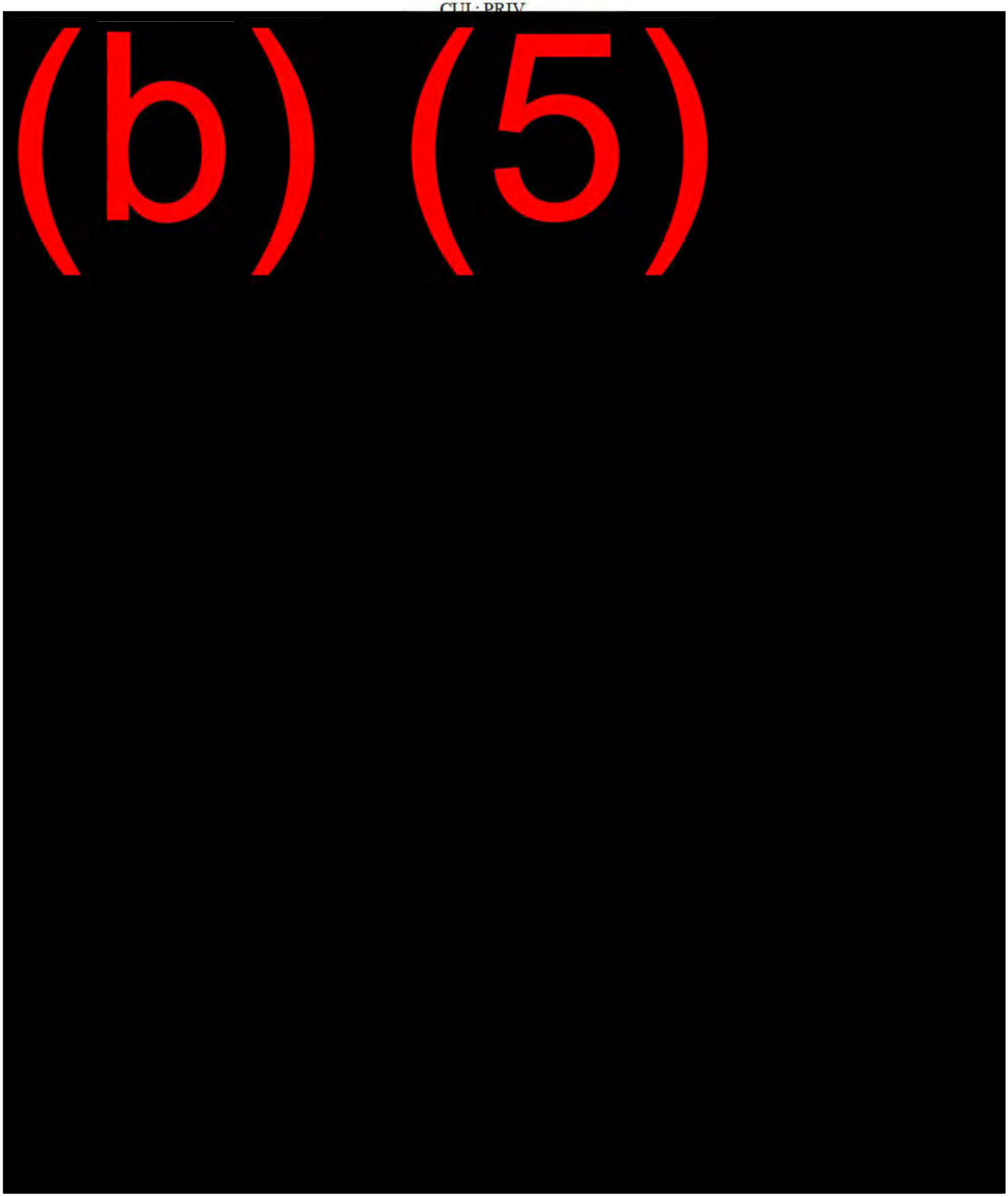
THROUGH: Marie Lennon, Director of Management Services
[redacted] Deputy Director for Management Services

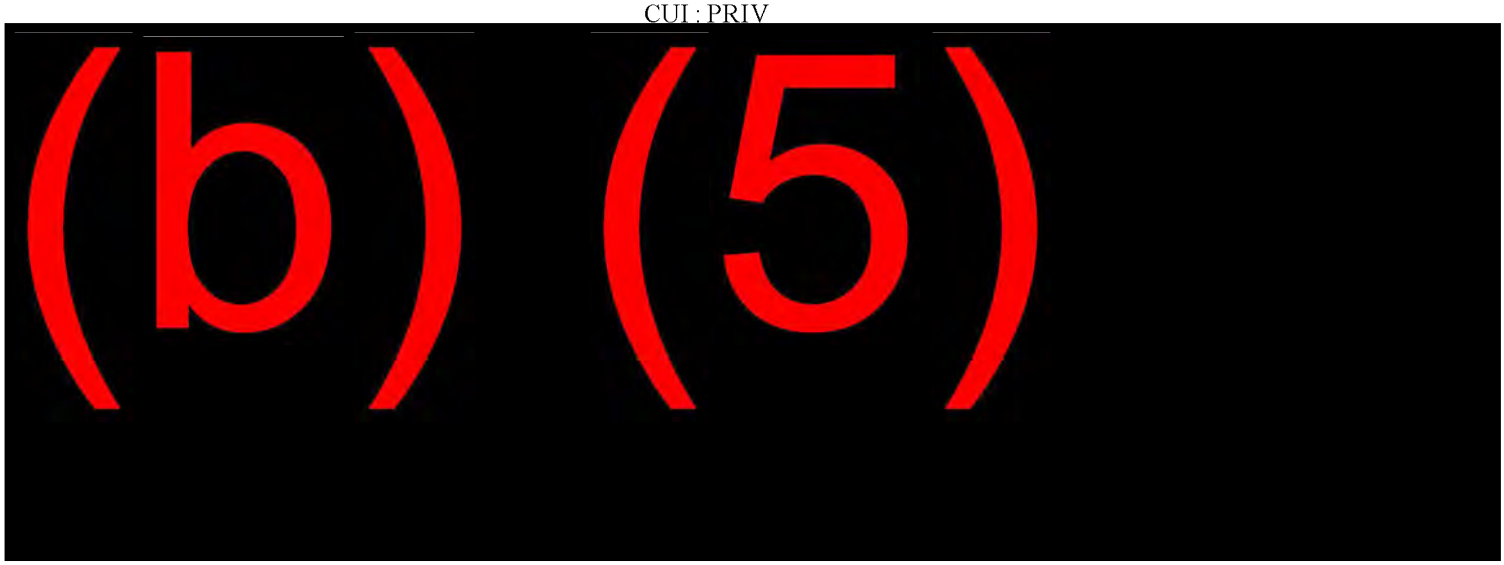
FROM: (b) (6) [redacted] of Management Services

SUBJECT: (b) (5) [redacted]

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INFORMATION TECHNOLOGY

USAGM-Presidential Transition Team - ***"U.S.A.G.M.-Structured for Success"***

DEC2020



FOIA21-032 0254

AGENDA

- Goals & Objectives
- People
- Processes
- Technology
- Next Steps

GOALS & OBJECTIVES

- Improve stewardship of budget and spend
- Improve IT planning acumen
  - Project Management -> Portfolio Management
  - Minimize year end funds ‘scramble’ (left over budget implies that our projections were off / we did not follow our plan)
  - Building a robust PMO is a huge part of this effort
- Transform into a process driven IT organization
  - Migrate from a reactive organization to a proactive entity
  - Create efficiencies in the organization

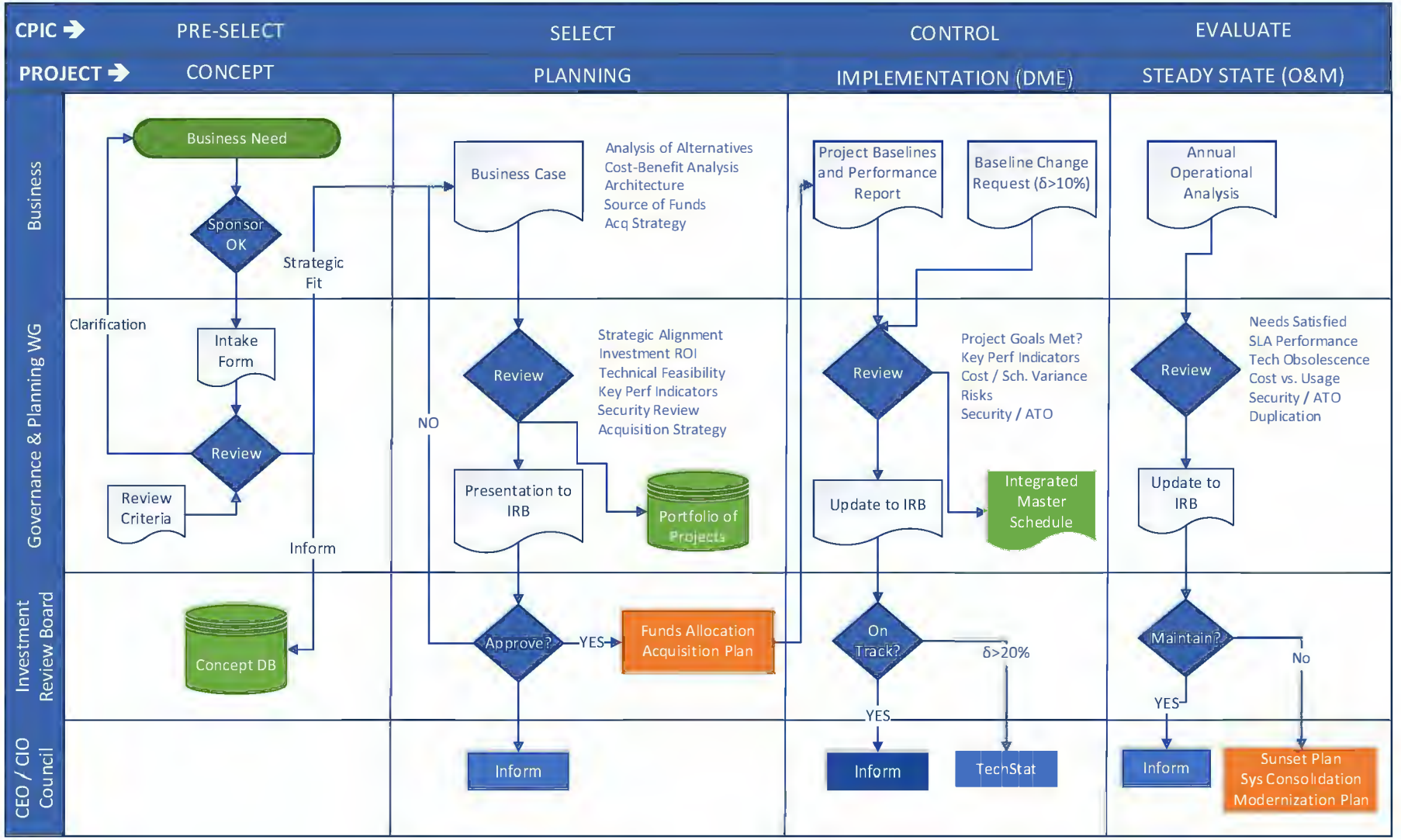
GOALS & OBJECTIVES

- Eliminate duplication of core IT services, technology and assets across USAGM (including sister agencies) – using CPIC & IRB framework
  - Multiple MAMs, Hardware refresh (buys), software/systems acquisition (i.e. Microsoft)
  - Centralize core systems (one content management system)
- Organize human capital for efficiencies
  - Longer term - Separate the IT function from the greater TSI organization
- Improve the cross functional alignment of the CIO council

PEOPLE

- Execute organizational realignment of human capital in IT
  - Backfill key openings (i.e. Deputy CIO, HelpDesk Manager)
    - IT Operations Manager (Ops Manager) Position to function as the centralized Service Delivery professional. S/he will lead communications and run the day-to-day IT Ops for USAGM.
    - Director of Portfolio Management Office (PMO) will become Portfolio and Project Management and be incorporated into the OCIO. Establish formal manager once transfer paperwork is completed. F
  - Improve alignment of current Team members by moving:
    - Chief Technology Officer (CTO) function into the OCIO.
    - This provides guidance and structure to the CTO body of work and creates a net benefit for the organization.
  - Align sister agency IT management into OCIO. (i.e. Formally Assign VOA – CIO to Agency OCIO)
- Attract and retain top talent thru active engagement w/HR

PROCESSES - CPIC



FOIA21-032 0259

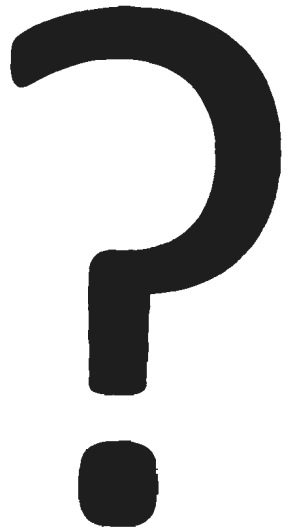
PROCESSES

- Leverage large buys, efforts into Enterprise agreements
  - Hardware refresh
  - Microsoft 0365
  - MAM / CMS Systems
  - IT Security
- Onboarding and off boarding process for employees
- IT Asset Management
- FISMA

TECHNOLOGY

- Embrace a Cloud First approach
  - TCO reduction in infrastructure costs as we migrate ‘compute’ to the cloud
- Multifactor Authentication (MFA)
- Service Catalog
- Media Asset Management system for broadcast entities
- Shore up our broadcast portfolio:
  - Satellite service offerings
  - Shortwave, Medium wave, FM and OTT

QUESTIONS



Office of Management Services

A BRIEF SUMMARY OF THE MANAGEMENT PORTFOLIO AND MAJOR FUNCTIONS

Office of Management Services: Solutions Start Here

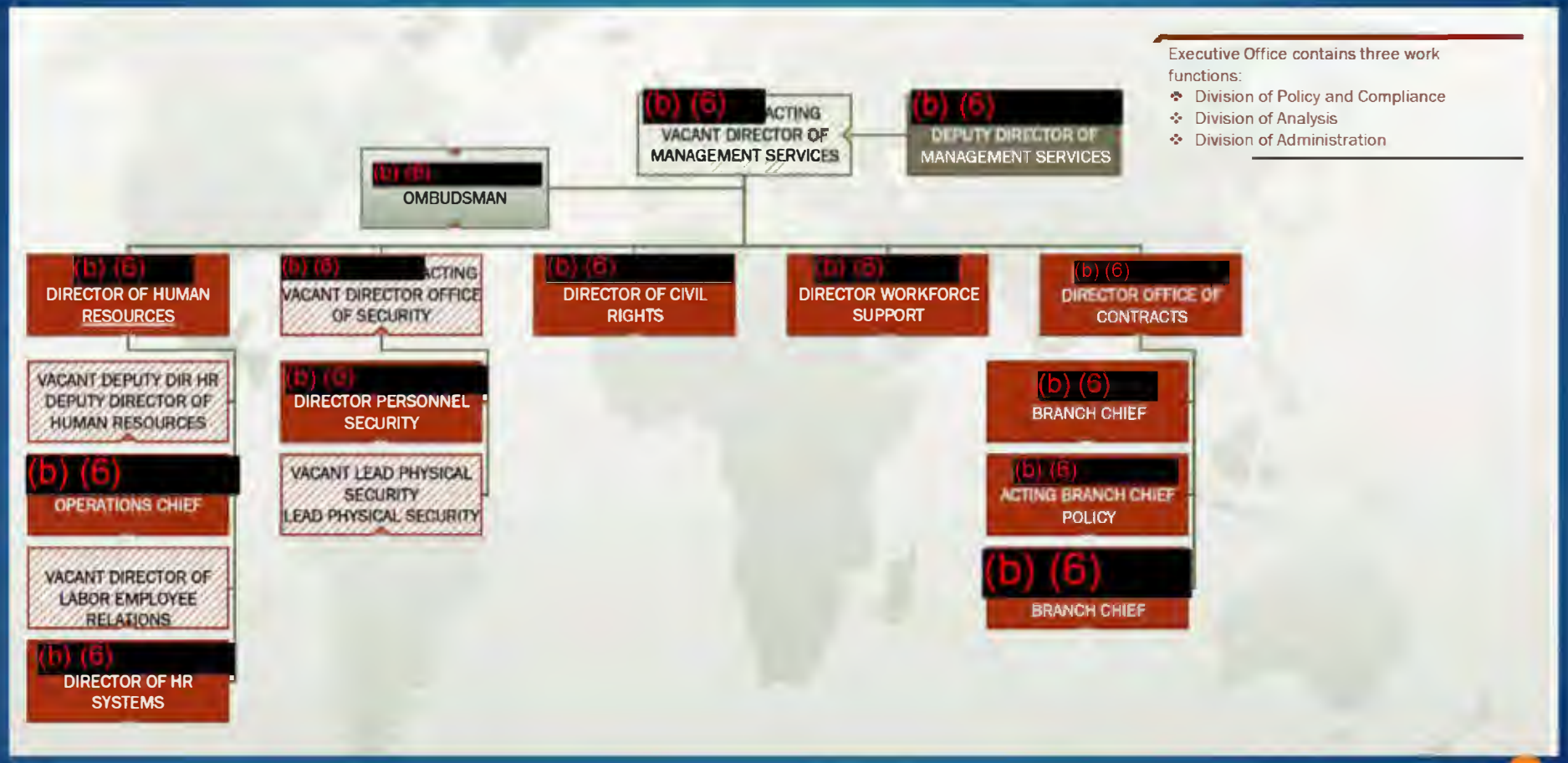
The Office of Management Services brings together the Offices of Human Resources, Contracts, Security, Civil Rights, Administration, and Workforce Support and Development –to create one team focused on finding solutions. Unifying these offices under the leadership of a dedicated director reinforces each office's overall direction and provides better coordination among them. The Management Services Team is committed to:

- ✓ Partnering with our customers to find solutions to issues;
- ✓ Implementing efficiencies to make our clients' lives easier; and
- ✓ Providing clear and useful communication at all times.

The head of Management Services reports directly to the USAGM CEO.

Office of Management Services

Organizational Overview



Functional Summary

Human Resources

Supports the Agency in Human Capital Management by providing guidance and expertise on staffing and recruitment, Labor & Employee Relations, Benefits, and the execution of personnel changes.

Administration

Advises the Directors of various USAGM Offices on the administrative aspects of [redacted] USAGM's programs.

Contracts

Directly handle or oversees all purchasing done by USAGM's Federal elements and oversees the Agency's purchase card program.

Security

Designs and implements programs to protect USAGM personnel and property domestically and overseas. Serves as agency POC to Intelligence Community for issues related to: [redacted] clearance levels, counter-intelligence, and insider threat.

Civil Rights

Administers EEO, diversity and inclusion programs and services that enable USAGM to achieve mission/goals by enforcing laws prohibiting discrimination in employment and promoting a diverse workforce.

Workforce Support & Development

Provides various work/life and [redacted] programs (Balance), [redacted] that foster engagement (Community), and professional development opportunities (Learning) for the USAGM workforce.

Office of Management Services

U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

330 Independence Avenue SW | Washington, DC 20237 | usagm.gov

June 17, 2020

Amb. Alberto M. Fernandez
President
Middle East Broadcasting Networks, Inc.

600 Boston Boulevard
Springfield, VA 22153

Via email (b) (6) [redacted]

Dear Amb. Fernandez,

The Middle East Broadcasting Networks, Inc. (MBN) is hereby on notice of the following. Effective immediately, pursuant to my authorities as Chief Executive Officer (CEO) of the United States Agency for Global Media (USAGM), including under 22 USC 6209(d) and your bylaws:

(1) the following individuals are added to the Board of MBN:

- Jonathan Alexandre (Senior Counsel, Liberty Counsel Action)
- Robert Bowes (Senior Advisor to the Secretary, HUD)
- Bethany Kozma (Deputy Chief of Staff, USAID)
- Rachel Semmel (Communications Director, OMB)
- Emily Newman (Chief of Staff, USAGM)
- Michael Pack (CEO, USAGM) as Chairman

(2) All other currently serving board members are hereby removed.

Thank you.

Best regards,

(b) (6) [redacted]

Michael Pack
Chief Executive Officer

MIDDLE EAST BROADCASTING NETWORKS, INC. MBN

TRANSITION 2021

MISSION

Middle East Broadcast Networks, Inc. (MBN) is a 501(c)(3) multi-media broadcasting corporation funded exclusively by a grant from the U.S. Agency for Global Media (USAGM) to support US public diplomacy. MBN broadcasts are the only Arabic language programming funded by USAGM. **Unlike the other USAGM-funded non-federal entities, MBN's is a hybrid mission – a traditional surrogate mission as well as VOA's mission.**

MISSION STATEMENT

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.

CURRENT OPERATIONS

With an on-board staff of about 700 and a budget of about $110m annually, MBN currently supports five brands from its headquarters in Springfield, VA, its regional hub in Dubai, UAE, and bureaus in DC, Lebanon, Iraq, Egypt, Israel, Morocco, and Tunisia. Covid restrictions, outbreaks, and curfews and Iraq security concerns have significantly hindered operations over the past several months causing production delays, newsgathering challenges, and staffing shortages.

MBN CURRENT BRANDS

12/1/2020

Arabic	English Transliteration	*English Translation*	Broadcast Media
الحرة	Alhurra	*The Free One*	Television and Digital
سوا	Sawa	*Together*	Radio and Digital
أصوات مغاربية	Aswat Magharebiyya	*Maghreb Voices*	Digital
الساحة	El Saha	*The Square*	Digital
ارفع صوتك	Irfaa Sawtak	*Raise Your Voice*	Digital

ALHURRA

Alhurra is MBN's primary brand with two television channels -- one Pan-Arab and a second targeted exclusively to Iraq -- as well as a website and related social media properties. Alhurra's Pan-Arab news and information channel initially launched in February 2004 and Alhurra-Iraq launched in April 2004. Alhurra television provides audiences regional, global and U.S. news, as well as current affairs programming 24/7 in Modern Standard Arabic. Alhurra-Iraq differs from the Pan-Arab channel in its provision of at least 5 hours of daily Iraq-specific content.

Alhurra Pan-Arab television was relaunched in November 2018 with new talent, management, programs, grid, graphics and studios in the U.S. and Dubai. Alhurra-Iraq's relaunch was limited to a new grid and graphics. Alhurra

Pan-Arab is scheduled to launch 2 new shows and Alhurra-Iraq 3 news shows in the next two months. Currently Alhurra produces 8 hours of programming per day from Dubai and 16 hours per day from headquarters. The channels now are broadcast over five satellites supported via USAGM's global transmission platform, including on NileSat, YahSat, ArabSat, EutelSat 7A, and EutelSat 8B, as well as streamed via internet.

According to USAGM national surveys, since the relaunch of Alhurra television, MBN audiences have increased in several countries, with strong viewership reported in Iraq, the Palestinian Territories, and Morocco. In Iraq, 63.2% of adults (15+) reported using Alhurra, Radio Sawa, or MBN digital in the past week with past-week viewership for Alhurra in 14 mostly Arab provinces reported at 37.2% (nearly double the 21.4% in the last USAGM survey in 2017). There is not a clear picture yet of the entire impact of the 2018 changes because research since the relaunch and the subsequent brand identity campaign has been limited.

Alhurra.com, the primary 24/7 news website, was updated 2 years ago and relaunched in March 2020 with a new content management system, an MBN-specific offshoot of VOA's Voltron. New Alhurra mobile apps for IOS and Android devices launched in May 2020. Alhurra-Iraq has separate social media accounts and a landing page on Alhurra.com that targets the Iraqi audience and serves as an online platform for Alhurra-Iraq television.

SEE TAB 1: *A. CURRENT ALHURRA TV PROGRAMMING GRIDS*
B. ALHURRA PROGRAMS

SAWA

Radio Sawa launched in 2002, pioneering a program strategy that provided 24/7 news and information interspersed into Arabic-Western music streams programmed specifically for sub-regions of the Middle East. Sawa sustained the programming strategy after defederalization in 2005 and through the years as other stations in the region adopted similar programming. Over time, the need for a format change became increasingly evident.

In FY 2018, as a result of USAGM budget negotiations with the Administration, MBN prioritized television and digital funding and reduced Sawa radio output to two broadcast streams (down from eight), one for the listeners in Iraq and one for listeners in the Levant. Programming transitioned with a focus on call-in talk shows in June 2018. Plans for a relaunch of each of the two streams are underway.

In 2019, a third stream to Sudan was approved. Delays in launch due to staffing remain. Transmission issues remain unresolved for all three streams – FM transmitter shutdowns by Iraq government, weak signal in Lebanon, limited transmission options into Sudan.

SEE TAB 2: *SAWA PROGRAMMING ELEMENTS OVER TIME*

DIGITAL-ONLY BRANDS

Aswat Magharebiyya

Launched in March 2017, Aswat Magharebiyaa was designed to target audiences determined previously to be under-served in Morocco, Tunisia, Algeria, Libya, and Mauritania. The website and its social media properties provide audiences with content about the Maghreb region, the wider MENA region, and the U.S. The site's tagline is "Your stories are worth telling. We are your voices." In addition to news and current affairs coverage, the site aims to provide compelling, local, human-interest stories.

El Saha

Launched in May 2018, El Saha is MBN's first video-centric site targeting young, connected Egyptians with a focus on content to expand horizons. In line with our mission to promote universal freedoms, El Saha videos share

experiences to stimulate discussion and build awareness. As a relatively new service, El Saha is working to develop its full potential.

Irfaa Sawtak

Irfaa Sawtak is a storytelling platform that amplifies the voices of those living in conflict and persistent social injustices. The Irfaa Sawtak properties advocate for human rights, celebrate small victories, and counter extremism. The Irfaa Sawtak digital properties have been struggling and are in need of refocus after prolonged lack of effective management. Recruitment for a new lead is underway, team issues have been identified and are being resolved, and team communication significantly improved. Reestablishment of an Iraq-centric focus is planned to be initiated and implemented by the end of December.

Podcast Service - Branding Pending

With Podcasts popularized in the Gulf and working their way throughout the region, MBN plans to employ American strategies in producing digital audio content, as well as story-telling models that emphasize factual, engaging, and ethical journalism. With names under selection review and an ongoing conversation about branding, two Podcasts are planned to launch within the next month.

STRUCTURE

MBN was incorporated as a private, not-for-profit organization in DC in 2003 with three corporate officers – a President, Treasurer, and Secretary, who have defined procurement and financial authorities. Headquartered in Springfield, VA, MBN currently has registered branches in DC, UAE, Israel, Tunisia, and Iraq. Due to local registration issues, MBN established subsidiary corporations instead of branches in both Lebanon (MBN-L) and Morocco (MRTM). To date, MBN's office in Egypt has not been registered – however, as confirmed by local counsel, MBN is operating legally working under the umbrella of a vendor (that coincidentally was federalized by the Government of Egypt in 2018).

The operational leadership team, comprised currently of five Vice Presidents and the Executive Director for Creative Services & Brand Management, all report to the President; as do the General Counsel, Public Editor, Research & Program Review Director and Executive Branch Communications Director. The Presidents and Vice Presidents are the only executive level (SES Equivalent) positions at MBN. The last changes to the organization structure were made in June, 2020 when Radio Sawa was shifted to the Programming Department and the Executive Director of Creative Services was established as a direct report to the President.

The bureau structure is currently decentralized without assigned Bureau Chiefs -- each organizational element in the bureaus report directly back to a headquarters VP or their designee.

SEE TAB 3: *A. ORGANIZATIONAL CHART*
B. RESOURCE INFORMATION

NEAR-TERM MANAGEMENT, PERSONNEL AND BUDGET ISSUES

The following are the most pressing issues that require CEO/USAGM attention:

- **Selection of an MBN President:** General indication of anticipated timing to inform pace of action on short-fused, internal MBN issues.
- **Grant Agreement Finalization:** Determination of 2021 grant amounts and terms.
- **Administration Engagement**: Pursuit of newly appointed USG leaders and officials to encourage using MBN's direct line of communication with the people of the Middle East and North Africa.

- **Sawa Transmission:** Address transmission issues in Iraq, Lebanon and Syria to inform related operational decisions, including on Sawa relaunch and digital presence expectations/resource requirements.
- **Security Processing Information:** Provide guidance on reasonable expectations for USAGM security support going forward. MBN has relied on USAGM for personal security suitability inputs, especially the IC database checks. According to MBN security records, USAGM has 399 outstanding MBN security cases (204 Domestic; 195 Overseas), which have not been adjudicated for current staff.
- **USAGM/Non-Federal Entity Oversight, Reporting Requirements, and Communication**: Establish consistent expectations across all USAGM offices on non-federal entity oversight and required engagement. The messaging has not been consistent at all levels.
- **Research Management:** Review research plans and reporting practices with a view towards improving timeliness and accuracy.

PENDING PROCUREMENT

Under the CR and beyond, there are no foreseeable discretionary procurements pending except for renewals to sustain ongoing operations, including but not limited to; leases, systems maintenance agreements, staff contracts, and small operational requirements, as well as TIU elements. When contracts are renewed, MBN will continue to ensure adequate out-clauses to avoid precluding potential operational pivots in the near-term.

EQUAL EMPLOYMENT OPPORTUNITY PROFILE

SEE TAB 4: EEO PROFILE – 2018 DATA

COVID-19

The impact of the global pandemic has been immense at MBN requiring consistent operational attention, creativity and flexibility. To respond, we have:

- Assigned as many staff as possible to work remotely (only 70-90 are present per shift at HQ)
- Changed schedules to limit exposure in the newsroom
- Required staff to abide by CDC recommendations to wear masks, wash hands, and social distance
- Required sick, symptomatic employees to stay at home
- Disinfected MBN facilities in U.S. and overseas regularly, above and beyond normal cleaning services
- Made every effort to ensure availability of disinfectant and cleaning supplies, including issuing individual disinfectant bottles to employees on-site
- Closed Erbil for two days to disinfect when an outbreak occurred
- When a Covid outbreak in Dubai took hold, headquarters staff worked furiously to take on a 24/7 broadcast schedule within 12 hours' notice
- With an outbreak at headquarters within weeks thereafter, Dubai stretched to alleviate pressure as Virginia pivoted to broadcasts from the Washington Bureau
- Tracked over 250 Covid tests prior to reentering headquarters to keep the community and our families safe during this second/third global pandemic wave
- Launched 24/7 election coverage the week after the headquarters interruption
- Closely monitored each positive case, exposure and return to work protocols
- Been getting remote TV production, VDI options, and post-Covid remote work policy in place

Covid has affected every department. For instance, in News, distancing requirements and the need to minimize potential infection prompted splitting news teams, reducing personnel present in the studios, and recasting two-anchor shows to single anchor. Pandemic related travel restrictions have resulted in fewer videos and soundbites for key news reports. In addition, recruiting and vacancy fills continue to put pressure on current staff.

EXISTING ROUTINE MANAGEMENT, MEETINGS, POLICIES, AND REQUIREMENTS

Currently, MBN/USAGM engagement is as follows:

- MBN Acting President has a biweekly meeting with the CEO and USAGM front office staff to provide operational updates and discuss any outstanding issues.
- MBN provides USAGM CEO weekly coverage highlights.
- MBN provides USAGM CFO monthly financial reports and quarterly staffing reports.
- MBN provides quarterly reports to USAGM CTO to ensure there has been no programming or marketing outreach directed within the U.S. in violation of the Smith-Mundt provisions.
- USAGM Communications Office hosts a biweekly call across all USAGM entity representatives
- MBN attends weekly Digital Governance meetings to discuss digital issues and developments.
- MBN attends a weekly call with editorial representatives to facilitate content sharing.
- A few weeks ago, CFO's office announced they would be establishing biweekly meetings on budget and financial issues separately with each USAGM entity.
- Last week, the USAGM CTO took steps to resurrect information-sharing calls on digital content issues and developments across all USAGM entities.

TECHNOLOGY CAPABILITY & IT SECURITY ISSUES

MBN operations have been hampered by disparate core systems and reliance on expensive satellite infrastructure despite more efficient alternatives. Realigning jobs and skillsets to support new technical platforms continues to be critical to the success of overall broadcast operations.

MBN's Technical Infrastructure Upgrade project (TIU) will address MBN technical platforms and workflows to 1) migrate away from traditional satellite and video contribution and distribution to a currently relevant and scalable platform, and 2) establish true media management capability throughout the network and provide for disaster recovery of both operations and content. TIU funding was established internally over two years through savings from benefits reductions, position eliminations, and programming cuts to prioritize essential technical upgrades required to achieve technical stability and efficiency.

TIU will address:

- Media/content management
- Storage and database
- All production platforms and subsystems
- Newsgathering
- Ingest, transmission, and master control
- Sat desk and contribution
- Graphics platforms and capabilities
- Remote access and collaborative workflows for production and engineering
- Provide a basis for centralized and geographically disconnected facilities
- IT, both corporate and broadcast platforms

Outside the TIU, the following are items that need attention:

- Virtualized Desktop Infrastructure
- UPS replacement
- Radio Broadcast System
- Further CMS Development

TAB 1: *A. CURRENT ALHURRA TV PROGRAMMING GRIDS*
B. ALHURRA PROGRAMS

Effective Sunday, November 8, 2020

Alhurra Main Program Schedule Grid

الحرة

Eastern Standard Time (EST)

Post-2020 Election Special; 30 minutes; premieres at 17:00 GMT on Mondays

Legend: In-house Main | News | Alhurra Tonight | Al Yawm | 4-MIN News | Documentary | Changes

EST	GMT	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Location	Dubai	Washington, DC, USA	Dubai
19:00	0:00	Alhurra Now - الحرة الآن							VA	2:00	3:00	4:00
19:30	0:30	4-Min News Update - الموجز								2:30	3:30	4:30
20:00	1:00	Existing Doc (5)-R	Gulf Talk Repeat	Decision Capital Repeat	Debatable Repeat	Huna America Repeat	Existing Doc (3)-R	Existing Doc (4)-R	VA	3:00	4:00	5:00
20:30	1:30									3:30	4:30	5:30
21:00	2:00	Alhurra Now - الحرة الآن							VA	4:00	5:00	6:00
21:30	2:30	Sam & Ammar Repeat	Hollywood News Repeat	Word of Truth Repeat	Dakhil Wash Repeat	Sam & Ammar Repeat	Investigative Report Main- R	Dakhil Wash Repeat		4:30	5:30	6:30
22:00	3:00	4-Min News Update - الموجز								5:00	6:00	7:00
22:30	3:30	Existing Doc (2)- R	Existing Doc (3)-R	Existing Doc (4)-R	Existing Doc (5)-R	NEW DOC (A)-R	NEW DOC (B)-R	Existing Doc (1)-R	VA	5:30	6:30	7:30
23:00	4:00	4-Min News Update - الموجز								6:00	7:00	8:00
23:30	4:30	Alhurra Tonight - Show Cutdown							DXB	6:30	7:30	8:30
0:00	5:00	Al Yawm Morning Show Premiere برنامج اليوم					4-Min News Update - الموجز; Best of Al Yawm Premiere برنامج اليوم		DXB	7:00	8:00	9:00
0:30	5:30									7:30	8:30	9:30
1:00	6:00						4-Min News Update - الموجز; Debatable Repeat	Huna America Repeat	DXB	8:00	9:00	10:00
1:30	6:30									8:30	9:30	10:30
2:00	7:00	Alhurra Now - الحرة الآن							DXB	9:00	10:00	11:00
2:30	7:30	4-Min News Update - الموجز								9:30	10:30	11:30
3:00	8:00	Al Yawm Morning Show Cutdown برنامج اليوم				Huna America Repeat	Debatable Repeat		DXB	10:00	11:00	12:00
3:30	8:30									10:30	11:30	12:30
4:00	9:00	Alhurra Now - الحرة الآن				Alhurra - الحرة الآن Now			DXB	11:00	12:00	13:00
4:30	9:30	Investigative Report Main- R	Word of Truth Repeat	Dakhil Wash Repeat	Investigative Report Main- R	Hollywood News Repeat				11:30	12:30	13:30
5:00	10:00	Alhurra Now - الحرة الآن							DXB	12:00	13:00	14:00
5:30	10:30	4-Min News Update - الموجز								12:30	13:30	14:30
6:00	11:00	Decision Capital Repeat	Talk Is Syrian Repeat	Debatable Repeat	Huna America Repeat	Investigative Report Main- R; Post-2020 Election Repeat	Gulf Talk Repeat	Word of Truth Repeat; Hollywood News Repeat	DXB	13:00	14:00	15:00
6:30	11:30									13:30	14:30	15:30
7:00	12:00	Alhurra Now - الحرة الآن							VA	14:00	15:00	16:00
7:30	12:30	Hollywood News Repeat	Investigative Report Main- R	Sam & Ammar Repeat	Post-2020 Election - Repeat	Dakhil Wash Repeat	Hollywood News Repeat	Sam & Ammar Repeat		14:30	15:30	16:30
8:00	13:00	Alhurra Today - الحرة اليوم							VA	15:00	16:00	17:00
8:30	13:30									15:30	16:30	17:30
9:00	14:00	Alhurra Today - الحرة اليوم					4-Min News Update - الموجز; Talk Is Syrian Repeat	Gulf Talk Repeat	VA	16:00	17:00	18:00
9:30	14:30	Dakhil Wash Premiere	Sam & Ammar Repeat	Post-2020 Election - Repeat	Sam & Ammar Repeat	Hollywood News Premiere				16:30	17:30	18:30
10:00	15:00	Alhurra Today - الحرة اليوم							VA	17:00	18:00	19:00
10:30	15:30									17:30	18:30	19:30
11:00	16:00	4-Min News Update - الموجز								18:00	19:00	20:00
11:30	16:30	Existing Doc (3)- PRE	Existing Doc (4)- PRE	Existing Doc (5)- PRE	NEW DOC (A)- PRE	NEW DOC (B)- PRE	Existing Doc (1)- PRE	Existing Doc (2)- PRE	VA	18:30	19:30	20:30
12:00	17:00	الحرة اليوم - Alhurra Today	Post-2020 Election - Pre	Alhurra Today - الحرة اليوم					VA	19:00	20:00	21:00
12:50	17:50	Program Preview	Investigative Report Main- R	Program Preview						19:50	20:50	21:50
13:00	18:00	Alhurra Tonight News Analysis Premiere الحرة الليلة							VA	20:00	21:00	22:00
13:30	18:30									20:30	21:30	22:30
14:00	19:00	4-Min News Update - الموجز								21:00	22:00	23:00
14:30	19:30									21:30	22:30	23:30
15:00	20:00	Debatable Premiere	Huna America Premiere	Talk Is Syrian Premiere	Gulf Talk Premiere	Word of Truth Premiere; Sam & Ammar Premiere	Decision Capital Premiere	Investigative Report Main- R; Hollywood News Repeat	VA	22:00	23:00	0:00
15:30	20:30									22:30	23:30	0:30
16:00	21:00	North Africa News - 2100 GMT							VA	23:00	0:00	1:00
16:30	21:30									23:30	0:30	1:30
17:00	22:00	الحرة اليوم - Alhurra Now	From The Capital - من العاصمة					الحرة اليوم - Alhurra Now	VA	0:00	1:00	2:00
17:30	22:30									0:30	1:30	2:30
18:00	23:00	4-Min News Update - الموجز								1:00	2:00	3:00
18:30	23:30	Hollywood News Repeat; Word of Truth Repeat	Debatable Repeat	Huna America Repeat	Talk Is Syrian Repeat	Gulf Talk Repeat	Word of Truth Repeat; Sam & Ammar Repeat	Decision Capital Repeat	VA	1:30	2:30	3:30
19:00	0:00	Alhurra Main Program Schedule Grid								2:00	3:00	4:00

Programming Dept. for Alhurra Television

Revised: 11/05/2020

Effective Sunday, November 8, 2020

Alhurra Iraq Program Schedule Grid

Eastern Standard Time (EST)

الحرة عراق

Post-2020 Election Special; 30 minutes; premieres at 23:00 GMT on Mondays

Legend: In-house Main | In-house Iraq | News | Alhurra Tonight | Al Yawm | Documentary | Changes

EST	GMT	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Satellite	Cairo	BGD, KSA	Dubai
19:00	0:00	Alhurra Now - الحرة الآن							VA	2:00	3:00	4:00
19:30	0:30									2:30	3:30	4:30
20:00	1:00	Sports Studio Repeat; Word of Truth Repeat	Decision Capital Repeat	4-Min News Update - الموجز; Huna America Repeat	Debatable Repeat	Dakhil Wash Repeat; Light Among Us Repeat	Existing Doc (3)-R	Existing Doc (4)-R	VA	3:00	4:00	5:00
20:30	1:30									3:30	4:30	5:30
21:00	2:00	Alhurra Now - الحرة الآن							VA	4:00	5:00	6:00
21:30	2:30	Sam & Ammar Repeat	From Irbil Repeat	Light Among Us Repeat	Post-2020 Election Repeat	Youth Talk Repeat	Investigative Report Iraq- R	Hollywood News Repeat		4:30	5:30	6:30
22:00	3:00	4-Min News Update - الموجز; Existing Doc (2)- PRE	Existing Doc (3)- R	Existing Doc (4)- R	Existing Doc (5)- R	NEW DOC (A)- R	NEW DOC (B)- R	Existing Doc (1)- PRE	VA	5:00	6:00	7:00
22:30	3:30									5:30	6:30	7:30
23:00	4:00	4-Min News Update - الموجز; Alhurra Tonight - Show Cutdown							DXB	6:00	7:00	8:00
23:30	4:30									6:30	7:30	8:30
0:00	5:00	Al Yawm Morning Show Premiere برنامج اليوم					4-Min News Update - الموجز; Best of Al Yawm Premiere برنامج اليوم		DXB	7:00	8:00	9:00
0:30	5:30									7:30	8:30	9:30
1:00	6:00						4-Min News Update - الموجز; Dakhil Wash Repeat; Youth Talk Repeat; Decision Capital Repeat		DXB	8:00	9:00	10:00
1:30	6:30									8:30	9:30	10:30
2:00	7:00	Alhurra Now - الحرة الآن							DXB	9:00	10:00	11:00
2:30	7:30									9:30	10:30	11:30
3:00	8:00	4-Min News Update - الموجز; Al Yawm Morning Show Cutdown برنامج اليوم					Existing Doc (1)- PRE	Existing Doc (2)- PRE	DXB	10:00	11:00	12:00
3:30	8:30									10:30	11:30	12:30
4:00	9:00	Alhurra Now - الحرة الآن					Alhurra - الحرة الآن Now		DXB	11:00	12:00	13:00
4:30	9:30	Hollywood News Repeat; Youth Talk Repeat	Dakhil Wash Repeat	Sports Studio Repeat	Investigative Report Iraq- R					11:30	12:30	13:30
5:00	10:00	Alhurra Now - الحرة الآن							DXB	12:00	13:00	14:00
5:30	10:30									12:30	13:30	14:30
6:00	11:00	4-Min News Update - الموجز; Decision Capital Repeat; Light Among Us Repeat	Sports Studio Repeat	Debatable Repeat	Huna America Repeat	Youth Talk Repeat; Sports Studio Repeat	Gulf Talk Repeat	Post-2020 Election - Repeat; Word of Truth Repeat	DXB	13:00	14:00	15:00
6:30	11:30									13:30	14:30	15:30
7:00	12:00	Alhurra Now - الحرة الآن							VA	14:00	15:00	16:00
7:30	12:30	Youth Talk Repeat	Investigative Report Iraq- R	Sports Studio Repeat	From Irbil Repeat	Post-2020 Election - Repeat	Hollywood News Repeat	DakhilWash Repeat		14:30	15:30	16:30
8:00	13:00	Iraq Today - العراق اليوم							VA	15:00	16:00	17:00
8:30	13:30									15:30	16:30	17:30
9:00	14:00	Alhurra Today - الحرة اليوم					4-Min News Update - الموجز; Talk Is Syrian Repeat	Gulf Talk Repeat	VA	16:00	17:00	18:00
9:30	14:30	Dakhil Wash Premiere	Word of Truth Repeat	Post-2020 Election - Repeat	Youth Talk Repeat	Hollywood News Premiere				16:30	17:30	18:30
10:00	15:00	Iraq Today - العراق اليوم							VA	17:00	18:00	19:00
10:30	15:30									17:30	18:30	19:30
11:00	16:00	4-Min News Update - الموجز; Existing Doc (3)- PRE	Existing Doc (4)- PRE	Existing Doc (5)- PRE	NEW DOC (A)- PRE	NEW DOC (B)- PRE	Sports Studio Premiere; Light Among Us Premiere	Youth Talk Premiere; From Irbil Premiere	VA	18:00	19:00	20:00
11:30	16:30									18:30	19:30	20:30
12:00	17:00	Iraq Today - العراق اليوم							VA	19:00	20:00	21:00
12:30	17:30									19:30	20:30	21:30
13:00	18:00	Alhurra Tonight News Analysis Premiere الحرة الليلة							VA	20:00	21:00	22:00
13:30	18:30									20:30	21:30	22:30
14:00	19:00								VA	21:00	22:00	23:00
14:30	19:30									21:30	22:30	23:30
15:00	20:00	4-Min News Update - الموجز; Debatable Premiere	Huna America Premiere	Talk Is Syrian Premiere	Gulf Talk Premiere	Word of Truth Premiere; Sam & Ammar Premiere	Decision Capital Premiere	Hollywood News Repeat; Investigative Report Iraq- Pre	VA	22:00	23:00	0:00
15:30	20:30									22:30	23:30	0:30
16:00	21:00	Iraq Today - العراق اليوم (Repeat of 20:00 BGD newscast) - Recorded Bug							VA	23:00	0:00	1:00
16:30	21:30									23:30	0:30	1:30
17:00	22:00	الحرة اليوم - Alhurra Now	From The Capital - من العاصمة					الحرة اليوم - Alhurra Now	VA	0:00	1:00	2:00
17:30	22:30									0:30	1:30	2:30
18:00	23:00	4-Min News Update - الموجز; Light Among Us Repeat; Investigative Report Iraq- R	Post-2020 Election - Pre; Dakhil Wash Repeat	Decision Capital Repeat	Talk Is Syrian Repeat	Gulf Talk Repeat	Word of Truth Repeat; Sam & Ammar Repeat	Huna America Repeat	VA	1:00	2:00	3:00
18:30	23:30									1:30	2:30	3:30
19:00	0:00	Alhurra Iraq Program Schedule Grid								2:00	3:00	4:00

Programming Dept. for Alhurra Television

Revised: 11/5/2020

الحرة

GENERAL PROGRAMS

	Program Name (Eng.)	Type of Content	Program Name (Ar.)	Target Audience	Presenter/Anchor	Location	Brief	Day	Time- GMT
الحرة تحري	Investigative Report	Original	الحرة تحري	MENA	-	Springfield, VA	Investigative reporting into regional issues that are a result of corrupt governance, environmental neglect, and social injustices. Programs unveil the bad actors and actions of wrong doing with the objective of promoting accountability and leading to policy changes.	Saturday	20:00
اليوم	Today	Original	اليوم	MENA	Basl Sabry, Rouaa Rayan and Leen Albudeiry	Dubai, UAE	Today balances hard hitting content with segments that inspire the audience to live their best life. State-of-the-art audio and visual content helps the viewer experience the stories that are happening around the world and understand the untold angles of economic issues, medical advancements, and humanitarian crises. Interviews range from newsmakers to the stars of modern culture, showcasing "first looks" at films and art projects. Today gives a voice to individuals experiencing violence and human rights injustice and supports these voices with a spectrum of ideas, opinions, and perspectives.	Sunday - Thursday	5:00
عاصمة القرار	Decision Capital	Original	عاصمة القرار	MENA	Michel Ghandour	Virginia, USA	Spirited debates by the insiders who shape and influence U.S. foreign policy. Guests offer different view-points on the five-pillars that contribute to decision making: Executive, Legislative, Judicial, Press & Social media, and Think Tanks.	Friday	20:00
مختلف عليه	Debatable Resumes 4/12/2021	Original	مختلف عليه	MENA	Ibrahim Issa	Cairo, Egypt	Debatable analyzes the radical policies that are meant to control lives and attack individual freedoms. The host puts these very ideas forward for criticism.	Sunday	20:00
دولار 2	Two Dollars Launch Date Monday 1/11/2021	Original	دولار 2	MENA	Rima Karaki	Beirut, Lebanon	The show aims to understand the causes and effects of poverty in the Middle East by analyzing all angles to this humanitarian crisis. Real people are the subjects and their struggle is the focus as the host travels to some of the most destitute areas of the Arab world. Once highlighted, the host discusses issues and solutions with specialists.	Monday	20:00
كلمة حق	Word of Truth	Original	كلمة حق	MENA	Joumana Haddad	Beirut, Lebanon	A current affairs talk-show that blends the personal and the "bigger picture" with compelling conversations on human rights abuse, racism, women's rights, culture, and the infringements that happen on a daily basis. The host gives viewers an up-close and personal look at the suffering and abuse of victims and presents the "bigger picture" of the situation and ends each program with a call to action.	Thursday	20:00

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HOLLYWOOD	Hollywood News	Acquired with MBN Supervision	أخبار هوليوود	MENA	Dima Tayeh	California, USA	Program features entertainment news and events from Hollywood California: Box Office Results, Red Carpet Premieres, "Behind-The-Scenes" Exclusives, Celebrity Interviews and Headlines.	Thursday	14:30
	Documentaries	Acquired with some presales	أفلام وثائقية	MENA	NA	Springfield, VA	Nonfiction long-form content from the most respected filmmakers, producers, and networks in the world; highly relevant to MBN's mission and customized for our audience. These documentaries consist of compelling stories that are complementary to our internally produced content. Among our program suppliers : PBS, Fremantle, ZDF, ATRE, BBC, A&E, History, Dogwoof, All3media among numerous boutique production houses.	Wednesdays and Thursdays	16:00

REGIONAL PROGRAMS

Logo	Program Name (Eng.)		Program Name (AR)	Target Audience	Presenter/Anchor	Location	Brief	Day	Time GMT
	The Talk is Syrian	Original	الحكي سوري	Syria & Levant	Rouchan Bouzo	Springfield, VA	In-depth program into the ongoing conflicts and crisis in Syria. The show monitors political situations by covering and analyzing developments through discussion and with visal elements.	Tuesday	20:00
حديث الخليج	Gulf Talks	Original	حديث الخليج	Gulf Region & Yamen	Sakinah Almushaykhis	Dubai, UAE	Program that analyzes what contributes to the economic power of the Gulf and offers the audience programming on Gulf issues of politics and society: women's rights, religious tolerance, ethnic abuses, religious tolerance, and political extremism.	Wednesday	20:00
TBD 	Lebanese scene Launch Date 12/14/2020	Original	المشهد اللبناني	Lebanon & Levant	Layal Al Ekhtiar	Beirut, Lebanon	Program that fills the ever expanding gap between what local Lebanese media covers and what is really happening on the Lebanese streets. The show uses alternative media platforms to target decision makers and features interviews directly from the movements that shape Lebanon's political and social landscape.	Monday	20:00
	Sam and Ammar	Original	بين سام وعمار	MENA	Samuel Tadros & Ammar Abdel Hamid	Springfield, VA	Two hosts share views on Washington's political and economic decisions that directly impact the MENA region. A relaxed and casual conversation with intellectual flourishes and rustic sets.	Thursday	20:30
	Inside Washington	Original	داخل واشنطن	Levant, Iraq, Sudan, Libya & Gulf	Robert Satloff	Washington DC, USA	Blue chip analysis of U.S. politics from current and former government officials: White House Officials, Congress, Supreme Court, FBI, DHS, CIA, and various cabinet secretaries.	Sunday	14:30
	Off the Beaten Path Planned for April 2021	Acquired with Supervision from MBN	خارج المسار	MENA	Tony Naddaf	USA via Third party under MBN	Bold and quirky storytelling that covers the American landscape by going "off the beaten path". Shows how the American character is born in uniqueness and determination to pursue impossible dreams.	TBD	20:00

NEWS PROGRAMS

Logo	Program Name Eng.		Program Name AR	Target Audience	Presenter/Anchor	Location	Brief	Day	Time-GMT
الحرة الليلة	Alhurra Tonight		الحرة الليلة	MENA	0	Springfield, VA	Program uses analytical news reports to facilitate debate on political and economic topics of the Arab region and world. Both sides of issues are deconstructed among government officials, analysts, and international study center representatives.	Daily	18:00 19:00
21 GMT	North Africa (21GMT)		نشرة المغاربية	North Africa	-	Springfield, VA	Highlights issues and subjects to North Africa interests. Segments o n political, economic, social and international issues that affect the region; interviews, social media fillout the program with expert analysis on the most relevant topics.	Daily	21:00 22:00
من العاصمة	US News		من العاصمة	MENA		Springfield, VA	Program monitors U.S. news, MENA events, and international issues from all corners of Washington: White House, State department, Department of Defence among other U.S agencies and federal departments.	Tuesday - Saturday	22:00 23:00

الحرة عراق

IRAQ PROGRAMS

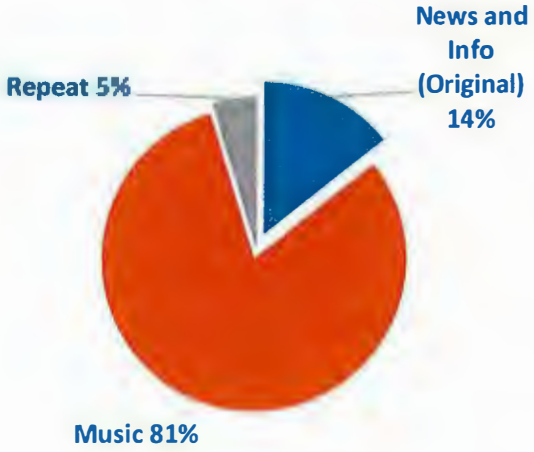
Logo	Program Name Eng.		Program Name AR	Target Audience	Presenter/Anchor	Location	Brief	Day	Time-GMT
بالعراقي	In Iraqi Launch Date 1/21/2021	Original	بالعراقي	Iraq	Aly Mahdi	Springfield VA	Hard-hitting and fast-paced program focused on the "major" story of the day. Analyses all angles with a cross-examination of guests.	Sunday - Thursday	20:00 - 21:00
من أربيل	From Erbil	Original	من أربيل	Iraq	Sheine Ahmed & Anwar Sabah	Erbil, Iraq	Program draws attention to the Kurdistan population by examining political and economic issues and cultural trends.	Saturday	16:30
حديث الشباب	Youth Talk season 2 Launch Date 1/02/2021	Original	حديث الشباب	Iraqi Youth 18-35	Layth Ghaleb & Manani Al Mouatasim	Baghdad, Iraq	Highlights the Iraqi youth and the generation's political aspirations and vision of a "new" Iraq, democratic and good-governed. Features advocates of civil rights and equality.	Saturday	16:00
استوديو الرياضة	Sport Studio	Original	استوديو الرياضة	Iraq	Husam Dhumed	Springfield VA	Fast-paced sports news program with reports on Iraqi league matches and Iraqi expat-leagues. Show engages fans directly during segments.	Friday	16:00
TBD	Chit Chat Target Date February/ March 2021	Original	سوالف	Iraq	Tina Al Tare	Dubai, UAE	Show takes the pulse of Iraqi citizens without censorship by featuring social media reaction to political issues. Influencers are interviewed on economic current affairs and social life in Iraq.	Sunday - Thursday	16:00 -17:00

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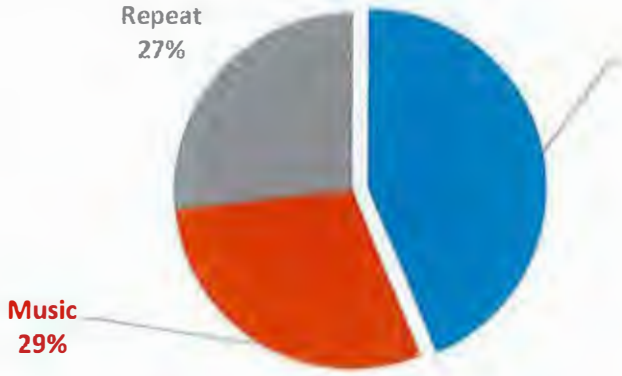
TAB 2: SAWA PROGRAMMING ELEMENTS OVER TIME

PRE 2019 PAN ARAB

Sawa from launch – Newscasts 24/7 with short news and info programs (Weekdays)



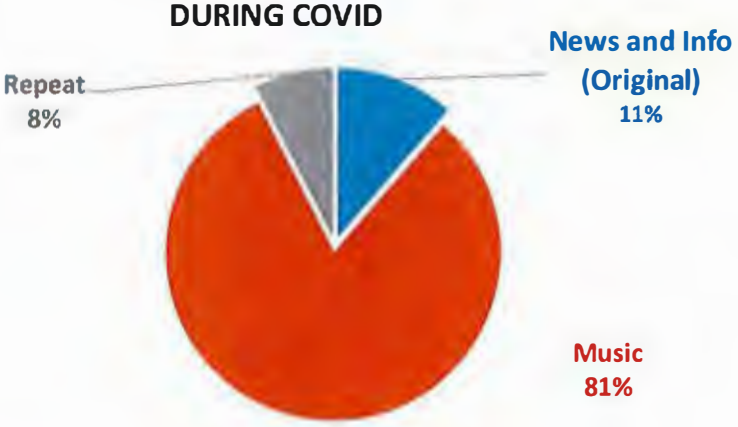
2019-2020 LEVANT (POST TRANSFORMATION)



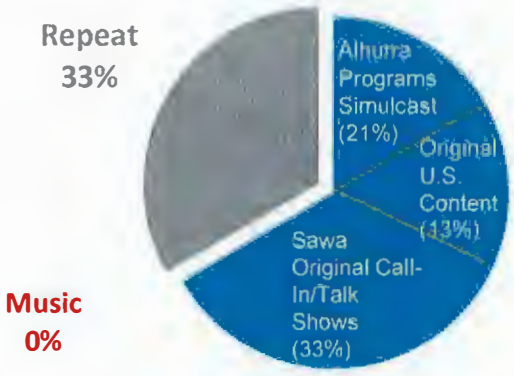
In July 2020 Sawa was transformed to include live, long-form talk shows (Weekdays)

2020 LEVANT
DURING COVID

Beginning in late-March 2020 the number of on-site personnel was reduced; reduced live news and information programming (Weekdays)



SAWA LEVANT - FUTURE



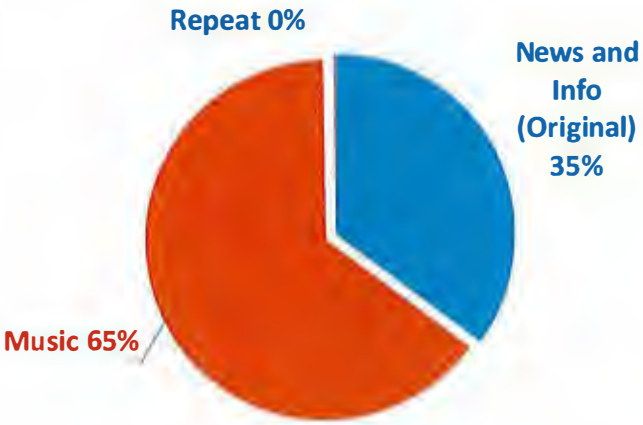
News and Info (Original) 67%

The future plan for the Sawa Levant stream calls for:

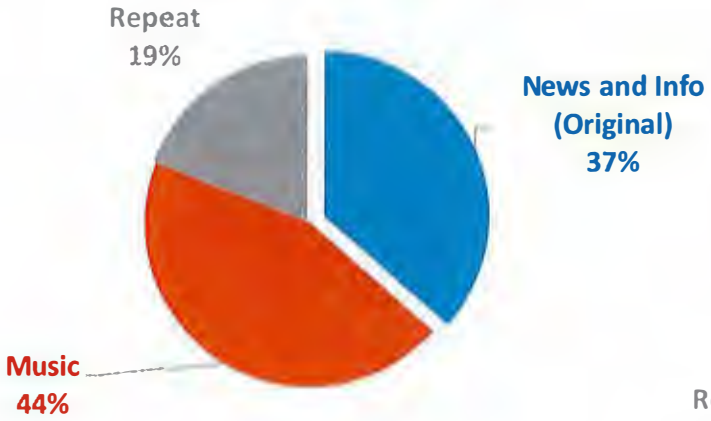
- The reformatting of three existing programs (*Jawlat Assabah, Sawa Al Hawa* and *Sawa Tonight*) to make them more interactive and engaging
- Introduction of a new, regionally produced morning program *Sawa Today*
- Creation of multiple U.S. focused programs
- The addition of Alhurra programming – news and current affairs programs
- This grid reflects weekday programming

PRE-2018 IRAQ

Consisting of newscasts, short news/feature programs and music (Weekdays) Added in two long-form call-in/talk programs – Shino Raayak and Morning Papers (2015) (Weekdays)



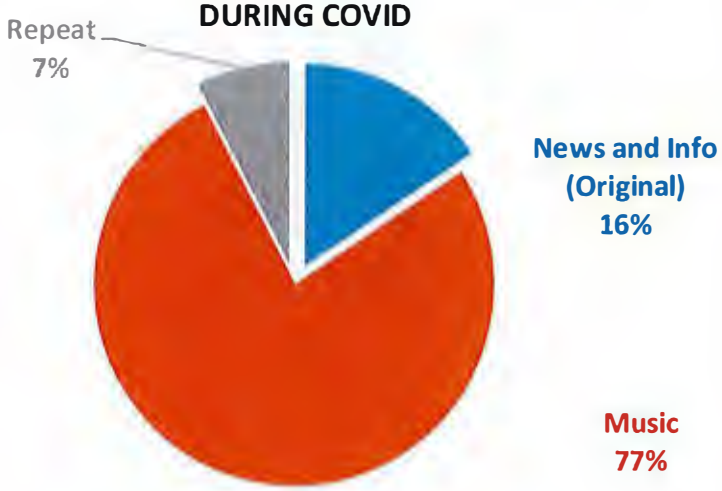
2018-2020 IRAQ



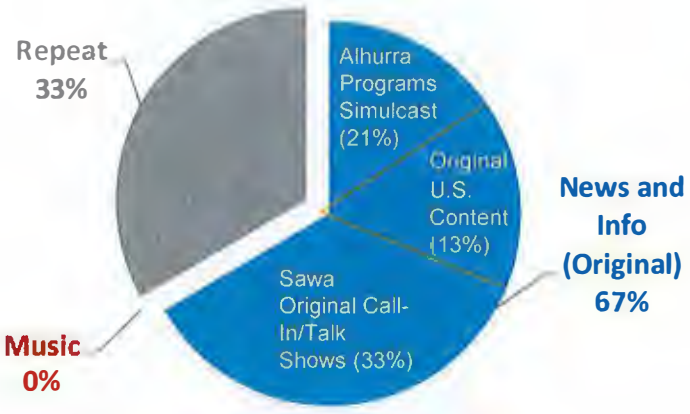
Added in one additional long-form call-in/talk program – Iraq Al Leyla (Weekdays)

2020 IRAQ
DURING COVID

Beginning in late-March 2020 the number of on-site personnel was reduced; reduced live news and information programming (Weekdays)



SAWA IRAQ - FUTURE



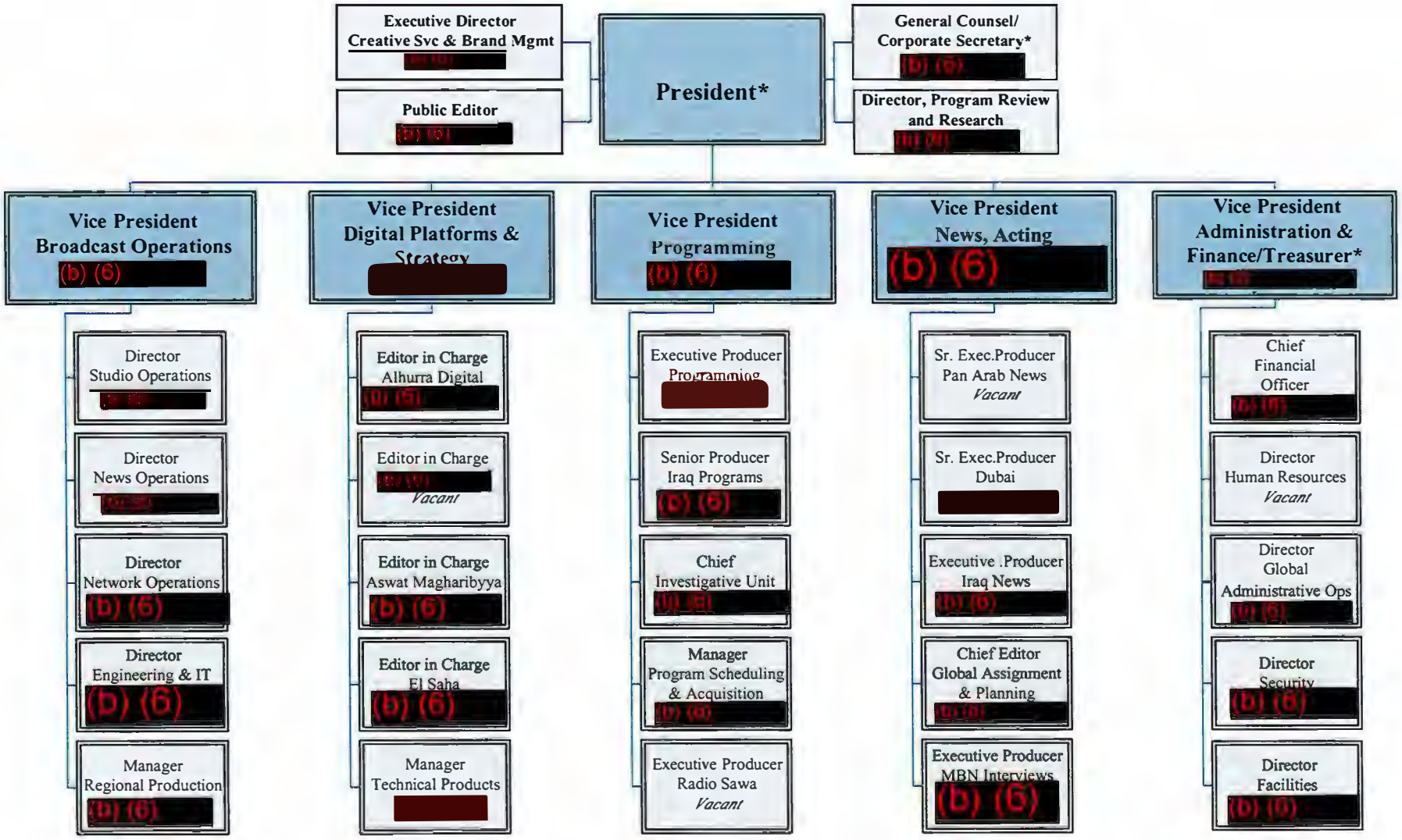
-Sawa Iraq Future Grid (Weekdays)

- The future plan for the Sawa Iraq stream calls for:
  - The reformatting of three existing programs (*Morning Papers, Shino Raayak* and *Iraq Tonight*) to make them more interactive and engaging
  - Introduction of a new, regionally produced morning program, *Iraq Today*
  - Creation of multiple U.S. focused programs
  - The addition of certain Alhurra and Alhurra Iraq news and current affairs programs

TAB 3: *A. ORGANIZATIONAL CHART*
B. RESOURCE INFORMATION
C. MBN REACH ESTIMATES

MBN, Inc.

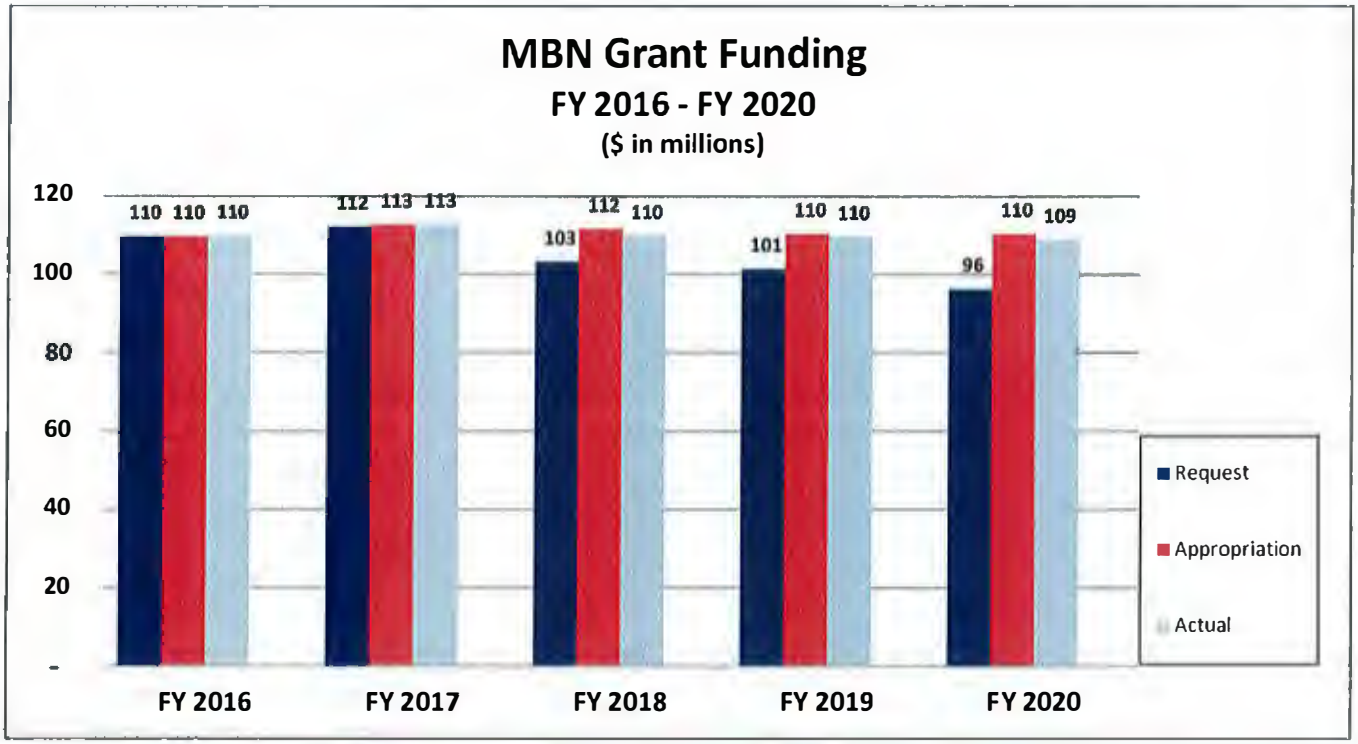
2020



* - Corporate Officers

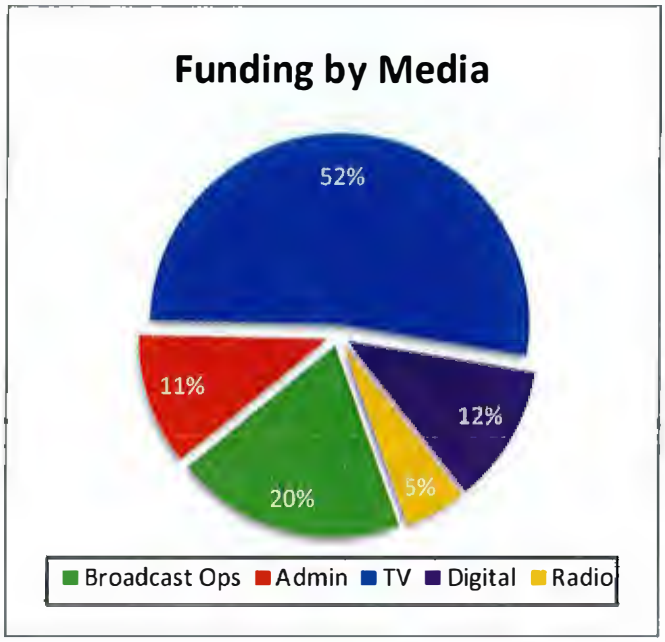
FOIA21-032 0283

MBN Funding Overview



Use of Prior Year Recovereies

FY16	FY17	FY18	FY19	FY20
$2.1M	$1.5M	$2.5M	$3.3M	$3.2M





MBN ESTIMATED REACH - DECEMBER 2020

Reach as of 12/7/20	Survey Date	Population 15+ Covered in Survey	Alhurra Past week audience (% total population)	Alhurra Past week audience	Radio Sawa past week audience (% of total population)	Radio Sawa past week reach	MBN Digital past week reach	MBN Digital Past week audience	Past week unduplicated reach (%)	Past week unduplicated audience
Algeria	Aug-18	30,317,000	1.9%	576,023	NA	NA	0.4%	121,268	2.2%	666,974
Iraq	Aug-19	16,724,744	37.2%	6,221,605	27.7%	4,632,754	29.3%	4,900,350	64.5%	10,787,460
Egypt	Aug-16	63,353,730	3.3%	2,090,673	NA	NA	0.7%	443,476	3.8%	2,407,442
Morocco	Oct-19	26,317,656	9.8%	2,579,130	NA	NA	13.1%	3,447,613	20.1%	5,289,849
Yemen	Oct-16	16,500,000	10.1%	1,666,500	NA	NA	1.1%	181,500	10.5%	1,732,500
Libya	Jan-16	4,410,000	14.5%	639,450		NA	7.2%	317,520	18.5%	815,850
Israel	Sep-20	6,624,000	6.0%	397,440	3.3%	218,592	5.3%	351,072	10.2%	675,648
Kuwait	May-19	1,649,340	6.1%	100,610	NA	NA	8.8%	145,142	12.2%	201,219
Tunisia	Apr-18	8,816,000	7.5%	661,200	NA	NA	1.6%	141,056	8.7%	766,992
Jordan	May-16	5,166,000	13.0%	671,580	18.7%	966,042	5.6%	289,296	27.7%	1,430,982
UAE	Oct-15	1,816,080	6.1%	110,781	NA	NA	10.2%	185,240	11.5%	208,849
Palestinian Territories	Jan-19	3,050,000	26.6%	811,300	28.6%	872,300	22.0%	671,000	50.2%	1,531,100
Qatar	Apr-19	1,091,340	6.3%	68,754	NA	NA	13.8%	150,605	16.5%	180,071
Lebanon	Sep-19	5,106,000	7.6%	388,056	6.7%	342,102	6.9%	352,314	16.2%	827,172
Mali	Aug-17	7,567,560	0.5%	37,838	NA	NA		0	0.5%	37,838
Saudi Arabia	Sep-19	18,314,100	8.3%	1,520,070	NA	NA	5.8%	1,062,218	11.1%	2,032,865
Somalia	Feb-16	2,734,956	0.2%	5,470	NA	NA			0.2%	5,470
				18,546,480		**7,031,790**		**12,759,670**		***29,598,281***

NA - As of 2020, reach for Radio Sawa radio broadcasters were removed from non-Levant country surveys due to the subsequent cessation of FM transmissions to these countries.

Note Iraq population includes only non-Kurdish, Arabic speaking areas.

FOIA21-032 0285

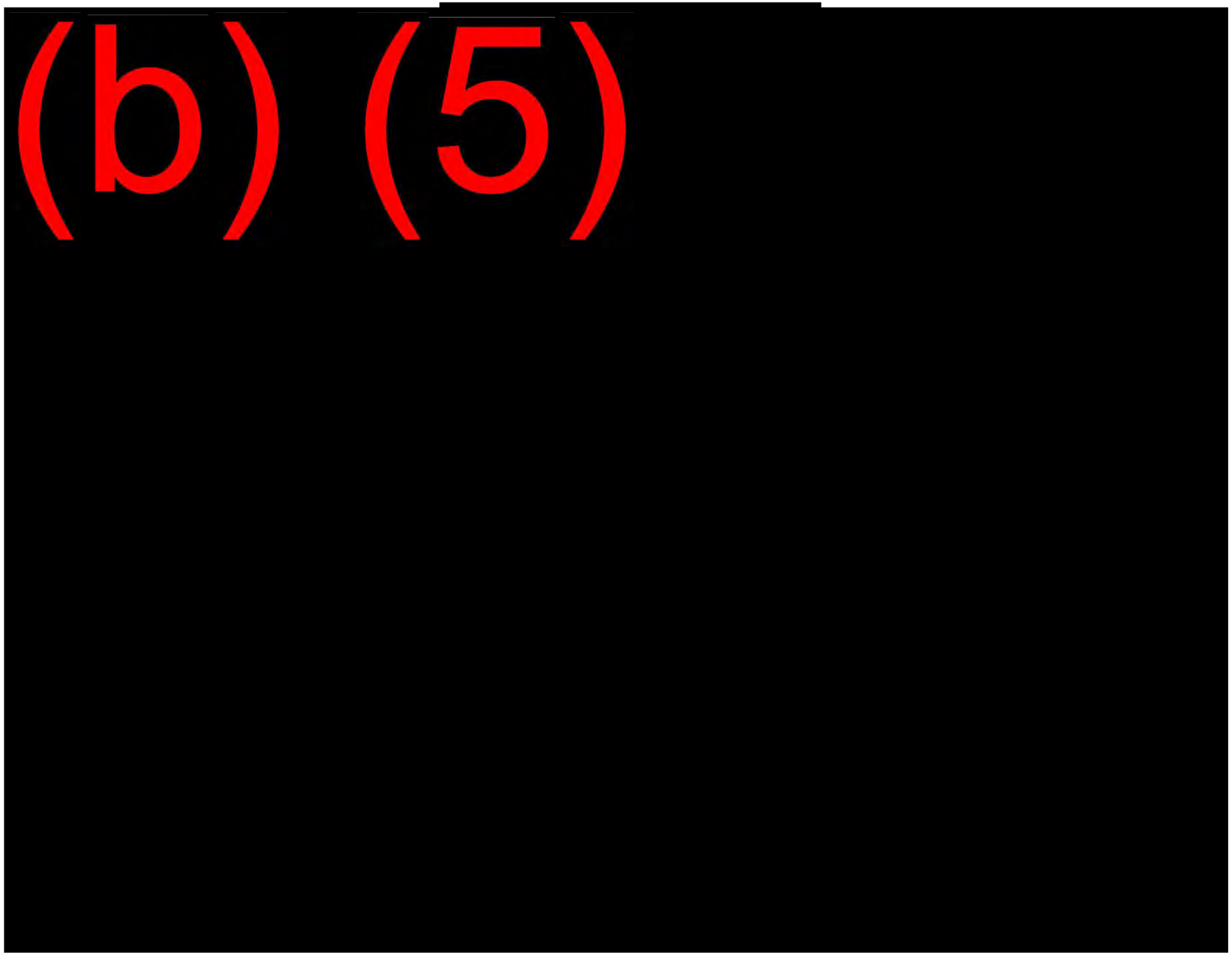
TAB 4: EEO PROFILE – 2018 DATA

Most Recent EEO Report (2018 Data)

Total Male	317
Percent Male	75.8%
Total Female	101
Percent Male	24.2%
Total White	354
Percent White	84.7%
Total Black or African American	39
Percent Black or African American	9.3%
Total Hispanic	6
Percent Hispanic	1.4%
Total Asian	19
Percent Asian	4.5%

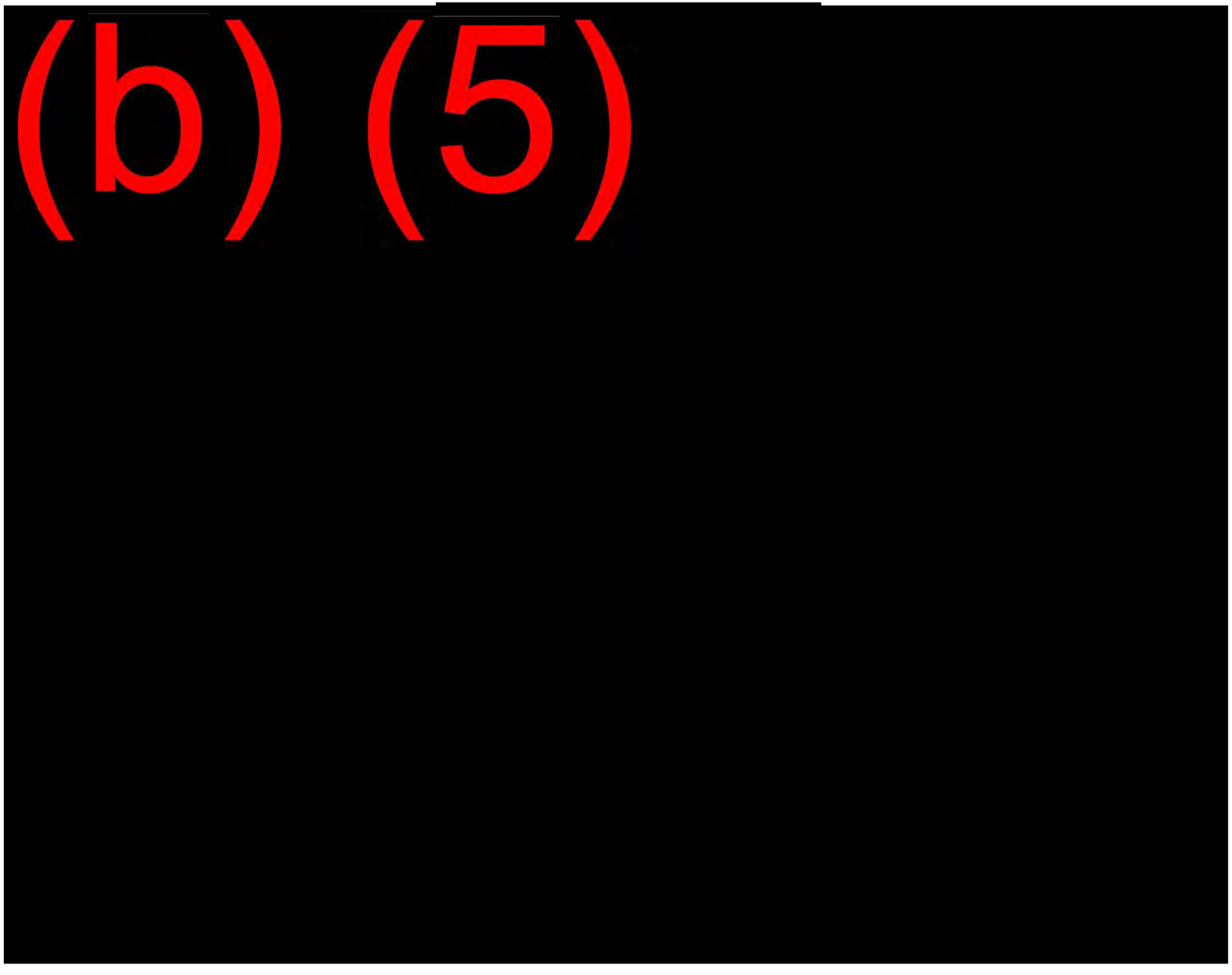
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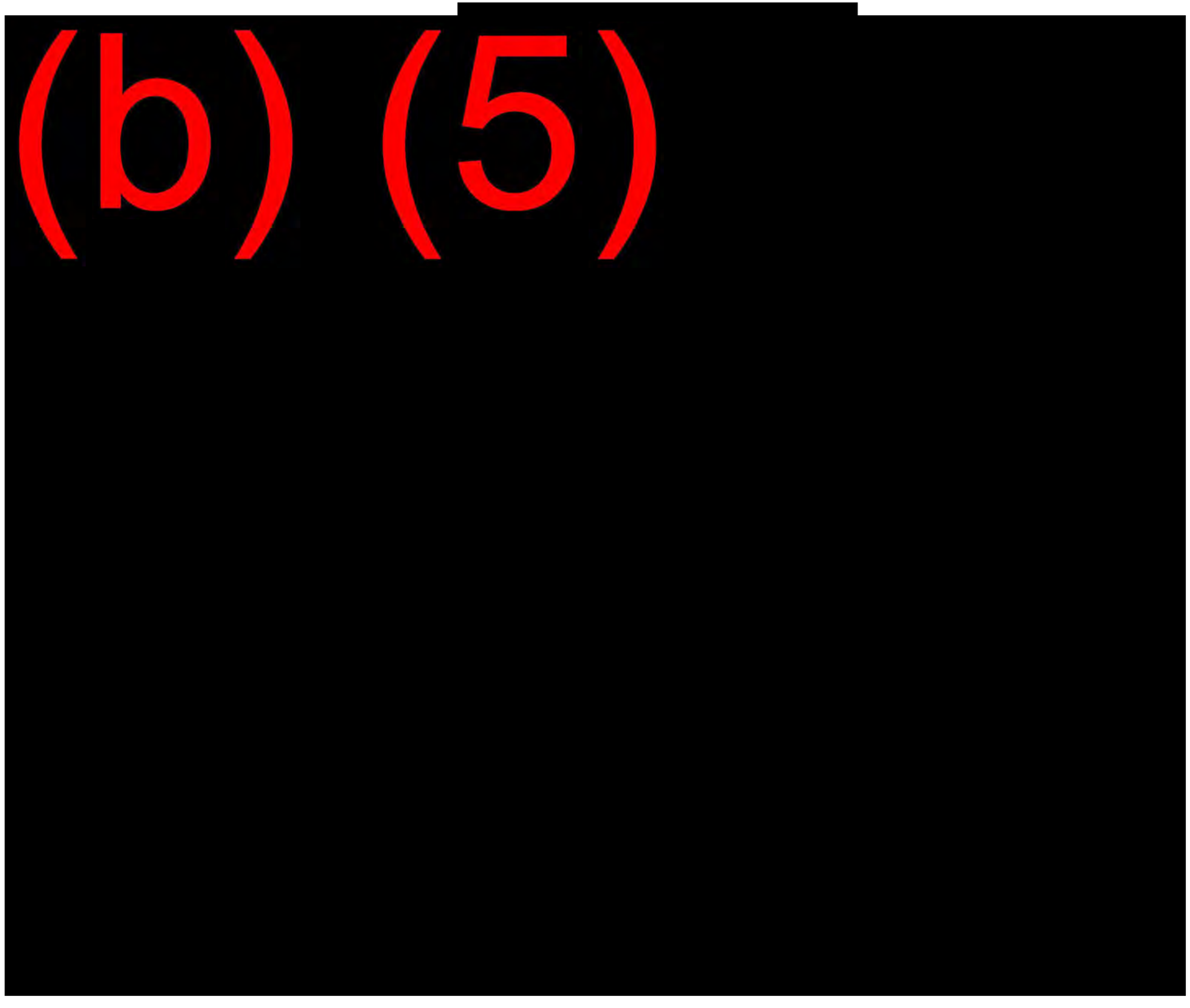
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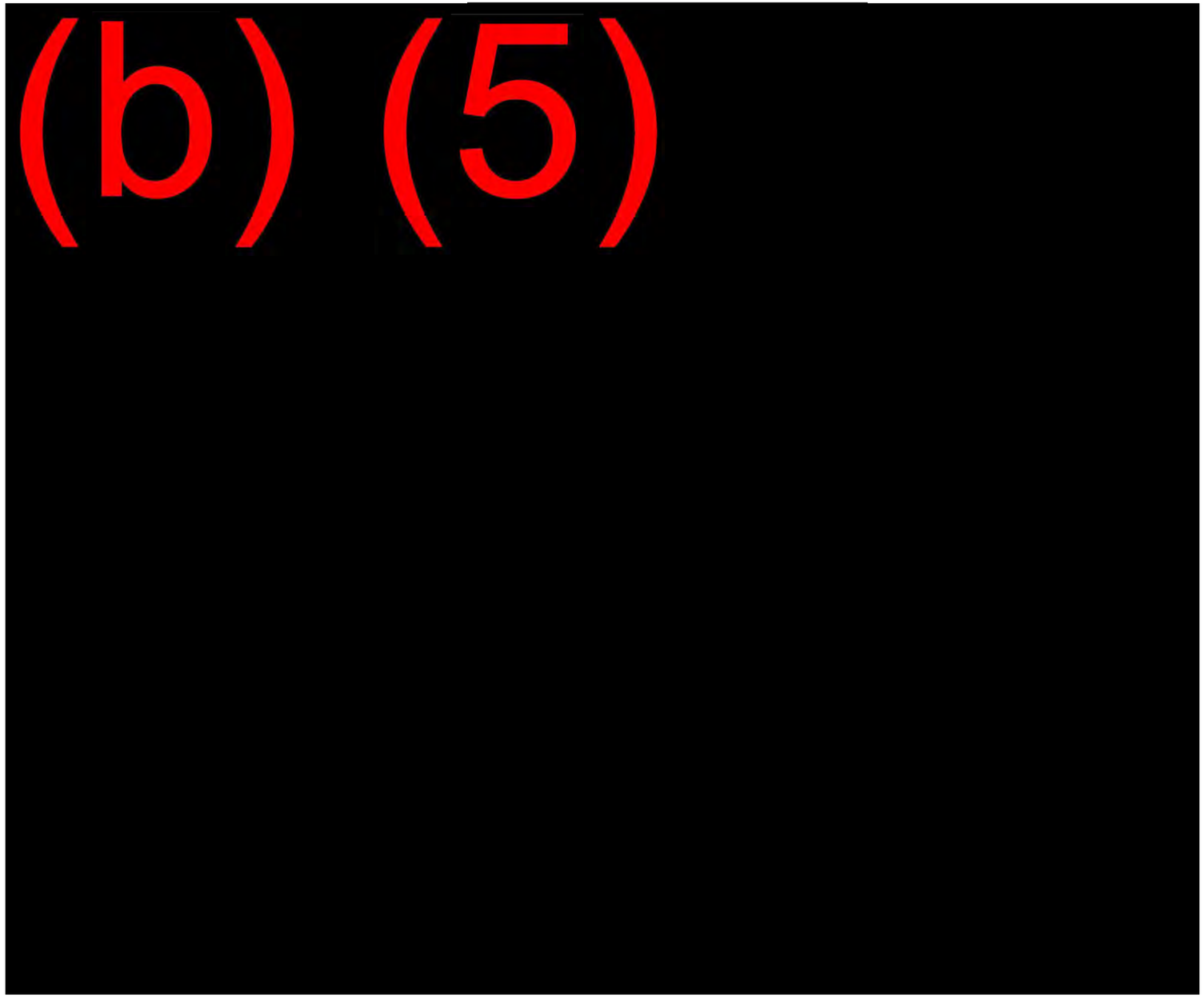
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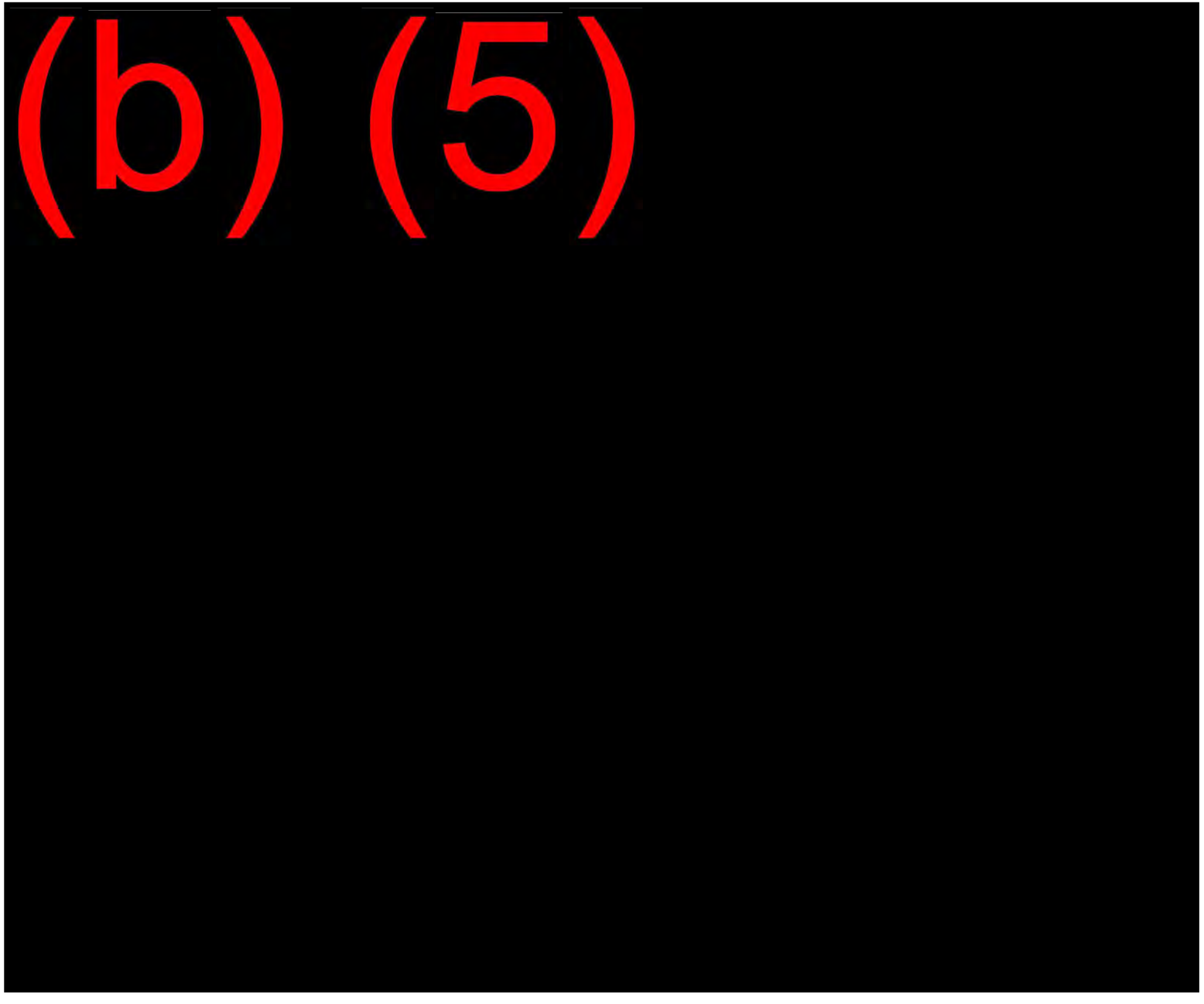
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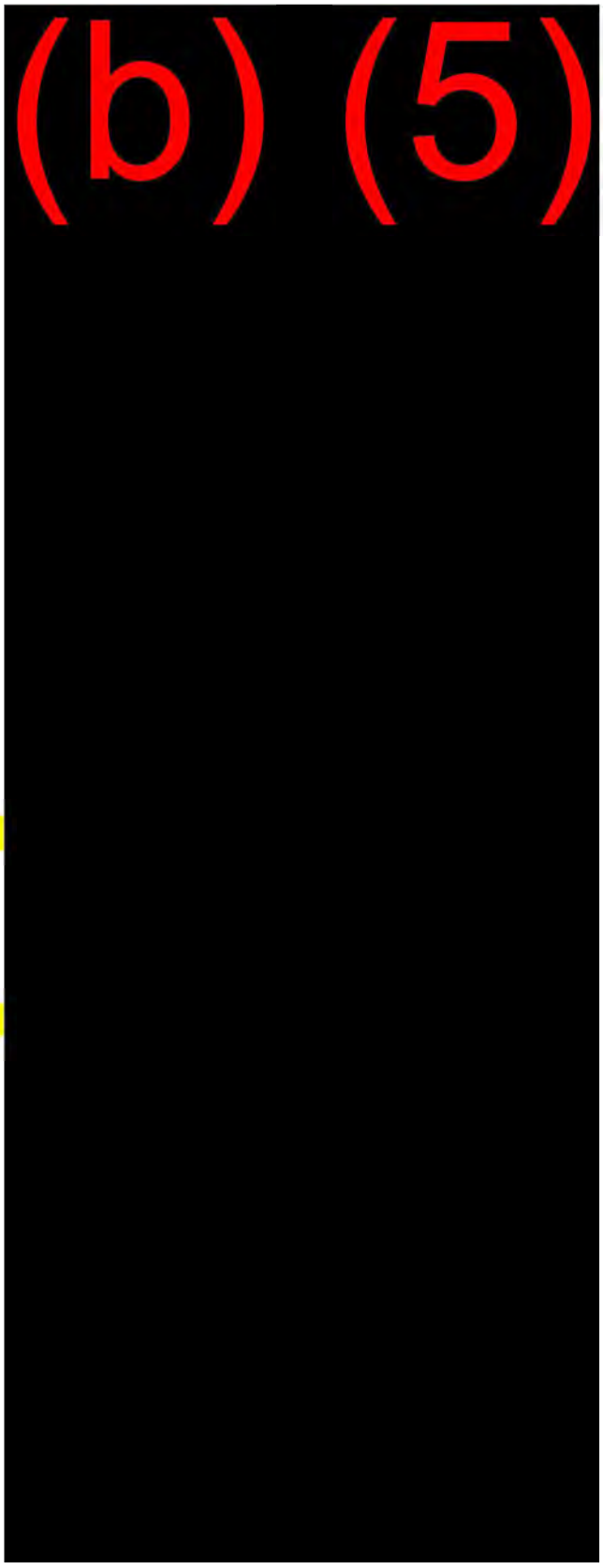


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Language	REGION	station	COUNTRY
any	AFR	any	Benin
any	AFR	any	Botswana
any	AFR	any	Burundi
any	AFR	any	Central African Re
any	AFR	any	Cote d'Ivoire
any	AFR	any	DR Congo
any	AFR	any	Ethiopia
any	AFR	any	Gabon
any	AFR	any	Ghana
any	AFR	any	Kenya
any	AFR	any	Liberia
any	AFR	any	Madagascar
any	AFR	any	Malawi
any	AFR	any	Mali
any	AFR	any	Mozambique
any	AFR	any	Nigeria
any	AFR	any	Somalia
any	AFR	any	South Africa
any	AFR	any	South Sudan
any	AFR	any	Tanzania
any	AFR	any	Uganda
any	AFR	any	Zambia
any	AFR	any	Zimbabwe
any	CAS	any	Kazakhstan
any	CAS	any	Kyrgyzstan
any	CAS	any	Tajikistan
any	CAS	any	Turkmenistan
any	CAS	any	Uzbekistan
any	EAS	any	China
any	EAS	any	Hong Kong
any	EEUR	any	Albania
any	EEUR	any	Bosnia
any	EEUR	any	Estonia
any	EEUR	any	Kosovo
any	EEUR	any	Latvia
any	EEUR	any	Lithuania
any	EEUR	any	Macedonia
any	EEUR	any	Moldova
any	EEUR	any	Montenegro
any	EEUR	any	Serbia
any	EURA	any	Armenia
any	EURA	any	Azerbaijan
any	EURA	any	Belarus
any	EURA	any	Crimea
any	EURA	any	Georgia
any	EURA	any	Nagorno-Karabakh

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any	EURA	any	Russia
any	EURA	any	Ukraine
any	LAM	any	Argentina
any	LAM	any	Bolivia
any	LAM	any	Chile
any	LAM	any	Colombia
any	LAM	any	Costa Rica
any	LAM	any	Cuba
any	LAM	any	Dominican Repu
any	LAM	any	Ecuador
any	LAM	any	El Salvador
any	LAM	any	Guatemala
any	LAM	any	Haiti
any	LAM	any	Honduras
any	LAM	any	Mexico
any	LAM	any	Nicaragua
any	LAM	any	Panama
any	LAM	any	Paraguay
any	LAM	any	Peru
any	LAM	any	Uruguay
any	LAM	any	Venezuela
any	MENA	any	Algeria
any	MENA	any	Egypt
any	MENA	any	Iraq
any	MENA	any	Iraqi Kurdistan
any	MENA	any	Jordan
any	MENA	any	Kuwait
any	MENA	any	Lebanon
any	MENA	any	Libya
any	MENA	any	Morocco
any	MENA	any	Palestinian Terr
any	MENA	any	Qatar
any	MENA	any	Saudi Arabia
any	MENA	any	Tunisia
any	MENA	any	UAE
any	MENA	any	Yemen
any	SAS	any	Bangladesh
any	SAS	any	Pakistan
any	SEAS	any	Burma
any	SEAS	any	Cambodia
any	SEAS	any	Indonesia
any	SEAS	any	Laos
any	SEAS	any	Thailand
any	SEAS	any	Vietnam
any	WAS	any	Afghanistan
any	WAS	any	Iran
any	WAS	any	Turkey



WEIGHT USE, NAME	TOTAL POPULATION (In millions)	% 15+	ADULT POPULATION	POPULATION SOURCE	% ADULT POPULATION COVERED BY SURVEY
weight (age, gender, urbanicity)	11.5	57%	6,555,000	PRB 2018	100
wgt (weighting details unavailable)	2.2	67%	1,474,000	PRB 2016	100
weight (age, gender, education, region)	10.7	54%	5,778,000	PRB 2015	100
wgt (weighting details unavailable)	5.0	61%	3,050,000	PRB 2016	60
weight (age, gender, education and reg	23.9	58%	13,862,000	PRB 2016	100
PROJWGHT (age, gender, education,	86.8	54%	46,872,000	PRB 2018	84.5
weight (sex, age, education, region)	107.5	59%	63,425,000	PRB 2018	96.5
wgt (weighting details unavailable)	1.8	63%	1,134,000	PRB 2016	100
weight (age, gender, education)	29.5	61%	17,995,000	PRB 2018	99
weight (age, education, gender, and reg	45.4	58%	26,332,000	PRB 2016	100
wgt (weighting details unavailable)	4.6	58%	2,668,000	PRB 2016	100
wgt (weighting details unavailable)	23.7	59%	13,983,000	PRB 2016	78
weight (Age, gender, urbanicity)	19.1	56%	10,696,000	PRB 2018	100
weight (age, gender, education and reg	18.9	52%	9,828,000	PRB 2017	77
wgt (weighting details unavailable)	25.7	55%	14,135,000	PRB 2015	100
weight (age, gender, region, education)	195.9	56%	109,704,000	PRB 2018	93
weight (age, gender, education, region)	na	na	2,734,956	PA (2014)	100
wgt (weighting details unavailable)	55.7	70%	38,990,000	PRB 2016	100
wgt (weighting details unavailable)	12.2	58%	7,076,000	PRB 2015	63
weight (age, gender, education)	52.3	55%	28,765,000	PRB 2015	100
wgt (weighting details unavailable)	36.6	52%	19,032,000	PRB 2016	96
weight (age, gender, urban/rural, educa	15.9	54%	8,586,000	PRB 2016	100
weight (age, gender, urbanicity)	14.0	61%	8,540,000	PRB 2018	100
weight (age, gender, education and reg	17.8	75%	13,350,000	PRB 2016	99.26
RAKEDWGT1 (Gender, Age Group, Et	6.1	68%	4,148,000	PRB 2018	100
weight (age, sex, education, nationality	8.8	65%	5,720,000	PRB 2017	100
weight (sex, age, education, stratum, u	5.9	69%	4,071,000	PRB 2019	98.09
weight (age, gender, education, and url	31.9	71%	22,649,000	PRB 2016	100
POPWEIGHT_ADD (age, gender, urba	1386.8	83%	1,151,044,000	PRB 2017	92
wgt (weighting details unavailable)	7.4	89%	6,586,000	PRB 2016	100
wgt (weighting details unavailable)	2.9	82%	2,378,000	PRB 2016	100
FinalWgt2 (Gender, AgeGrp, Canton, U	3.5	86%	3,010,000	PRB 2018	67.8
weight (sex, age, nationality, settlement	1.3	84%	1,092,000	PRB 2019	100
weight (Gender, Age, Urban/Rural, Reg	1.8	76%	1,368,000	PRB 2018	100
weight (age, gender, region and nationa	1.9	84%	1,596,000	PRB 2019	99
weight (sex, age, region)	2.8	85%	2,380,000	PRB 2019	100
weight (Gender, AgeGrp, Region, Urba	2.1	83%	1,743,000	PRB 2018	98.6
WEIGHT_2 (see technical report)	3.5	84%	2,940,000	PRB 2019	87
FinalWgt1 (Gender, AgeGrp, Region, E	0.6	82%	492,000	PRB 2018	100
weight (Gender, AgeGrp, Region, Educ	7.0	86%	6,020,000	PRB 2018	100
weight (age, gender, education and reg	3.0	80%	2,400,000	PRB 2018	98.49
weight (age, gender, education, region	9.7	78%	7,566,000	PRB 2015	86
weight (gender, education, region and s	9.5	84%	7,980,000	PRB 2016	95
weight (age, gender, region, and settler	1.993714	85%	1,694,657	contractor	100
weight (age, gender, education, region)	3.8	83%	3,154,000	PRB 2015	90
weight (age, gender, education and reg	na	na	na	Kantar	97.38

weight (age, gender, education and reg	144.9	82%	118,818,000	PRB 2018	86.5
weight (age, gender, region, and settler	42.0	85%	35,700,000	PRB 2019	99.28
wgt (weighting details unavailable)	43.6	75%	32,700,000	PRB 2016	100
wgt (weighting details unavailable)	11.0	67%	7,370,000	PRB 2016	100
wgt (weighting details unavailable)	18.2	80%	14,560,000	PRB 2016	100
wgt (weighting details unavailable)	48.8	73%	35,624,000	PRB 2016	100
wgt (weighting details unavailable)	4.9	77%	3,773,000	PRB 2016	100
none	11.2			PRB 2016	100
wgt (weighting details unavailable)	10.6	70%	7,420,000	PRB 2016	100
wgt (weighting details unavailable)	16.5	71%	11,715,000	PRB 2016	100
wgt (weighting details unavailable)	6.4	73%	4,672,000	PRB 2016	100
wgt (weighting details unavailable)	16.6	60%	9,960,000	PRB 2016	100
wgt (weighting details unavailable)	11.0	65%	7,150,000	PRB 2016	100
wgt (weighting details unavailable)	8.2	68%	5,576,000	PRB 2016	100
none (quota sampling	130.8	68%	89,074,800	PRB 2018	99.6
wgt (weighting details unavailable)	6.3	70%	4,410,000	PRB 2016	100
wgt (weighting details unavailable)	4.0	73%	2,920,000	PRB 2016	100
wgt (weighting details unavailable)	7.0	68%	4,760,000	PRB 2016	100
wgt (weighting details unavailable)	31.5	72%	22,680,000	PRB 2016	100
wgt (weighting details unavailable)	3.5	79%	2,765,000	PRB 2016	100
wght (sample and non-response adjust	28.5	72%	20,520,000	PRB 2019	81.5
weight (age, gender, education and reg	42.7	71%	30,317,000	PRB 2018	100
weight (age, gender, education, region	93.5	69%	64,515,000	PRB 2016	98.2
WGHT (Gender, Age, Region, Urbanici	39.3	55%	21,497,100	PRB 2019	77.8
FinalWgt1 (age, gender, urbanicity)	6.9	na	3,867,314	ıical report	100
wgt (weighting details unavailable)	8.2	63%	5,166,000	PRB 2016	100
Weight (governate)	4.2	77%	3,234,000	PRB 2018	51
FINALWGT2 (urbanity, gender, educati	6.9	74%	5,106,000	PRB 2019	100
weight (age, gender, region and educat	6.3	70%	4,410,000	PRB 2016	100
, gender, region, urbanicity, nationality)	35.6	74%	26,344,000	PRB 2019	99.9
WEIGHT_EDUC (age, gender, educati	0.5	61%	291,656	17 Census	100
weight (region)	2.7	86%	2,322,000	PRB 2018	47
WGHT (province, gender, age)	34.2	75%	25,650,000	PRB 2019	71.4
weight (age, gender, education, urbanic	11.6	76%	8,816,000	PRB 2018	100
wgt (weighting details unavailable)	2.2	84%	1,816,080	f Migration	100
wgt (weighting details unavailable)	27.5	60%	16,500,000	PRB 2016	100
weight (age, gender, education and urb	164.7	71%	116,937,000	PRB 2017	98.9
weight (age, gender, education, urbanic	200.6	67%	134,402,000	PRB 2018	96.96
WEIGHT (age, gender, education, urba	53.9	73%	39,347,000	PRB 2018	92
NATIONAL_WEIGHT (Age, Gender, E	16.5	69%	11,385,000	PRB 2019	100
MAINWEIGHT (age, gender, education	265.2	72%	190,944,000	PRB 2018	94.7
weight (age, gender, education, URBAI	7.1	65%	4,615,000	PRB 2016	90
wgt (weighting details unavailable)	65.3	82%	53,546,000	PRB 2016	100
weight (age, gender, education, urbanic	92.7	76%	70,452,000	PRB 2016	85
weight (education, age group, province	36.5	56%	20,440,000	PRB 2018	74
weight (Age, gender, urbanicity)	80.6	76%	61,256,000	PRB 2017	100
PostStra_Wgt	82.6	77%	63,602,000	PRB 2019	88

COVERED POPULATION	SURVEY DATE	SURVEY TYPE	SURVEY SOURCE	SAMPLE SIZE	OWN TV	OWN SATELLITE DISH	OWN CABLE ACCESS	OWN RADIO	OWN PC
6,555,000	Jul 2019	Nationwide	Omnibus	1,000	na	na	na	na	na
1,474,000	May 2016	Nationwide	WP	1,000	na	na	na	na	na
5,778,000	Jan 2016	Nationwide	BBG	2,000	7%	2%	na	75%	2%
1,830,000	Jul 2016	Nationwide	WP	1,000	na	na	na	na	na
13,862,000	Feb 2017	Nationwide	BBG	2,112	60%	22%	15%	64%	12%
39,606,840	Mar 2020	Nationwide	USAGM	2,960	36%	17%	na	65%	11%
61,205,125	Apr 2018	Nationwide	BBG	2,028	17%	16%	<1%	48%	1%
1,134,000	Jun 2016	Nationwide	WP	1,000	na	na	na	na	na
17,815,050	Jul 2018	Nationwide	BBG	2,469	72%	37%	2%	71%	14%
26,332,000	Feb 2017	Nationwide	BBG	2,000	40%	7%	10%	81%	8%
2,668,000	May 2016	Nationwide	WP	1,000	na	na	na	na	na
10,906,740	Mar 2016	Nationwide	WP	1,000	na	na	na	na	na
10,696,000	Jul 2019	Nationwide	Omnibus	1,015	na	na	na	na	na
7,567,560	Aug 2017	Nationwide	BBG	1,547	53%	28%	17%	82%	20%
14,135,000	Oct 2015	Nationwide	WP	1,000	37%	na	na	na	na
102,024,720	Jul 2018	Nationwide	BBG	3,000	68%	18%	na	67%	9%
2,734,956	May 2016	Regional	BBG	1,000	46%	35%	23%	42%	16%
38,990,000	Aug 2016	Nationwide	WP	1,000	na	na	na	na	na
4,457,880	Dec 2015	Nationwide	WP	1,000	8%	na	na	na	na
28,765,000	Feb 2016	Nationwide	BBG	2,000	24%	6%	3%	81%	4%
18,270,720	Aug 2016	Nationwide	WP	1,000	na	na	na	na	na
8,586,000	Jul 2016	Nationwide	BBC	2,059	42%	16%	5%	55%	9%
8,540,000	Jun 2019	Nationwide	Omnibus	1,000	na	na	na	na	na
13,251,210	Nov 2016	Nationwide	BBG	2,000	98%	40%	29%	27%	58%
4,148,000	Oct 2018	Nationwide	BBG	2,000	96%	9%	7%	19%	27%
5,720,000	Jun 2017	Nationwide	BBG	2,006	98%	40%	16%	27%	na
3,993,244	Jun 2019	Nationwide	BBG	2,000	100%	83%	25%	29%	36%
22,649,000	May 2017	Nationwide	BBG	2,000	98%	12%	24%	34%	33%
1,058,960,480	Aug 2017	Nationwide	BBG	5,240	92%	12%	56%	29%	61%
6,586,000	Jun 2016	Nationwide	WP	1,005	na	na	na	na	na
2,378,000	Jun 2016	Nationwide	WP	999	na	na	na	na	na
2,040,780	Nov 2018	Nationwide	Omnibus	1,000	na	na	na	na	na
1,092,000	Nov 2019	Nationwide	Omnibus	1,019	na	na	na	na	na
1,368,000	Dec 2018	Nationwide	BBG	2,000	100%	9%	89%	18%	55%
1,580,040	Oct 2019	Nationwide	Omnibus	1,001	na	na	na	na	na
2,380,000	Oct 2019	Nationwide	Omnibus	1,103	na	na	na	na	na
1,718,598	May 2019	Nationwide	Omnibus	1,208	na	na	na	na	na
2,557,800	Nov 2019	Nationwide	BBG	1,503	94%	14%	47%	42%	57%
492,000	Jul 2019	Nationwide	Omnibus	1,006	na	na	na	na	na
6,020,000	Jul 2019	Nationwide	Omnibus	1,014	na	na	na	na	na
2,363,760	Nov 2018	Nationwide	BBG	2,011	99%	10%	35%	15%	76%
6,506,760	Dec 2015	Nationwide	BBG	2,000	100%	59%	12%	25%	41%
7,581,000	Nov 2016	Nationwide	BBG	2,039	99%	10%	48%	43%	69%
1,694,657	Jan 2020	Republic	BBG	1,043	96%	24%	30%	19%	70%
2,838,600	Feb 2016	Nationwide	BBG	2,000	99%	45%	19%	12%	65%
106,364	Nov 2018	Republic	BBG	1,010	98%	50%	14%	9%	76%

102,777,570	May 2018	Nationwide	BBG	5,002	96%	21%	38,5%	31%	63%
35,442,960	May 2019	Nationwide	BBG	2,628	93%	24%	28%	23%	53%
32,700,000	Jun 2016	Nationwide	WP	1,000	na	na	na	na	na
7,370,000	Aug 2016	Nationwide	WP	1,000	na	na	na	na	na
14,560,000	Jul 2016	Nationwide	WP	1,008	na	na	na	na	na
35,624,000	May 2016	Nationwide	WP	1,000	na	na	na	na	na
3,773,000	Mar 2016	Nationwide	WP	1,000	na	na	na	na	na
8,900,000	Mar 2017	Nationwide	BBG	1,478	na	11%	3%	77%	46%
7,420,000	Jul 2016	Nationwide	WP	1,000	na	na	na	na	na
11,715,000	Jul 2016	Nationwide	WP	1,000	na	na	na	na	na
4,672,000	Apr 2016	Nationwide	WP	1,000	na	na	na	na	na
9,960,000	Apr 2016	Nationwide	WP	1,000	na	na	na	na	na
7,150,000	May 2016	Nationwide	WP	504	na	na	na	na	na
5,576,000	Apr 2016	Nationwide	WP	1,000	na	na	na	na	na
88,718,501	Aug 2018	Nationwide	Omnibus	1,205	na	na	na	na	na
4,410,000	Apr 2016	Nationwide	WP	1,000	na	na	na	na	na
2,920,000	Apr 2016	Nationwide	WP	1,000	na	na	na	na	na
4,760,000	Jul 2016	Nationwide	WP	1,000	na	na	na	na	na
22,680,000	Jul 2016	Nationwide	WP	1,000	na	na	na	na	na
2,765,000	Aug 2016	Nationwide	WP	1,000	na	na	na	na	na
16,723,800	Feb 2020	Nationwide	BBG	1,252	92%	9%	51%	64%	na
30,317,000	Aug 2018	Nationwide	BBG	1,500	96%	90%	na	24%	44%
63,353,730	Jun 2016	Nationwide	BBG	2,000	99%	99%	na	34%	47%
16,724,744	Aug 2019	Nationwide	Omnibus	2,000	na	na	na	na	na
3,867,314	Oct 2019	Regional	Omnibus	750	na	na	na	na	na
5,166,000	May 2016	Nationwide	WP	1,000	na	na	na	na	na
1,649,340	May 2019	Nationwide	Omnibus	1,024	na	na	na	na	na
5,106,000	Sep 2019	Nationwide	Omnibus	1,005	na	na	na	na	na
4,410,000	Jan 2016	Nationwide	BBG	2,014	99%	95%	na	45%	67%
26,317,656	Sep 2019	Nationwide	Omnibus	1,010	na	na	na	na	na
291,656	Jan 2019	Regional	Omnibus	1,048	na	na	na	na	na
1,091,340	Apr 2019	Nationwide	Omnibus	1,027	na	na	na	na	na
18,314,100	Sep 2019	Nationwide	Omnibus	1,010	na	na	na	na	na
8,816,000	Apr 2018	Nationwide	BBG	1,016	99%	98%	na	53%	42%
1,816,080	Oct 2015	Nationwide	WP	519	96%	na	na	na	na
16,500,000	Oct 2016	Nationwide	WP	1,000	na	na	na	na	na
115,650,693	Aug 2017	Nationwide	BBG	3,000	57%	1%	50%	4%	9%
130,316,179	Jan 2019	Nationwide	BBG	3,000	75%	25%	39%	7%	12%
36,199,240	May 2018	Nationwide	BBG	2,500	61%	30%	21%	32%	8%
11,385,000	Sep 2019	Nationwide	BBG	2,150	67%	21%	7%	20%	6%
180,823,968	Jan 2018	Nationwide	BBG	3,360	97%	17%	11%	1790%	8%
4,153,500	Sep 2016	Nationwide	BBG	1,504	86%	78%	4%	20%	13%
53,546,000	May 2016	Nationwide	WP	1,000	na	na	na	na	na
59,884,200	Jul 2016	Nationwide	BBG	3,040	98%	39%	28%	13%	33%
15,125,600	Jul 2018	Nationwide	BBG	3,146	75%	45%	9%	63%	15%
61,256,000	Sep 2017	Nationwide	BBG	2,001	98%	34%	na	41%	64%
55,969,760	Oct 2019	Nationwide	Omnibus	1,505	na	na	na	na	na

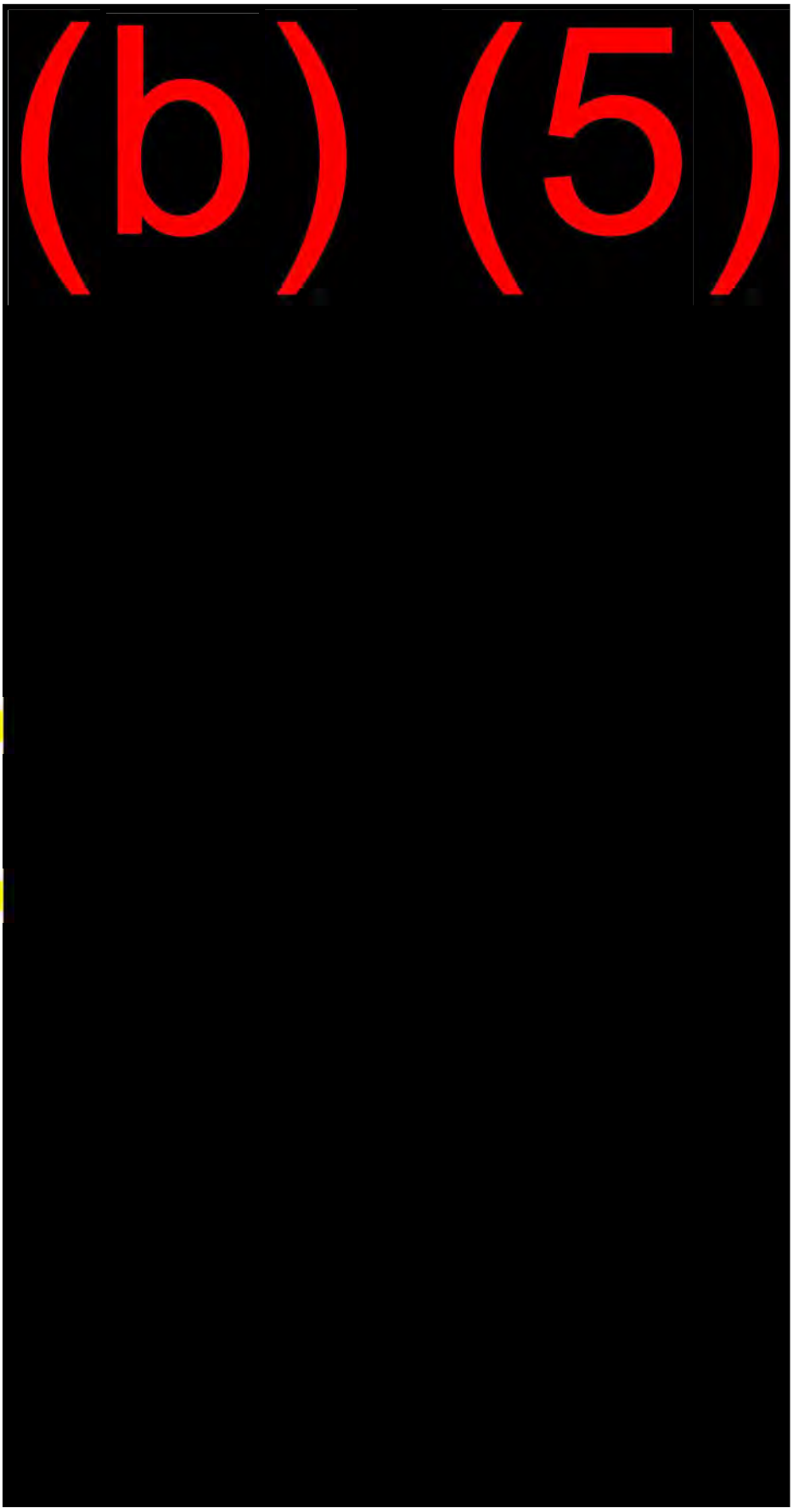
OWN household INTERNET ACCESS	OWN personal CELL PHONE	DAILY TV USE	WEEKLY TV USE (%)	MONTHLY TV USE	DAILY RADIO USE	WEEKLY RADIO USE (%)	MONTHLY RADIO USE	WEEKLY FM USE (%)	WEEKLY MW USE (%)	WEEKLY SW USE (%)	Weekly radio listening via mobile (%)
na	na	na	na	na	na	na	na	na	na	na	na
na	87%	na	na	na	na	na	na	na	na	na	na
7%	26%	6%	11%	18%	54%	75%	83%	49%	3%	3%	22%
na	na	na	na	na	na	na	na	na	na	na	na
30%	79%	54%	75%	83%	38%	61%	73%	37%	4%	3%	34%
24%	51%	24%	48%	64%	38%	67%	82%	40%	7%	4%	26%
6%	47%	13%	31%	48%	21%	46%	62%	15%	6%	5%	15%
na	na	na	na	na	na	na	na	na	na	na	na
30%	84%	54%	74%	84%	55%	77%	87%	71%	1%	1%	31%
35%	85%	41%	61%	73%	65%	84%	91%	61%	8%	6%	33%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
27%	58%	35%	56%	69%	48%	71%	82%	38%	8%	6%	21%
8%	na	na	na	na	na	na	na	na	na	na	na
35%	78%	34%	58%	71%	47%	71%	83%	56%	15%	12%	41%
13%	82%	34%	46%	54%	30%	42%	51%	28%	8%	7%	20%
na	na	na	na	na	na	na	na	na	na	na	na
5%	na	na	na	na	na	na	na	na	na	na	na
13%	55%	24%	44%	59%	53%	80%	89%	75%	15%	7%	27%
na	na	na	na	na	na	na	na	na	na	na	na
6%	45%	30%	44%	52%	33%	52%	63%	50%	1%	4%	24%
na	na	na	na	na	na	na	na	na	na	na	na
63%	87%	71%	94%	96%	17%	37%	46%	21%	3%	3%	13%
68%	92%	70%	88%	94%	16%	33%	42%	19%	1%	1%	8%
27%	60%	69%	91%	96%	14%	29%	35%	16%	1%	1%	8%
82%	93%	96%	100%	100%	11%	36%	56%	32%	3%	8%	12%
33%	90%	83%	94%	95%	19%	34%	39%	11%	1%	2%	na
68%	93%	63%	88%	93%	9%	23%	32%	13%	4%	2%	5%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
85%	94%	84%	97%	99%	10%	21%	31%	12%	3%	na	5%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
69%	80%	74%	86%	91%	29%	41%	49%	16%	3%	2%	4%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
89%	93%	81%	94%	96%	15%	28%	35%	20%	1%	1%	4%
56%	85%	83%	98%	99%	10%	30%	38%	29%	1%	1%	11%
69%	88%	75%	91%	96%	24%	46%	59%	39%	5%	2%	8%
77%	95%	50%	76%	88%	12%	25%	34%	18%	4%	1%	6%
58%	85%	87%	97%	98%	7%	16%	21%	16%	<1%	1%	5%
87%	84%	77%	93%	95%	7%	16%	22%	10%	1%	1%	2%

69%	96%	80%	90%	93%	27%	43%	48%	26%	2%	1%	7%
69%	91%	64%	82%	85%	13%	25%	32%	17%	2%	1%	4%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	72%	91%	94%	28%	51%	63%	na	39%	12%	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
60%	65%	84%	91%	94%	44%	62%	71%	na	na	na	na
50%	70%	59%	77%	85%	7%	15%	25%	7%	na	1%	12%
35%	85%	87%	96%	98%	21%	27%	30%	18%	8%	1%	5%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
67%	89%	na	na	na	na	na	na	na	na	na	na
67%	89%	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
75%	98%	89%	96%	98%	37%	55%	64%	39%	8%	11%	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
70%	89%	89%	97%	98%	39%	63%	72%	41%	na	8%	na
84%	na	72%	89%	92%	54%	70%	75%	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
29%	66%	53%	76%	83%	3%	12%	19%	5%	<1%	1%	13%
34%	56%	52%	76%	82%	4%	12%	16%	3%	1%	1%	7%
60%	59%	49%	66%	74%	18%	32%	39%	17%	3%	2%	7%
63%	73%	49%	68%	74%	16%	25%	31%	7%	2%	1%	6%
44%	64%	93%	97%	98%	12%	19%	24%	14%	3%	1%	5%
39%	66%	62%	85%	89%	13%	21%	26%	17%	3%	<1%	9%
na	na	na	na	na	na	na	na	na	na	na	na
49%	78%	80%	98%	99%	14%	25%	28%	11%	6%	2%	7%
23%	62%	53%	71%	81%	33%	58%	67%	46%	24%	13%	25%
74%	95%	83%	94%	96%	21%	43%	55%	na	na	na	8%
na	na	na	na	na	na	na	na	na	na	na	na

Weekly radio listening via	DAILY INTERNET USE	WEEKLY INTERNET USE (%)	MONTHLY INTERNET USE	WEEKLY USE SMS (%)	WEEKLY USE MOBILE INTERNET (%)	DAILY TV FOR NEWS	WEEKLY TV FOR NEWS	DAILY RADIO FOR NEWS	WEEKLY RADIO FOR NEWS	DAILY INTERNET FOR NEWS	WEEKLY INTERNET FOR NEWS
na	na	na	na	na	na	34%	58%	39%	62%	38%	50%
na	na	na	na	na	na	37%	49%	39%	54%	18%	25%
2%	4%	8%	11%	22%	5%	6%	11%	62%	83%	4%	6%
na	na	na	na	na	na	11%	19%	49%	68%	3%	7%
na	13%	23%	29%	62%	18%	45%	70%	37%	59%	14%	23%
2%	14%	21%	28%	na	20%	20%	46%	39%	66%	14%	23%
<1%	2%	4%	5%	na	4%	16%	28%	33%	49%	3%	4%
na	na	na	na	na	na	63%	79%	20%	34%	29%	39%
2%	19%	25%	31%	na	24%	40%	67%	49%	72%	14%	20%
7%	25%	34%	38%	na	25%	38%	55%	61%	77%	18%	25%
na	na	na	na	na	na	8%	15%	44%	60%	7%	10%
na	na	na	na	na	na	12%	15%	35%	58%	2%	3%
na	na	na	na	na	na	28%	43%	52%	72%	16%	24%
2%	12%	18%	24%	35%	15%	33%	57%	50%	71%	10%	16%
na	na	na	na	na	na	28%	39%	27%	40%	7%	11%
3%	22%	30%	34%	61%	29%	29%	51%	49%	67%	22%	30%
5%	15%	19%	22%	na	na	31%	45%	30%	45%	16%	21%
na	na	na	na	na	na	71%	82%	49%	69%	32%	45%
na	na	na	na	na	na	6%	12%	21%	30%	2%	5%
1%	6%	11%	14%	56%	10%	21%	43%	55%	80%	6%	9%
na	na	na	na	na	na	21%	30%	64%	75%	8%	14%
1%	11%	15%	17%	52%	14%	27%	39%	30%	49%	9%	14%
na	na	na	na	na	na	27%	44%	41%	66%	25%	35%
4%	47%	64%	67%	62%	53%	81%	92%	17%	35%	48%	63%
4%	49%	58%	60%	na	56%	65%	86%	11%	20%	52%	59%
1%	15%	23%	26%	35%	19%	72%	88%	18%	29%	13%	20%
3%	46%	68%	69%	67%	67%	90%	98%	6%	20%	29%	46%
1%	17%	22%	25%	na	19%	78%	90%	22%	32%	18%	25%
4%	58%	71%	75%	na	67%	48%	77%	9%	21%	21%	42%
na	na	na	na	na	na	79%	91%	35%	50%	67%	77%
na	na	na	na	na	na	82%	92%	7%	11%	37%	43%
na	na	na	na	na	na	49%	70%	13%	29%	36%	52%
na	na	na	na	na	na	67%	81%	52%	69%	74%	85%
4%	76%	86%	88%	na	85%	85%	94%	6%	13%	62%	74%
na	na	na	na	na	na	59%	79%	38%	58%	65%	80%
na	na	na	na	na	na	71%	87%	47%	66%	57%	72%
na	na	na	na	na	na	68%	87%	11%	24%	49%	62%
3%	59%	63%	65%	na	57%	66%	81%	22%	29%	42%	52%
na	na	na	na	na	na	78%	93%	34%	57%	57%	76%
na	na	na	na	na	na	86%	95%	36%	58%	58%	67%
2%	63%	71%	72%	na	62%	72%	84%	9%	14%	56%	64%
2%	35%	49%	51%	63%	43%	82%	96%	9%	23%	31%	45%
7%	48%	61%	64%	55%	49%	70%	87%	21%	40%	36%	53%
2%	60%	75%	76%	na	58%	54%	76%	11%	19%	60%	74%
1%	42%	50%	53%	69%	31%	89%	95%	5%	11%	41%	48%
1%	56%	66%	68%	na	49%	71%	89%	3%	7%	51%	61%

7%	59%	65%	67%	69%	51%	73%	83%	18%	26%	51%	59%
3%	52%	64%	66%	na	55%	61%	78%	13%	22%	42%	56%
na	na	na	na	na	na	75%	92%	37%	60%	43%	57%
na	na	na	na	na	na	77%	91%	39%	60%	33%	48%
na	na	na	na	na	na	77%	95%	41%	62%	50%	60%
na	na	na	na	na	na	77%	90%	36%	54%	36%	47%
na	na	na	na	na	na	76%	89%	30%	46%	53%	63%
na	18%	38%	47%	na	na	67%	88%	32%	55%	15%	34%
na	na	na	na	na	na	61%	84%	24%	40%	37%	50%
na	na	na	na	na	na	76%	88%	29%	44%	39%	50%
na	na	na	na	na	na	68%	85%	24%	38%	24%	37%
na	na	na	na	na	na	66%	83%	41%	58%	21%	31%
na	na	na	na	na	na	22%	39%	44%	63%	12%	27%
na	na	na	na	na	na	74%	82%	29%	40%	20%	31%
na	na	na	na	na	na	63%	85%	30%	47%	44%	56%
na	na	na	na	na	na	62%	79%	30%	46%	13%	21%
na	na	na	na	na	na	73%	84%	32%	55%	35%	44%
na	na	na	na	na	na	69%	92%	42%	65%	23%	37%
na	na	na	na	na	na	68%	87%	39%	62%	24%	33%
na	na	na	na	na	na	77%	91%	43%	57%	44%	57%
na	47%	60%	na	na	53%	63%	83%	34%	50%	38%	53%
na	35%	44%	50%	na	49%	62%	76%	92%	16%	38%	49%
na	30%	38%	39%	53%	31%	64%	79%	10%	15%	26%	33%
na	na	na	na	na	na	79%	99%	18%	46%	25%	47%
na	na	na	na	na	na	63%	91%	14%	42%	13%	28%
na	na	63%	na	na	na	58%	74%	19%	30%	44%	53%
na	na	63%	na	na	na	30%	51%	21%	31%	78%	86%
na	na	na	na	na	na	75%	92%	15%	30%	73%	81%
na	50%	64%	69%	71%	56%	na	90%	na	36%	na	66%
na	na	na	na	na	na	56%	79%	30%	49%	46%	59%
na	na	na	na	na	na	57%	74%	22%	39%	67%	76%
na	na	na	na	na	na	37%	58%	25%	41%	91%	96%
na	na	na	na	na	na	34%	54%	18%	29%	65%	74%
na	25%	29%	30%	na	27%	64%	83%	27%	43%	47%	55%
na	85%	92%	94%	na	na	na	na	na	na	na	na
na	na	na	na	na	na	37%	56%	12%	24%	12%	16%
1%	14%	21%	24%	52%	20%	55%	73%	5%	12%	14%	19%
1%	16%	25%	28%	na	24%	60%	75%	5%	9%	15%	20%
1%	24%	33%	35%	21%	32%	24%	57%	15%	34%	15%	22%
4%	46%	55%	57%	na	53%	27%	53%	9%	15%	27%	38%
1%	37%	41%	42%	54%	40%	81%	93%	7%	13%	30%	37%
<1%	18%	23%	24%	7%	21%	62%	82%	12%	20%	15%	19%
na	na	na	na	na	na	76%	91%	16%	25%	33%	39%
2%	36%	49%	51%	62%	42%	64%	89%	7%	15%	32%	45%
3%	12%	24%	27%	28%	23%	63%	75%	40%	61%	12%	21%
3%	59%	69%	72%	na	55%	70%	88%	14%	27%	52%	64%
na	na	na	na	na	na	70%	87%	20%	37%	73%	82%

DAILY SMS FOR NEWS	WEEKLY SMS FOR NEWS	DAILY SN FOR NEWS	WEEKLY SN FOR NEWS	Blank	FY entered into MOAS
22%	34%	na	na		
44%	56%				
15%	23%				
13%	18%				
na	na				
na	na	13%	23%		Jul-20
na	na	4%	6%		
44%	53%				
na	na	15%	21%		
na	na				
9%	16%				
4%	9%				
7%	16%	na	na		
12%	24%	9%	14%		
26%	32%				
na	na	na	na		
20%	28%				
31%	52%				
5%	11%				
27%	48%				
20%	30%				
18%	30%				
21%	34%	na	na		
26%	51%				
na	na	30%	38%		
na	na	9%	14%		
30%	51%	28%	42%		
na	na				
na	na	52%	68%		
25%	36%				
na	na				
na	na	25%	42%		
na	na	45%	63%		
na	na	47%	59%		
na	na	53%	71%		
na	na	44%	60%		
na	na	41%	57%		
na	na	35%	45%		
na	na	48%	63%		
na	na	46%	56%		
na	na	50%	56%		
9%	20%				
14%	28%				
na	na	49%	64%		Jun-20
26%	35%				
na	na	39%	46%		


(b) (5)

Language	REGION	STATION	COUNTRY	DATASET NAME	WEIGHT USE, NAME
any	AFR	VOA	Ethiopia	(b) (5)	wght (age, gen
any	AFR	USIB	Ethiopia		wght (age, gen
[redacted]	AFR	VOA	Kenya		ation, location)
any	AFR	USIB	Kenya		ation, location)
[redacted]	AFR	VOA	Zambia		n, urban/rural)
any	AFR	USIB	Zambia		n, urban/rural)
any	AFR	VOA	Zimbabwe		der, education)
any	AFR	USIB	Zimbabwe		der, education)
any	AFR	VOA	Kenya		ils unavailable)
any	AFR	USIB	Kenya		ils unavailable)
any	AFR	SAWA	Mali		ucation, strata)
any	AFR	VOA	Mali		ucation, strata)
any	AFR	USIB	Mali		ucation, strata)
any	AFR	ALHURRA	Cote d'Ivoire		none
any	AFR	MBN	Cote d'Ivoire		none
any	AFR	VOA	Cote d'Ivoire		none
any	AFR	USIB	Cote d'Ivoire		none
any	AFR	USIM	Nigeria		nder, education
any	AFR	VOA	Nigeria		nder, education
any	AFR	VOA	Niger		ils unavailable)
any	AFR	USIM	Niger		ils unavailable)
any	AFR	VOA	Angola		a of residence)
any	AFR	USIM	Angola		a of residence)
any	AFR	VOA	Ethiopia		wgt (weighting
any	AFR	USIM	Ethiopia		wgt (weighting
any	AFR	VOA	South Africa		ils unavailable)
any	AFR	USIM	South Africa		ils unavailable)
any	AFR	VOA	Zambia		ils unavailable)
any	AFR	USIM	Zambia		ils unavailable)
any	AFR	SAWA	Somalia		cation, region)
any	AFR	ALHURRA	Somalia		cation, region)
any	AFR	MBN	Somalia		cation, region)
any	AFR	VOA	Somalia		cation, region)
any	AFR	USIM	Somalia		cation, region)
any	AFR	VOA	Rwanda		ge, education)
any	AFR	USIM	Rwanda		ge, education)
any	AFR	VOA	DR Congo - na		wgt (weighting
any	AFR	USIM	DR Congo - na		wgt (weighting
any	AFR	VOA	Ethiopia		weight (age, ge
any	AFR	USIM	Ethiopia		weight (age, ge
any	AFR	VOA	Angola		weight (age ge
any	AFR	USIM	Angola		weight (age ge
any	AFR	VOA	Guinea		n, urban/rural)
any	AFR	USIM	Guinea		n, urban/rural)
any	AFR	VOA	Burkina Faso		wgt (weighting
any	AFR	USIM	Burkina Faso		wgt (weighting
any	AFR	VOA	Senegal		wgt (weighting
any	AFR	USIM	Senegal		wgt (weighting
any	AFR	VOA	Nigeria		der, education

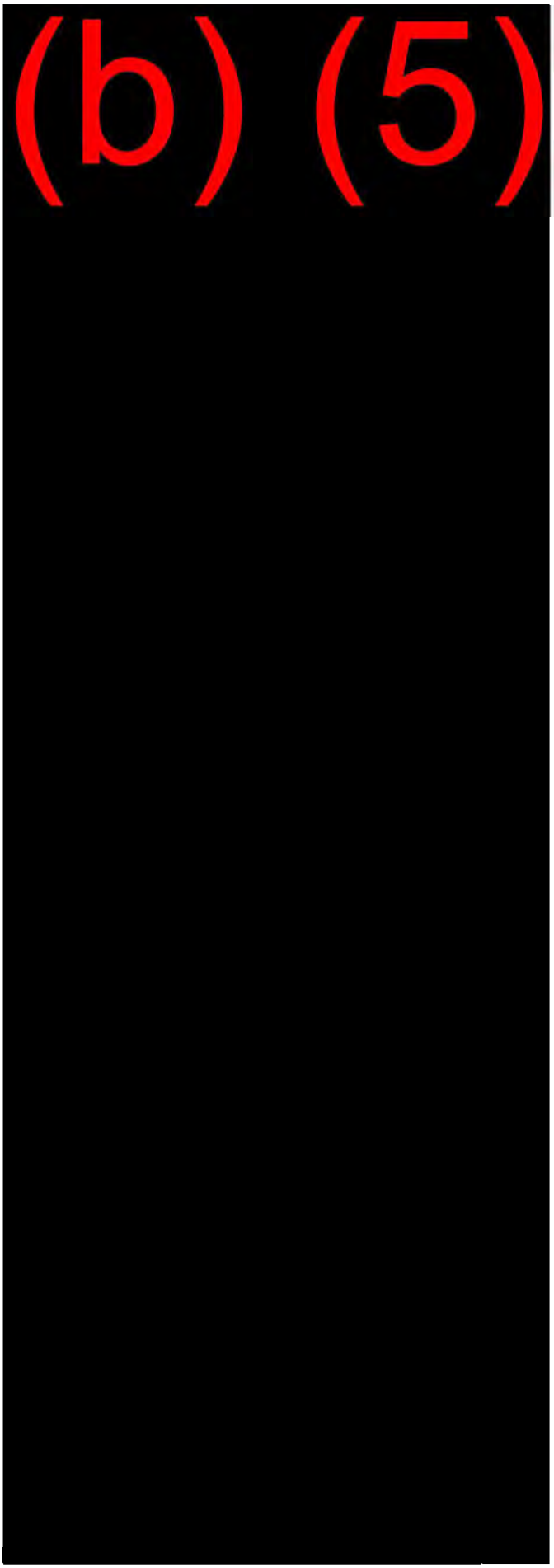
any	AFR	USIM	Nigeria	r, education
any	AFR	VOA	Kenya	ight (age, ge
any	AFR	USIM	Kenya	ight (age, ge
any	AFR	VOA	Sierra Leone	ndeducation
any	AFR	USIM	Sierra Leone	ndeducation
any	AFR	VOA	Tanzania	, education)
any	AFR	USIM	Tanzania	, education)
any	AFR	VOA	Burundi	T (Gender)
any	AFR	USIM	Burundi	T (Gender)
any	AFR	VOA	Zimbabwe	ight (age, ge
any	AFR	USIM	Zimbabwe	ight (age, ge
any	AFR	VOA	Cote d'Ivoire	ight (age, ge
any	AFR	USIM	Cote d'Ivoire	ight (age, ge
any	AFR	SAWA	Mali	t_projwt (age
any	AFR	ALHURRA	Mali	t_projwt (age
any	AFR	MBN	Mali	t_projwt (age
any	AFR	VOA	Mali	t_projwt (age
any	AFR	USIM	Mali	t_projwt (age
any	AFR	VOA	Uganda	, education)
any	AFR	USIM	Uganda	, education)
any	AFR	VOA	South Sudan	none
any	AFR	USIM	South Sudan	none
any	AFR	VOA	Nigeria	ight (age, ge
any	AFR	USIM	Nigeria	ight (age, ge
any	AFR	VOA	Burundi	t (weighting
any	AFR	USIM	Burundi	t (weighting
any	AFR	VOA	Tanzania	t (weighting
any	AFR	USIM	Tanzania	t (weighting
any	AFR	VOA	DR Congo - na	ender, edu)
any	AFR	USIM	DR Congo - na	ender, edu)
any	AFR	VOA	DRC-- 3 cities	ight_noed (a
any	AFR	USIM	DRC-- 3 cities	ight_noed (a
any	CAS	RFE/RL	Tajikistan	, education)
any	CAS	VOA	Tajikistan	, education)
any	CAS	USIM	Tajikistan	, education)
any	CAS	RFE/RL	Kyrgyzstan	r, education
any	CAS	VOA	Kyrgyzstan	r, education
any	CAS	USIM	Kyrgyzstan	r, education
any	EAS	RFA	China	ht (urban/rur
any	EAS	VOA	China	ht (urban/rur
any	EAS	USIM	China	ht (urban/rur
any	EAS	RFA	Taiwan	ne (quota sa
any	EAS	VOA	Taiwan	ne (quota sa
any	EAS	USIM	Taiwan	ne (quota sa
any	EEUR	RFE/RL	Albania	ender, edu)
any	EEUR	VOA	Albania	ender, edu)
any	EEUR	USIM	Albania	ender, edu)
any	EEUR	any	Albania	h (age, gend
any	EEUR	RFE/RL	Bosnia	ge, gender)
any	EEUR	VOA	Bosnia	ge, gender)
any	EEUR	USIM	Bosnia	ge, gender)
any	EEUR	RFE/RL	Macedonia	and Region)
any	EEUR	VOA	Macedonia	and Region)
any	EEUR	USIM	Macedonia	and Region)

(b) (5)

any	EEUR	RFE/RL	Serbia
any	EEUR	VOA	Serbia
any	EEUR	USIM	Serbia
any	EEUR	RFE/RL	Moldova
[redacted]	EEUR	VOA	Moldova
any	EEUR	USIM	Moldova
any	EEUR	RFE/RL	Kosovo
any	EEUR	VOA	Kosovo
any	EEUR	USIM	Kosovo
any	EEUR	RFE/RL	Montenegro
[redacted]	EEUR	VOA	Montenegro
any	EEUR	USIM	Montenegro
any	EEUR	RFE/RL	Moldova
any	EEUR	VOA	Moldova
any	EEUR	USIM	Moldova
any	EURA	RFE/RL	Russia
any	EURA	VOA	Russia
any	EURA	USIB	Russia
any	EURA	RFE/RL	Belarus
any	EURA	VOA	Belarus
any	EURA	USIB	Belarus
any	EURA	RFE/RL	Ukraine
any	EURA	VOA	Ukraine
any	EURA	USIB	Ukraine
any	EURA	RFE/RL	Abkhazia
any	EURA	VOA	Abkhazia
any	EURA	USIM	Abkhazia
any	EURA	RFE/RL	Chechnya
any	EURA	VOA	Chechnya
any	EURA	USIM	Chechnya
any	EURA	RFE/RL	Dagestan
any	EURA	VOA	Dagestan
any	EURA	USIM	Dagestan
any	EURA	RFE/RL	Armenia
any	EURA	VOA	Armenia
any	EURA	USIM	Armenia
any	EURA	RFE/RL	Kabar-Balkari
any	EURA	VOA	Kabar-Balkari
any	EURA	USIM	Kabar-Balkari
any	EURA	RFE/RL	Azerbaijan
any	EURA	VOA	Azerbaijan
any	EURA	USIM	Azerbaijan
any	EURA	RFE/RL	Russia
any	EURA	VOA	Russia
any	EURA	USIM	Russia
any	EURA	RFE/RL	Georgia
any	EURA	VOA	Georgia
any	EURA	USIM	Georgia
any	LAM	VOA	Venezuela
any	LAM	USIM	Venezuela
any	LAM	VOA	Chile
any	LAM	USIM	Chile
any	LAM	VOA	Paraguay
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(b) (5)

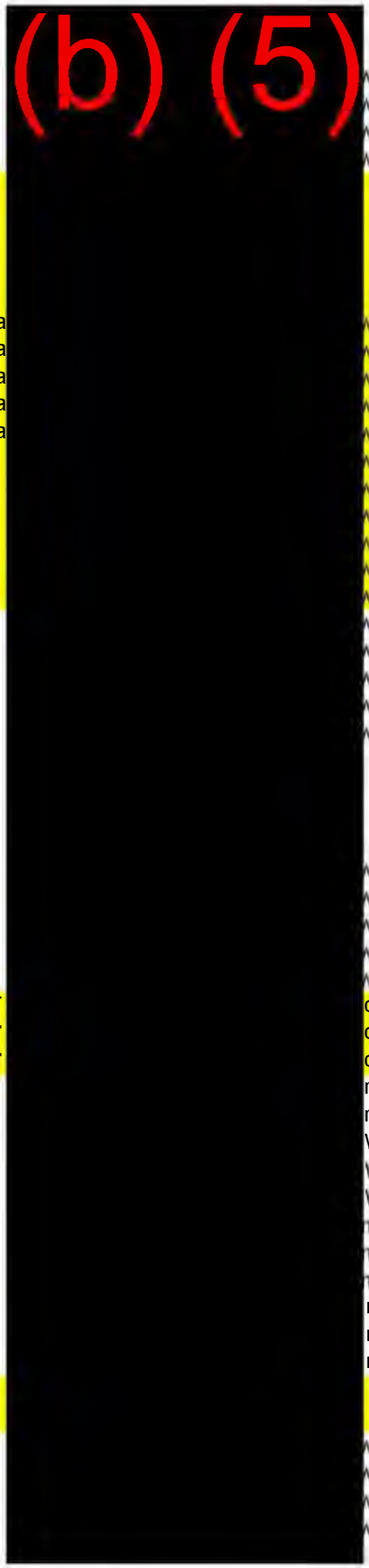
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any	LAM	USIM	Costa Rica
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any	LAM	USIM	Ecuador
any	LAM	VOA	Bolivia
any	LAM	USIM	Bolivia
any	LAM	VOA	El Salvador
any	LAM	USIM	El Salvador
any	LAM	VOA	Guatemala
any	LAM	USIM	Guatemala
any	LAM	VOA	Honduras
any	LAM	USIM	Honduras
any	LAM	VOA	Mexico
any	LAM	USIM	Mexico
any	LAM	VOA	Nicaragua
any	LAM	USIM	Nicaragua
any	LAM	VOA	Panama
any	LAM	USIM	Panama
any	LAM	VOA	Peru
any	LAM	USIM	Peru
any	LAM	VOA	Haiti
any	LAM	USIM	Haiti
any	LAM	VOA	Mexico
any	LAM	USIM	Mexico
any	LAM	VOA	Bolivia
any	LAM	USIM	Bolivia
any	MENA	SAWA	Jordan
any	MENA	ALHURRA	Jordan
any	MENA	MBN	Jordan
any	MENA	USIB	Jordan
any	MENA	SAWA	Egypt
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any	MENA	MBN	Egypt
any	MENA	USIB	Egypt
any	MENA	SAWA	Lebanon
any	MENA	ALHURRA	Lebanon
any	MENA	MBN	Lebanon
any	MENA	VOA	Lebanon
any	MENA	RFE/RL	Lebanon
any	MENA	USIB	Lebanon
any	MENA	SAWA	Egypt
any	MENA	ALHURRA	Egypt
any	MENA	MBN	Egypt
any	MENA	USIB	Egypt
any	MENA	SAWA	Morocco
any	MENA	ALHURRA	Morocco
any	MENA	MBN	Morocco
any	MENA	USIB	Morocco
any	MENA	SAWA	Kuwait
any	MENA	ALHURRA	Kuwait
any	MENA	MBN	Kuwait
any	MENA	RFE/RL	Kuwait



any	MENA	VOA	Kuwait		none
any	MENA	USIM	Kuwait		none
any	MENA	SAWA	Yemen		eight (age, ge
any	MENA	ALHURRA	Yemen		eight (age, ge
any	MENA	MBN	Yemen		eight (age, ge
any	MENA	USIM	Yemen		eight (age, ge
any	MENA	SAWA	Jordan		s unavailable)
any	MENA	ALHURRA	Jordan		s unavailable)
any	MENA	MBN	Jordan		s unavailable)
any	MENA	USIM	Jordan		s unavailable)
any	MENA	SAWA	Palestinian T		none
any	MENA	ALHURRA	Palestinian T		none
any	MENA	MBN	Palestinian T		none
any	MENA	RFE/RL	Palestinian T		none
any	MENA	VOA	Palestinian T		none
any	MENA	USIM	Palestinian T		none
any	MENA	SAWA	Tunisia		s unavailable)
any	MENA	ALHURRA	Tunisia		s unavailable)
any	MENA	MBN	Tunisia		s unavailable)
any	MENA	USIM	Tunisia		s unavailable)
any	MENA	SAWA	Lebanon		s unavailable)
any	MENA	ALHURRA	Lebanon		s unavailable)
any	MENA	MBN	Lebanon		s unavailable)
any	MENA	USIM	Lebanon		s unavailable)
any	MENA	SAWA	Iraq		er, education
any	MENA	ALHURRA	Iraq		er, education
any	MENA	MBN	Iraq		er, education
any	MENA	RFE/RL	Iraq		er, education
any	MENA	VOA	Iraq		er, education
any	MENA	USIM	Iraq		er, education
any	MENA	SAWA	Egypt		eight (age, ge
any	MENA	ALHURRA	Egypt		eight (age, ge
any	MENA	MBN	Egypt		eight (age, ge
any	MENA	USIM	Egypt		eight (age, ge
any	MENA	SAWA	Mauritania		eight (weightii
any	MENA	ALHURRA	Mauritania		eight (weightii
any	MENA	MBN	Mauritania		eight (weightii
any	MENA	VOA	Mauritania		eight (weightii
any	MENA	USIM	Mauritania		eight (weightii
any	MENA	RFE/RL	Iraq		eight (age, ge
any	MENA	SAWA	Syria		otWt (weightir
any	MENA	ALHURRA	Syria		otWt (weightir
any	MENA	MBN	Syria		otWt (weightir
any	MENA	VOA	Syria		otWt (weightir
any	MENA	USIM	Syria		otWt (weightir
any	MENA	RFE/RL	Kuwait		none
any	MENA	SAWA	Jordan		gt (weighting
any	MENA	ALHURRA	Jordan		gt (weighting
any	MENA	MBN	Jordan		gt (weighting
any	MENA	USIM	Jordan		gt (weighting
any	MENA	SAWA	Egypt		gt (weighting
any	MENA	ALHURRA	Egypt		gt (weighting
any	MENA	MBN	Egypt		gt (weighting
any	MENA	USIM	Egypt		gt (weighting

(b) (5)

any	MENA	SAWA	Yemen	wgt (weighting
any	MENA	ALHURRA	Yemen	wgt (weighting
any	MENA	MBN	Yemen	wgt (weighting
any	MENA	USIM	Yemen	wgt (weighting
any	MENA	SAWA	UAE	none
any	MENA	ALHURRA	UAE	none
any	MENA	MBN	UAE	none
any	MENA	VOA	UAE	none
any	MENA	USIM	UAE	none
any	MENA	SAWA	ad N'Djamena	eight (age, ge
any	MENA	ALHURRA	ad N'Djamena	eight (age, ge
any	MENA	MBN	ad N'Djamena	eight (age, ge
any	MENA	VOA	ad N'Djamena	eight (age, ge
any	MENA	USIM	ad N'Djamena	eight (age, ge
any	MENA	SAWA	Sudan (Darfu	ght (Age withi
any	MENA	ALHURRA	Sudan (Darfu	ght (Age withi
any	MENA	AFIA DARFUR	Sudan (Darfu	ght (age withi
any	MENA	MBN	Sudan (Darfu	ght (age withi
any	MENA	VOA	Sudan (Darfu	ght (Age withi
any	MENA	USIM	Sudan (Darfu	ght (age withi
any	MENA	SAWA	Iraq	eight (age, ge
any	MENA	ALHURRA	Iraq	eight (age, ge
any	MENA	MBN	Iraq	eight (age, ge
any	MENA	VOA	Iraq	eight (age, ge
any	MENA	USIM	Iraq	eight (age, ge
any	MENA	SAWA	Morocco	nd education)
any	MENA	ALHURRA	Morocco	nd education)
any	MENA	MBN	Morocco	nd education)
any	MENA	USIM	Morocco	nd education)
any	SAS	VOA	Bangladesh	eight (age, ge
any	SAS	USIB	Bangladesh	eight (age, ge
any	SAS	RFE/RL	Pakistan	eight (Age, ge
any	SAS	VOA	Pakistan	eight (Age, ge
any	SAS	USIM	Pakistan	eight (Age, ge
any	SAS	RFE/RL	Pakistan FAT	cation, region)
any	SAS	VOA	Pakistan FAT	cation, region)
any	SAS	USIM	Pakistan FAT	cation, region)
any	SEAS	VOA	Indonesia	ral, education)
any	SEAS	USIM	Indonesia	ral, education)
any	SEAS	VOA	Burma	WEIGHT_NOE
any	SEAS	RFA	Burma	WEIGHT_NOE
any	SEAS	USIM	Burma	WEIGHT_NOE
any	SEAS	RFA	Cambodia	n/rural, region)
any	SEAS	VOA	Cambodia	n/rural, region)
any	SEAS	USIM	Cambodia	n/rural, region)
any	SEAS	RFA	Vietnam	n, urban/rural)
any	SEAS	VOA	Vietnam	n, urban/rural)
any	SEAS	USIM	Vietnam	n, urban/rural)
any	SEAS	VOA	Thailand	(age, gender)
any	SEAS	USIM	Thailand	(age, gender)
any	SEAS	RFA	Burma	eight (age, ge
any	SEAS	VOA	Burma	eight (age, ge
any	SEAS	USIM	Burma	eight (age, ge
any	SEAS	VOA	Indonesia	eight (age, ge



any	SEAS	USIM	Indonesia	[redacted]	weight (age, ge
any	WAS	RFE/RL	Afghanistan		one (national s
any	WAS	VOA	Afghanistan		one (national s
any	WAS	USIB	Afghanistan		one (national s
any	WAS	VOA	Turkey		nd education)
any	WAS	USIB	Turkey		nd education)
any	WAS	RFE/RL	Iran		r, urban/rural)
any	WAS	VOA	Iran		r, urban/rural)
any	WAS	USIB	Iran		r, urban/rural)
any	WAS	RFE/RL	Afghanistan		er, education)
any	WAS	VOA	Afghanistan		er, education)
any	WAS	USIM	Afghanistan		er, education)
any	WAS	VOA	Turkey		weight (age, ge
any	WAS	USIM	Turkey		weight (age, ge
any	WAS	RFE/RL	Iran		weight (Age, ge
any	WAS	VOA	Iran		weight (Age, ge
any	WAS	USIM	Iran		weight (Age, ge
any	WAS	RFE/RL	Afghanistan		weight (age, ge
any	WAS	VOA	Afghanistan		weight (age, ge
any	WAS	USIM	Afghanistan		weight (age, ge
any	AFR	VOA	Botswana		wgt (weighting
any	AFR	USIM	Botswana		wgt (weighting
any	CAS	RFE/RL	Tajikistan		weight (age, ge
any	CAS	VOA	Tajikistan		weight (age, ge
any	CAS	USIM	Tajikistan		weight (age, ge
any	CAS	RFE/RL	Kyrgyzstan		weight (Household
any	CAS	VOA	Kyrgyzstan		weight (Household
any	CAS	USIM	Kyrgyzstan		weight (Household
any	AFR	VOA	Central Africa		ls unavailable)
any	AFR	USIM	Central Africa		ls unavailable)
any	AFR	VOA	Gabon		wgt (weighting
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any	AFR	VOA	South Africa		ls unavailable)
any	AFR	USIM	South Africa		ls unavailable)
any	MENA	SAWA	Egypt		weight (age, ge
any	MENA	ALHURRA	Egypt		weight (age, ge
any	MENA	MBN	Egypt		weight (age, ge
any	MENA	USIM	Egypt		weight (age, ge
any	MENA	SAWA	Lebanon		weight (age, ge
any	MENA	ALHURRA	Lebanon		weight (age, ge
any	MENA	MBN	Lebanon		weight (age, ge
any	MENA	USIM	Lebanon		weight (age, ge
any	MENA	SAWA	Libya		(gender, age)
any	MENA	ALHURRA	Libya		(gender, age)
any	MENA	MBN	Libya		(gender, age)
any	MENA	VOA	Libya		(gender, age)
any	MENA	USIM	Libya		(gender, age)
any	AFR	VOA	Ethiopia		wgt (weighting
any	AFR	USIM	Ethiopia		wgt (weighting
any	EAS	VOA	Hong Kong		Weight_Age_S
any	EAS	USIM	Hong Kong		Weight_Age_S
any	LAM	VOA	Argentina		e, sex, region)
any	LAM	USIM	Argentina		e, sex, region)
any	LAM	VOA	Bolivia		wgt (weighting

any	LAM	USIM	Bolivia	[redacted] gt (weighting
any	LAM	VOA	Chile	gt (weighting
any	LAM	USIM	Chile	gt (weighting
any	LAM	VOA	Colombia	gt (weighting
any	LAM	USIM	Colombia	gt (weighting
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any	LAM	USIM	Guatemala	gt (weighting
any	LAM	VOA	Honduras	gt (weighting
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any	LAM	VOA	Nicaragua	gt (weighting
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any	LAM	VOA	Uruguay	e, sex, region)
any	LAM	USIM	Uruguay	e, sex, region)
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any	LAM	USIM	Haiti	gt (weighting
any	LAM	VOA	Peru	gt (weighting
any	LAM	USIM	Peru	gt (weighting
any	LAM	VOA	Venezuela	eight (age, ge
any	LAM	USIM	Venezuela	eight (age, ge
any	EEUR	RFE/RL	Bosnia	gt (weighting
any	EEUR	VOA	Bosnia	gt (weighting
any	EEUR	USIM	Bosnia	gt (weighting
any	EEUR	RFE/RL	Montenegro	gt (weighting
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any	EURA	VOA	Armenia	gt (weighting
any	EURA	USIM	Armenia	gt (weighting
any	EURA	RFE/RL	Belarus	VGHT (age, ge
any	EURA	VOA	Belarus	VGHT (age, ge
any	EURA	USIM	Belarus	VGHT (age, ge
any	CAS	RFE/RL	Kazakhstan	sex, urbanity)
any	CAS	VOA	Kazakhstan	sex, urbanity)
any	CAS	USIM	Kazakhstan	sex, urbanity)
any	EEUR	RFE/RL	Transnistria	m-FINAL for M
any	EEUR	VOA	Transnistria	m-FINAL for M
any	EEUR	USIM	Transnistria	m-FINAL for M
any	EURA	RFE/RL	Adygea	AM
any	EURA	VOA	Adygea	AM
any	EURA	USIM	Adygea	AM
any	EURA	RFE/RL	Kara-Cherkes	AM

any	EURA	VOA	Kara-Cherkess	(b) (5)	AM
any	EURA	USIM	Kara-Cherkess		AM
any	EURA	RFE/RL	Nagrno-Karabk		sex4555 (sex)
any	EURA	VOA	Nagrno-Karabk		sex4555 (sex)
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any	EURA	VOA	Tatarstan		nd Nationality)
any	EURA	USIM	Tatarstan		nd Nationality)
any	EURA	RFE/RL	Russia		eight (age, g
any	EURA	VOA	Russia		eight (age, g
any	EURA	USIM	Russia		eight (age, g
any	EURA	RFE/RL	Ukraine		ombinewt
any	EURA	VOA	Ukraine		ombinewt
any	EURA	USIM	Ukraine		ombinewt
any	EEUR	RFE/RL	Lithuania		gt (weighting
any	EEUR	VOA	Lithuania		gt (weighting
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any	MENA	SAWA	h Sudan (Juba)		eight (age, ge
any	MENA	ALHURRA	h Sudan (Juba)		eight (age, ge
any	MENA	MBN	h Sudan (Juba)		eight (age, ge
any	MENA	VOA	h Sudan (Juba)		eight (age, ge
any	MENA	USIM	h Sudan (Juba)		eight (age, ge
any	SEAS	VOA	Thailand		gt (weighting
any	SEAS	USIM	Thailand		gt (weighting
any	EURA	RFE/RL	Dagestan		eight (age, ge
any	EURA	VOA	Dagestan		eight (age, ge
any	EURA	USIM	Dagestan		eight (age, ge
any	AFR	VOA	Uganda		gt (weighting
any	AFR	USIM	Uganda		gt (weighting
any	EURA	RFE/RL	Belarus		gt (weighting
any	EURA	VOA	Belarus		gt (weighting
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any	EEUR	USIM	Estonia		gt (weighting
any	EEUR	RFE/RL	Kosovo		gt (weighting
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any	WAS	VOA	Turkey		gt (weighting
any	WAS	USIM	Turkey		gt (weighting
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any	MENA	ALHURRA	Saudi Arabia		eight (age, ge
any	MENA	MBN	Saudi Arabia		eight (age, ge
any	MENA	USIM	Saudi Arabia		eight (age, ge
any	MENA	SAWA	Jordan		gt (weighting

any	MENA	ALHURRA	Jordan	[redacted]
any	MENA	MBN	Jordan	
any	MENA	USIM	Jordan	
any	MENA	SAWA	Tunisia	
any	MENA	ALHURRA	Tunisia	
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any	MENA	USIM	Tunisia	
any	SAS	RFE/RL	Pakistan	
any	SAS	VOA	Pakistan	
any	SAS	USIM	Pakistan	
any	SEAS	RFA	Vietnam	
any	SEAS	VOA	Vietnam	
any	SEAS	USIM	Vietnam	
any	WAS	RFE/RL	Afghanistan	
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any	SEAS	RFA	Laos	
any	SEAS	VOA	Laos	
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any	AFR	SAWA	Somalia	
any	AFR	ALHURRA	Somalia	
any	AFR	MBN	Somalia	
any	AFR	VOA	Somalia	
any	AFR	USIM	Somalia	
any	AFR	VOA	Liberia	
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any	MENA	USIM	Morocco	
any	AFR	VOA	Zambia	
any	AFR	USIM	Zambia	
any	AFR	VOA	Kenya	
any	AFR	USIM	Kenya	
any	AFR	VOA	Cote d'Ivoire	
any	AFR	USIM	Cote d'Ivoire	
any	MENA	SAWA	Saudi Arabia	
any	MENA	ALHURRA	Saudi Arabia	
any	MENA	MBN	Saudi Arabia	
any	MENA	USIM	Saudi Arabia	
any	CAS	RFE/RL	Uzbekistan	
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any	EURA	RFE/RL	South Ossetia	
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any	CAS	RFE/RL	Turkmenistan	
any	CAS	VOA	Turkmenistan	
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any	LAM	VOA	Dominican Rep	

(b) (5)

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any	LAM	VOA	Venezuela	gt (weighting
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any	LAM	VOA	Peru	gt (weighting
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any	LAM	VOA	Haiti	gt (weighting
any	LAM	USIM	Haiti	gt (weighting
any	CAS	RFE/RL	Tajikistan	gt (weighting
any	CAS	VOA	Tajikistan	gt (weighting
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any	AFR	VOA	Mali	gt (weighting
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any	SEAS	RFA	Cambodia	gt (weighting
any	SEAS	VOA	Cambodia	gt (weighting
any	SEAS	USIM	Cambodia	gt (weighting
any	SAS	VOA	Bangladesh	eight (age, ge
any	SAS	USIM	Bangladesh	eight (age, ge
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any	WAS	VOA	Iran	eight (Age, ge
any	WAS	USIM	Iran	eight (Age, ge
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any	AFR	VOA	Ethiopia	gt (weighting
any	AFR	USIM	Ethiopia	gt (weighting
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any	AFR	VOA	Benin	gt (weighting
any	AFR	USIM	Benin	gt (weighting
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any	MENA	MBN	Algeria	eight (age, ge
any	MENA	VOA	Algeria	eight (age, ge
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any	EAS	VOA	Mongolia	gt (weighting
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any	SAS	USIM	Nepal	gt (weighting

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any	SEAS	VOA	Indonesia		weight (age, ge
any	SEAS	USIM	Indonesia		weight (age, ge
any	EEUR	RFE/RL	Kosovo		wgt (weighting
any	EEUR	VOA	Kosovo		wgt (weighting
any	EEUR	USIM	Kosovo		wgt (weighting
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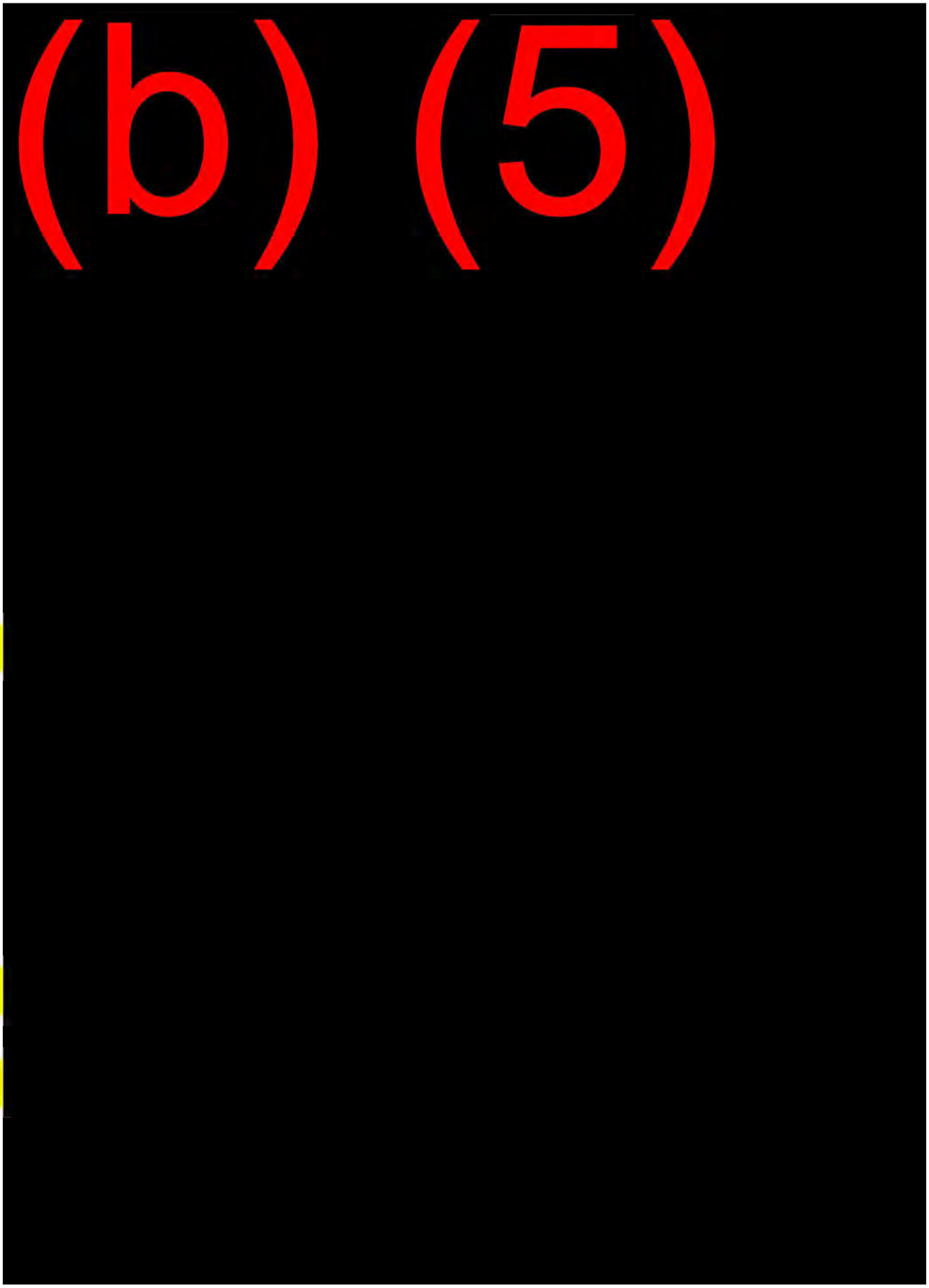
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any	AFR	USIM	Angola		wgt (WGT Wei
any	AFR	VOA	Guinea		wgt (weighting
any	AFR	USIM	Guinea		wgt (weighting
any	AFR	SAWA	Niger		weight (age, ge
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any	AFR	MBN	Niger		weight (age, ge
any	AFR	VOA	Niger		weight (age, ge
any	AFR	USIM	Niger		weight (age, ge
any	AFR	VOA	Rwanda		wgt (weighting
any	AFR	USIM	Rwanda		wgt (weighting
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any	MENA	MBN	Lebanon		weight (age, ge
any	MENA	USIM	Lebanon		weight (age, ge
any	MENA	SAWA	Iraq		weight (age, ge
any	MENA	ALHURRA	Iraq		weight (age, ge
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any	MENA	ALHURRA	Saudi Arabia		weight (age, ge
any	MENA	MBN	Saudi Arabia		weight (age, ge
any	MENA	USIM	Saudi Arabia		weight (age, ge
any	EURA	VOA	Ukraine		wgt (Region/Ur
any	EURA	USIM	Ukraine		wgt (Region/Ur
any	EURA	RFE/RL	Ukraine		wgt (Region/Ur
any	MENA	ALHURRA	Morocco		and education)
any	MENA	SAWA	Morocco		and education)
any	MENA	MBN	Morocco		and education)
any	MENA	USIM	Morocco		and education)
any	WAS	VOA	Turkey		weight (age, ge
any	WAS	USIM	Turkey		weight (age, ge
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any	EEUR	VOA	Latvia		wgt (weighting
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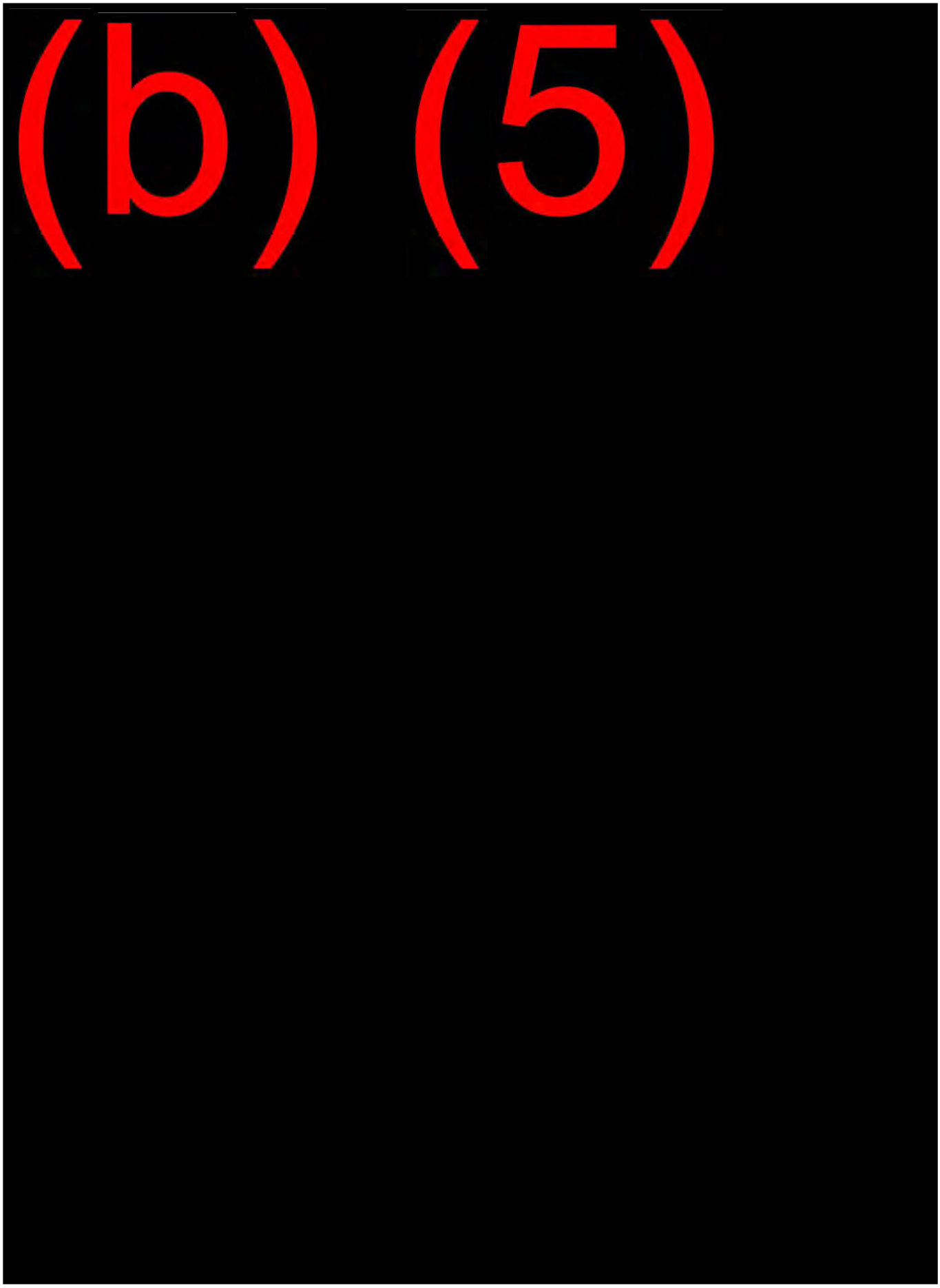
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any	AFR	USAGM	DR Congo - na	
any	AFR	VOA	DRC-- 3 cities i	
any	AFR	USAGM	DRC-- 3 cities	
any	AFR	VOA	Burkina Faso	
any	AFR	USAGM	Burkina Faso	
any	AFR	VOA	Senegal	
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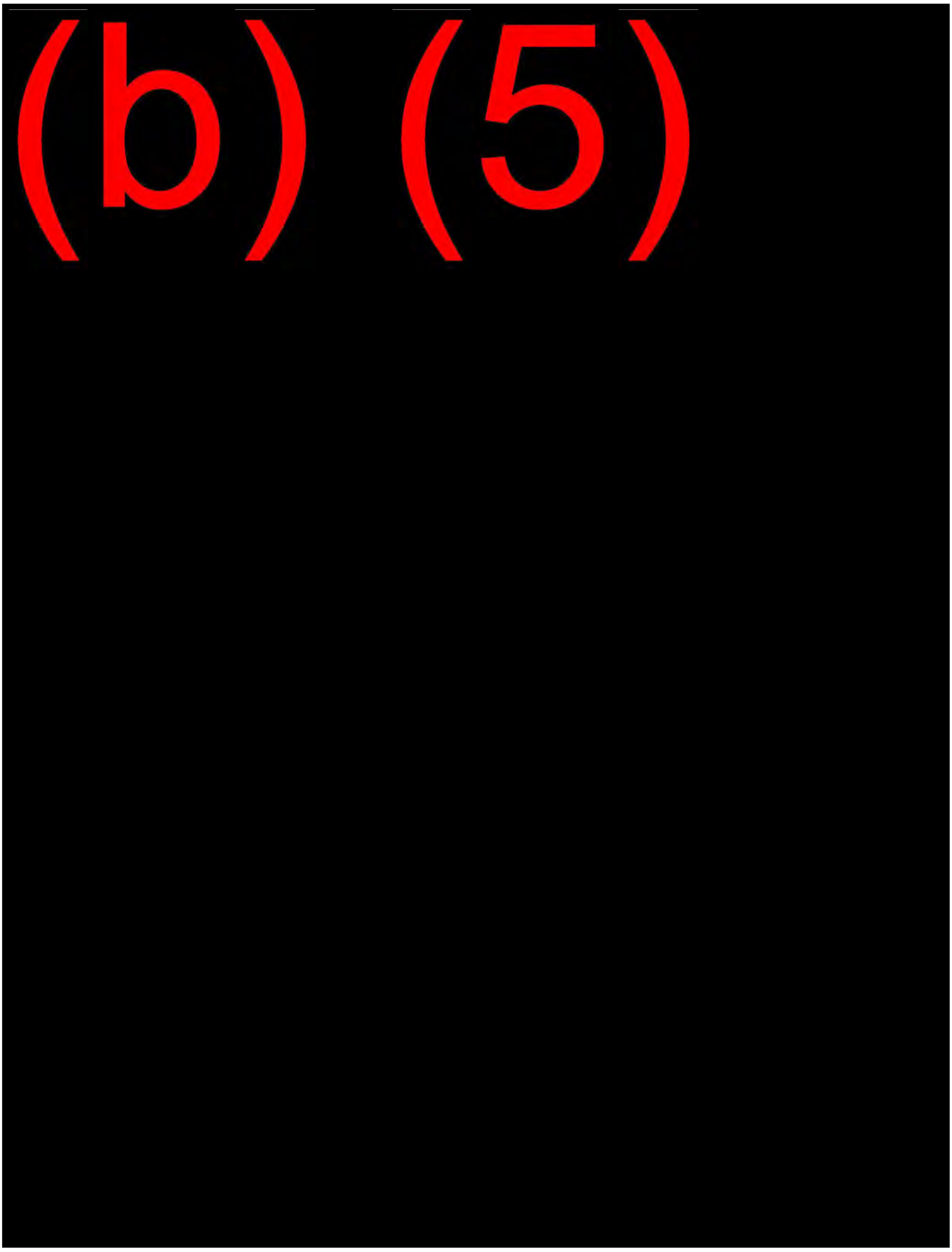
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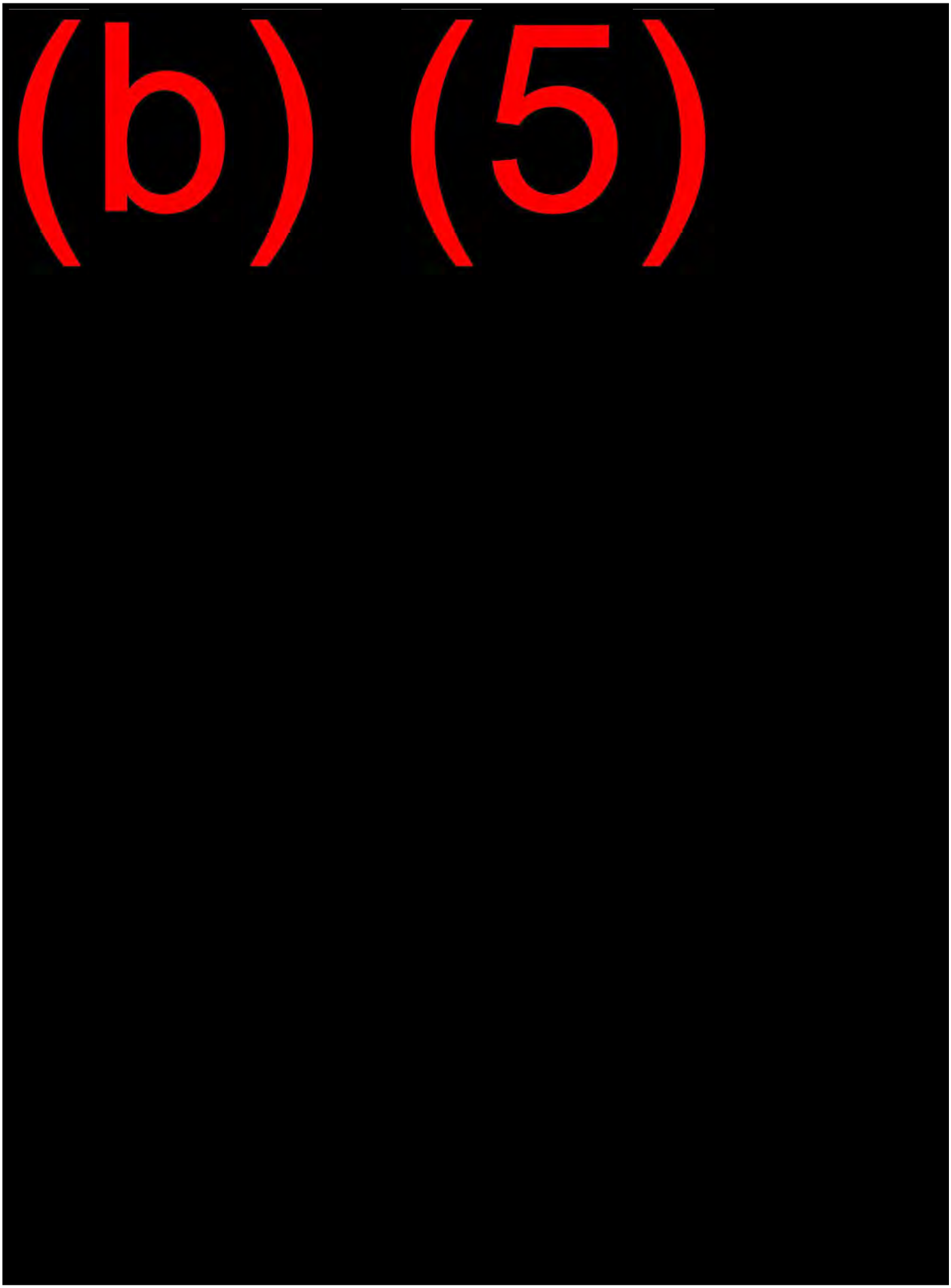
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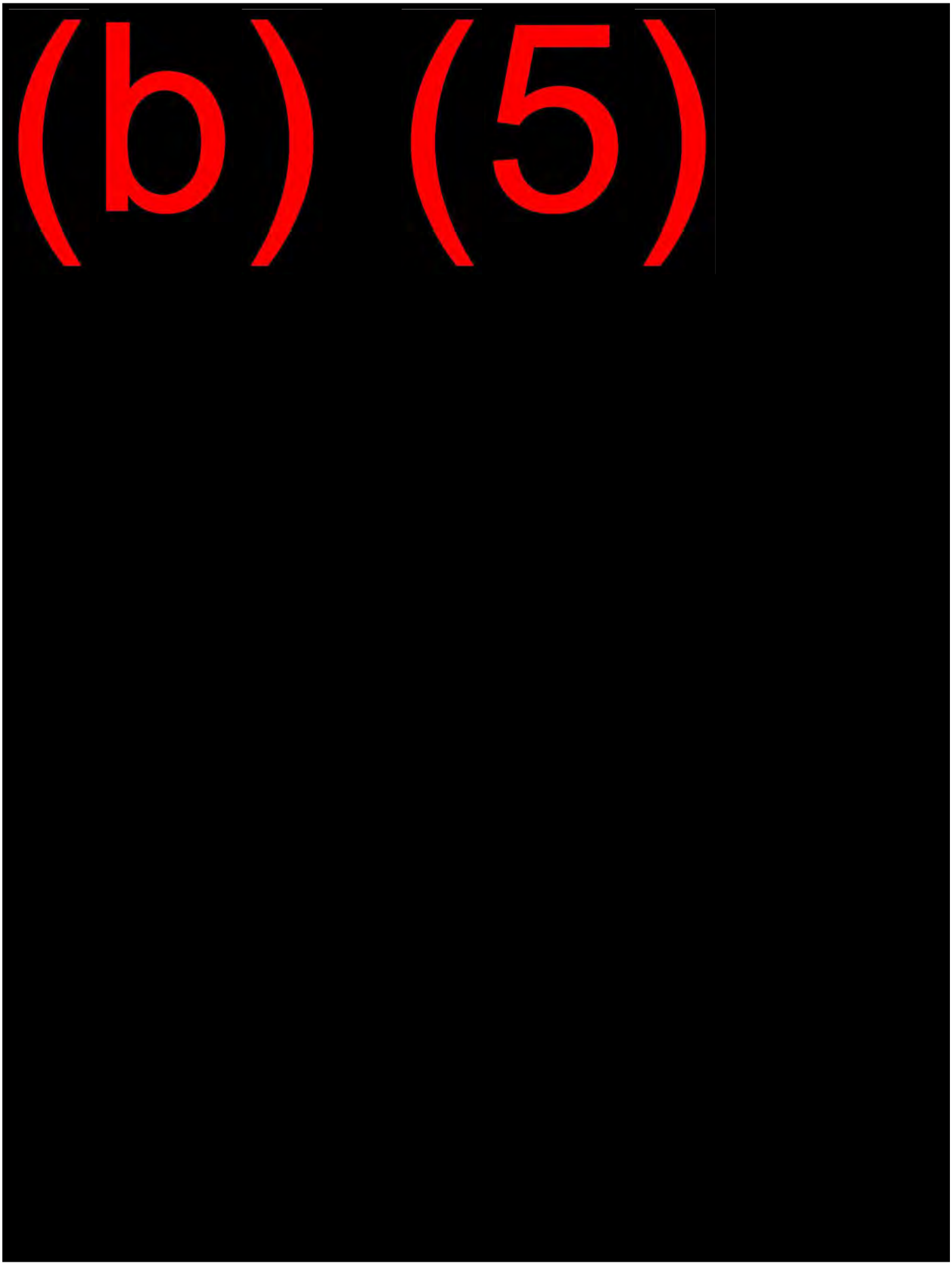
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any	MENA	SAWA	Egypt		weight (age, ge
any	MENA	ALHURRA	Egypt		weight (age, ge
any	MENA	MBN	Egypt		weight (age, ge
any	MENA	USAGM	Egypt		weight (age, ge
any	AFR	SAWA	Mali -		eight (age, ge
any	AFR	ALHURRA	Mali -		eight (age, ge
any	AFR	MBN	Mali -		eight (age, ge
any	AFR	VOA	Mali -		eight (age, ge
any	AFR	USAGM	Mali -		eight (age, ge
any	AFR	SAWA	Somal		eight (age, ge
any	AFR	ALHURRA	Somal		eight (age, ge
any	AFR	MBN	Somal		eight (age, ge
any	AFR	VOA	Somal		eight (age, ge
any	AFR	USAGM	Somal		eight (age, ge
any	MENA	SAWA	Yeme		gt (weighting
any	MENA	ALHURRA	Yeme		gt (weighting
any	MENA	MBN	Yeme		gt (weighting
any	MENA	USAGM	Yeme		gt (weighting
any	MENA	SAWA	UAE		gt (weighting
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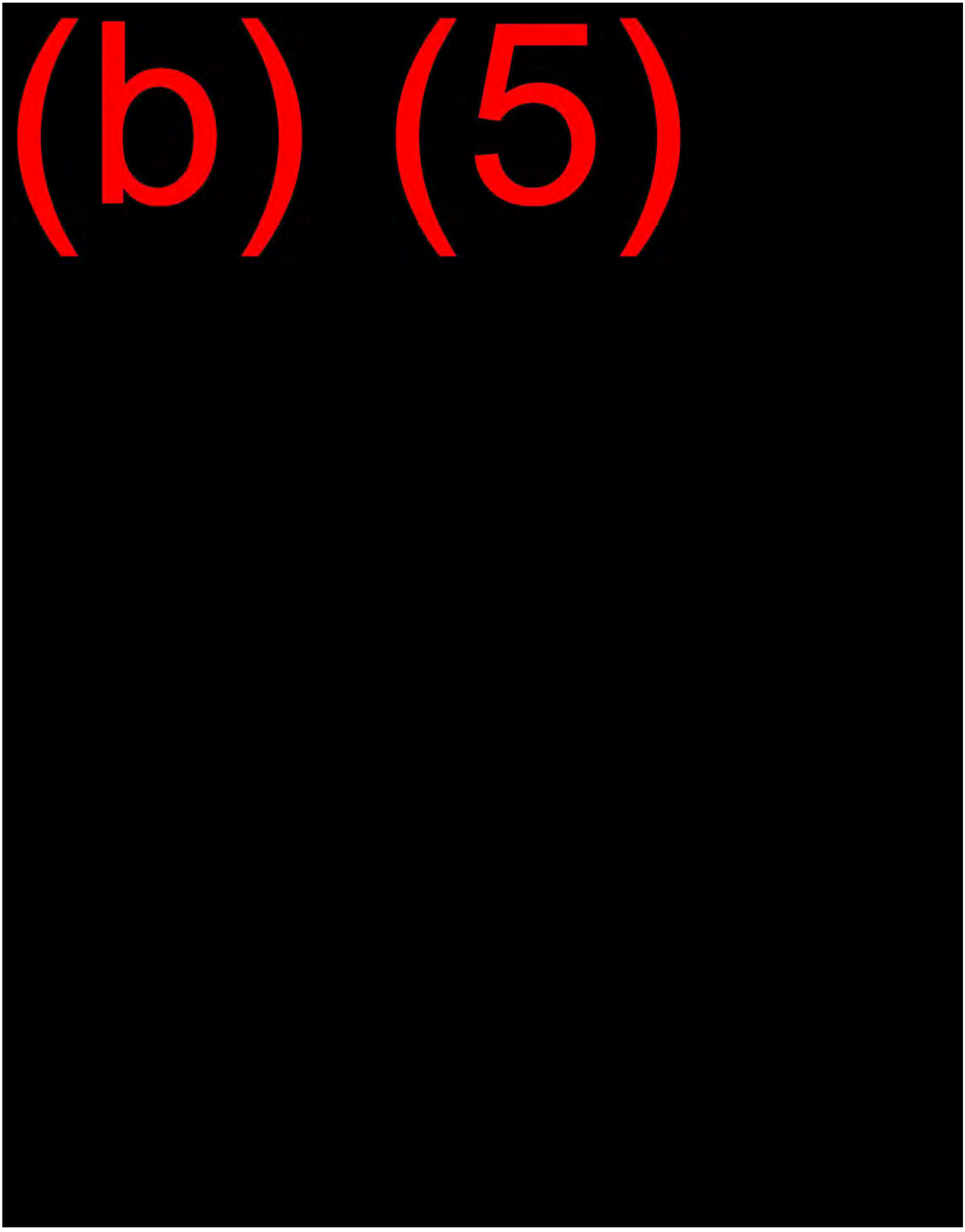

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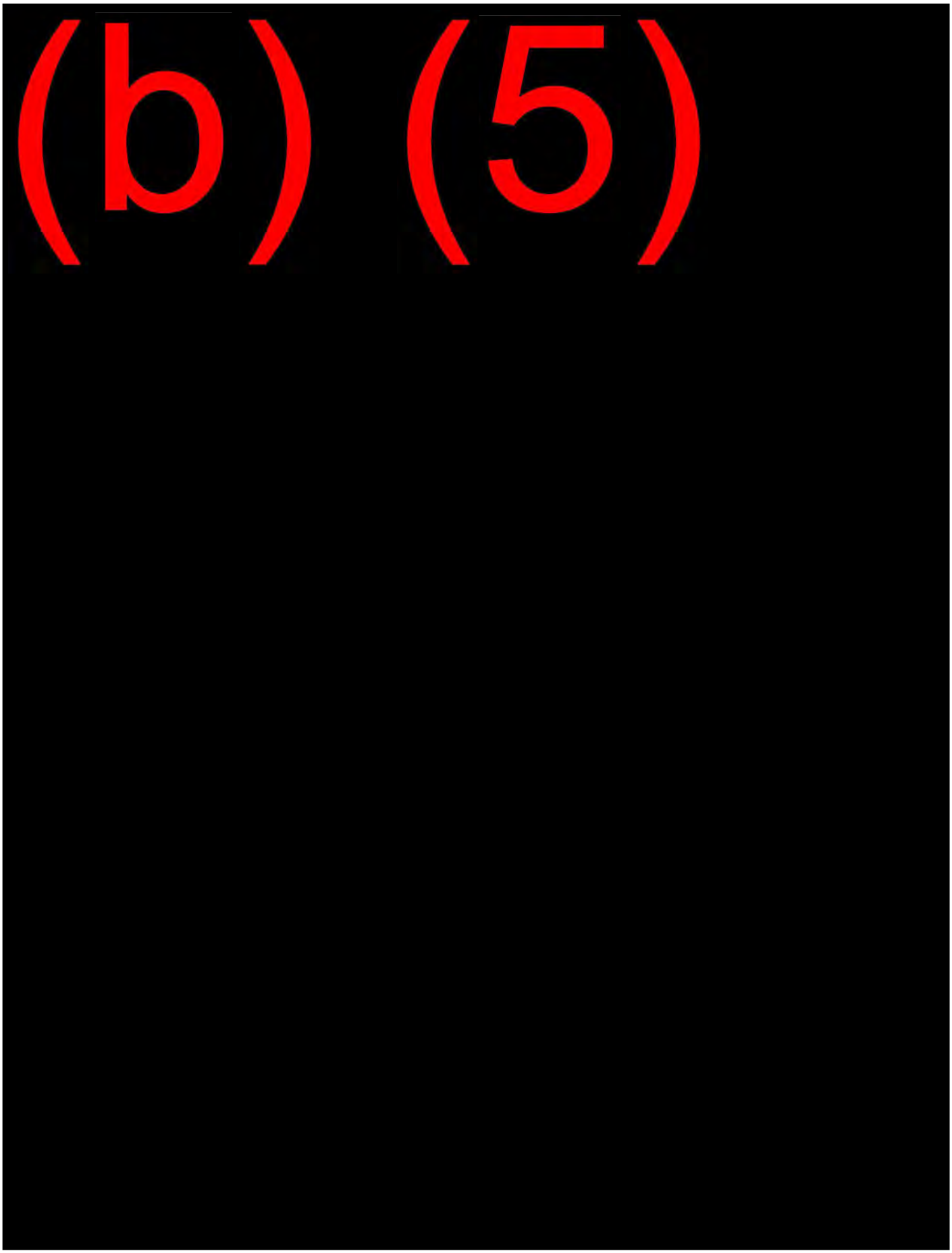

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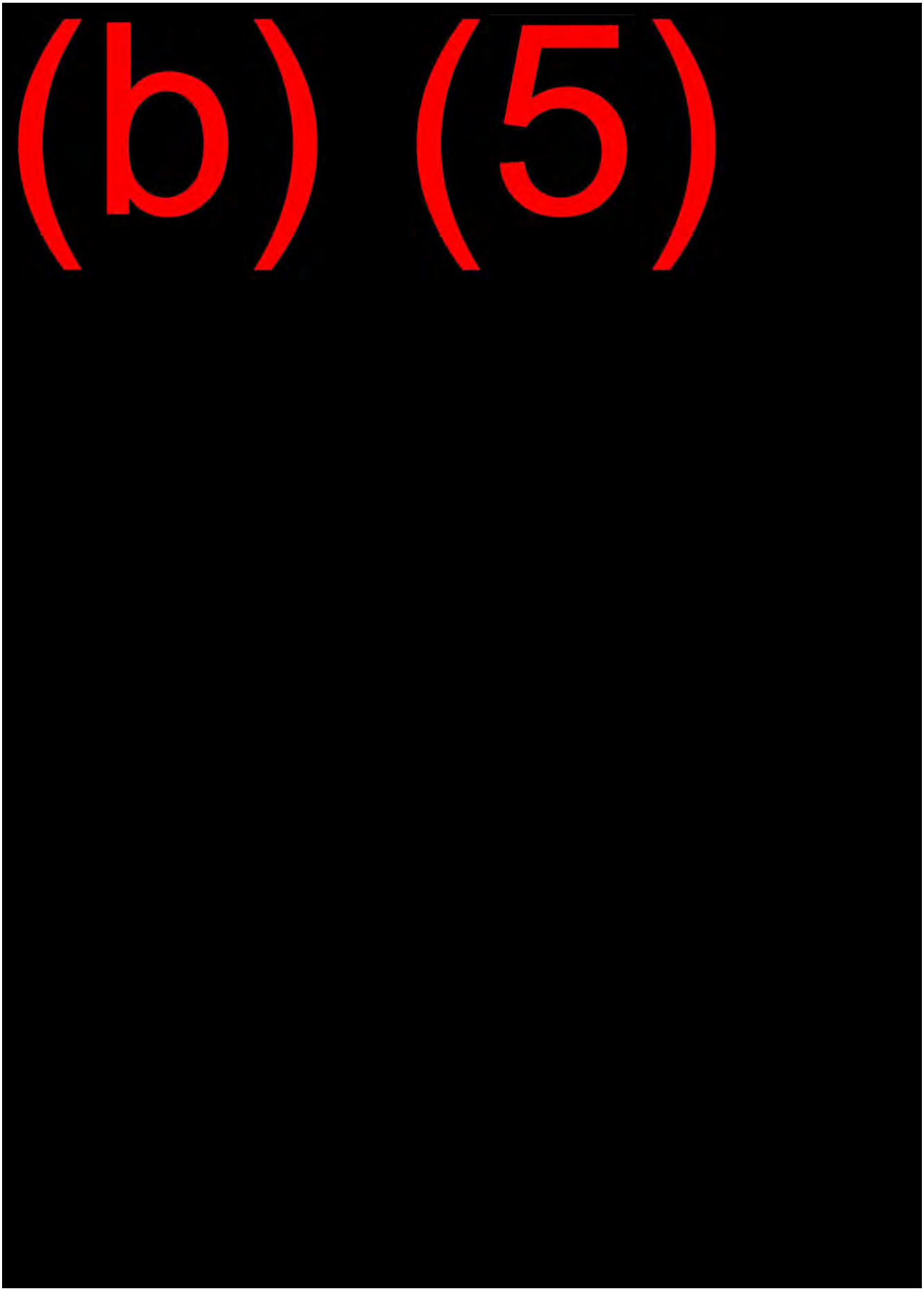

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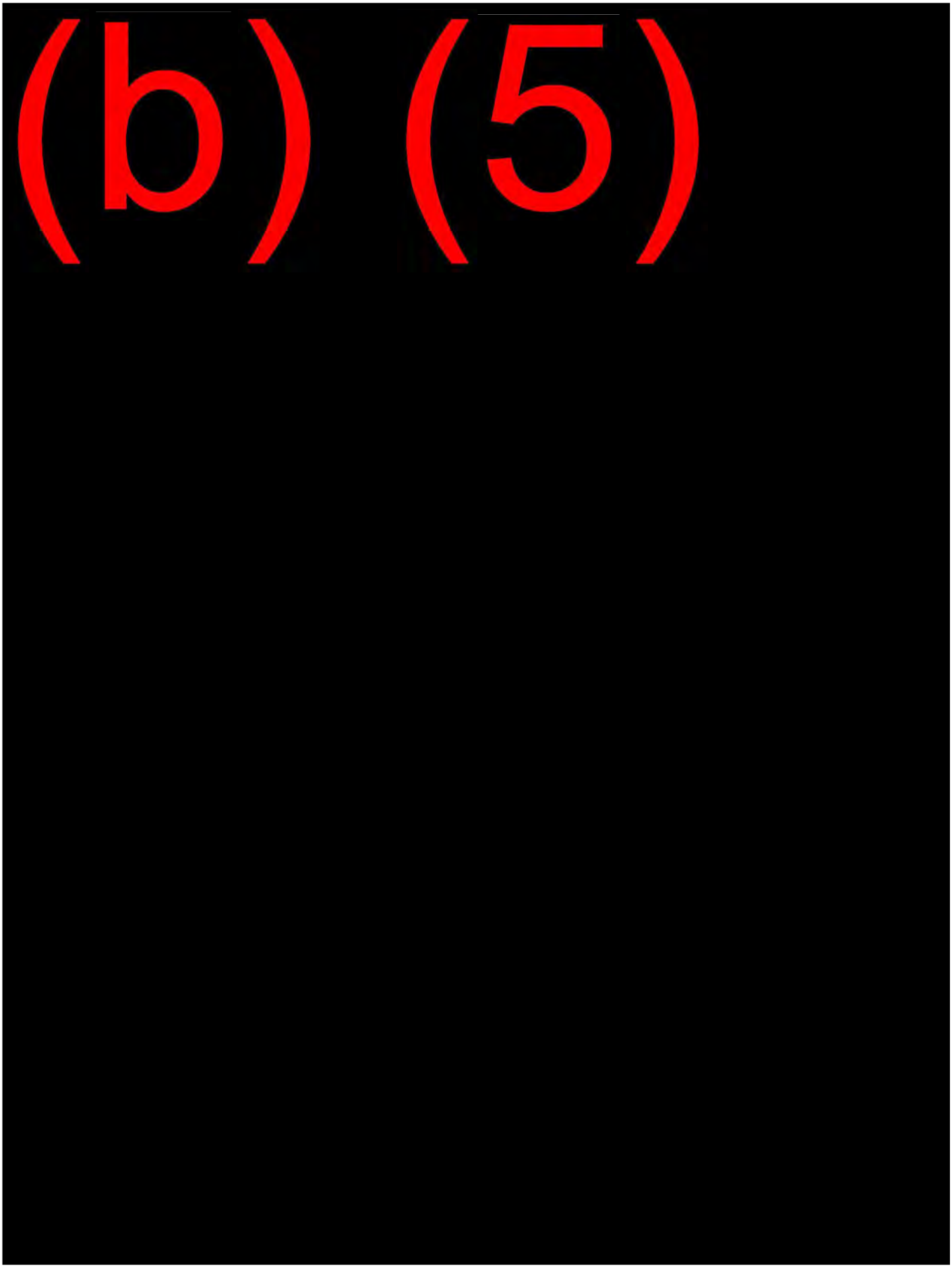

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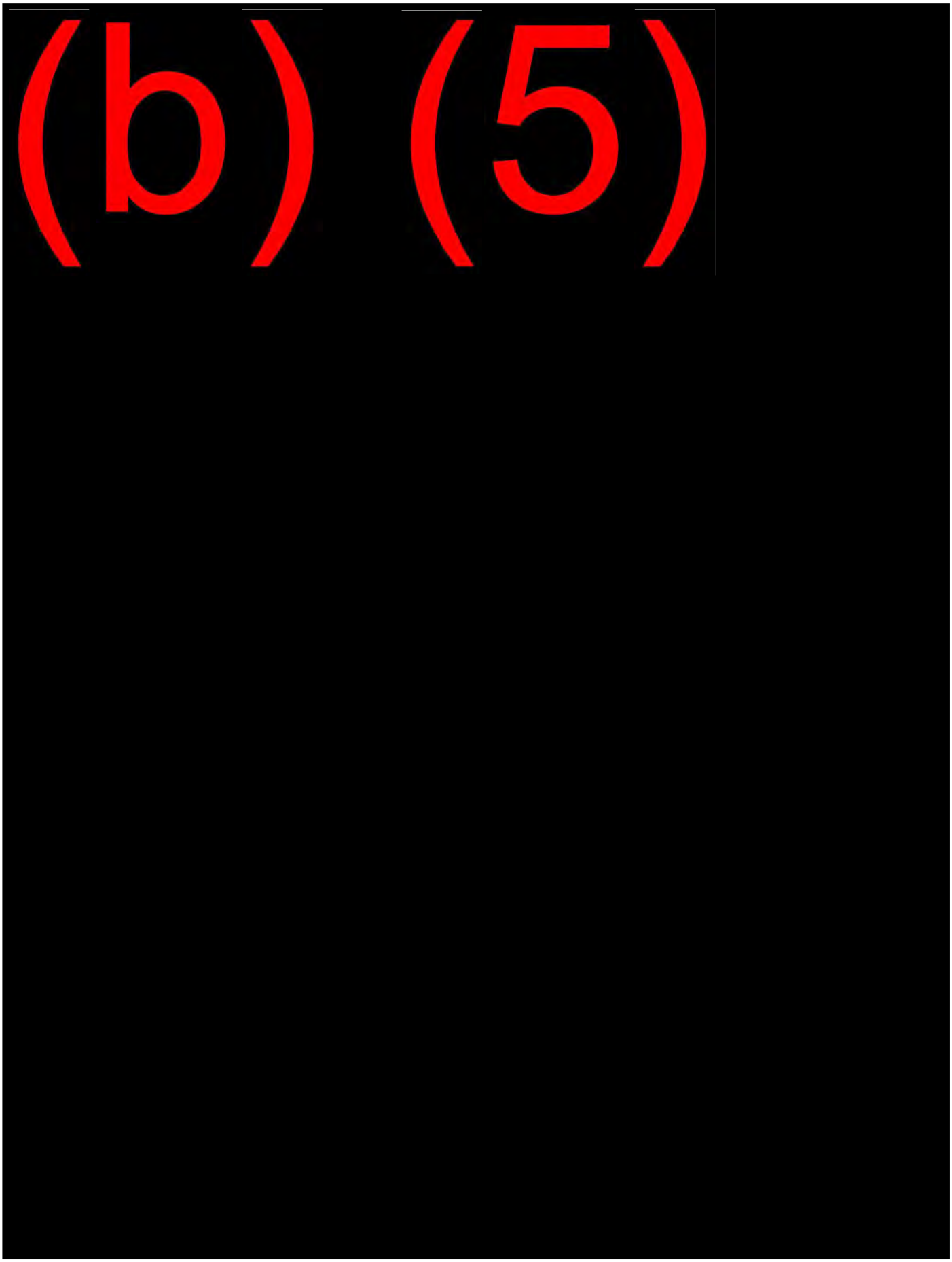

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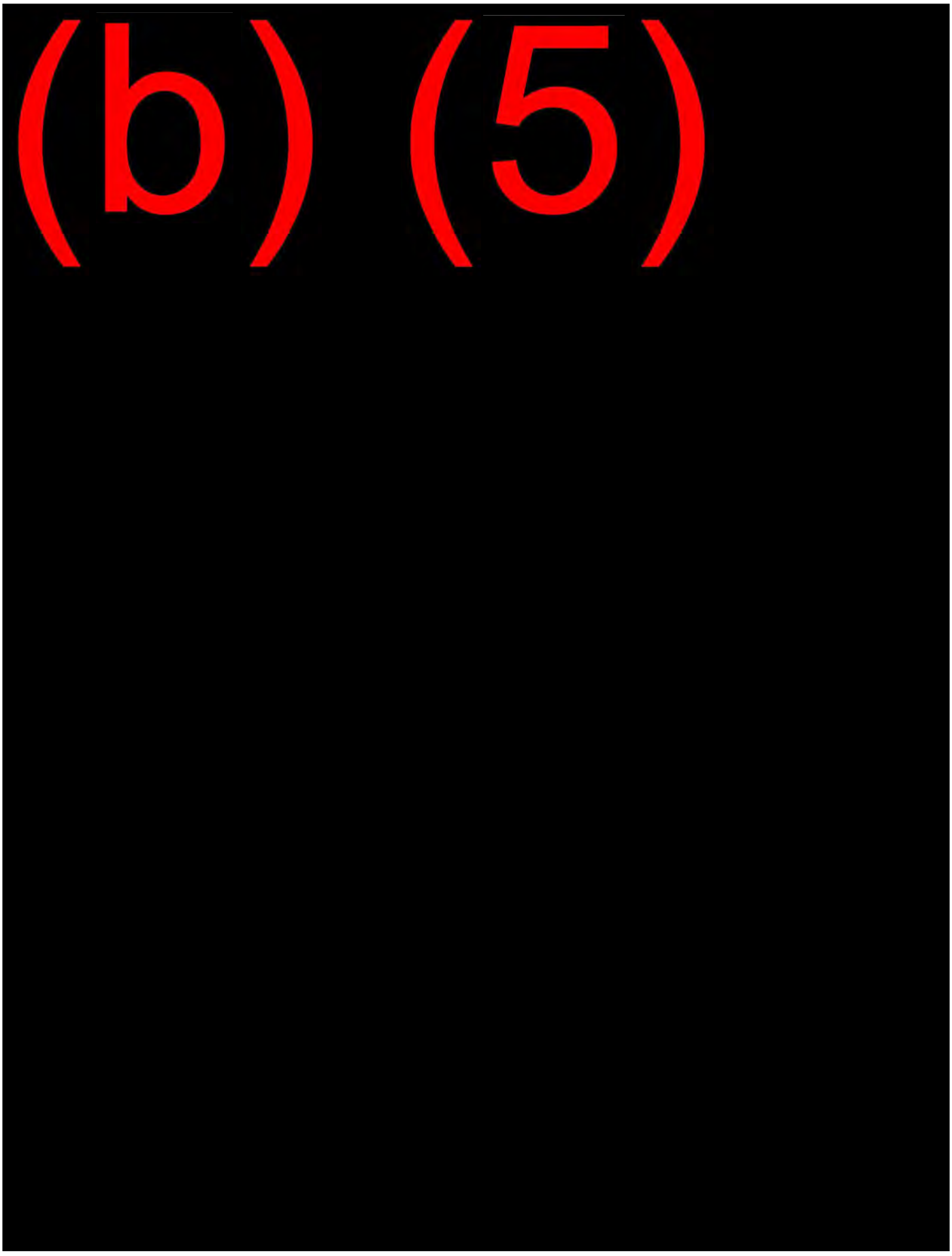

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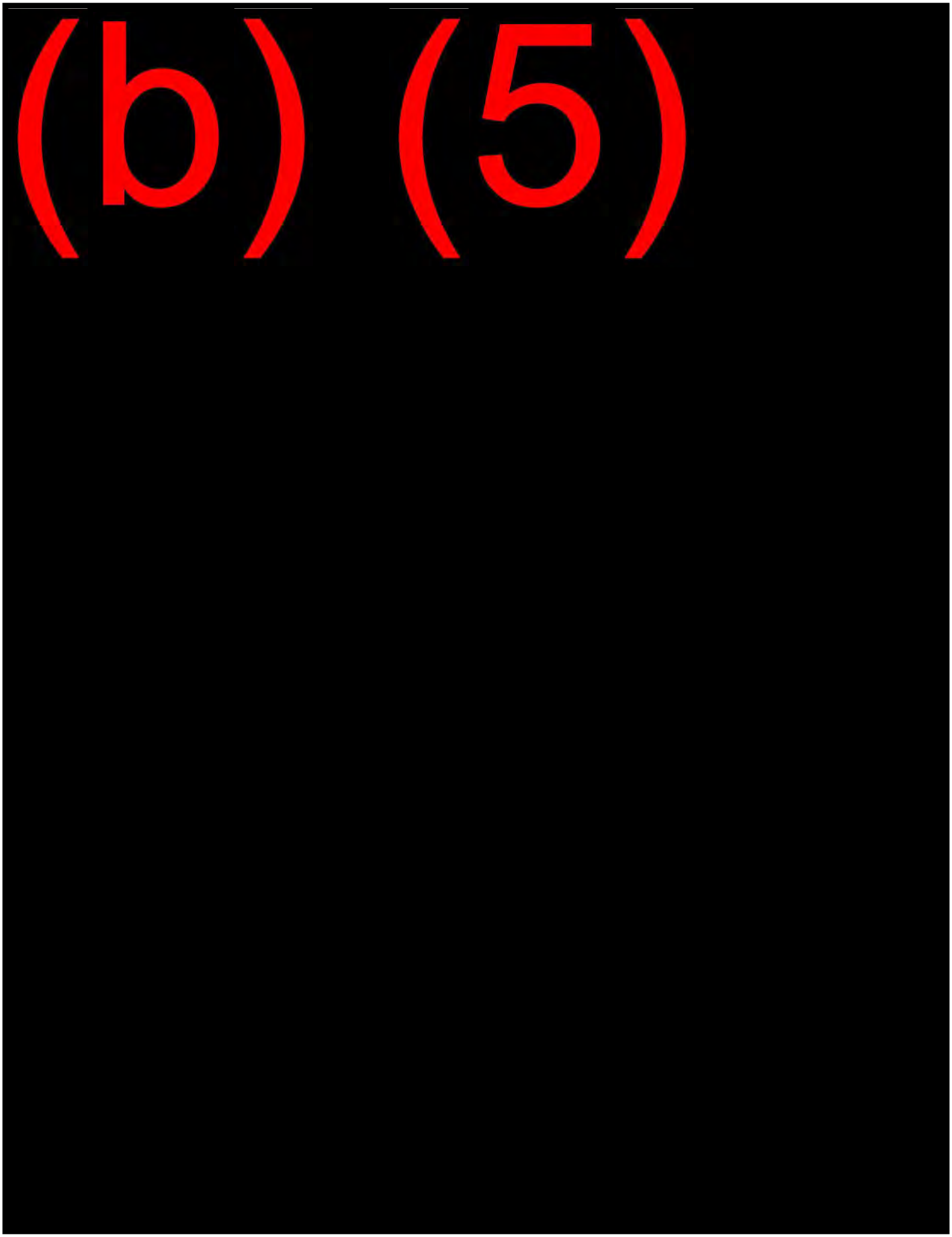

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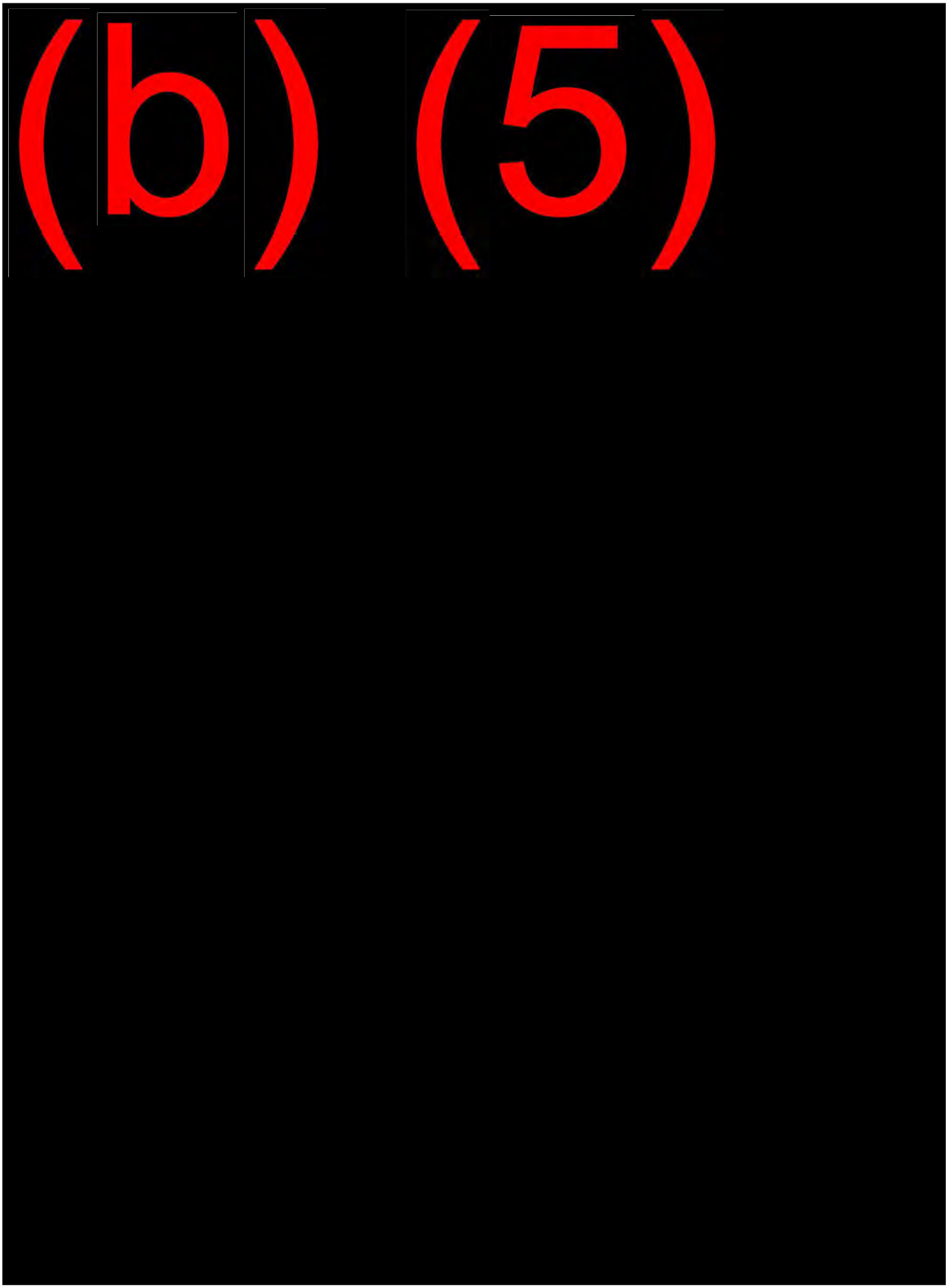

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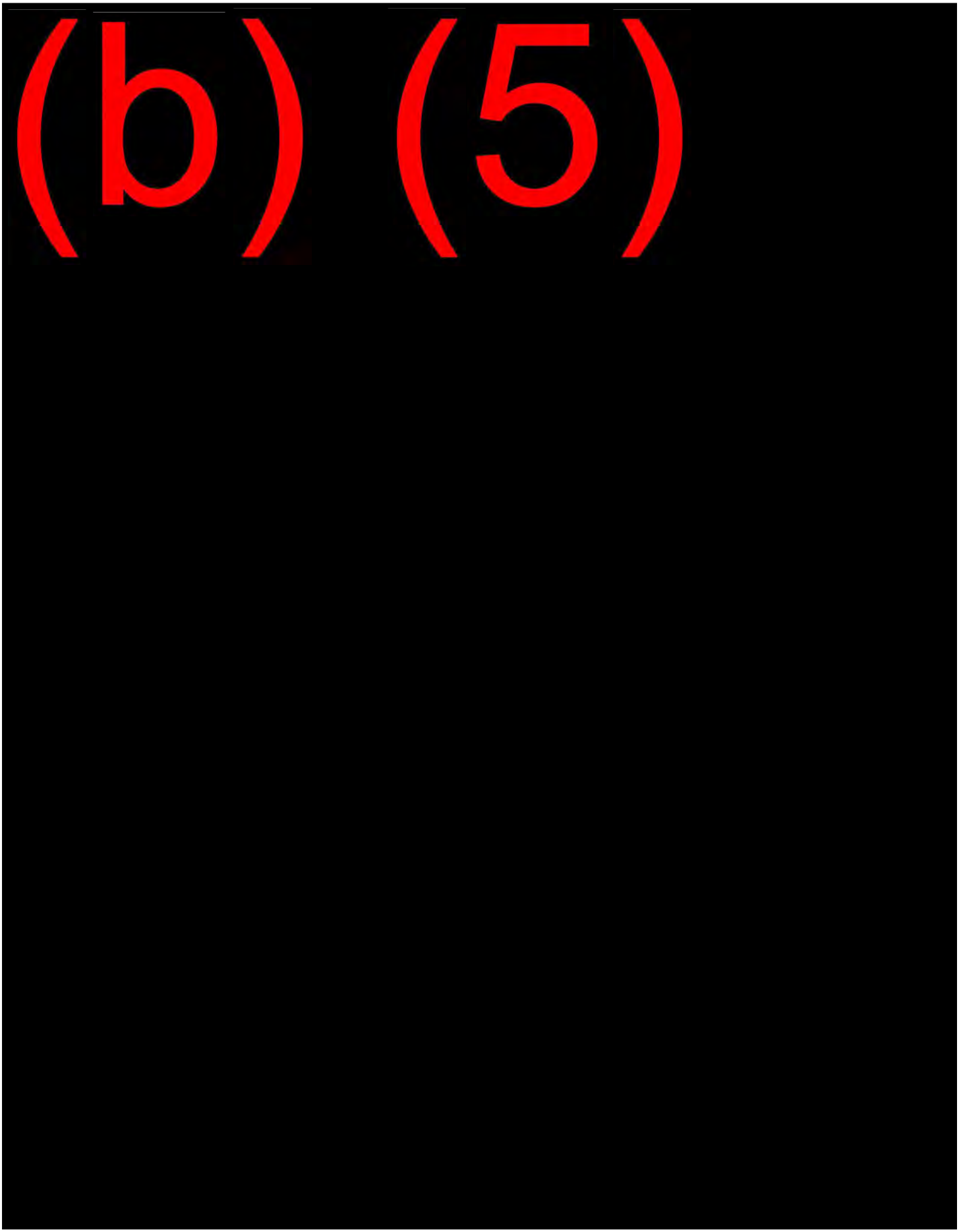

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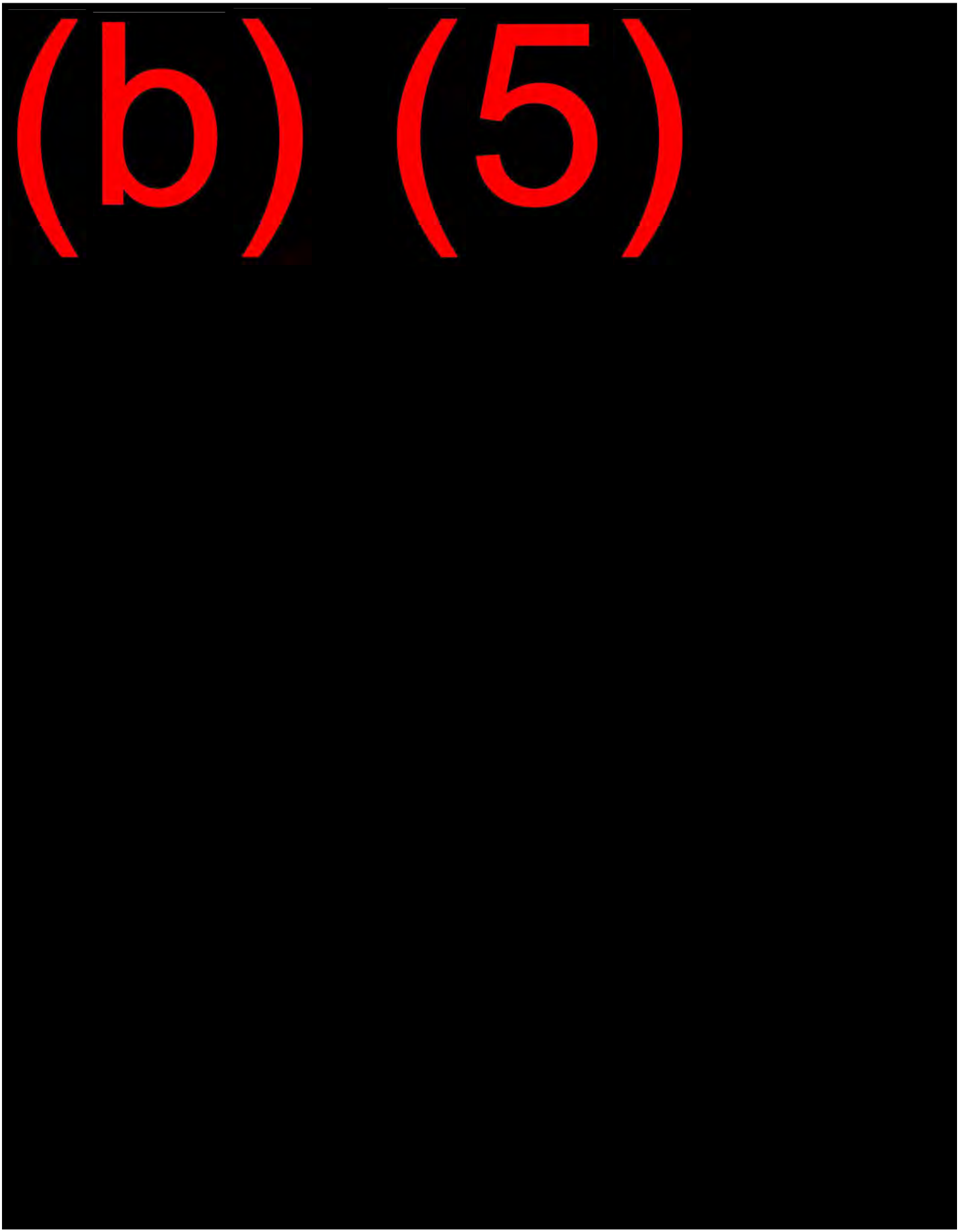

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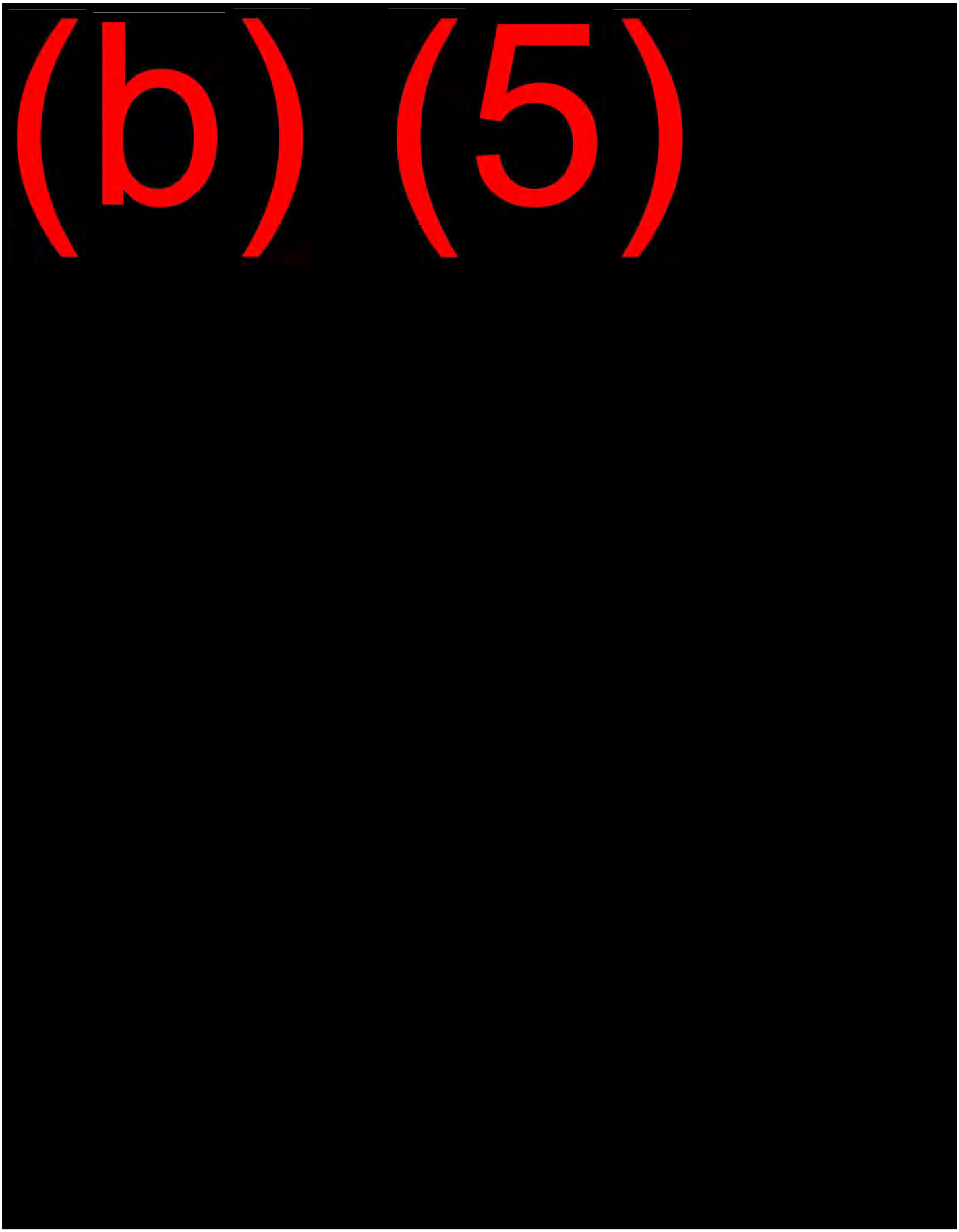

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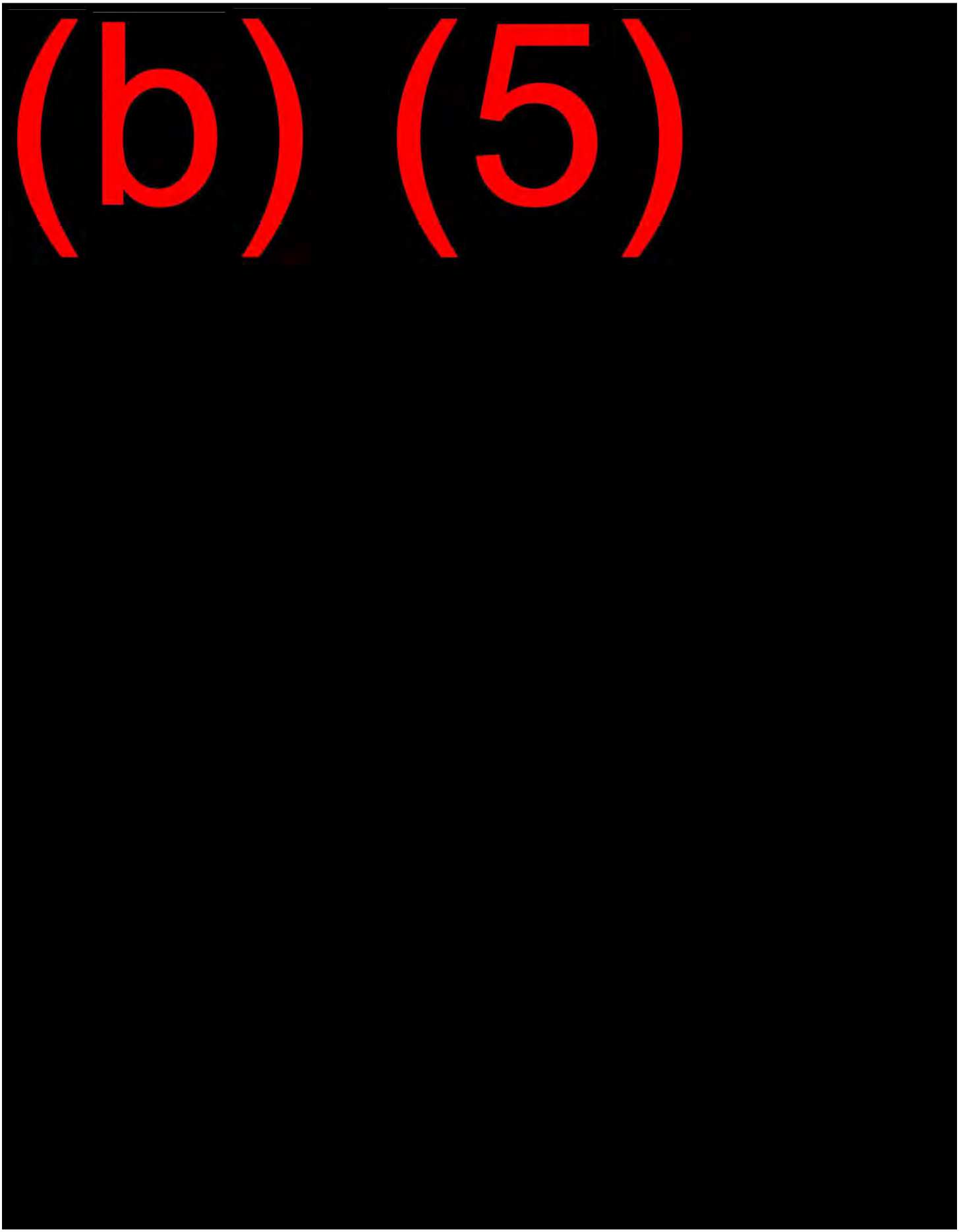

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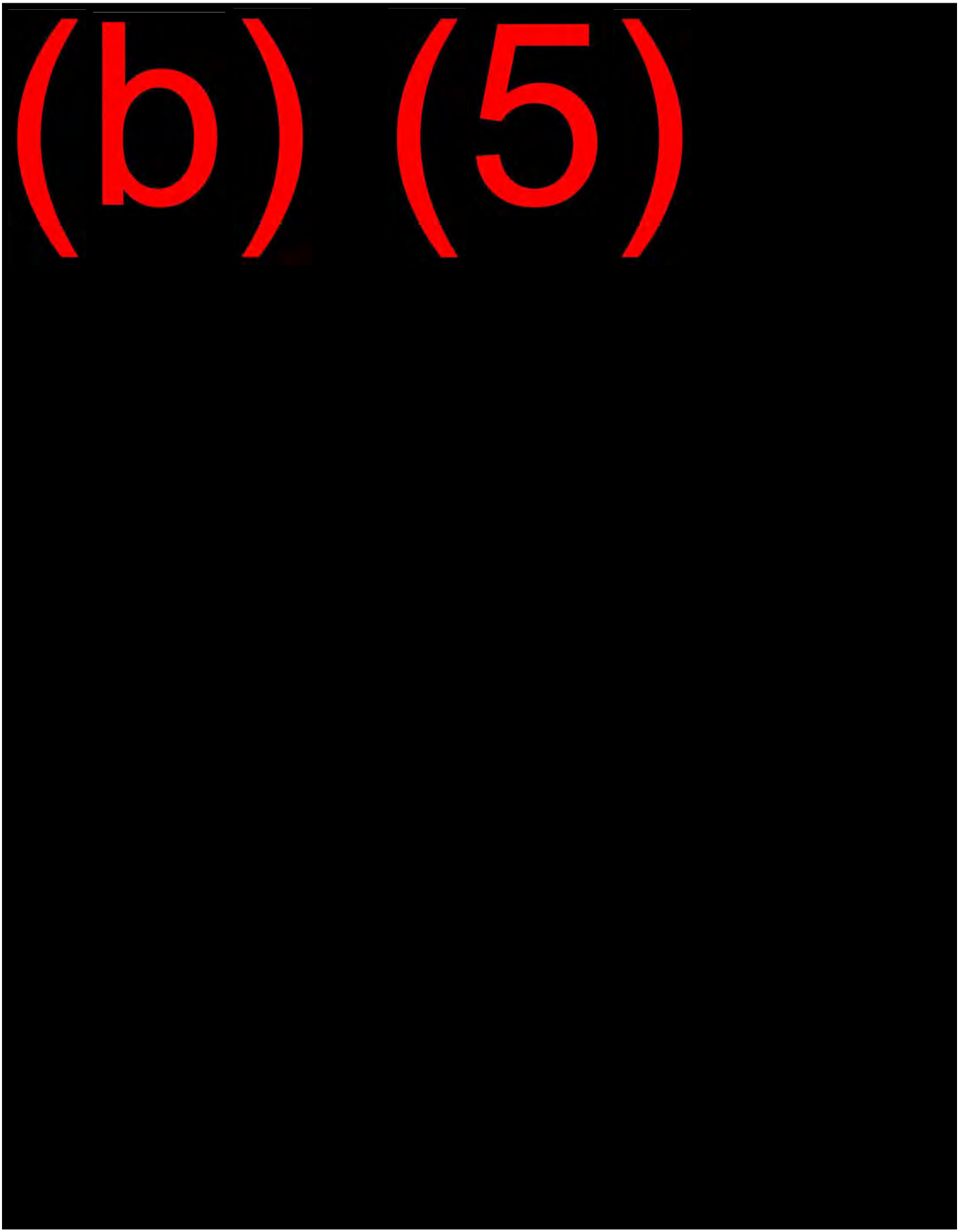

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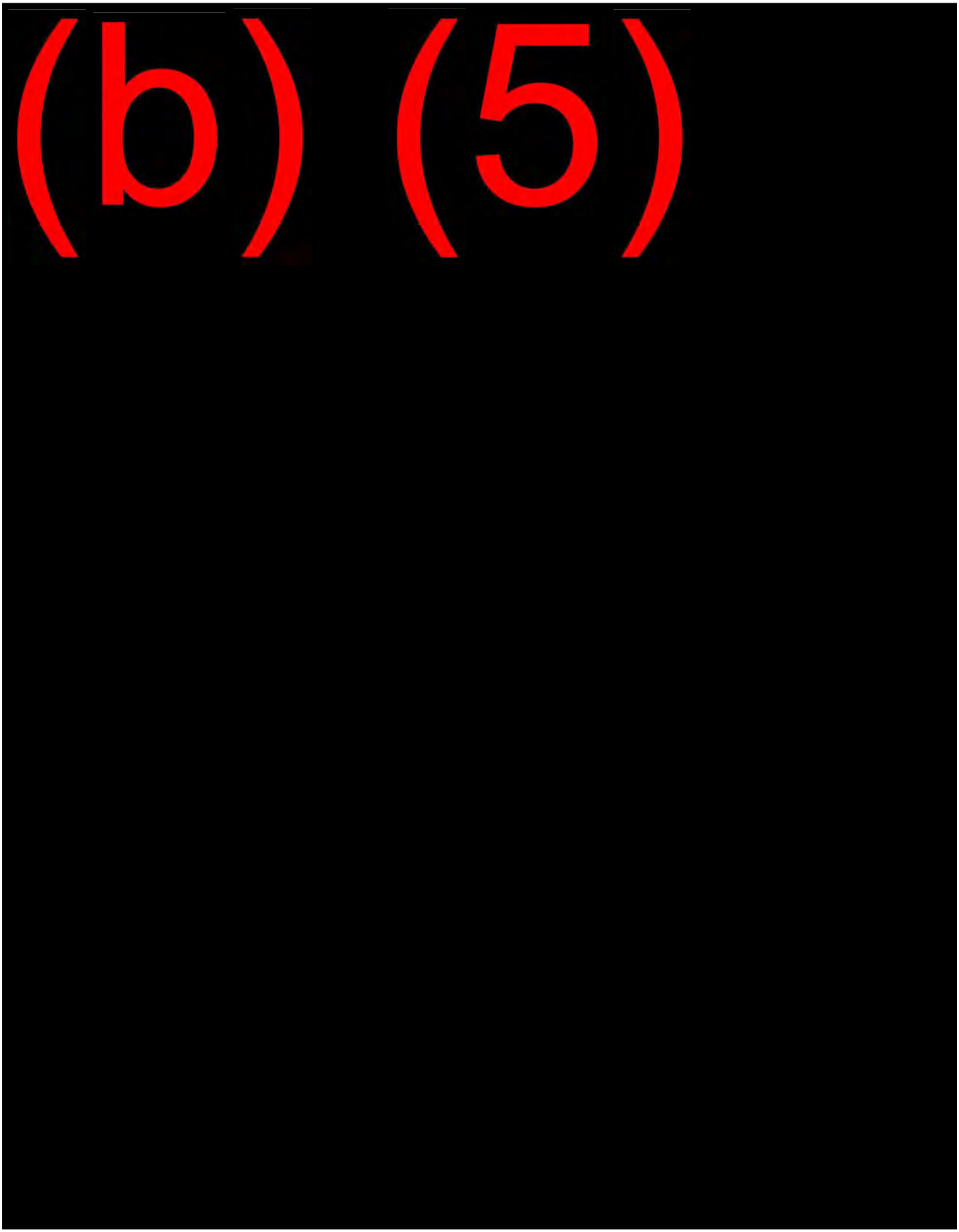

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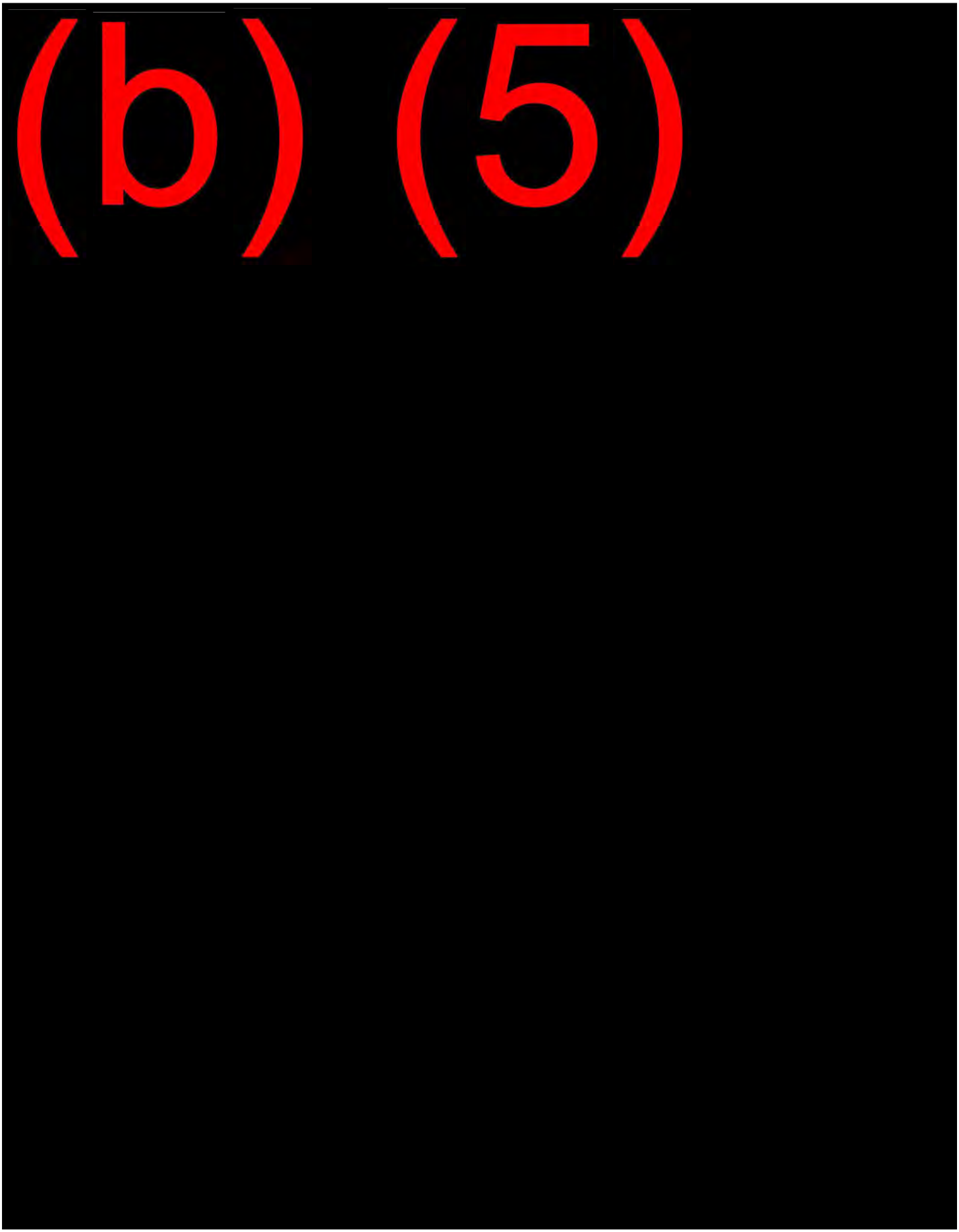

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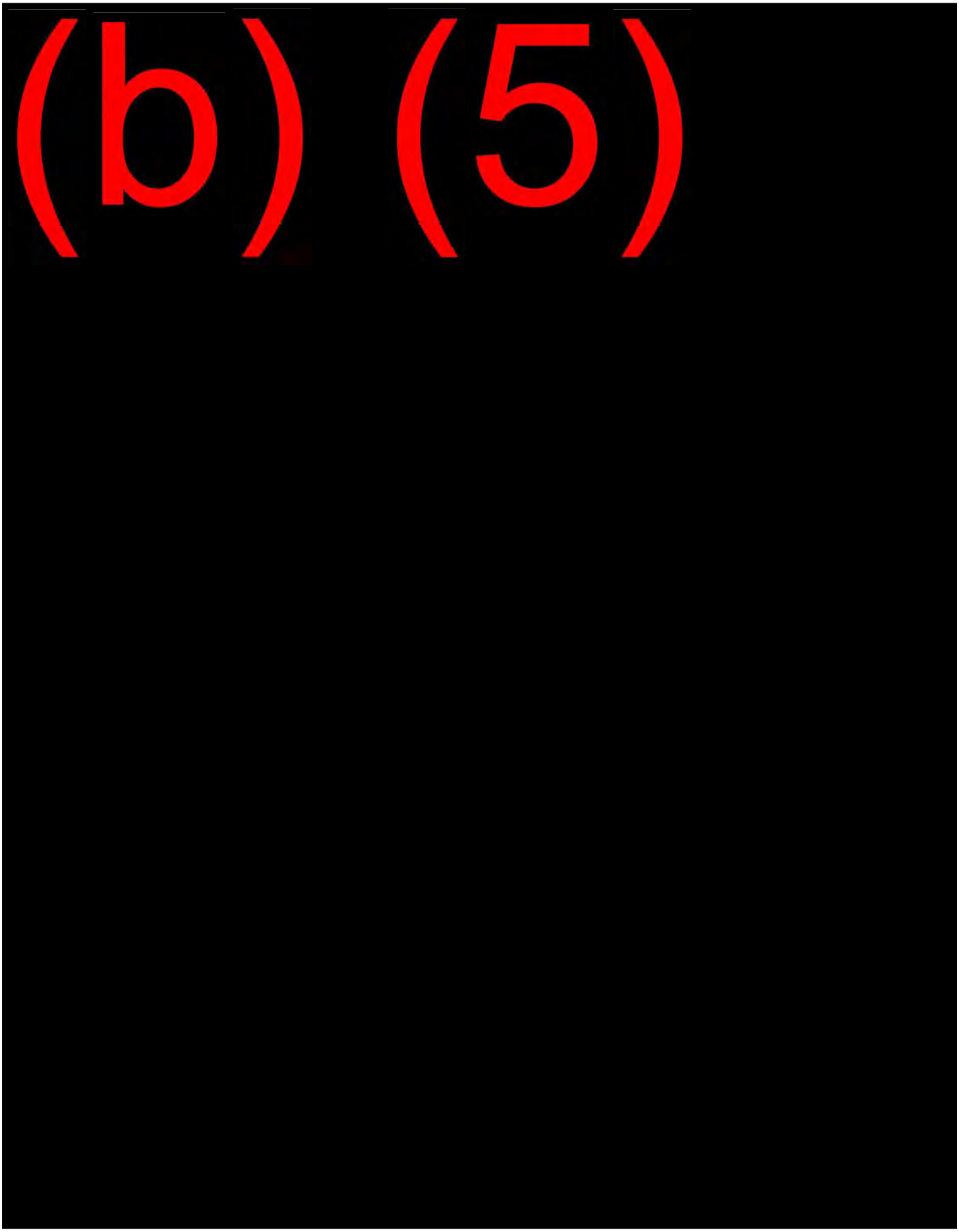

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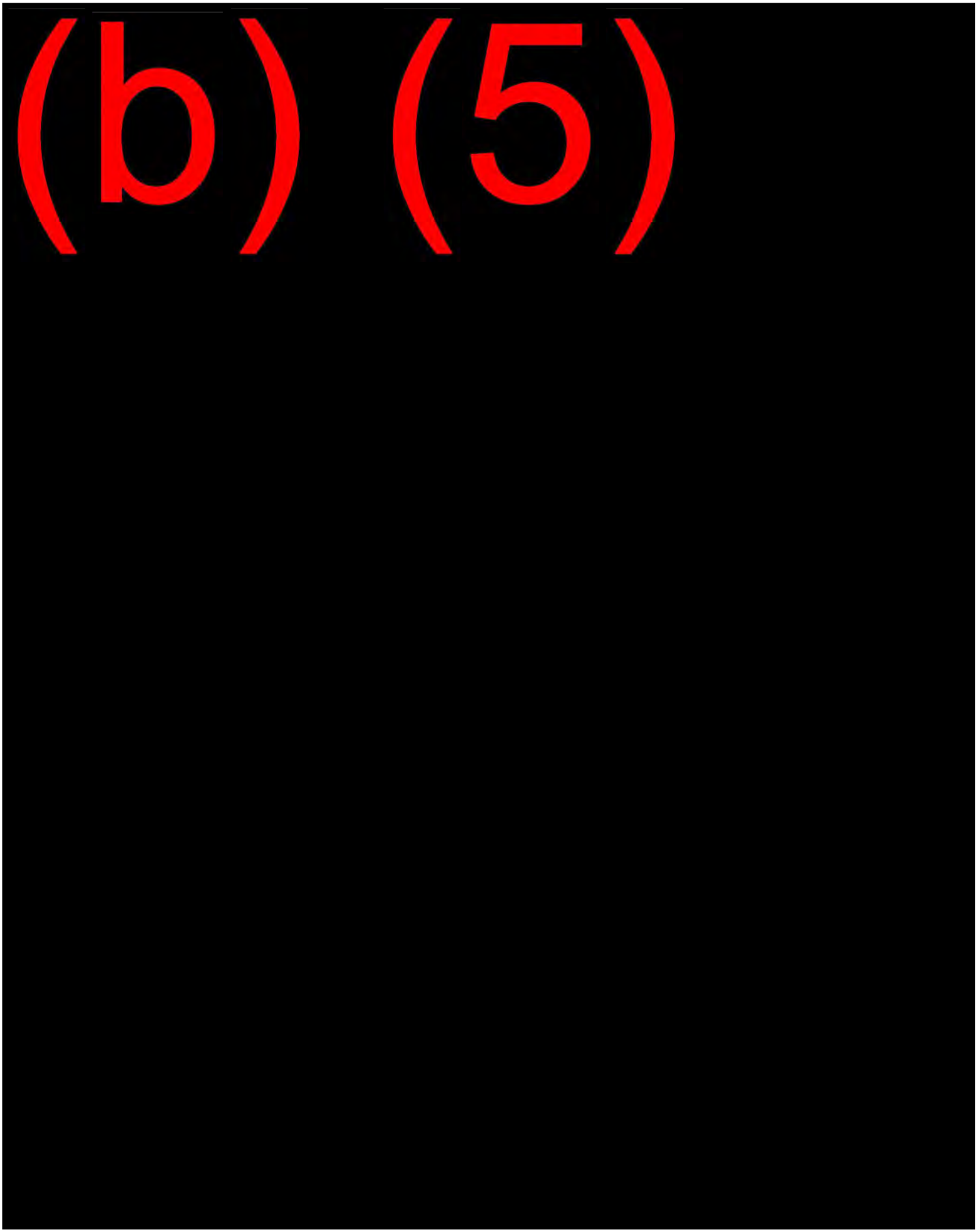

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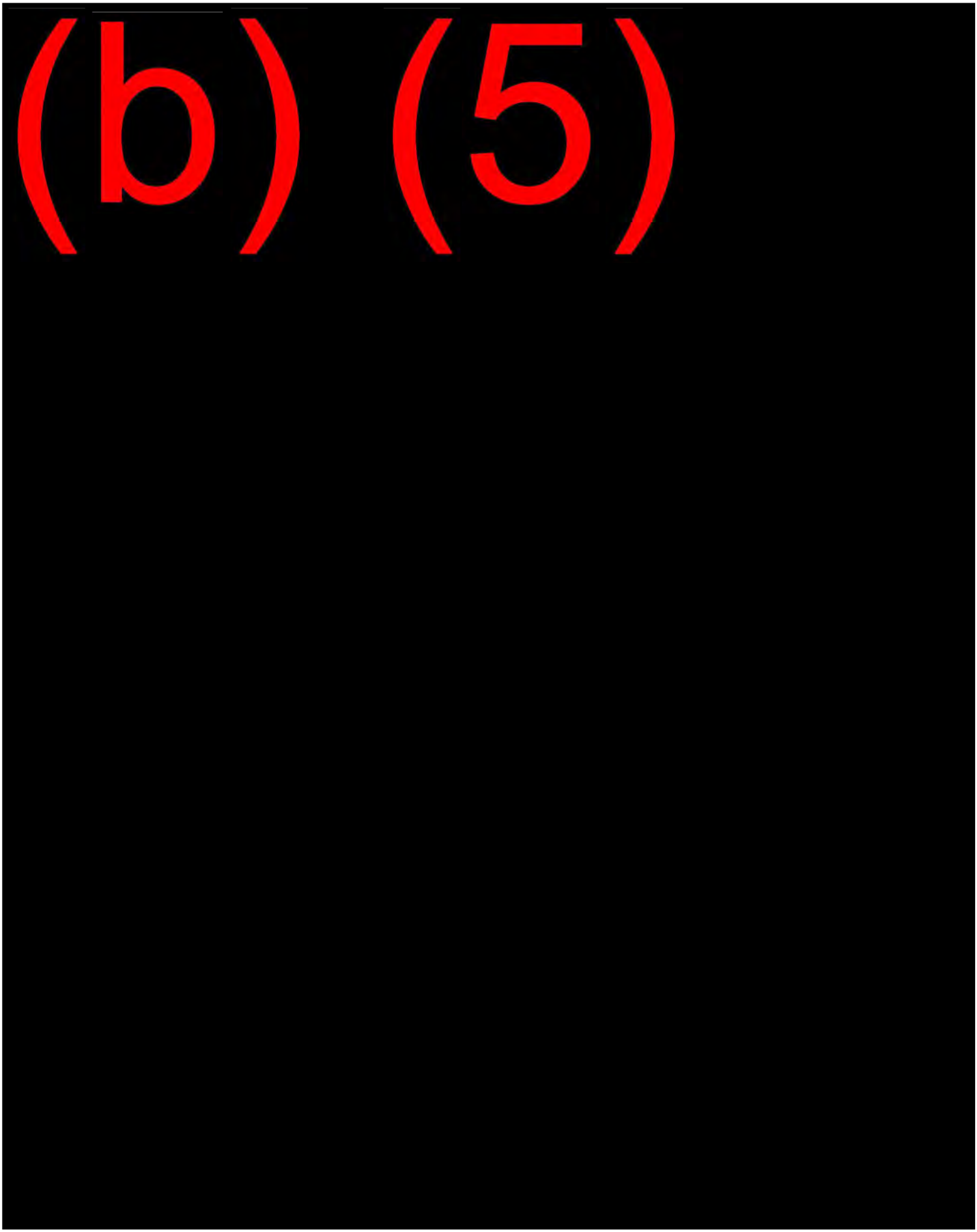

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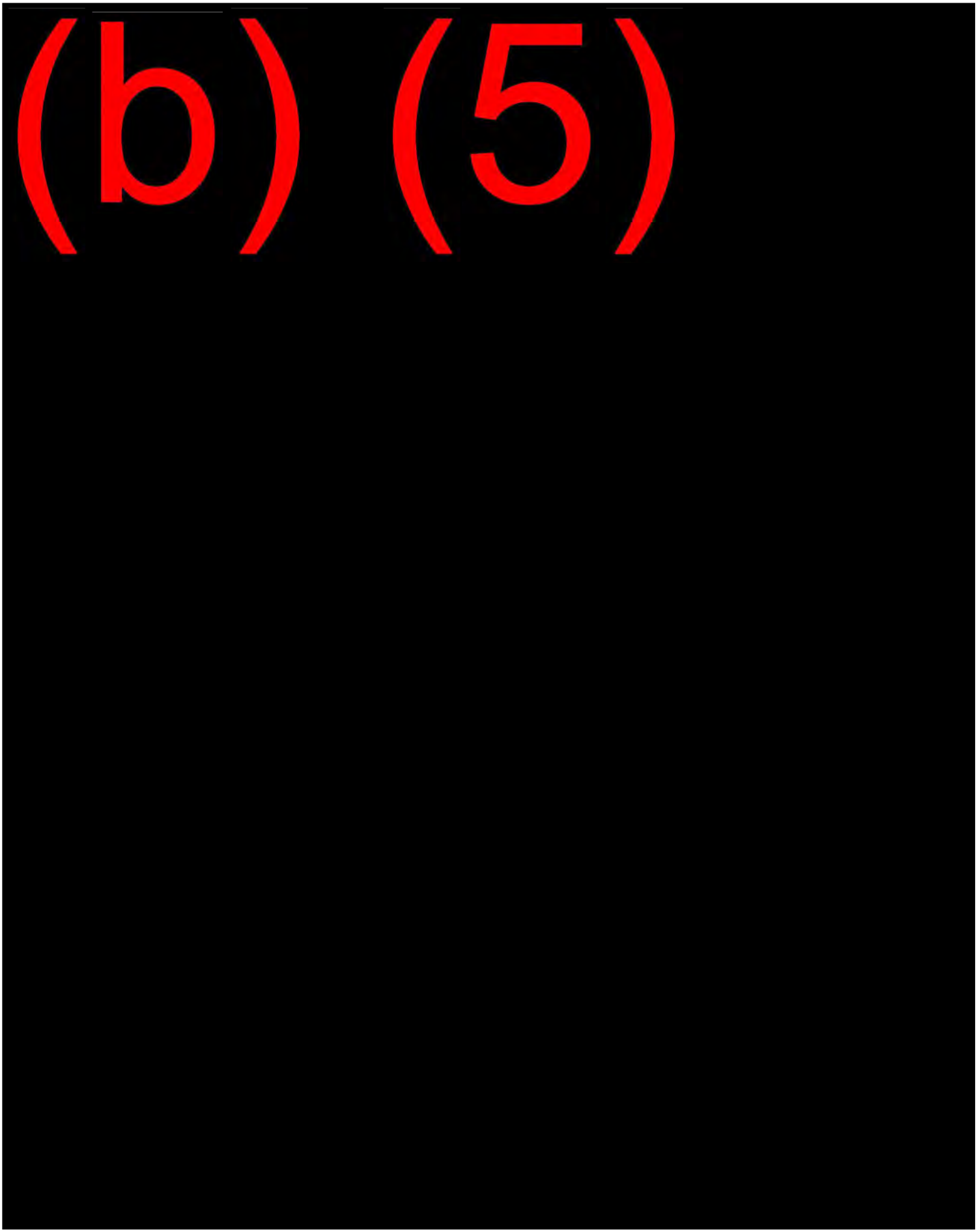

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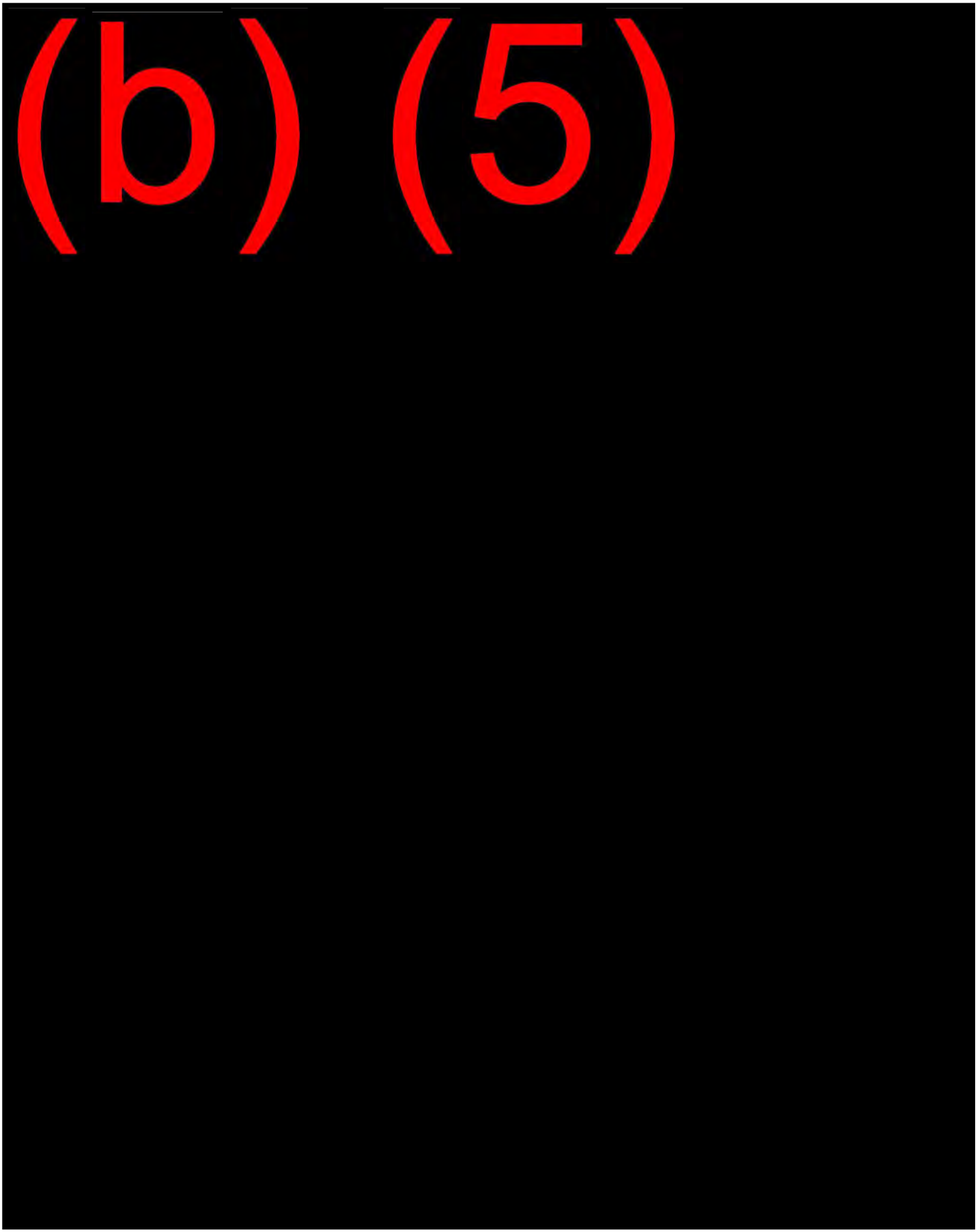

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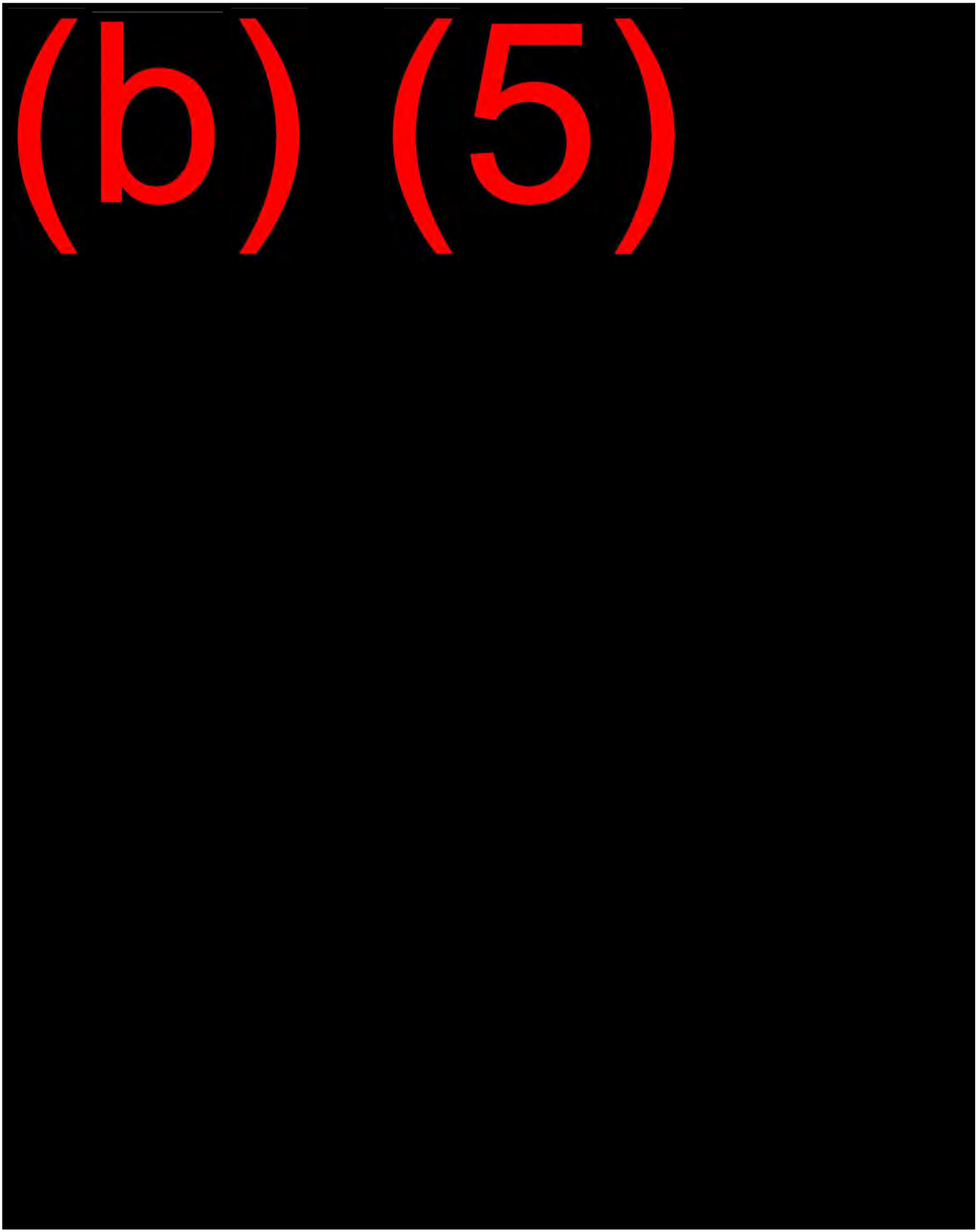

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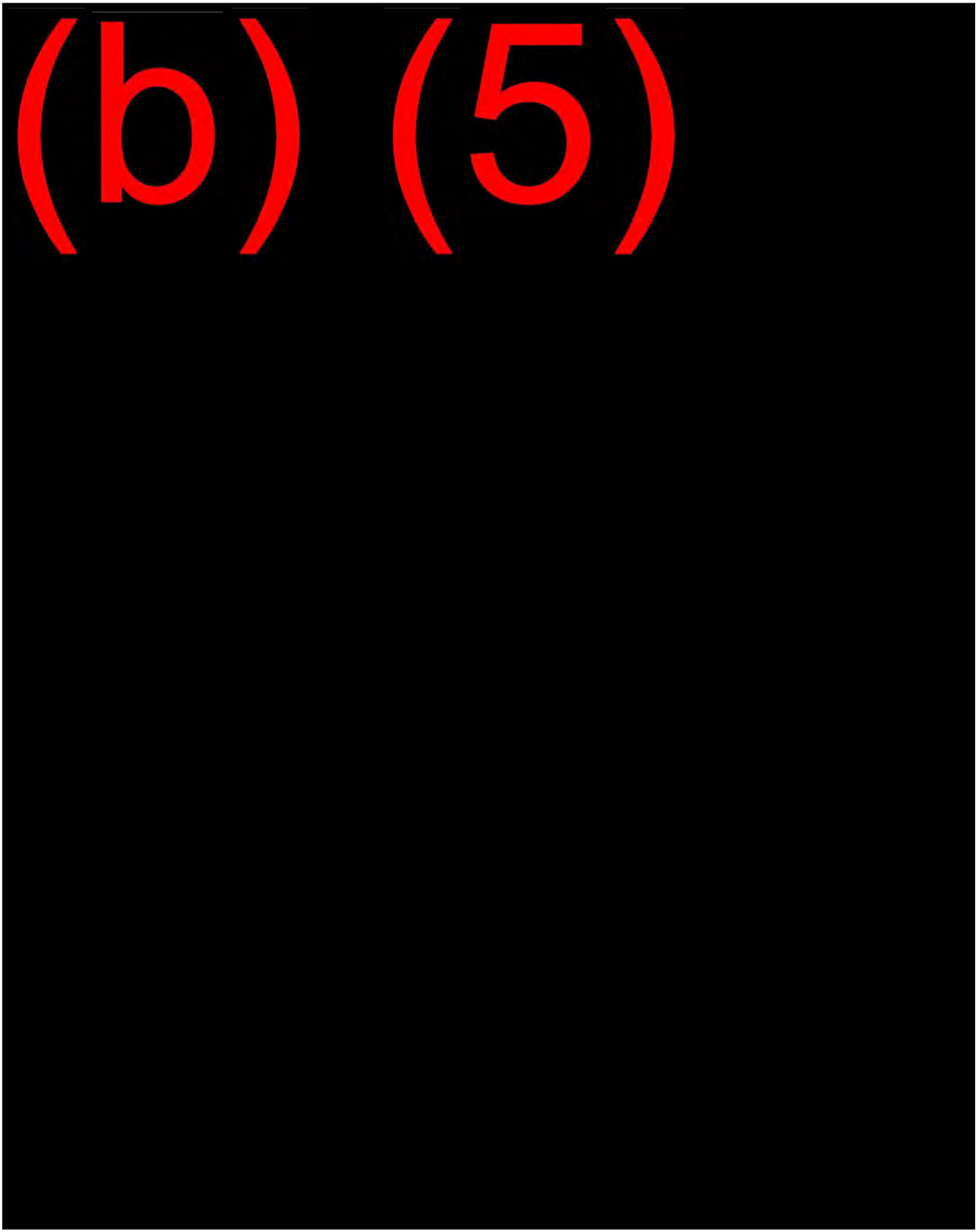

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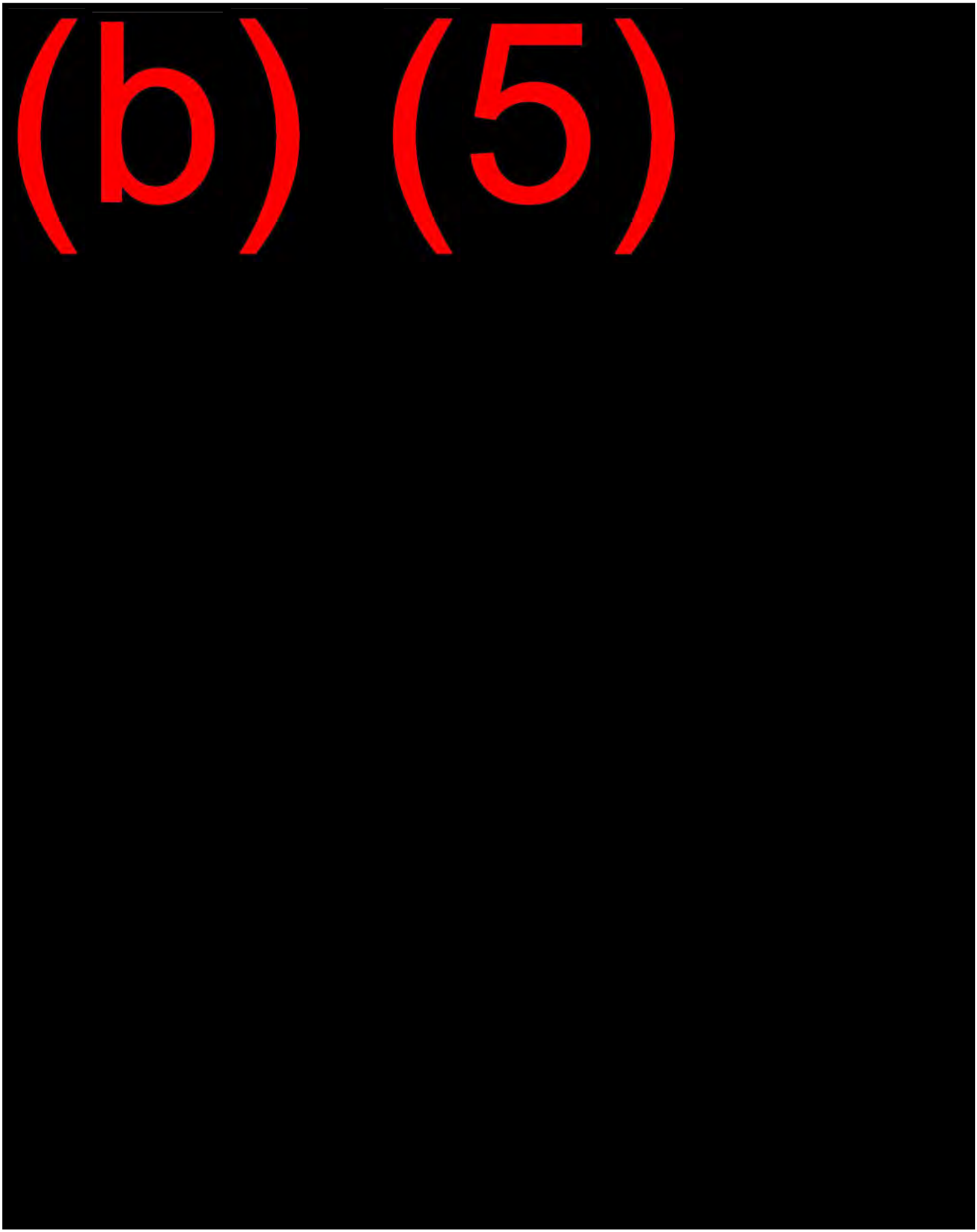

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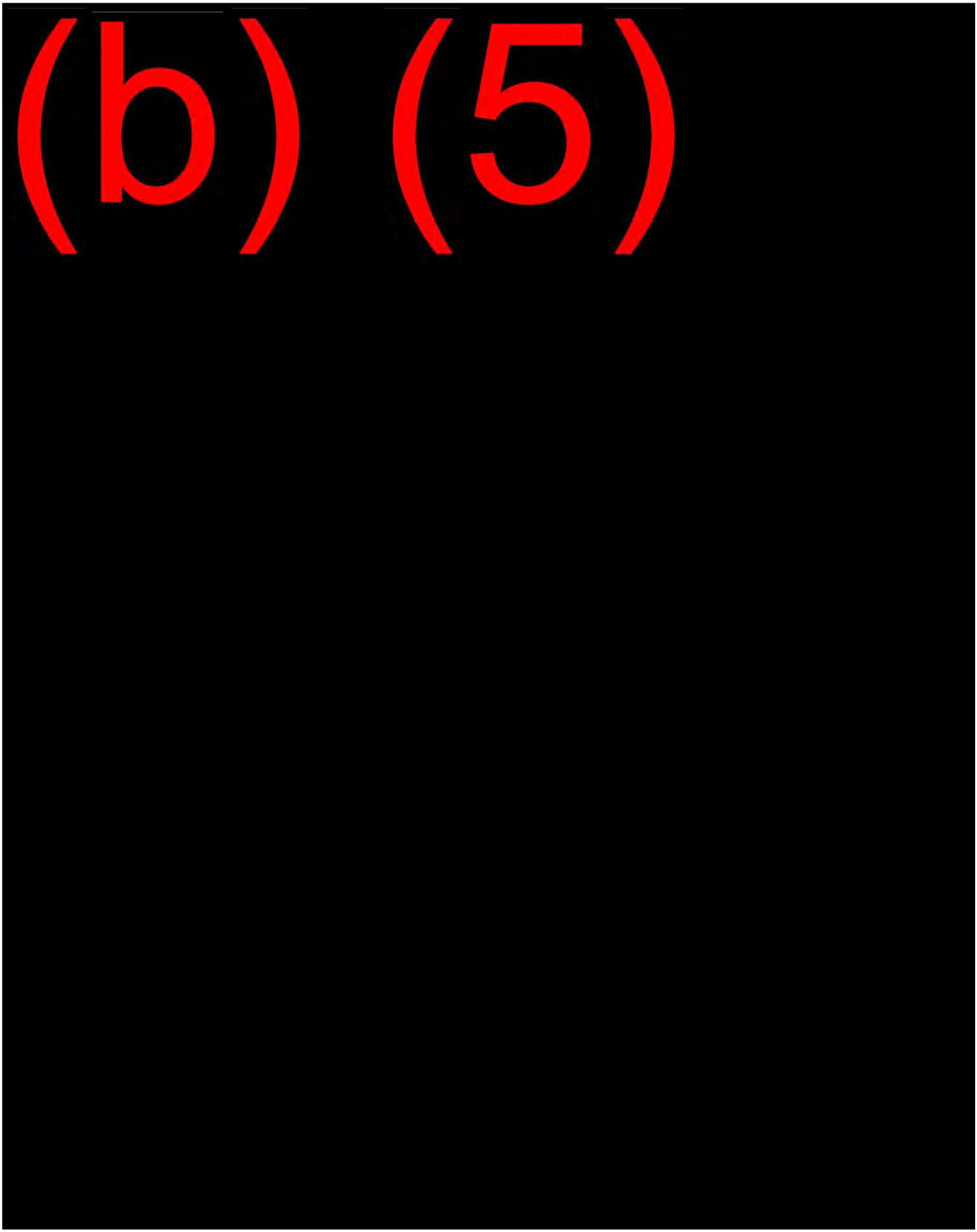

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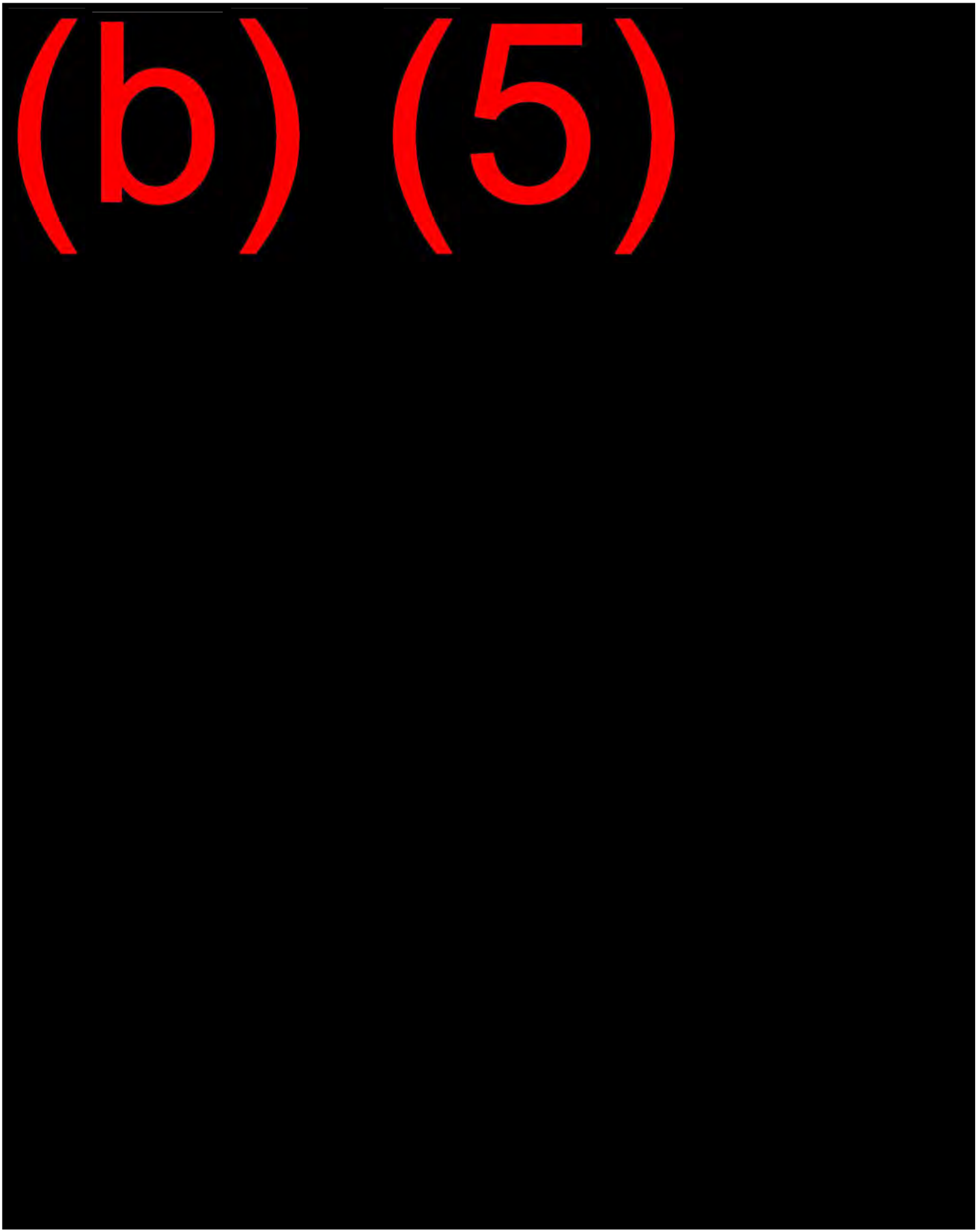

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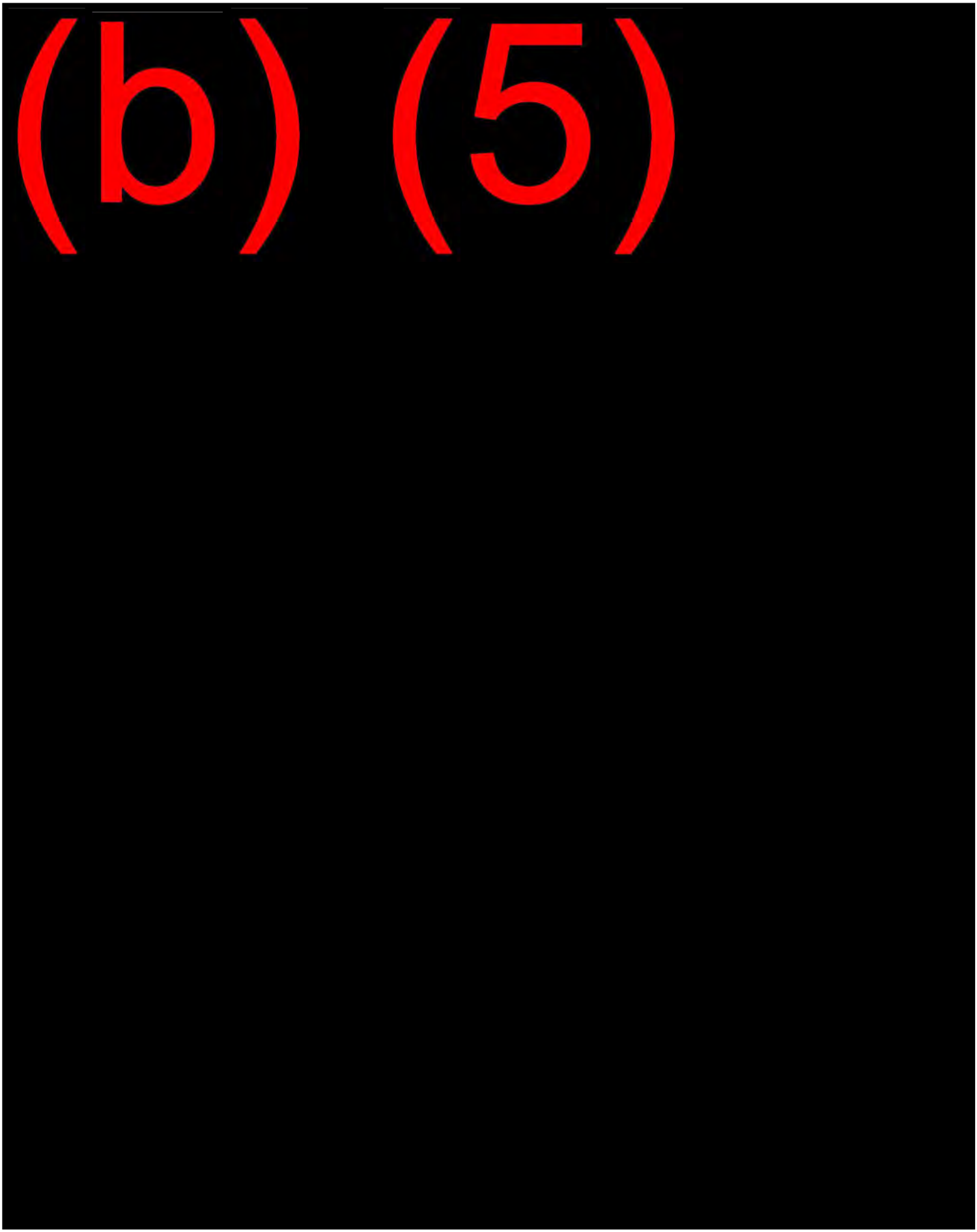

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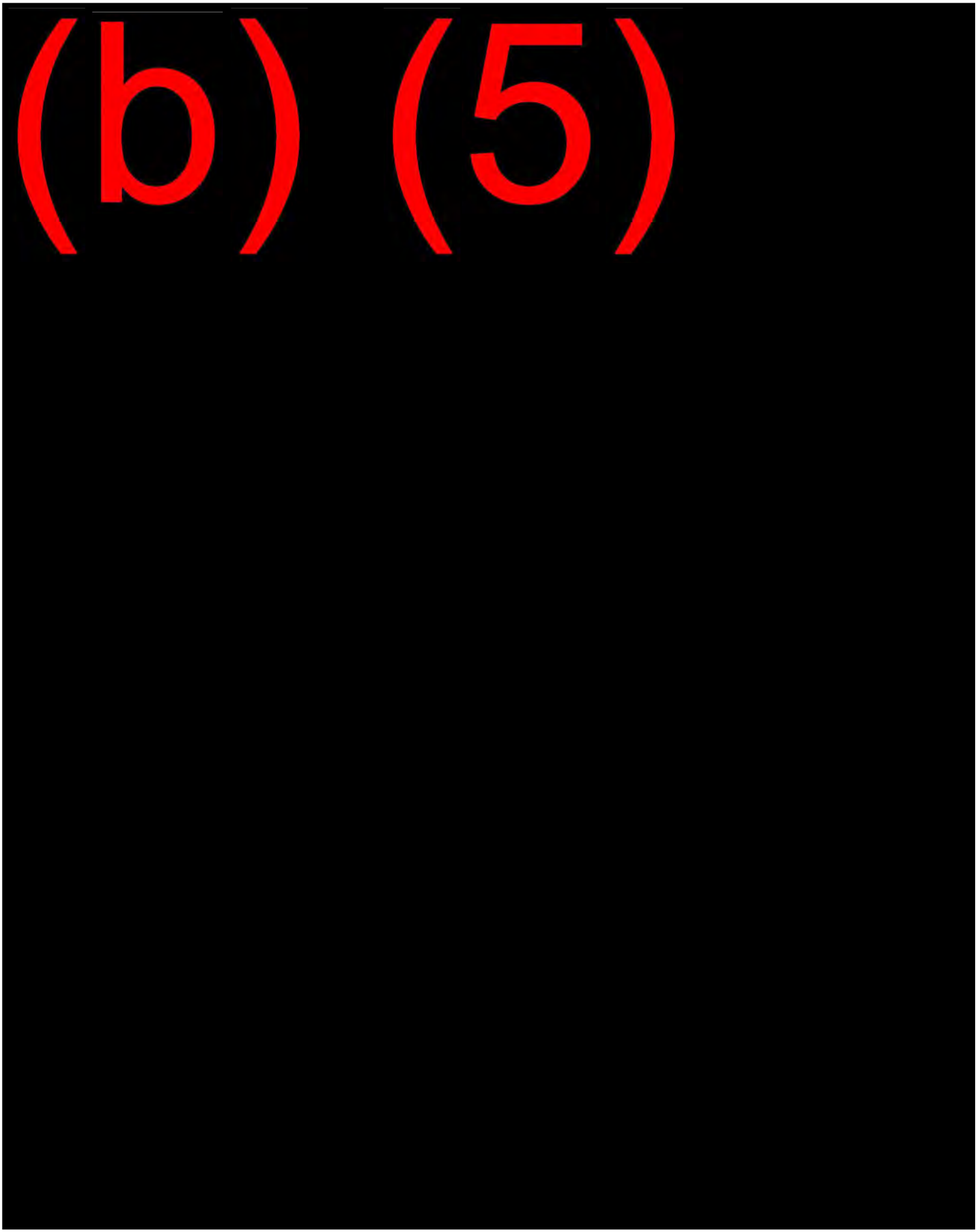

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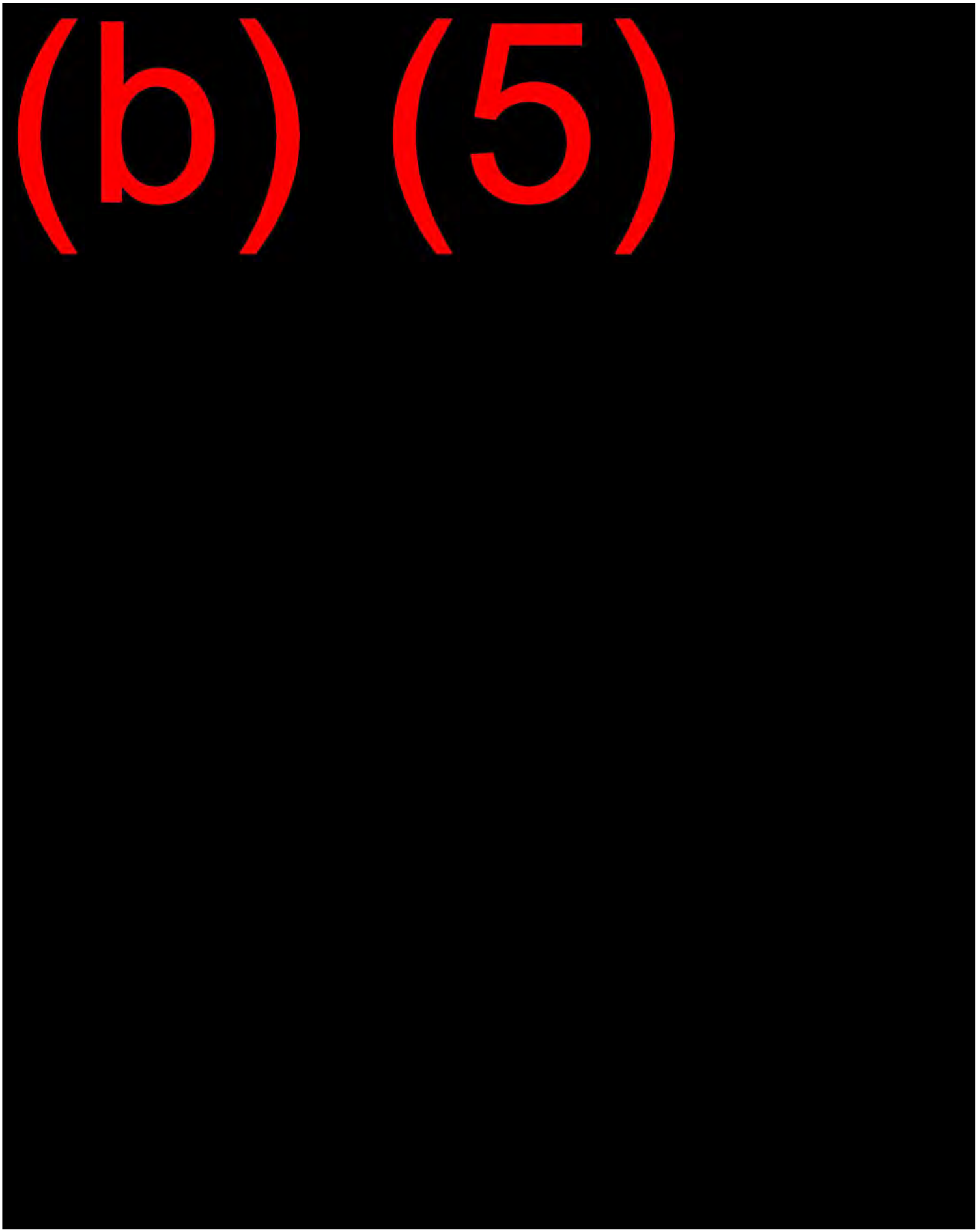

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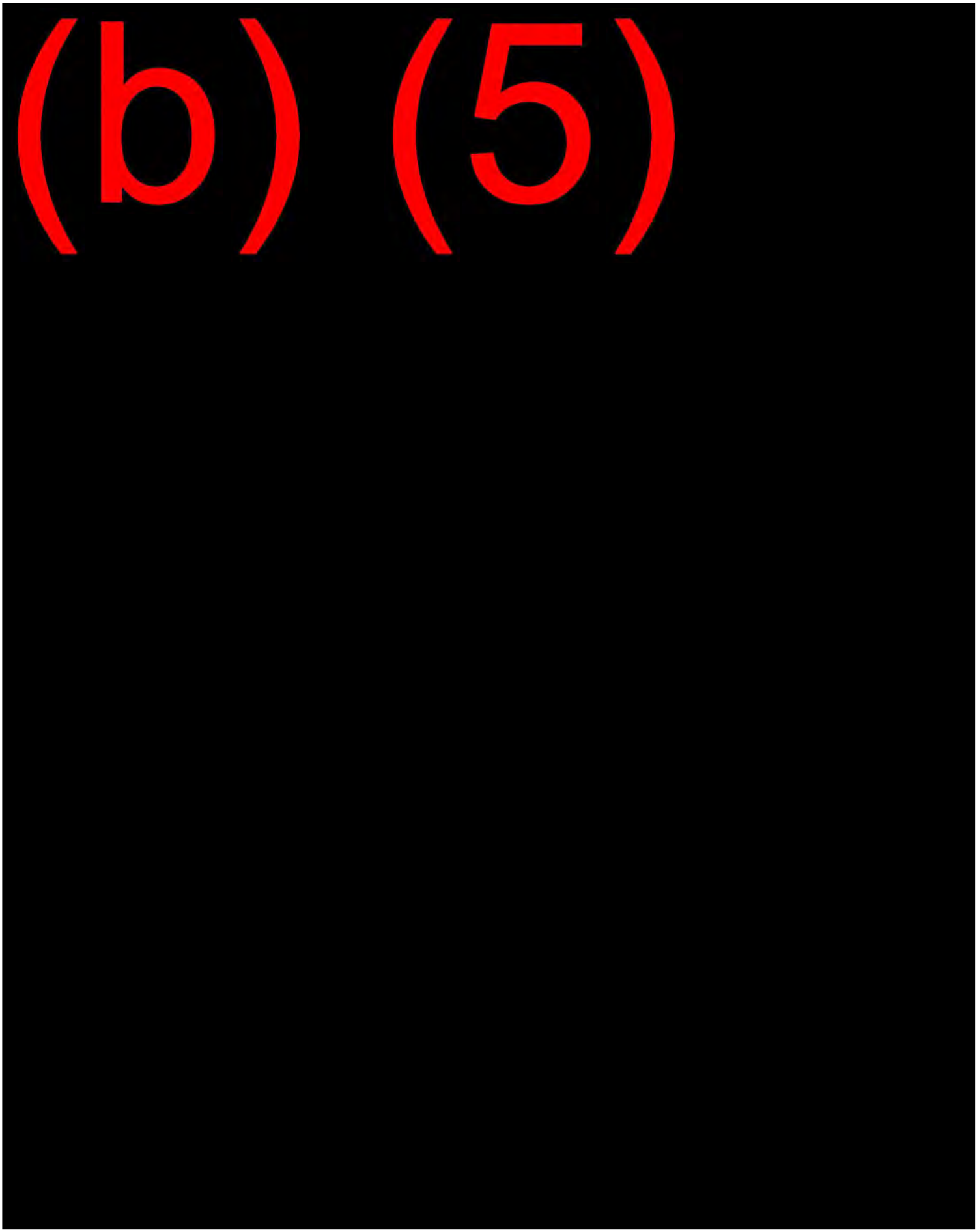

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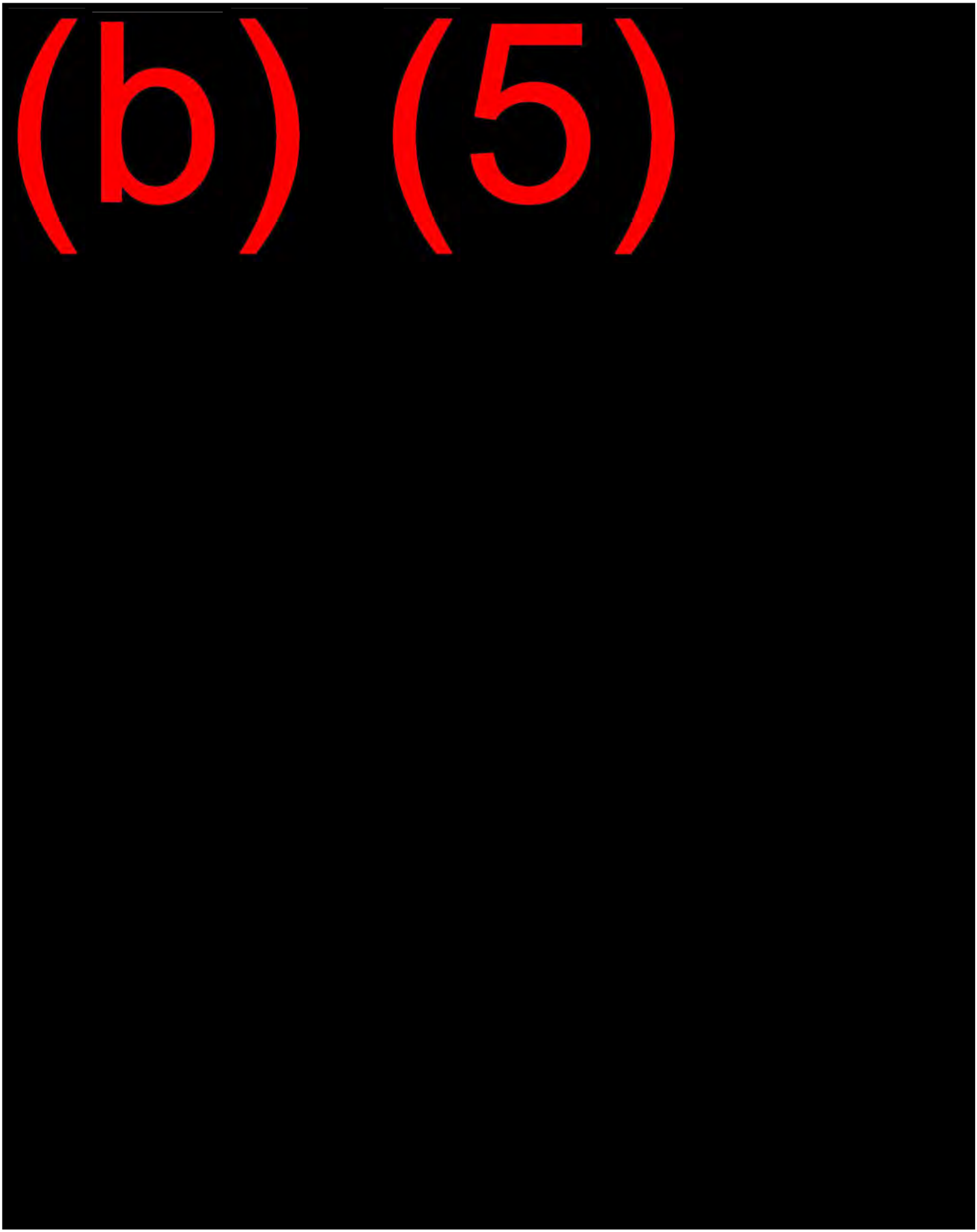

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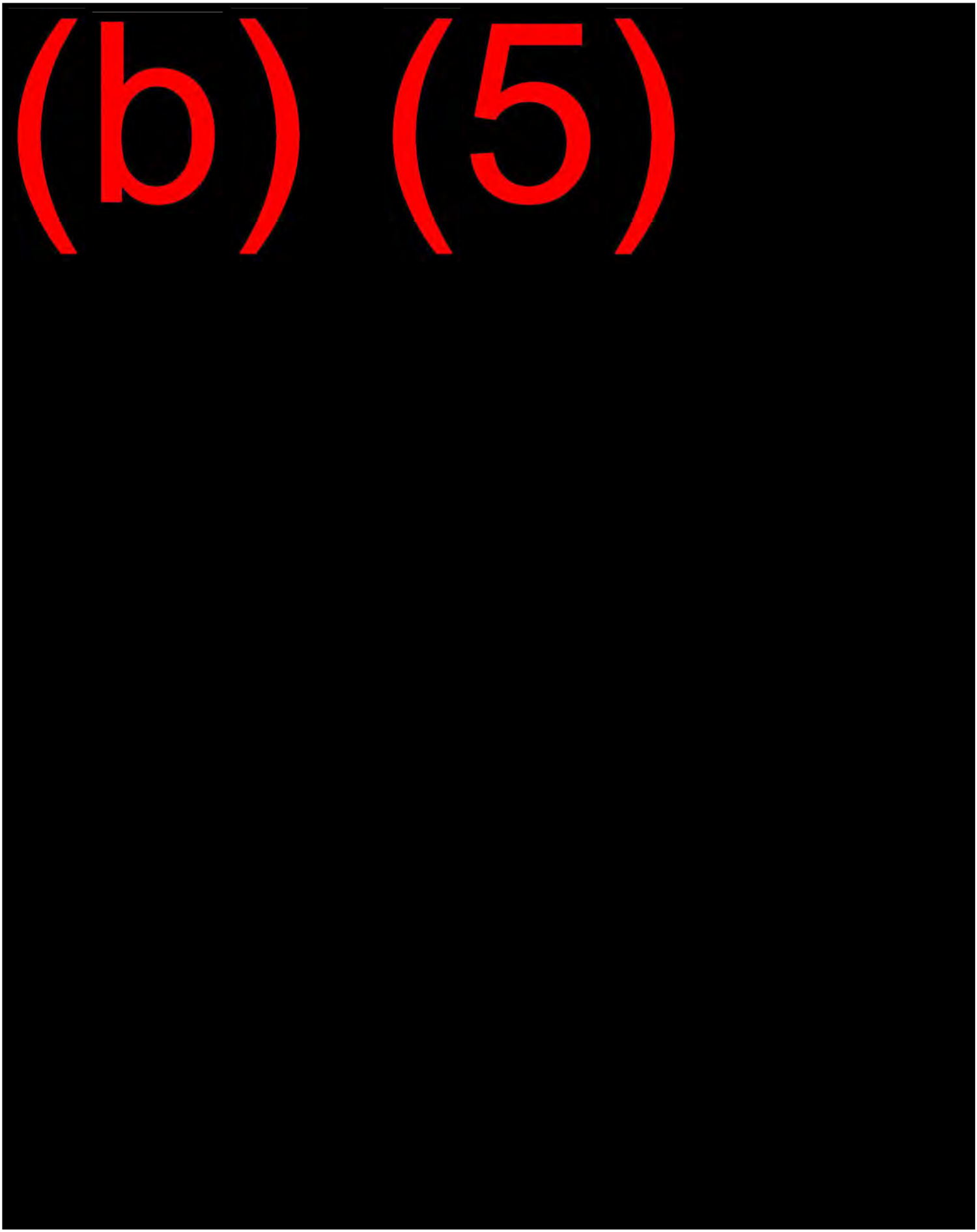

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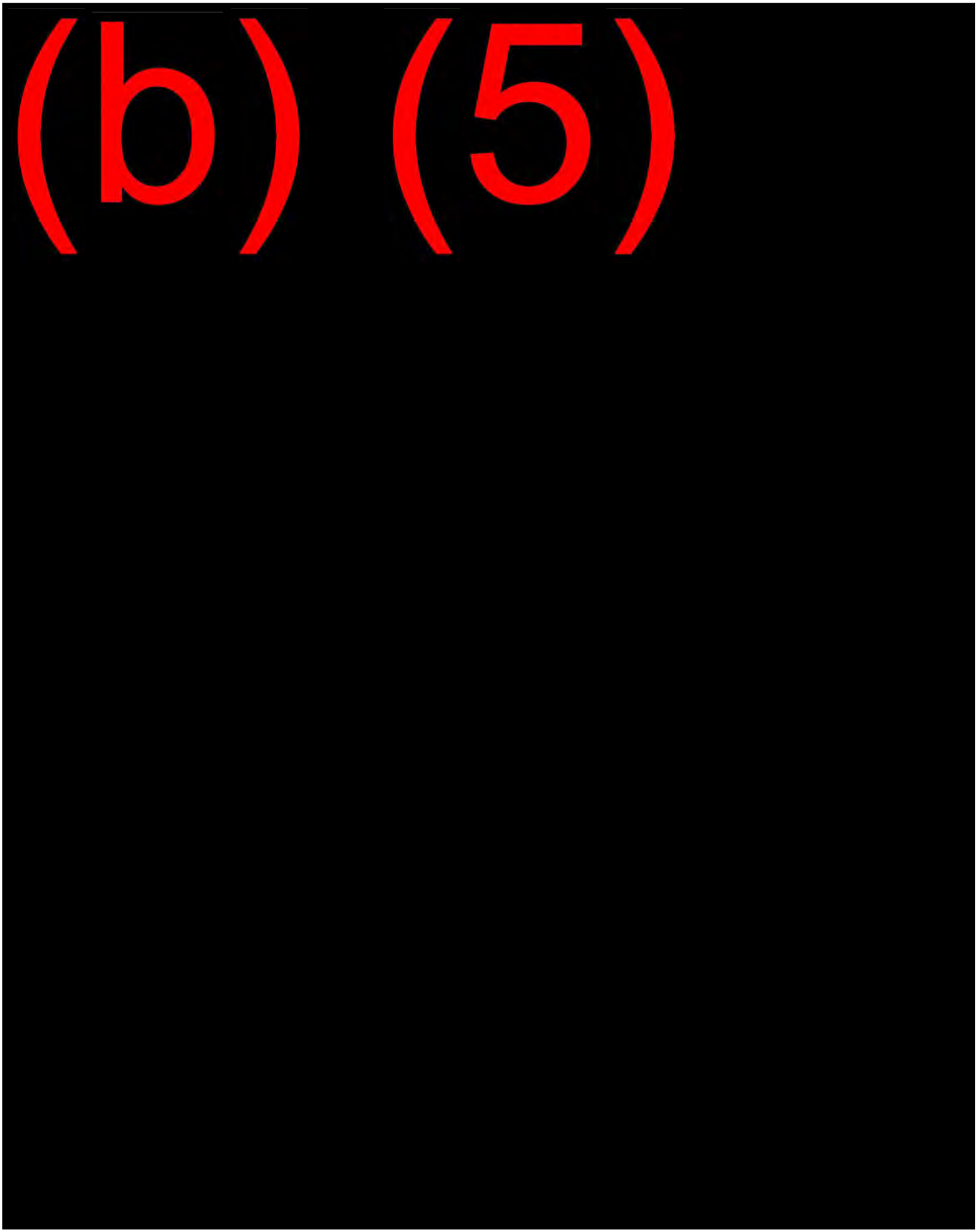

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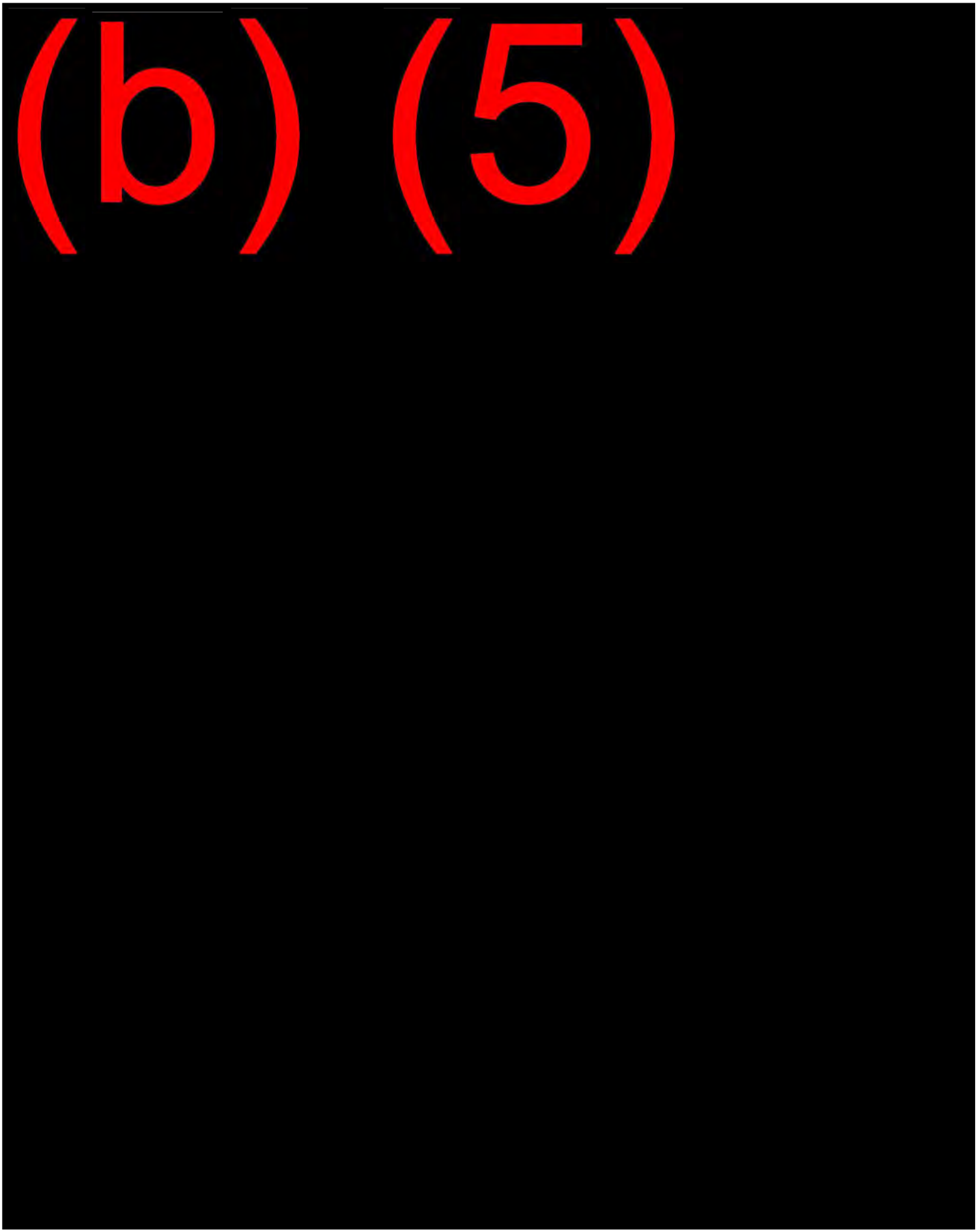

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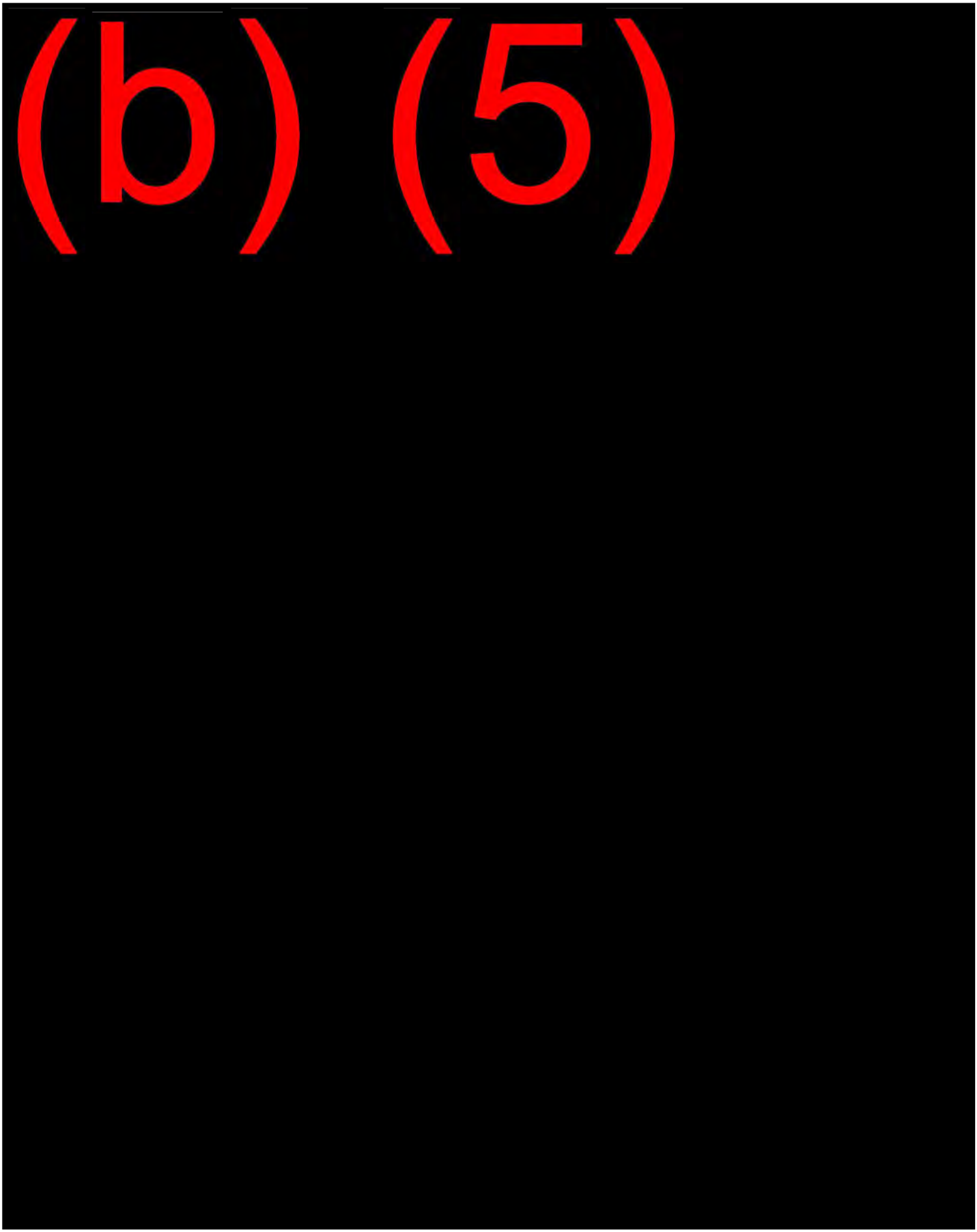

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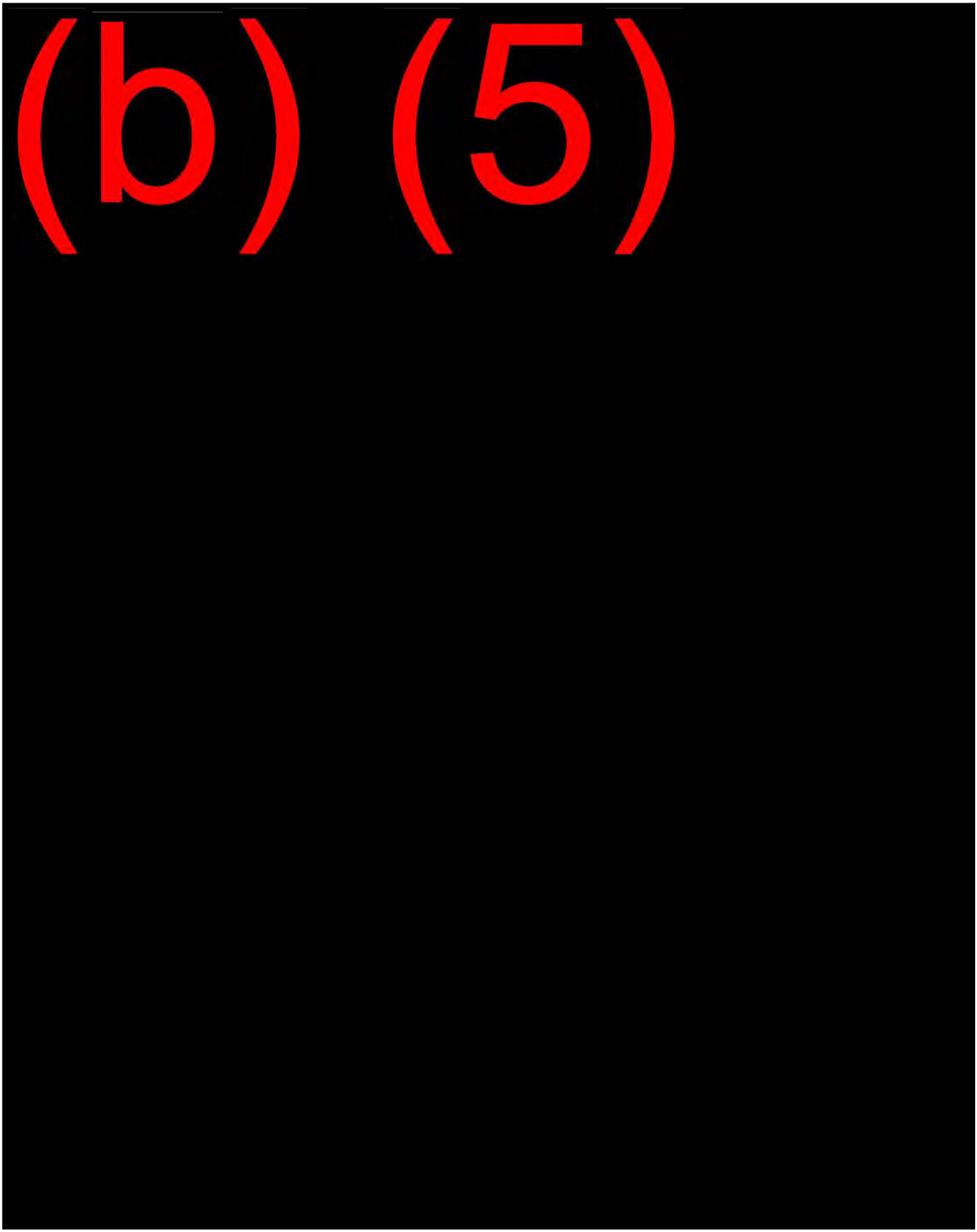

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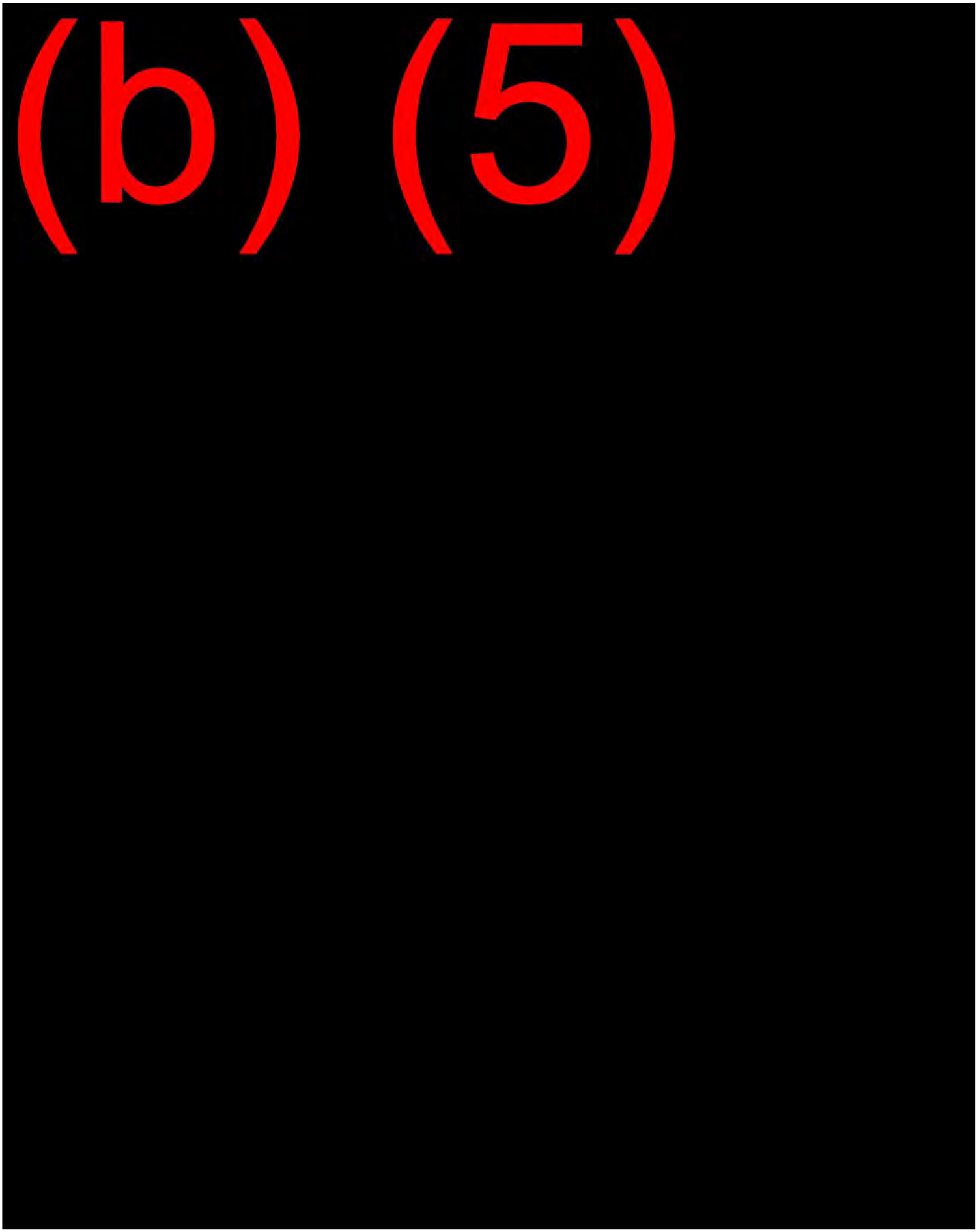

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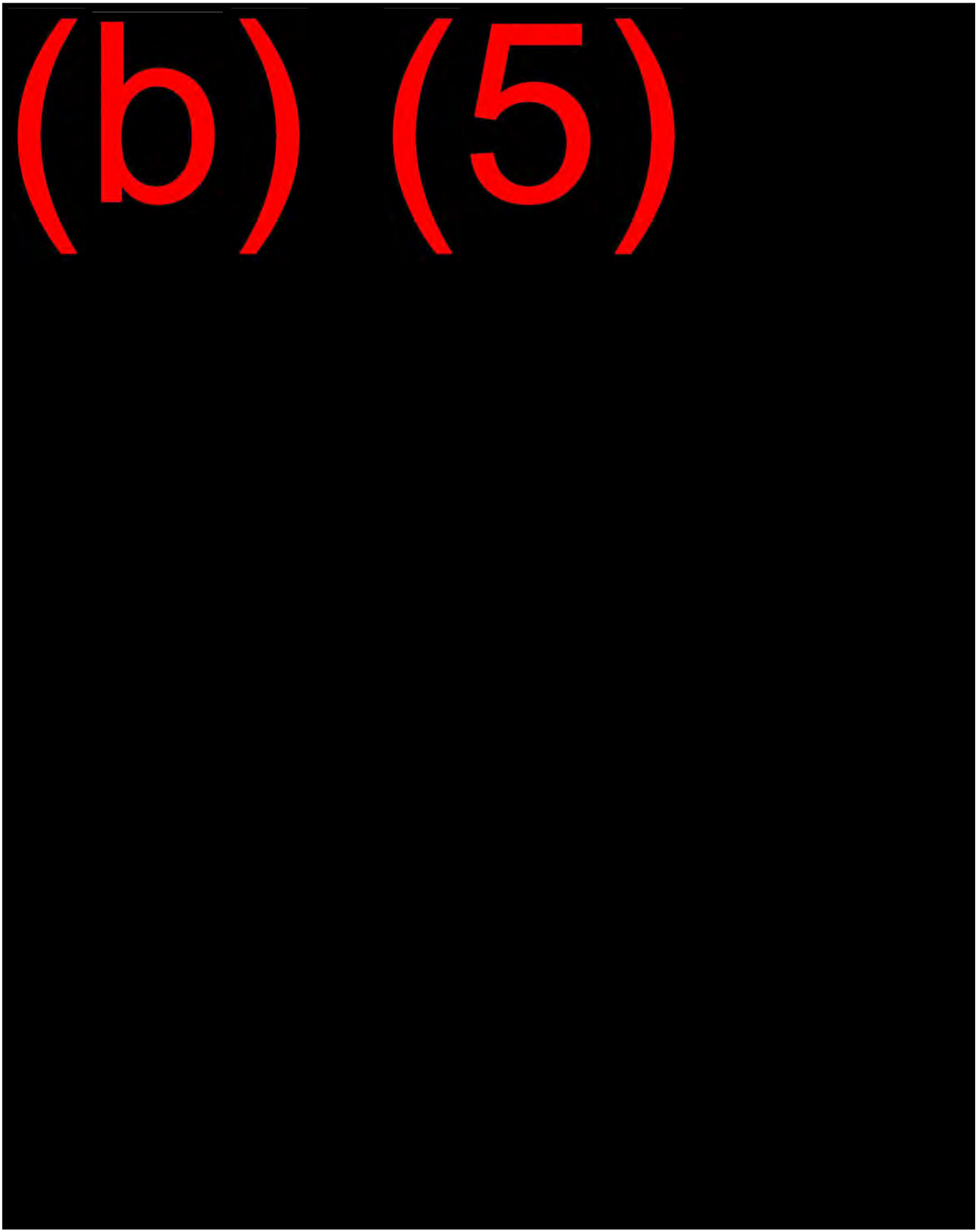

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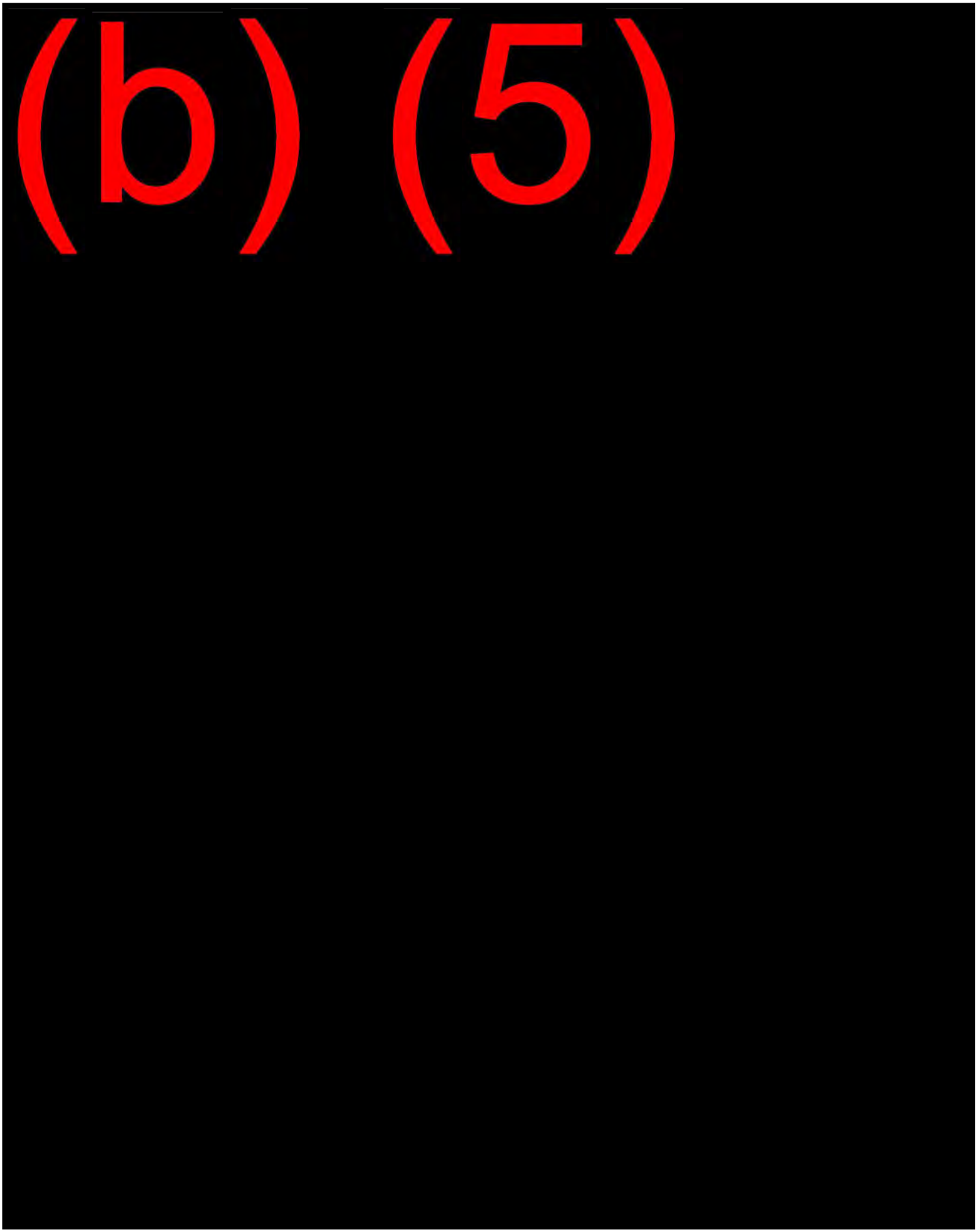

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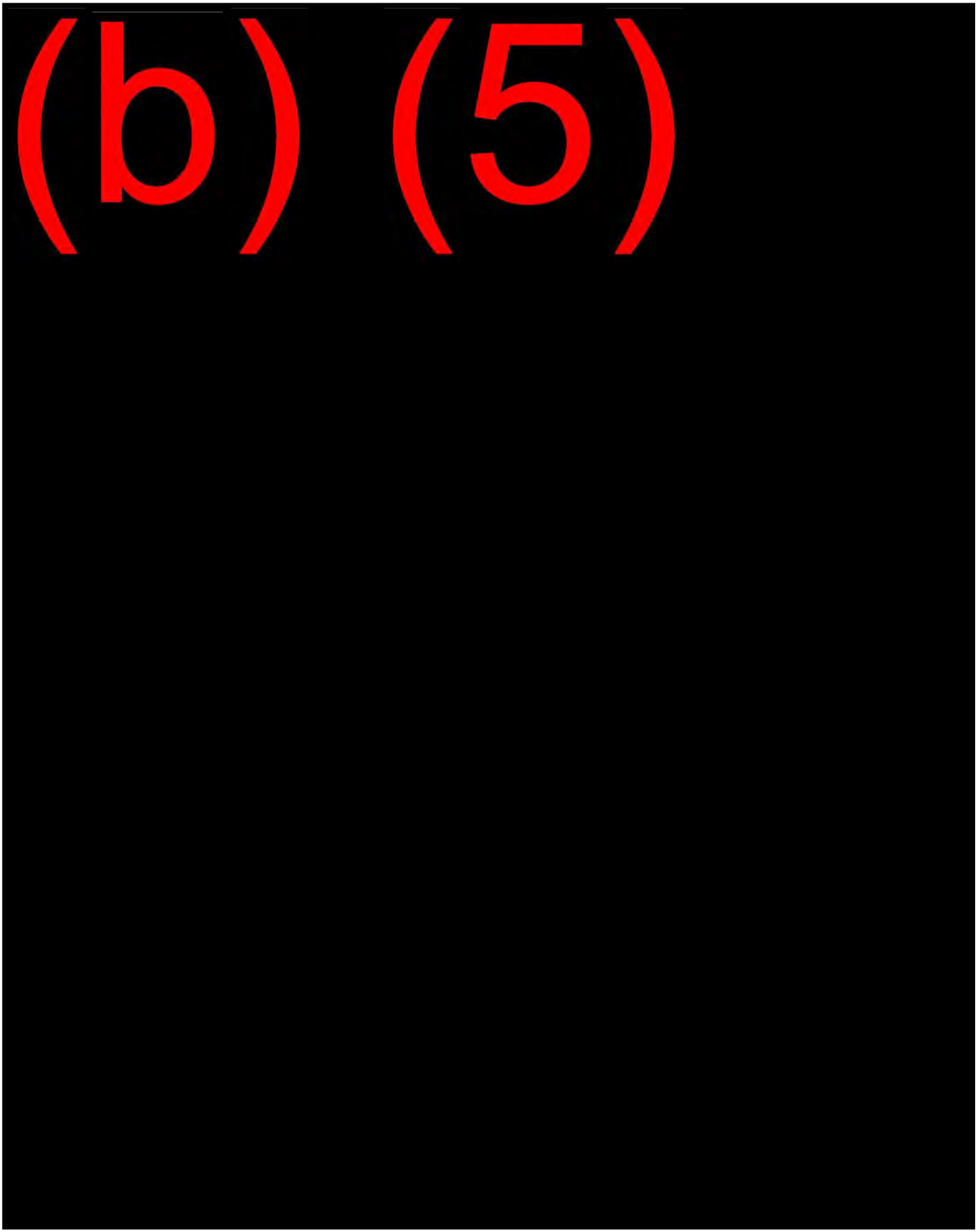

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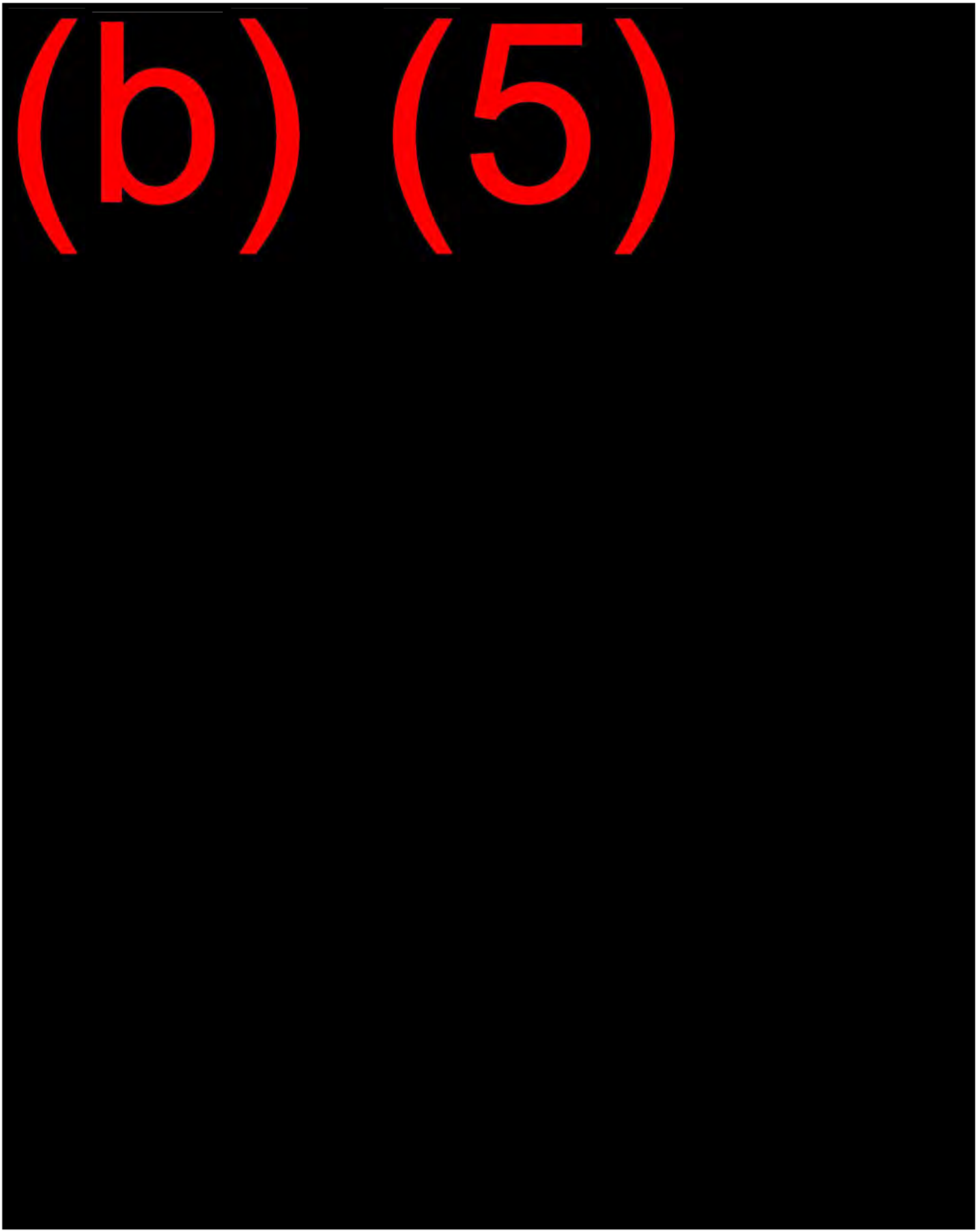
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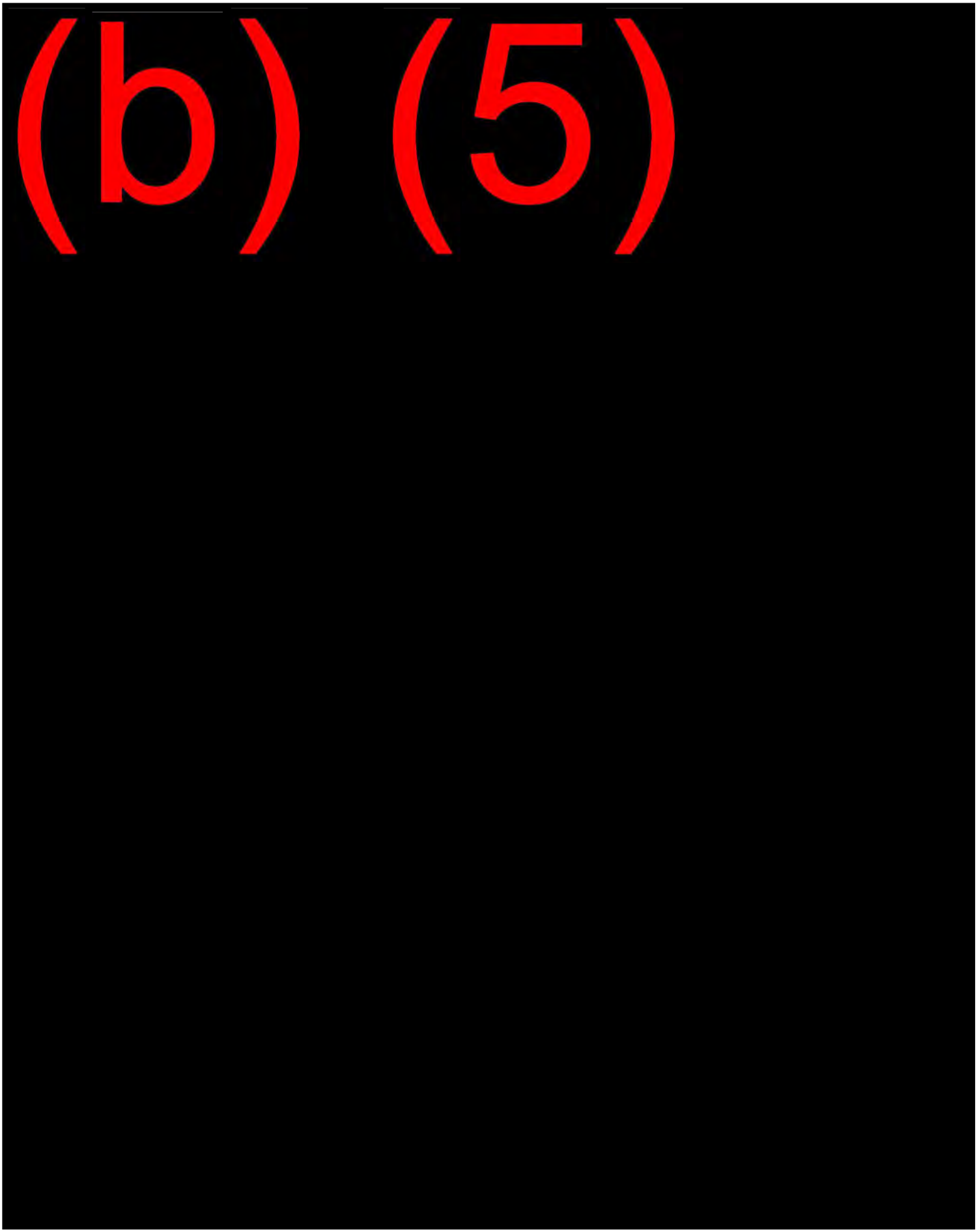

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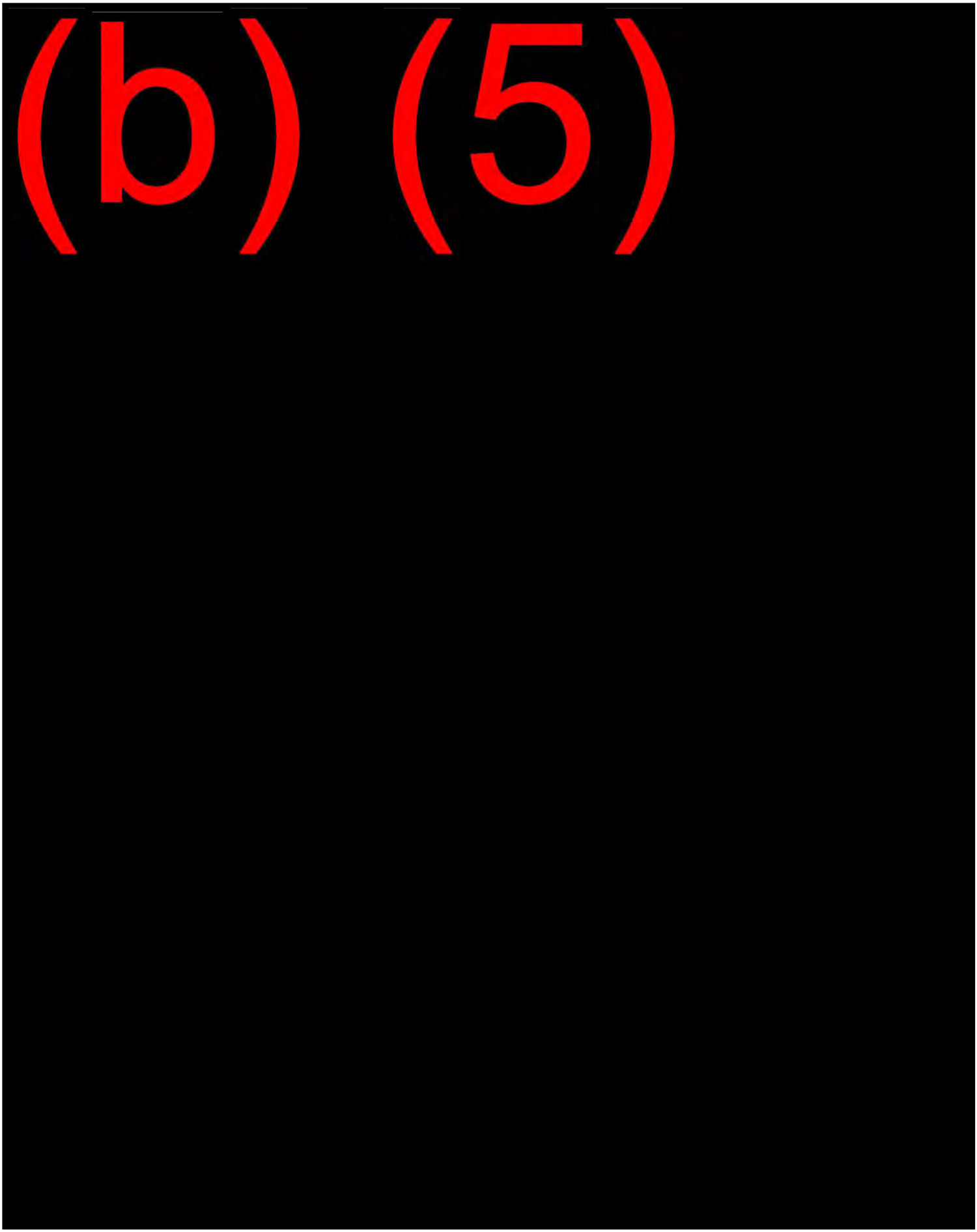

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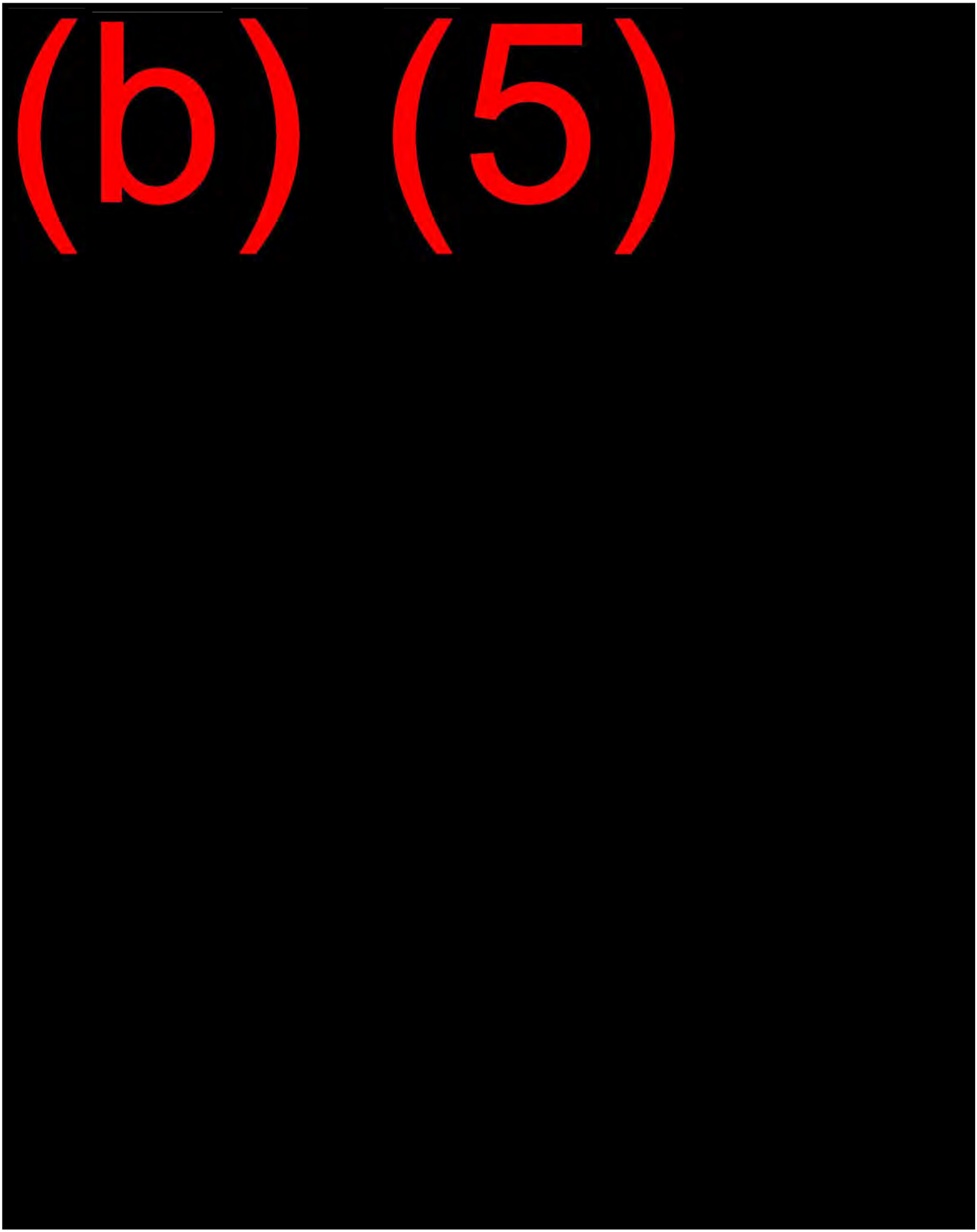

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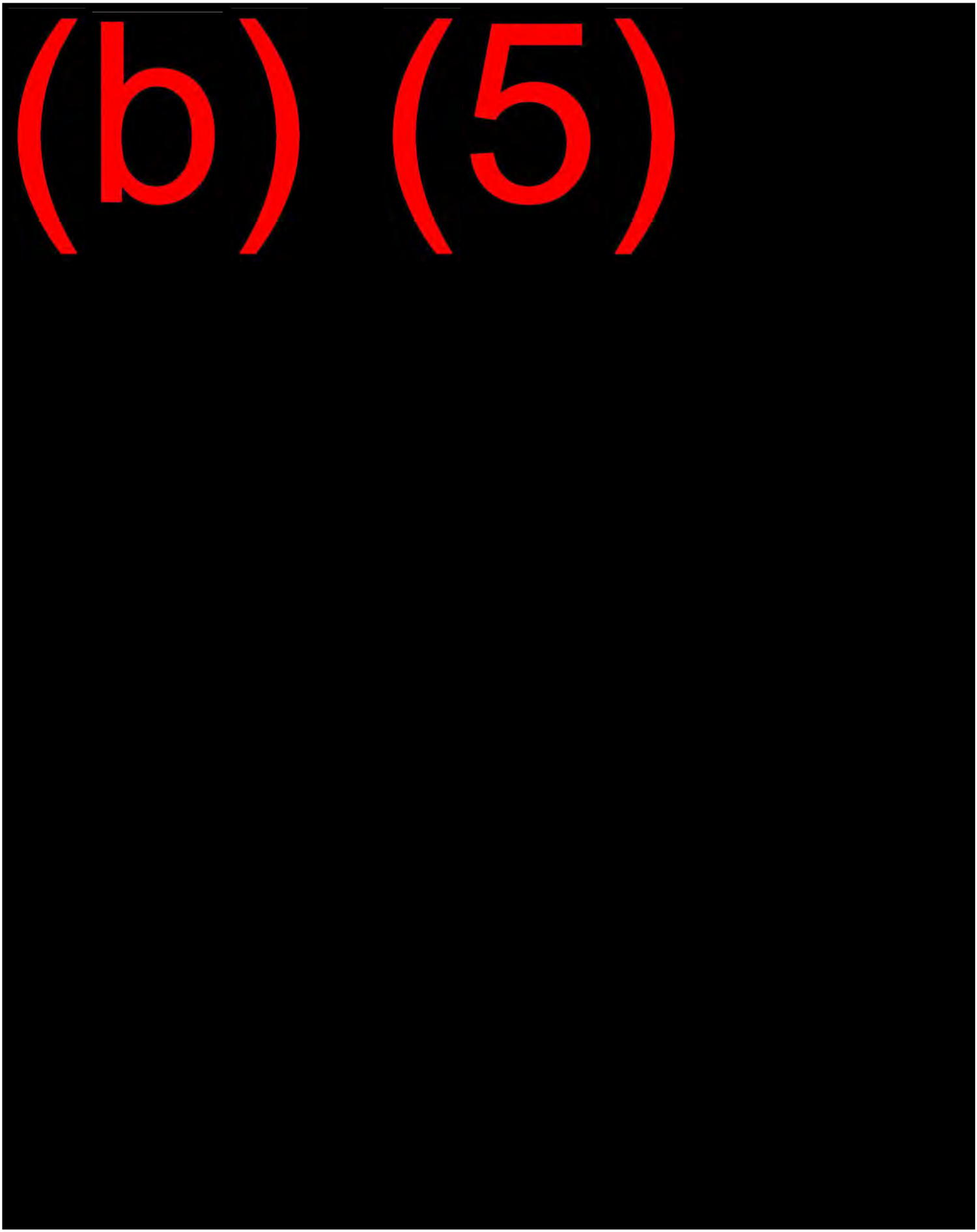

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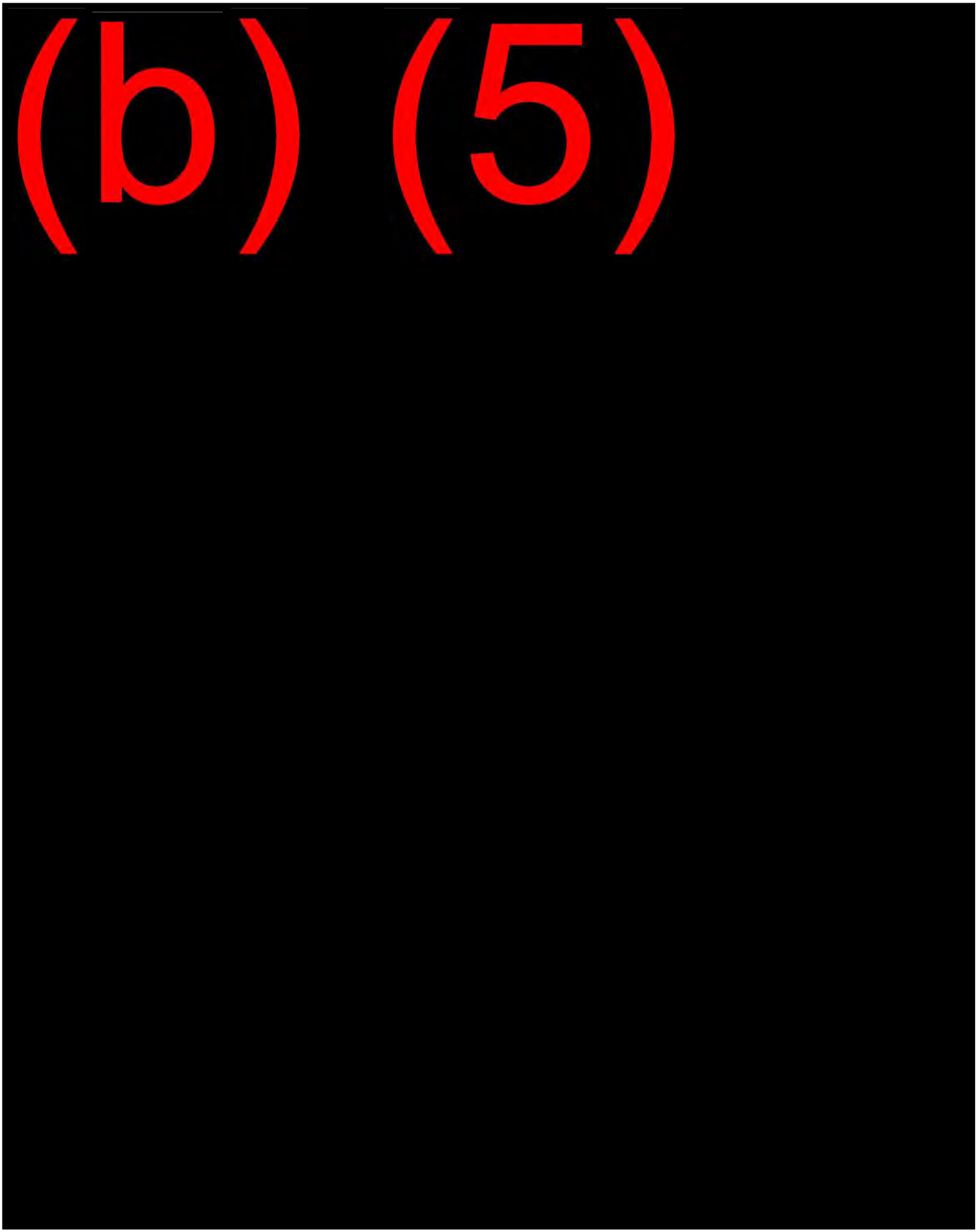

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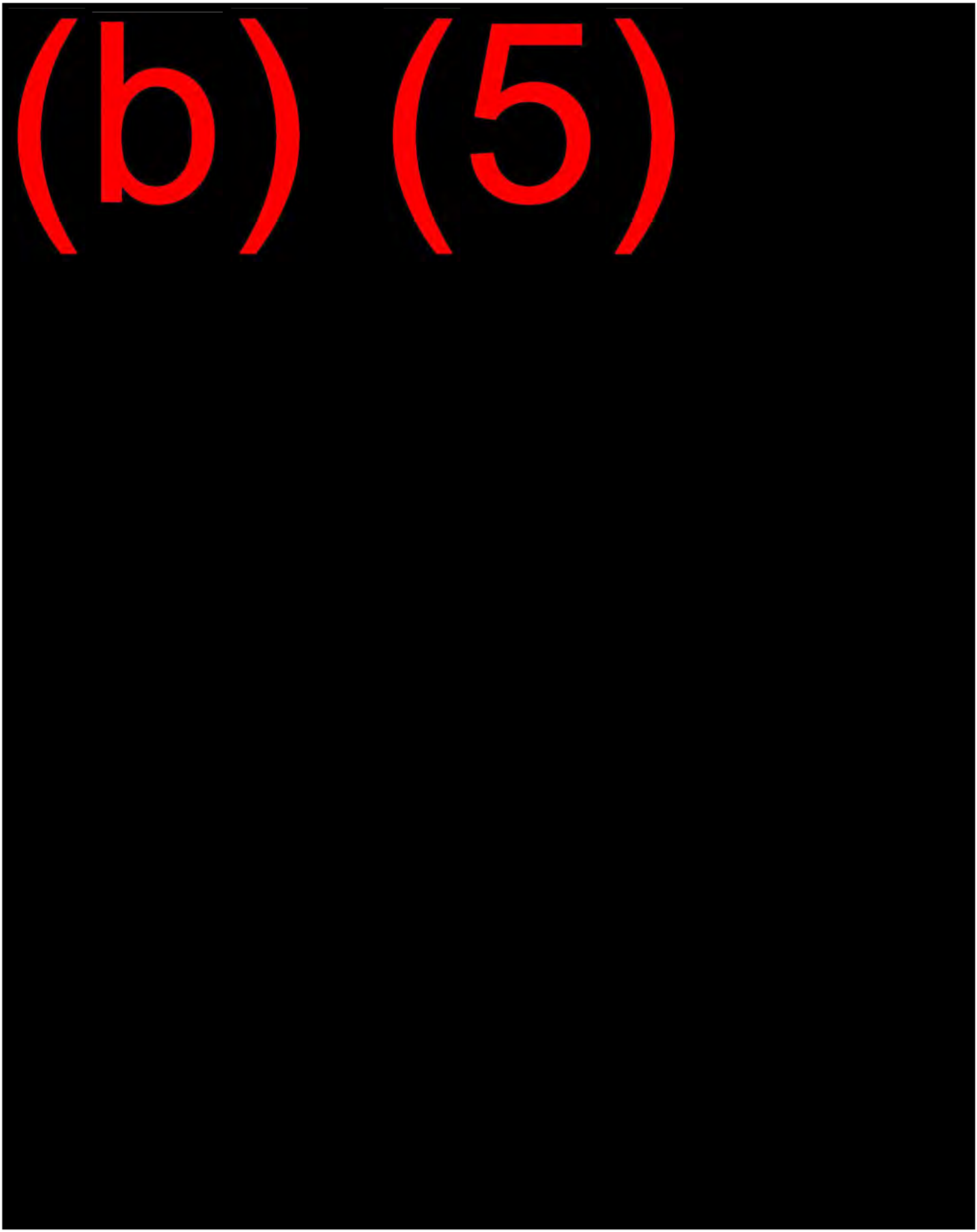

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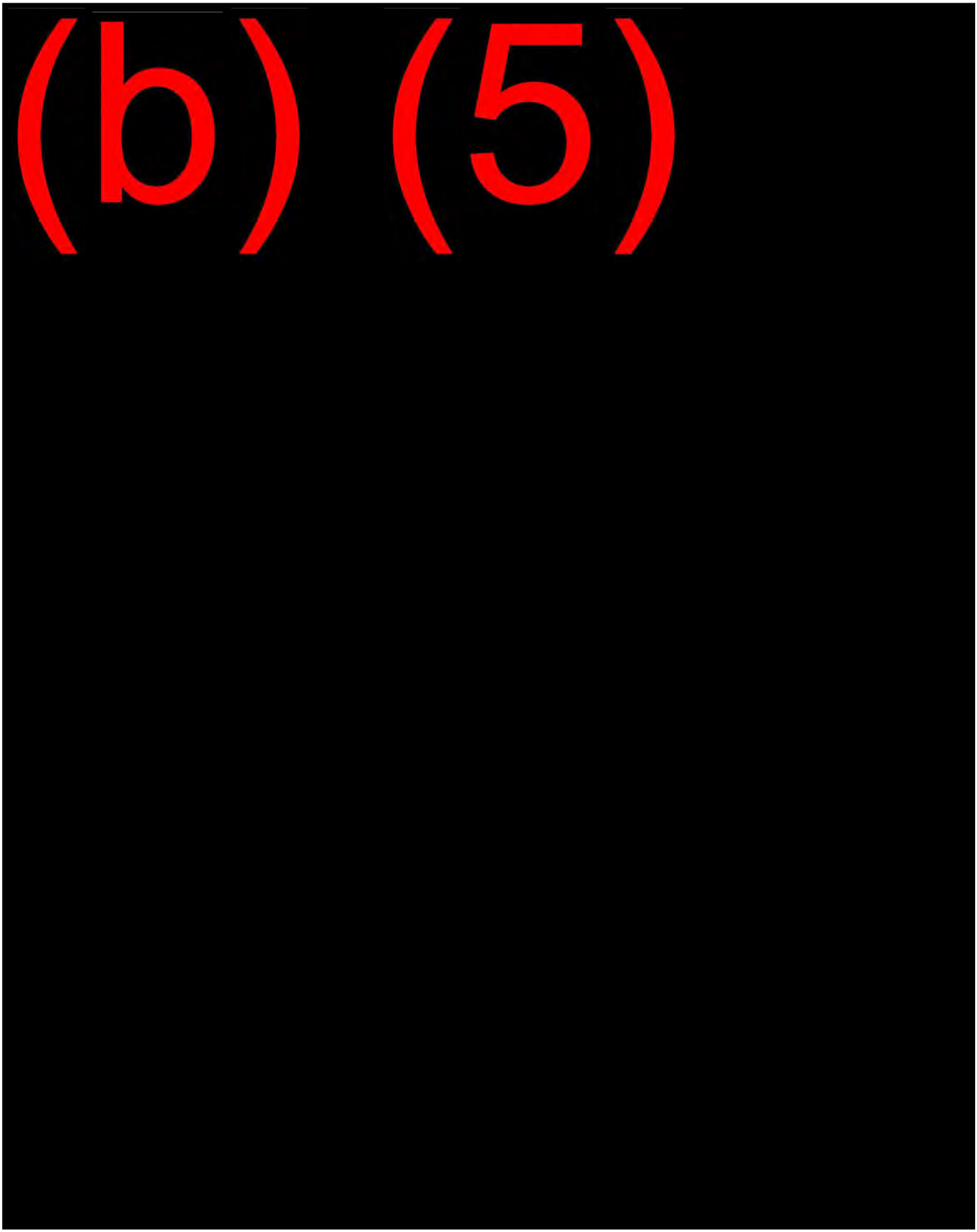

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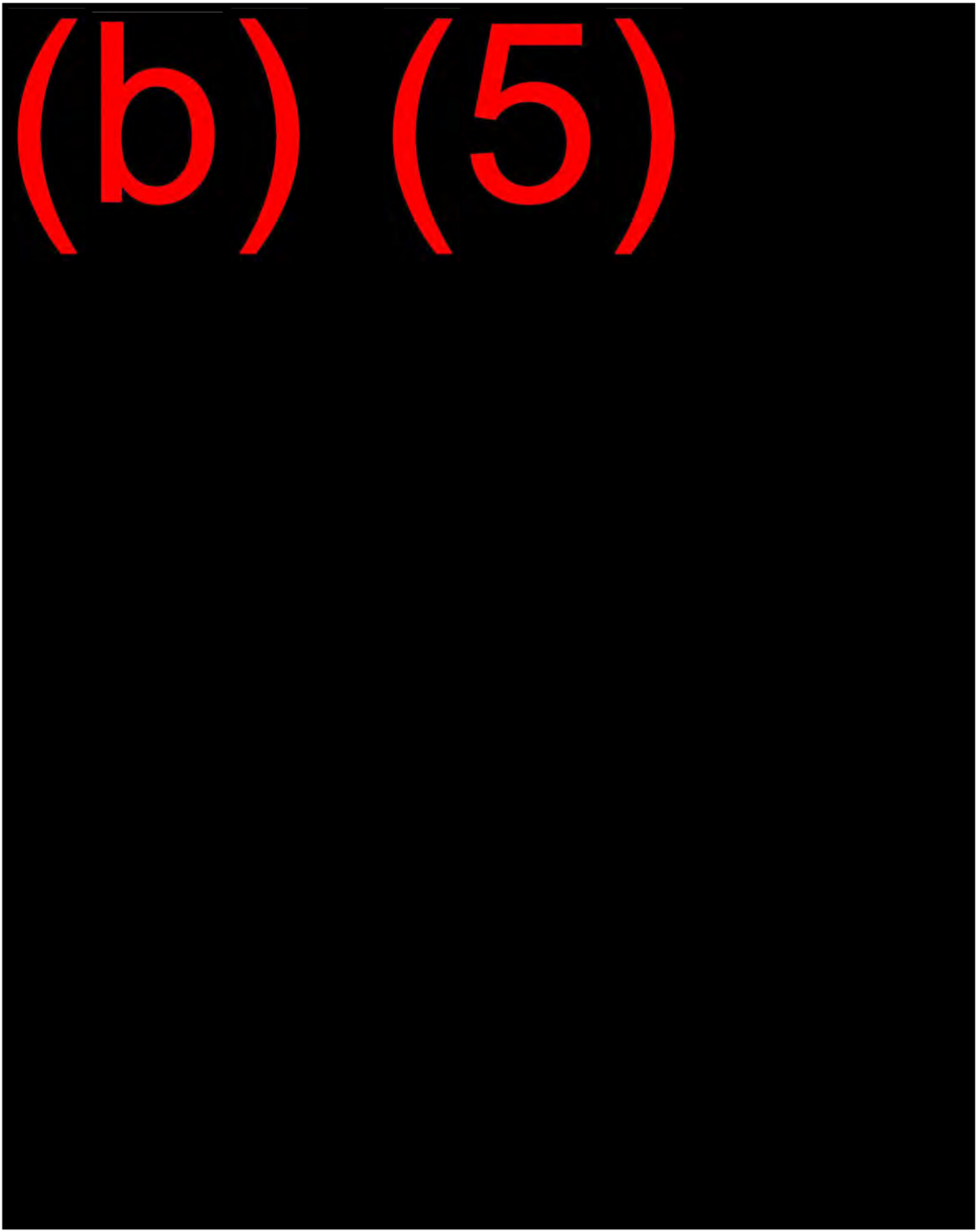

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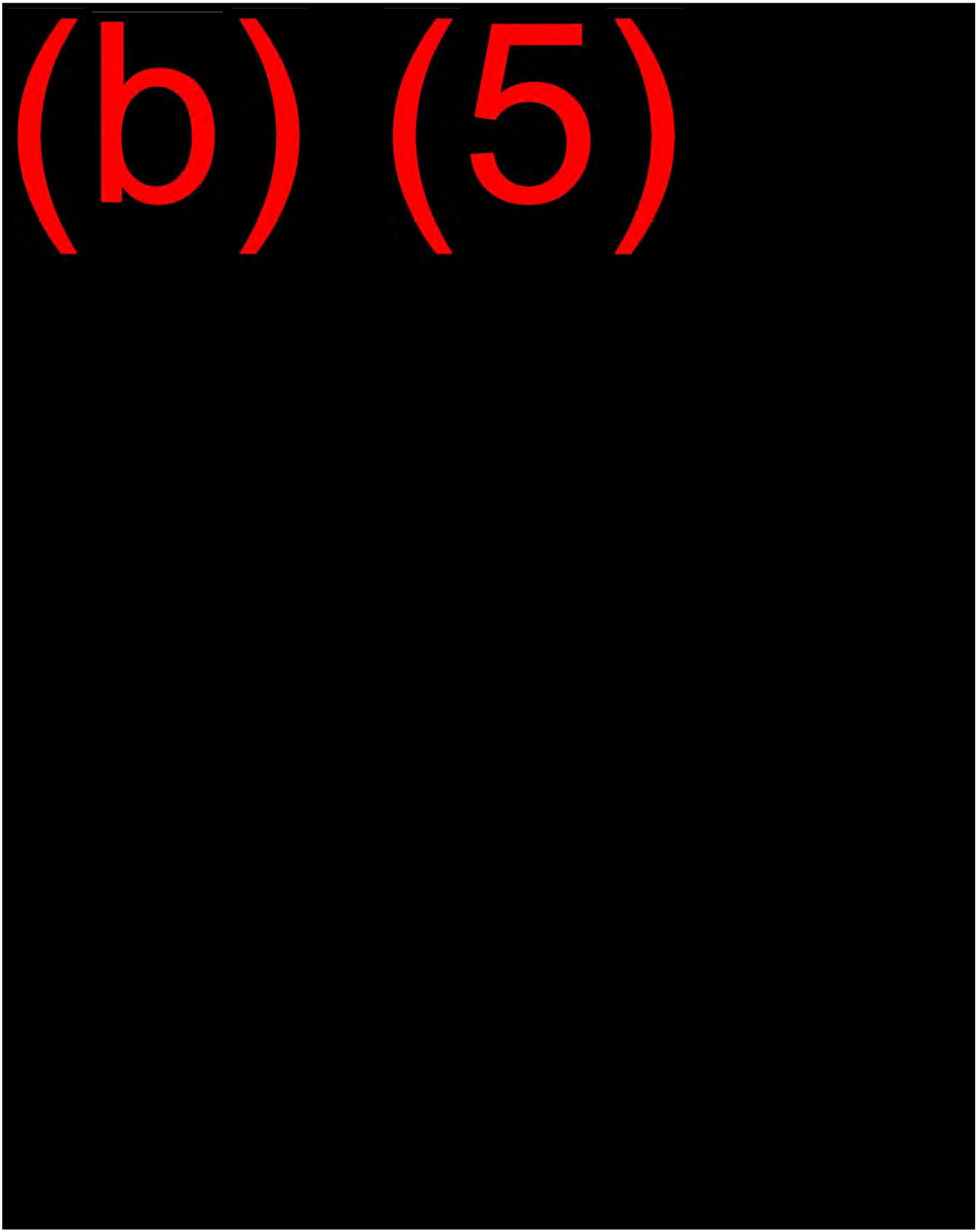

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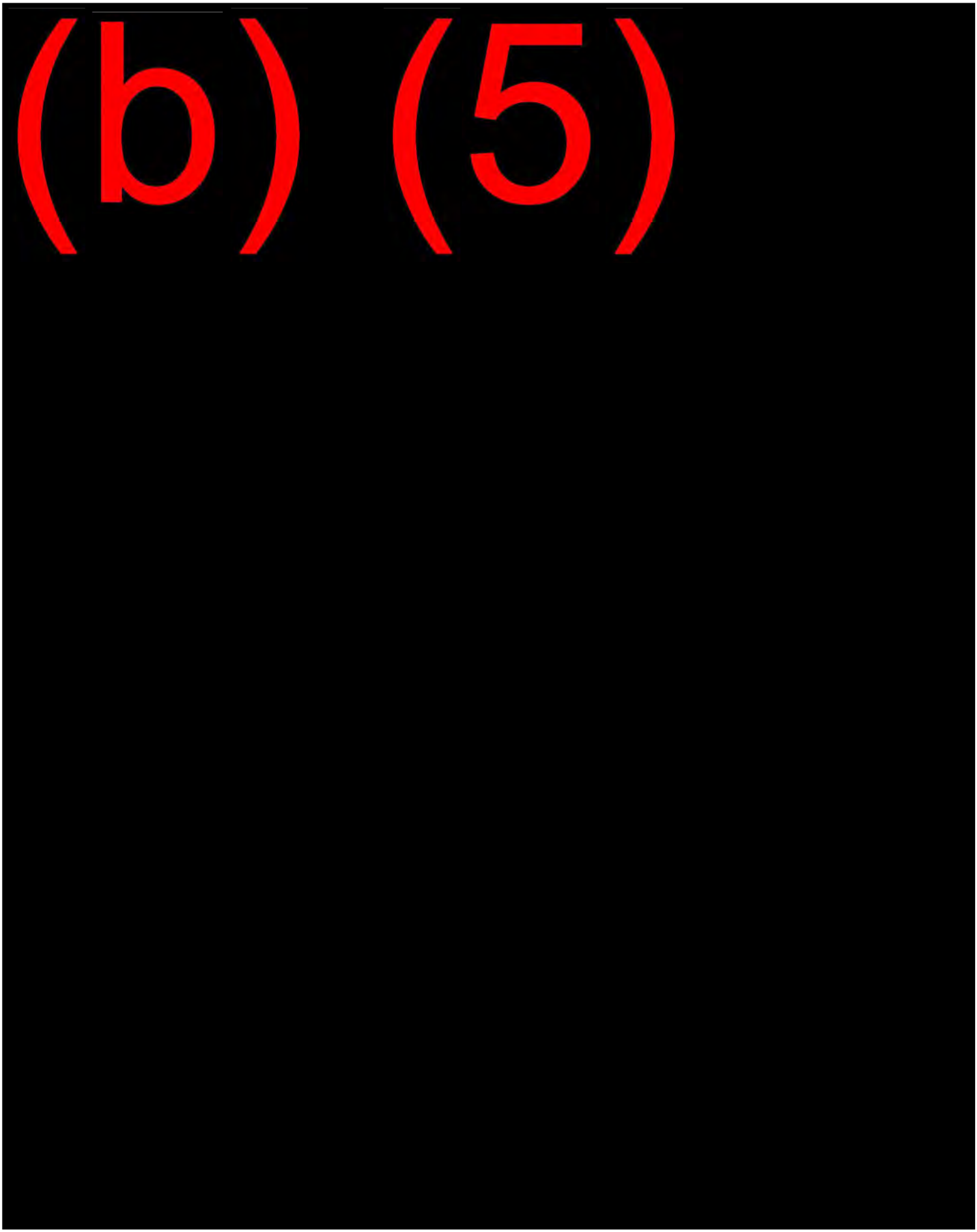

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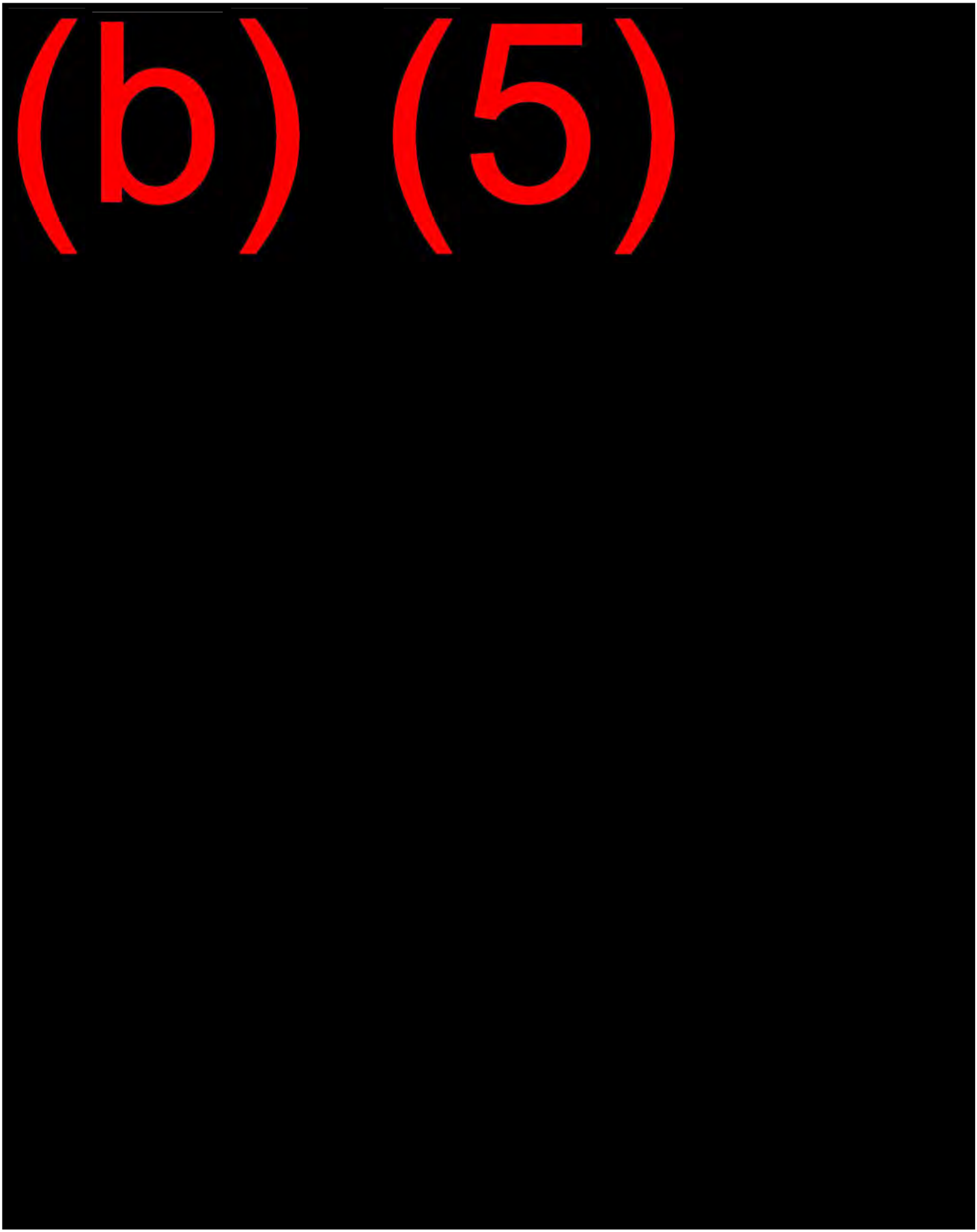

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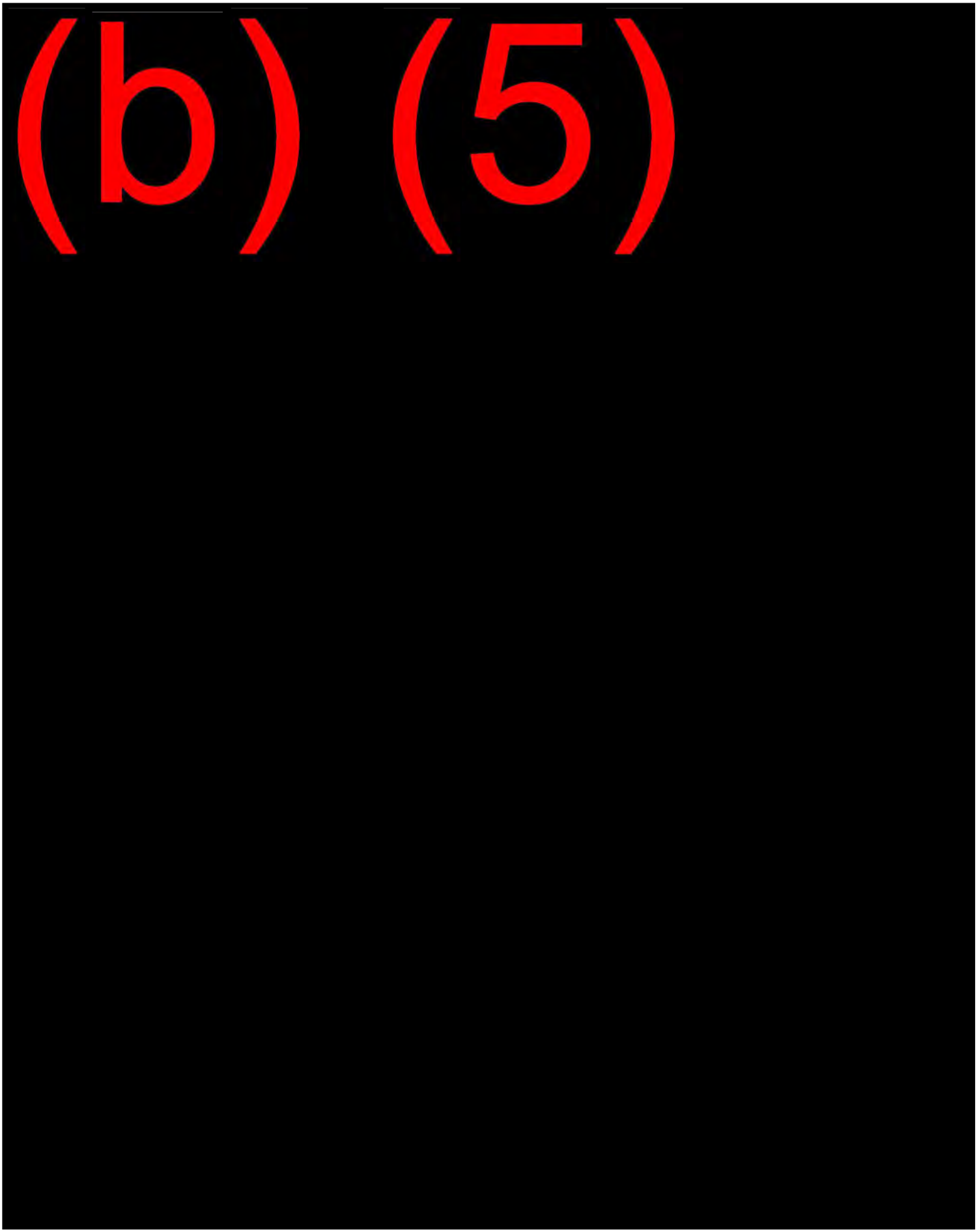

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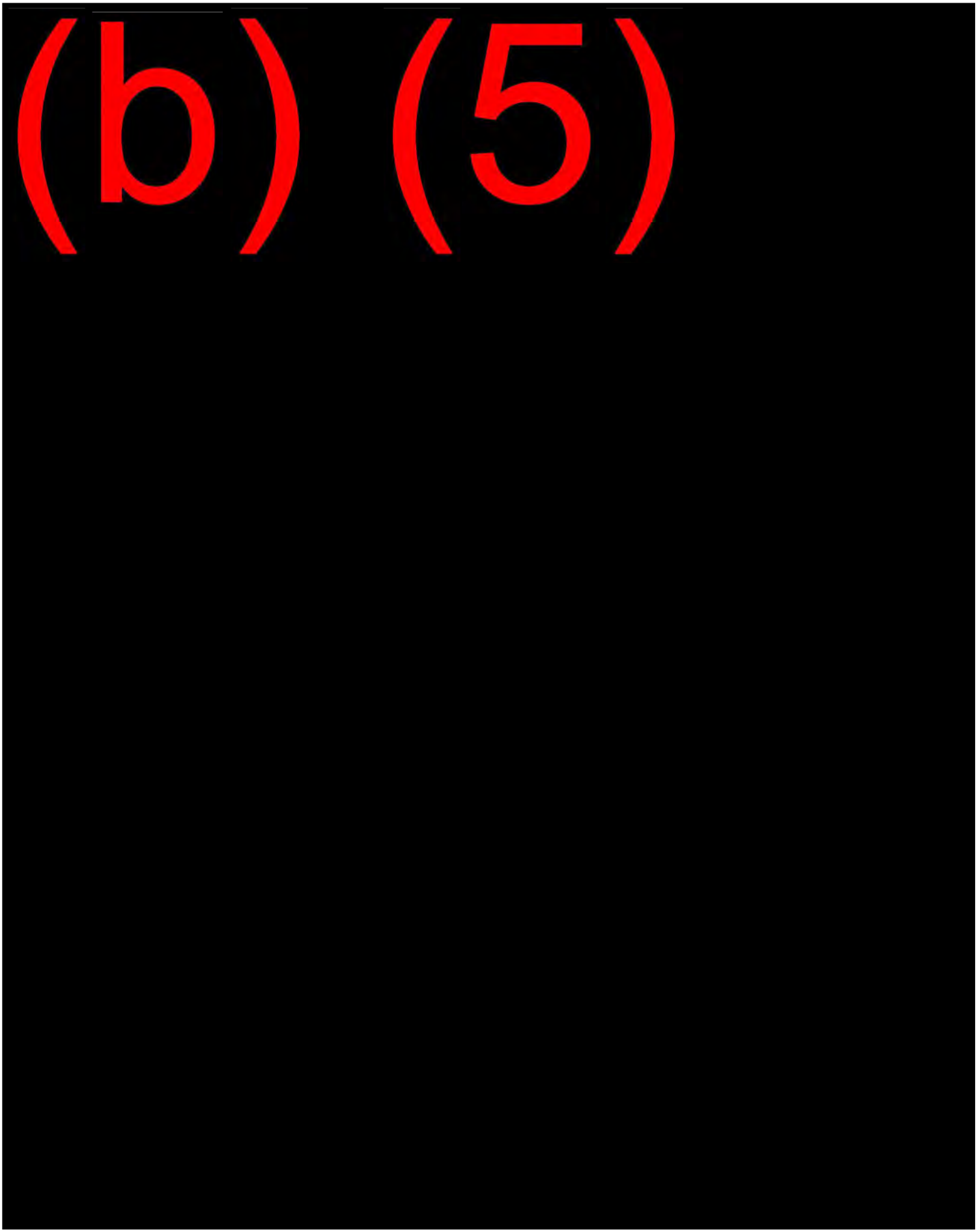

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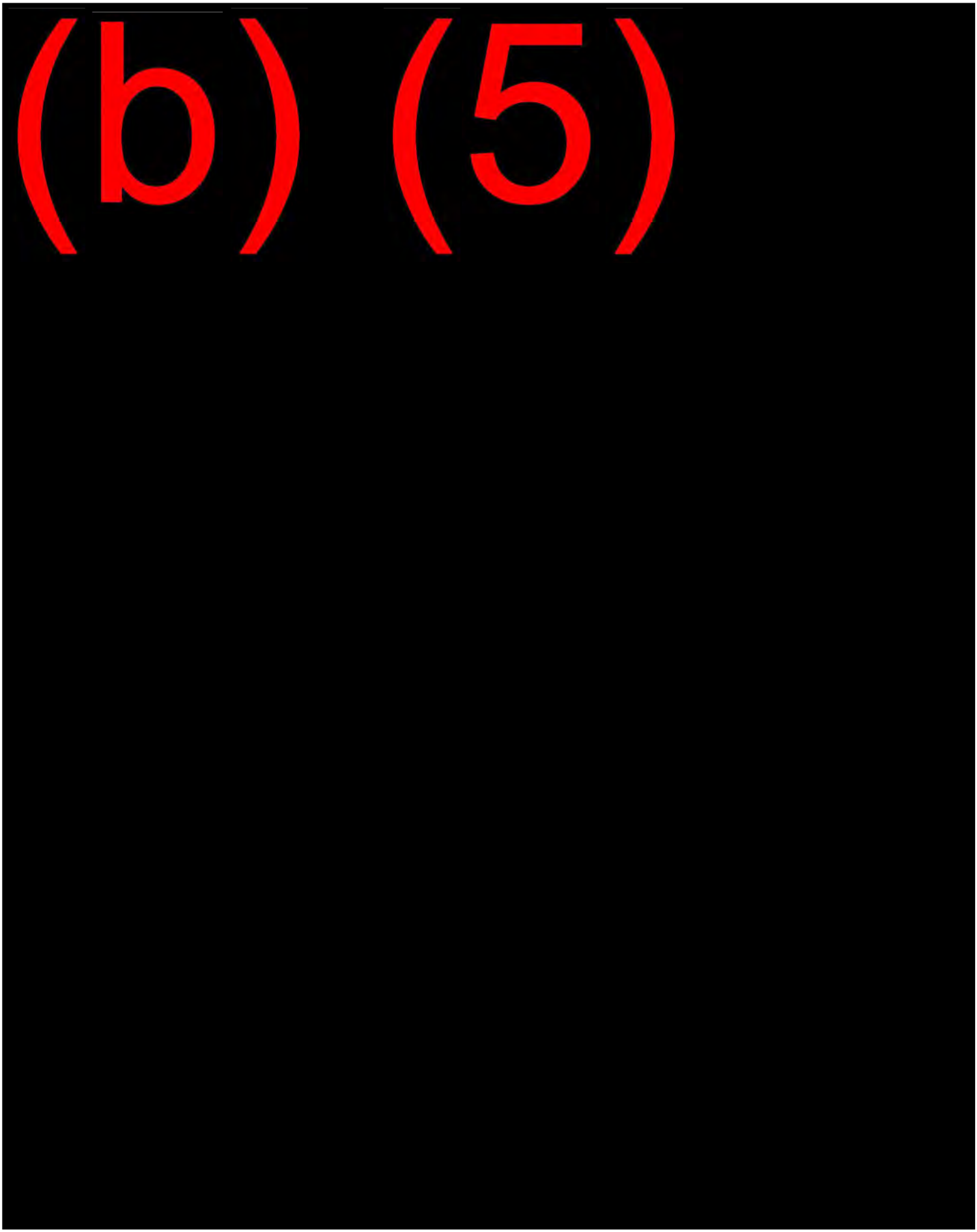

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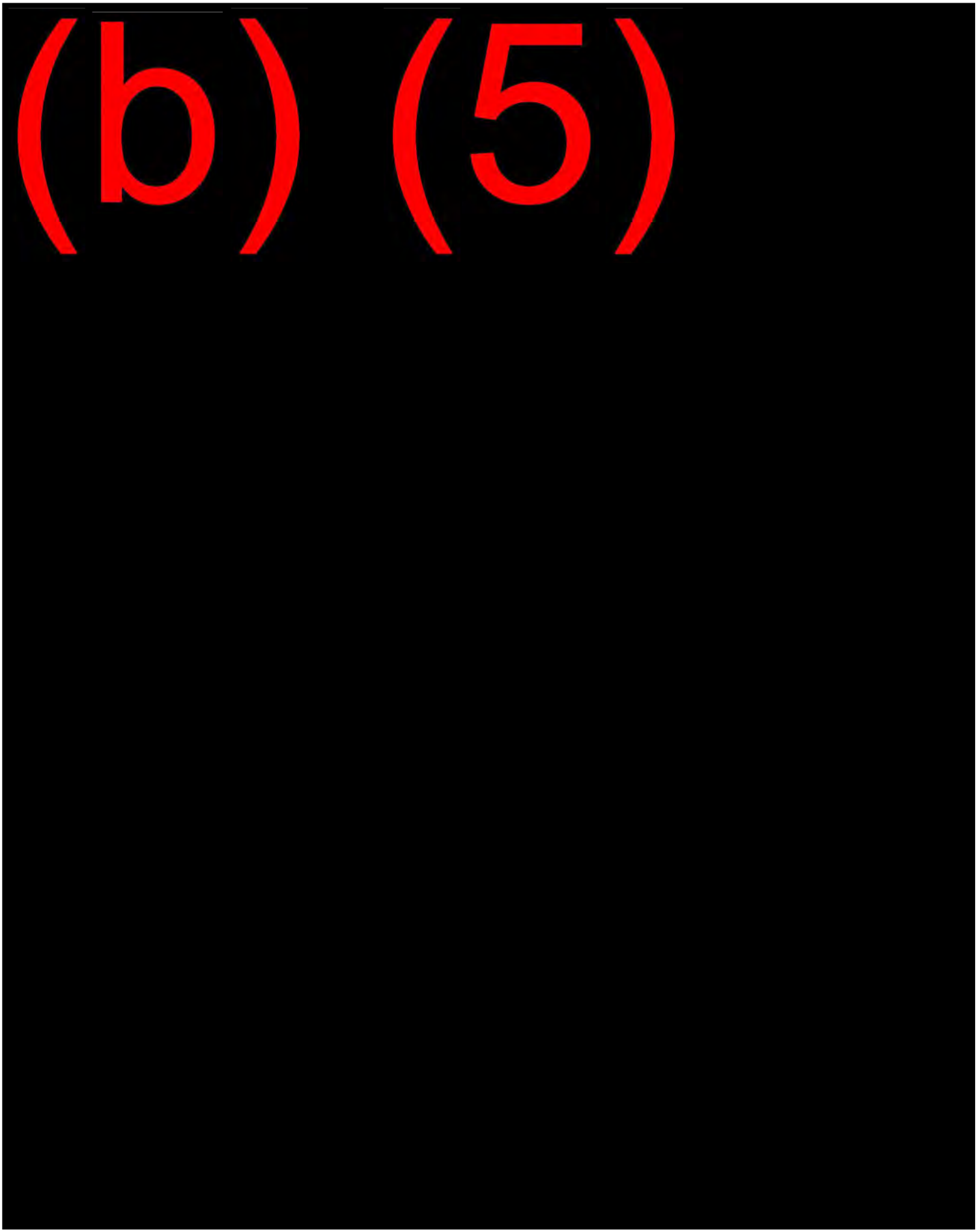

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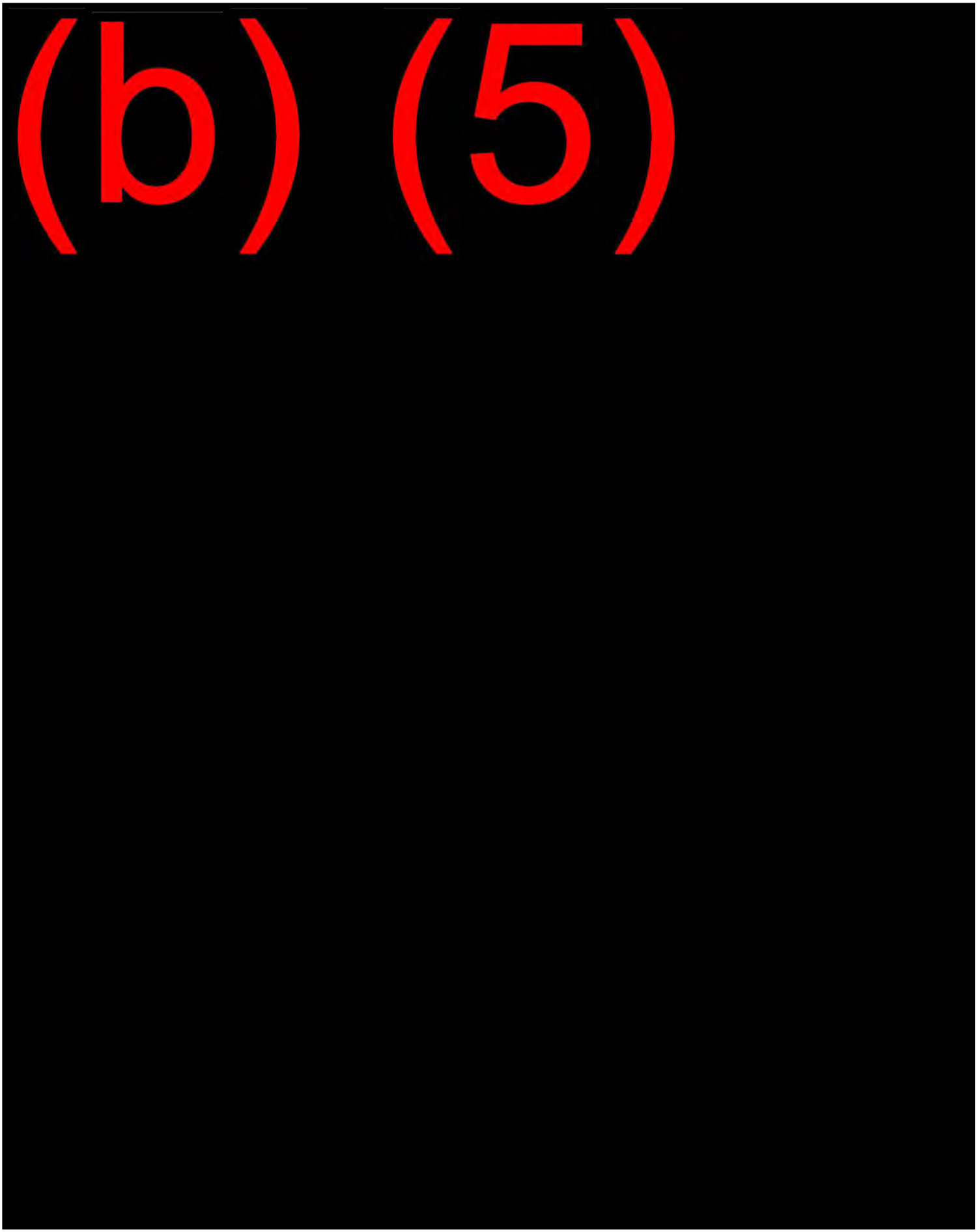

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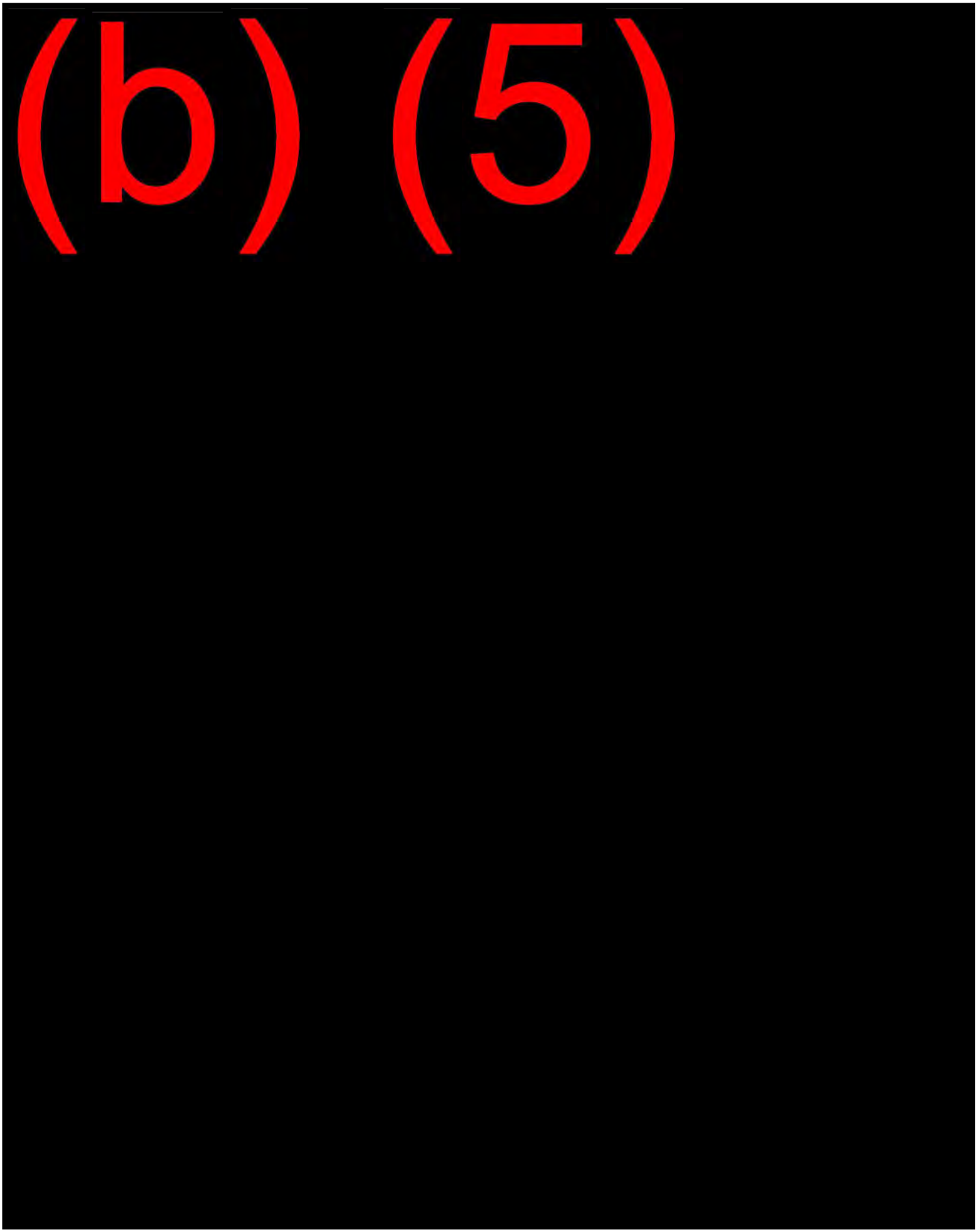

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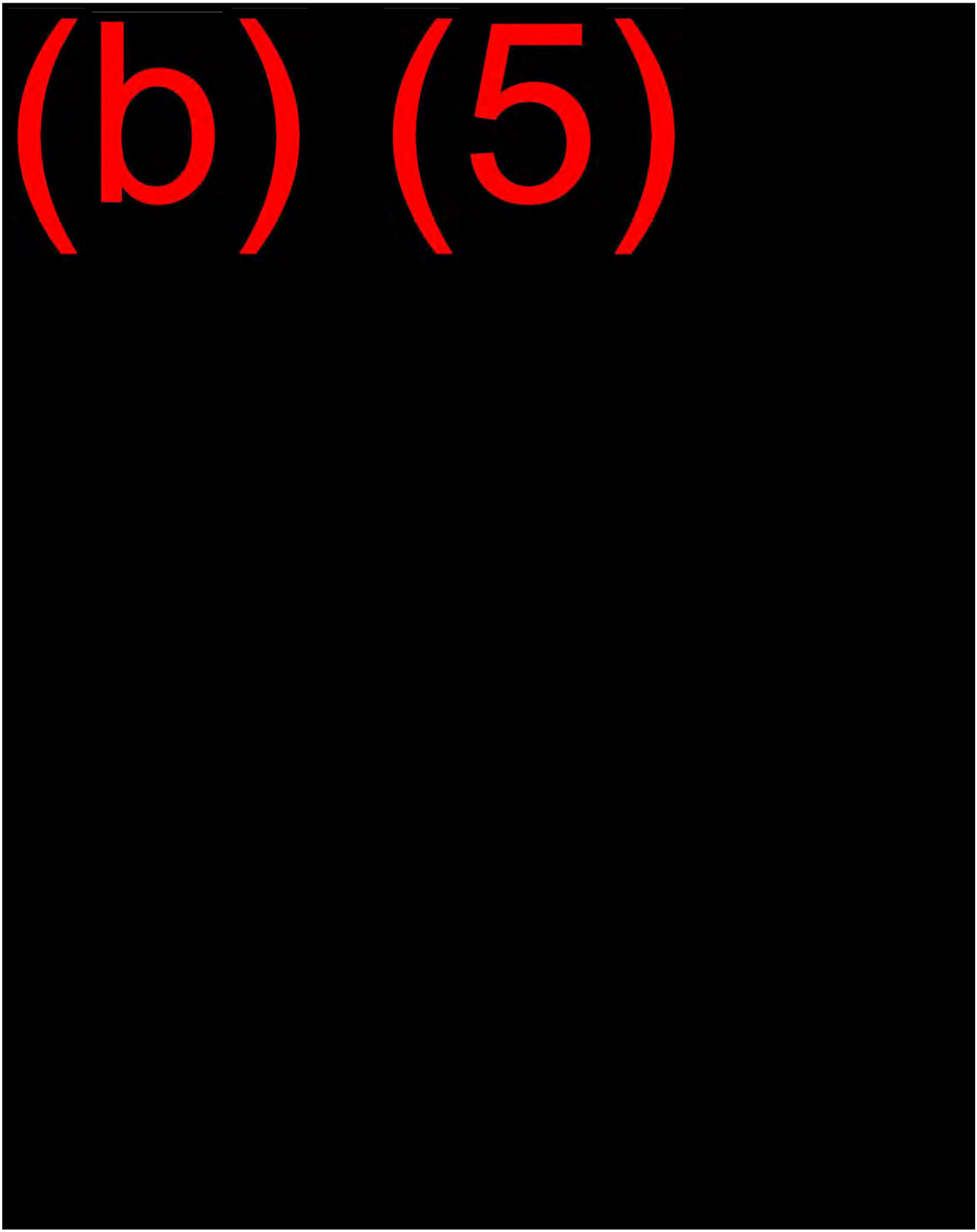

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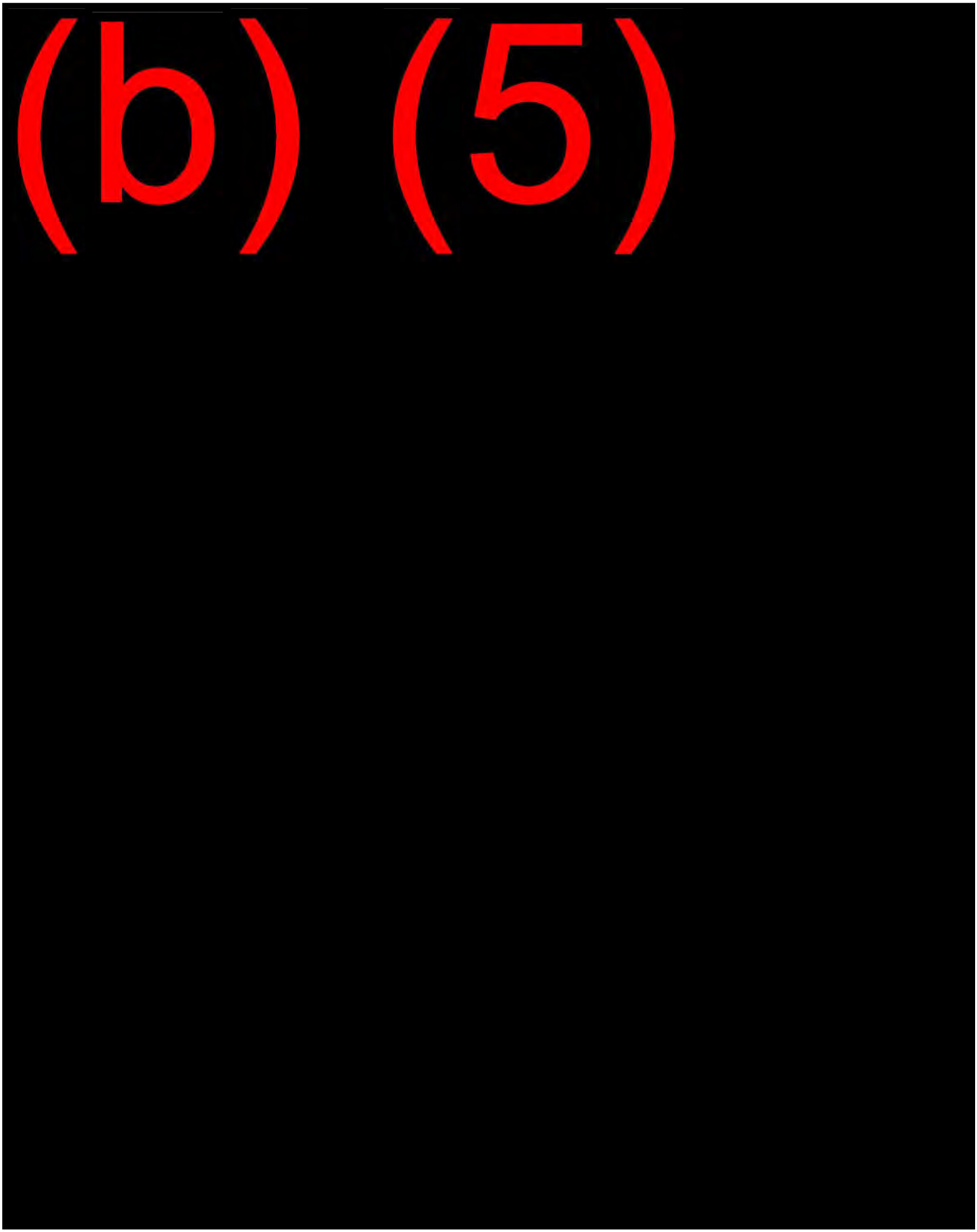

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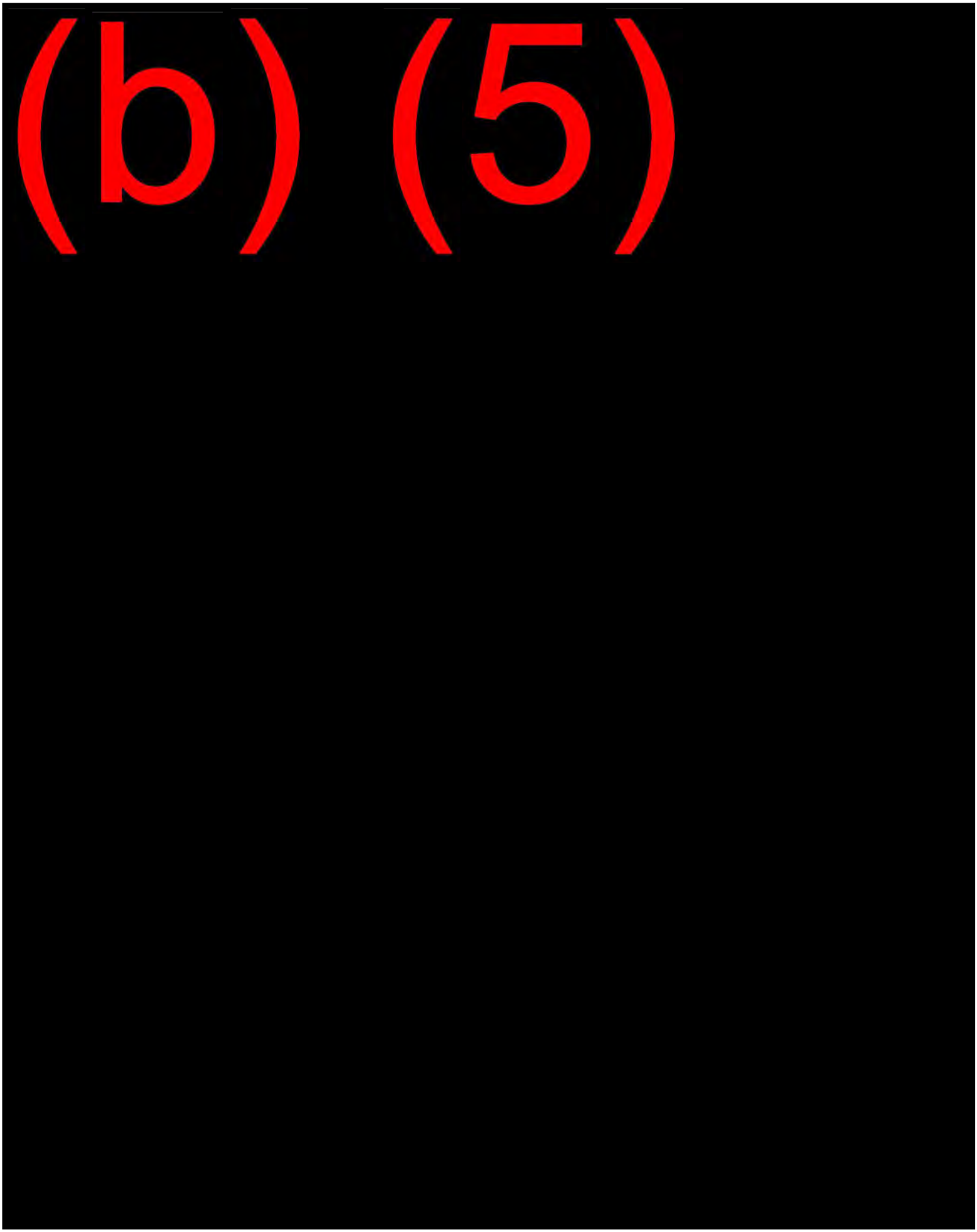

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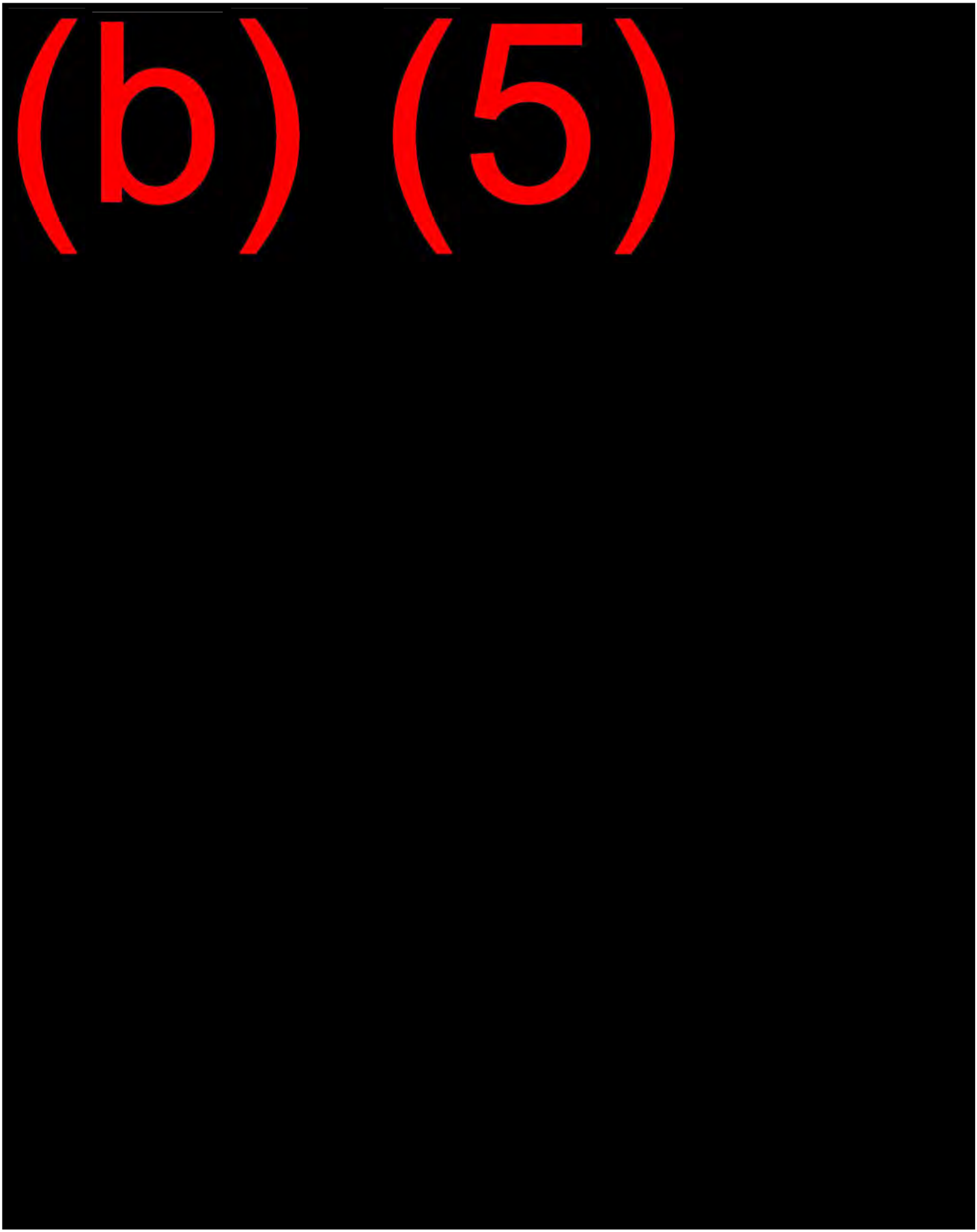

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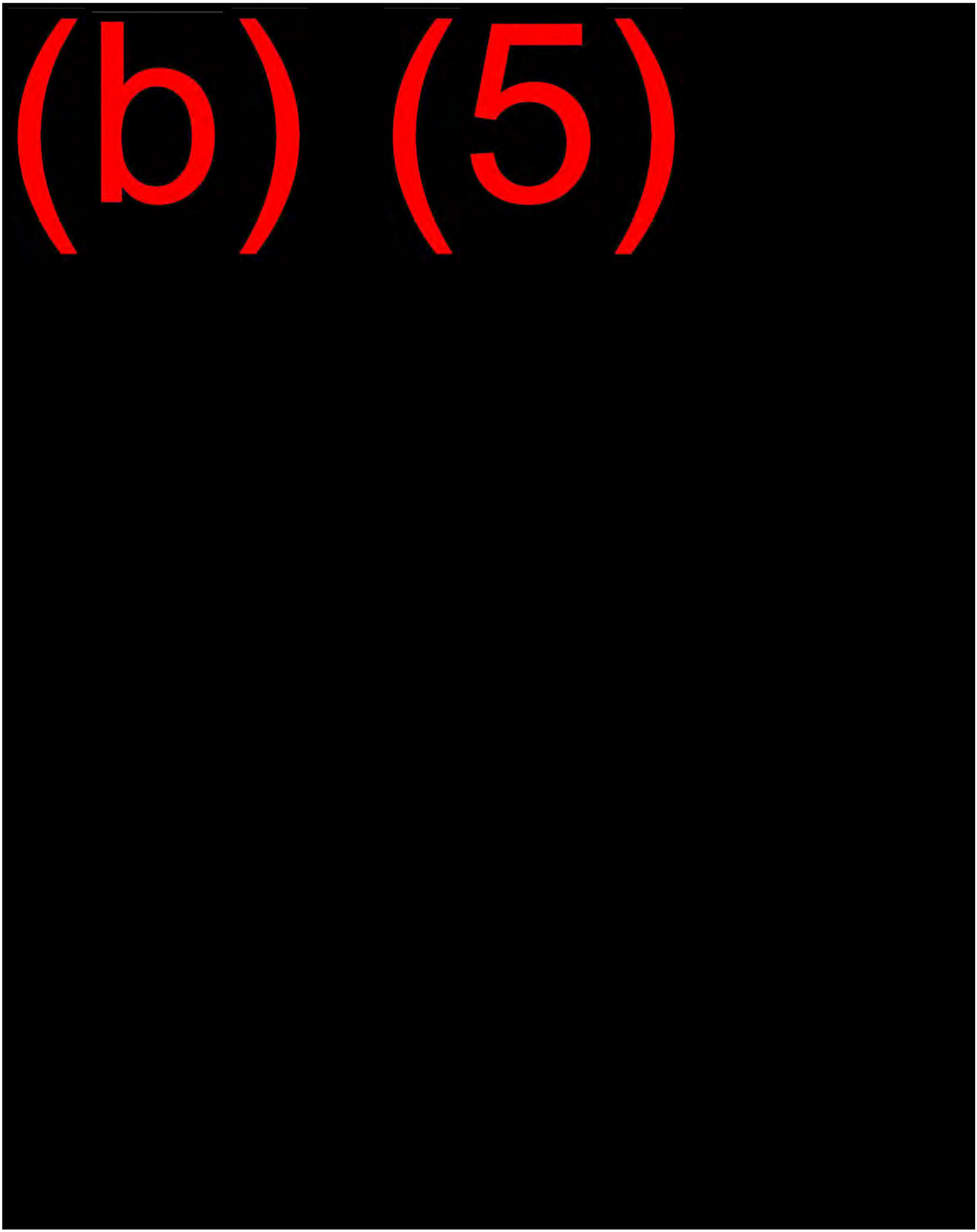

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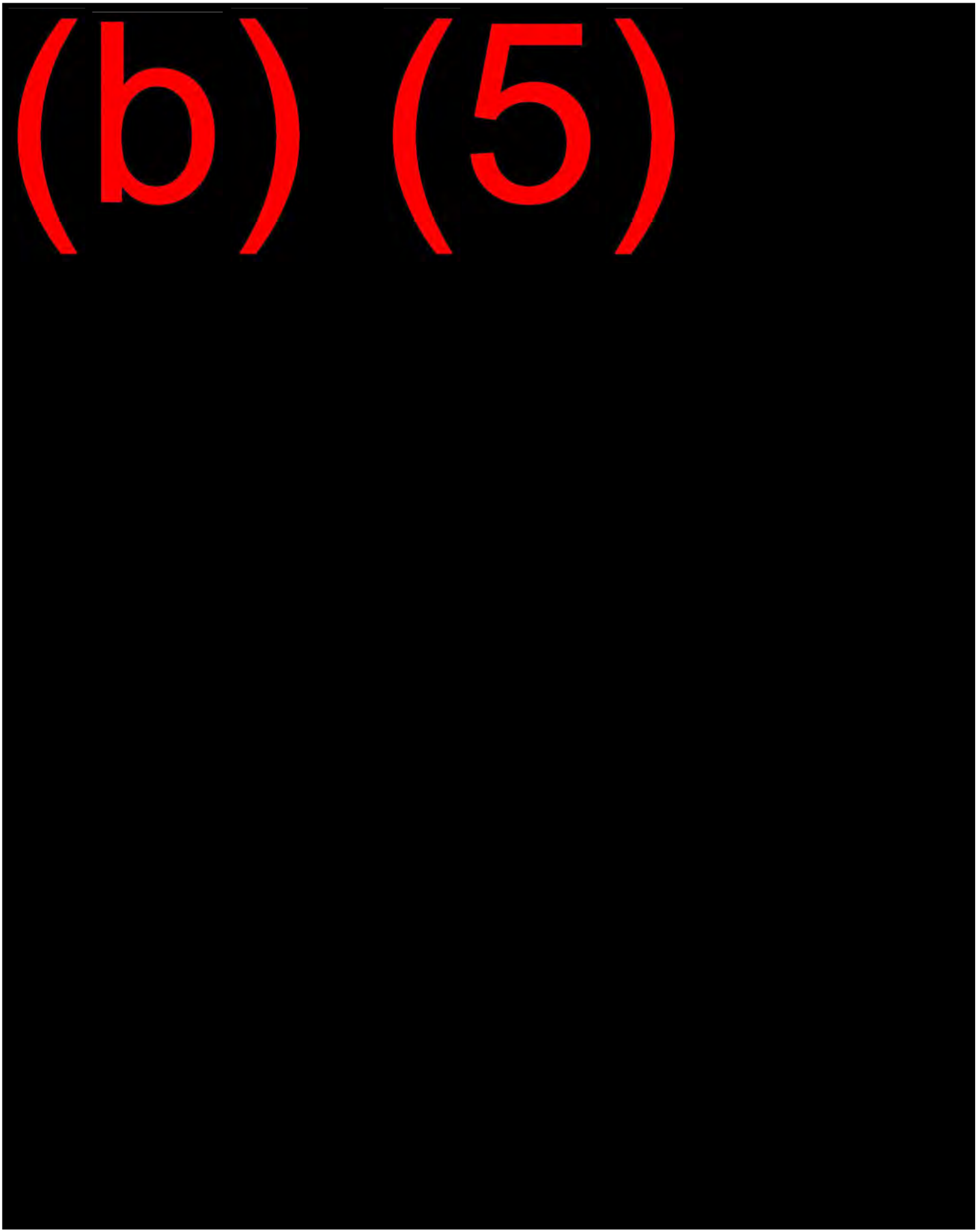

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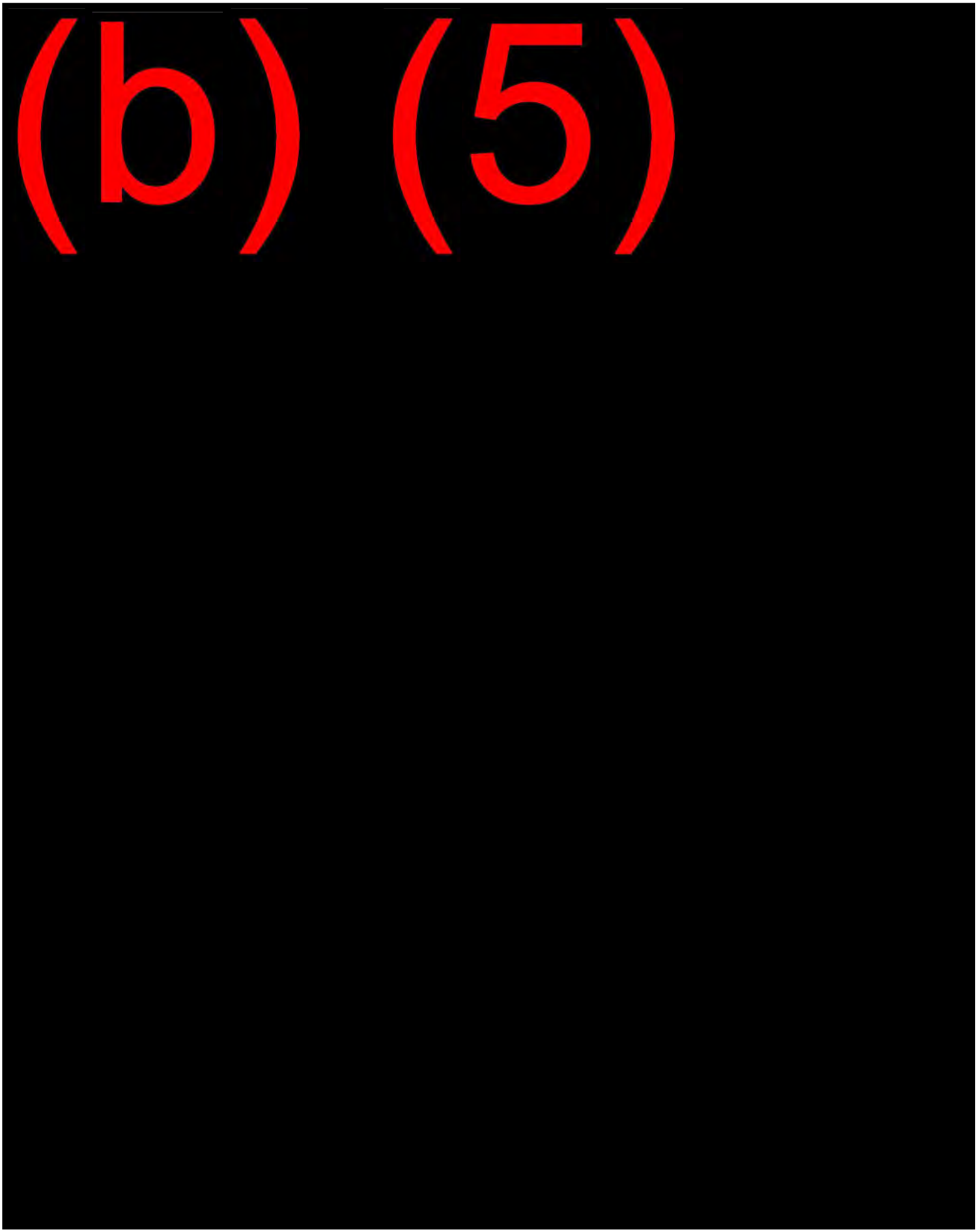

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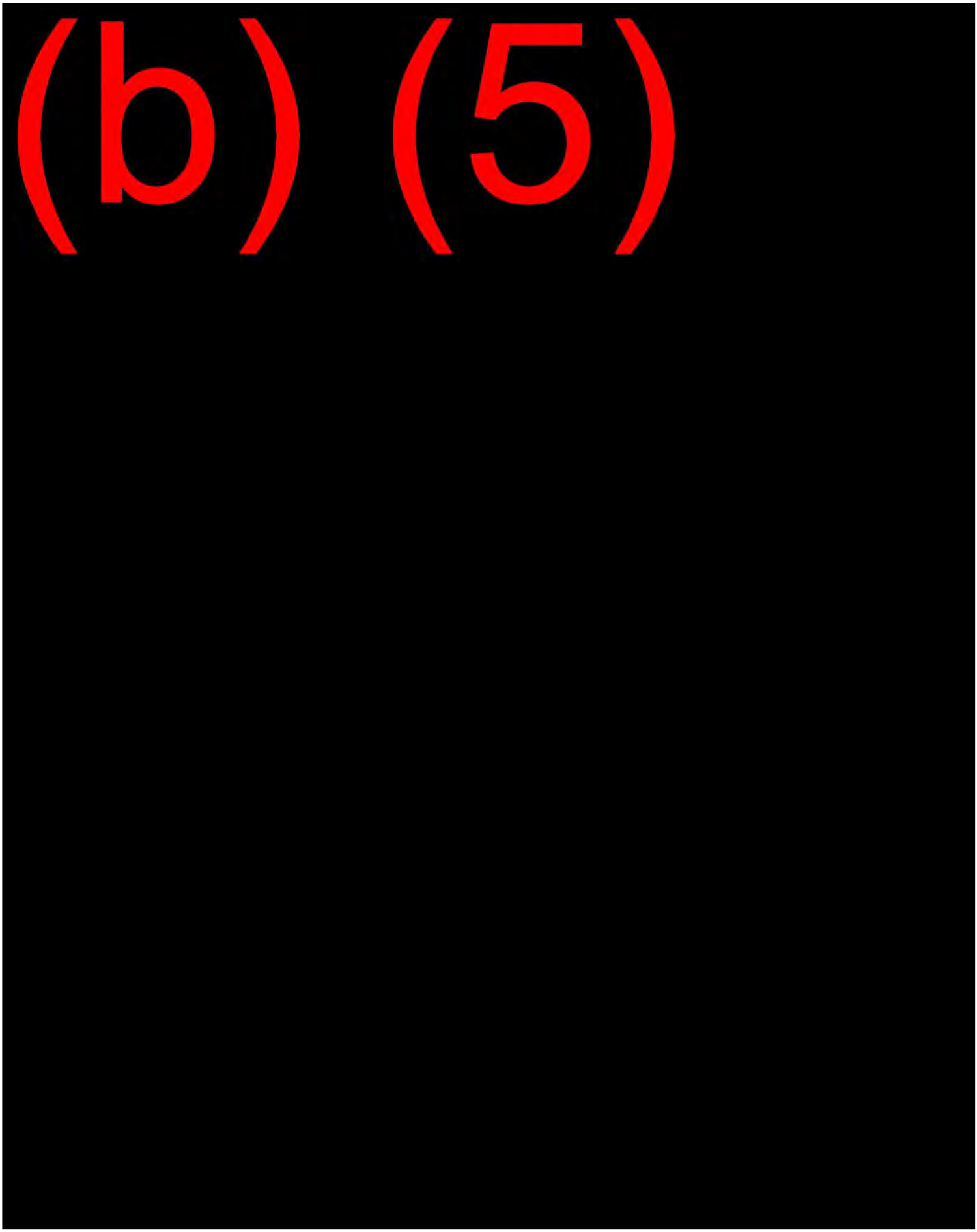

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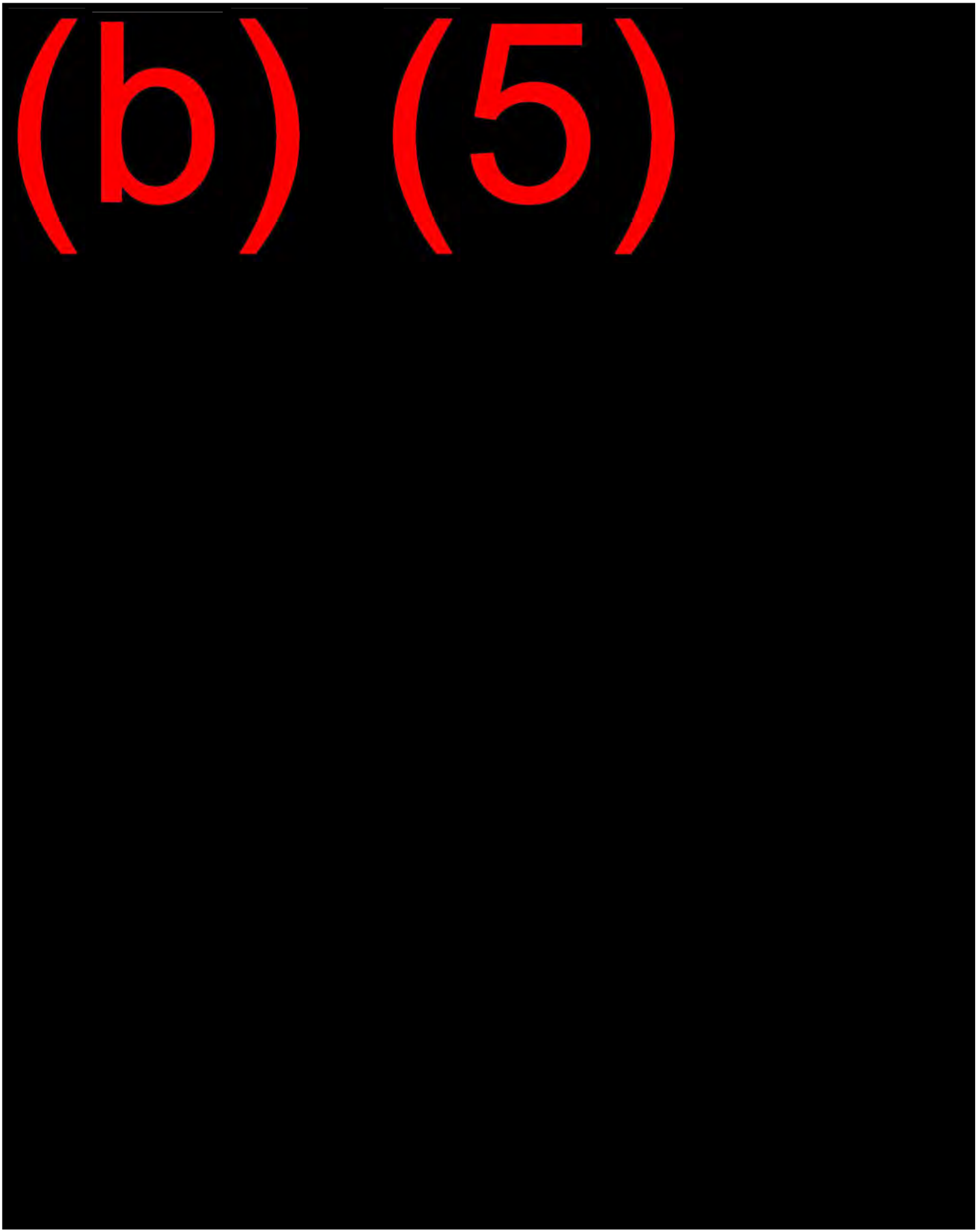

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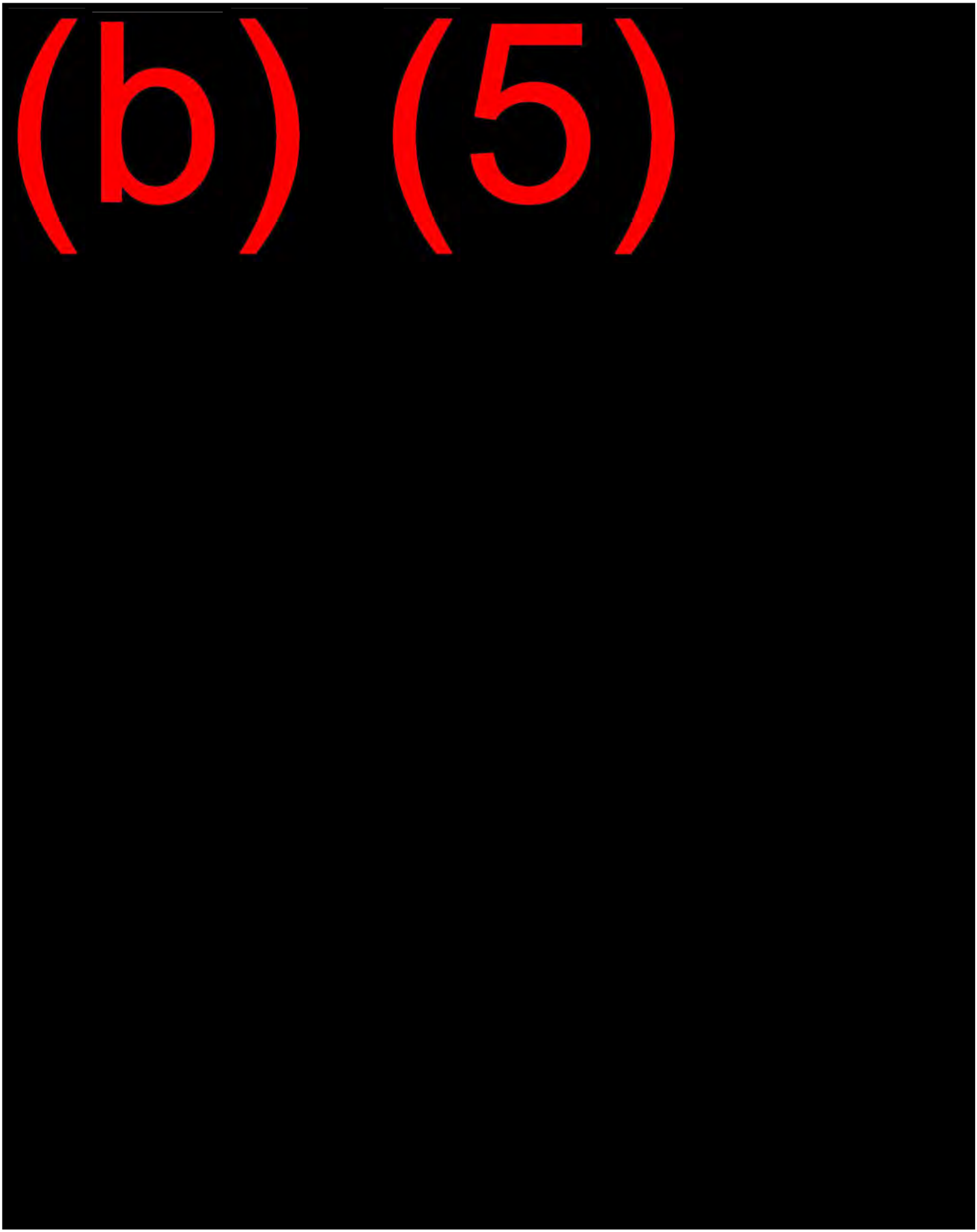

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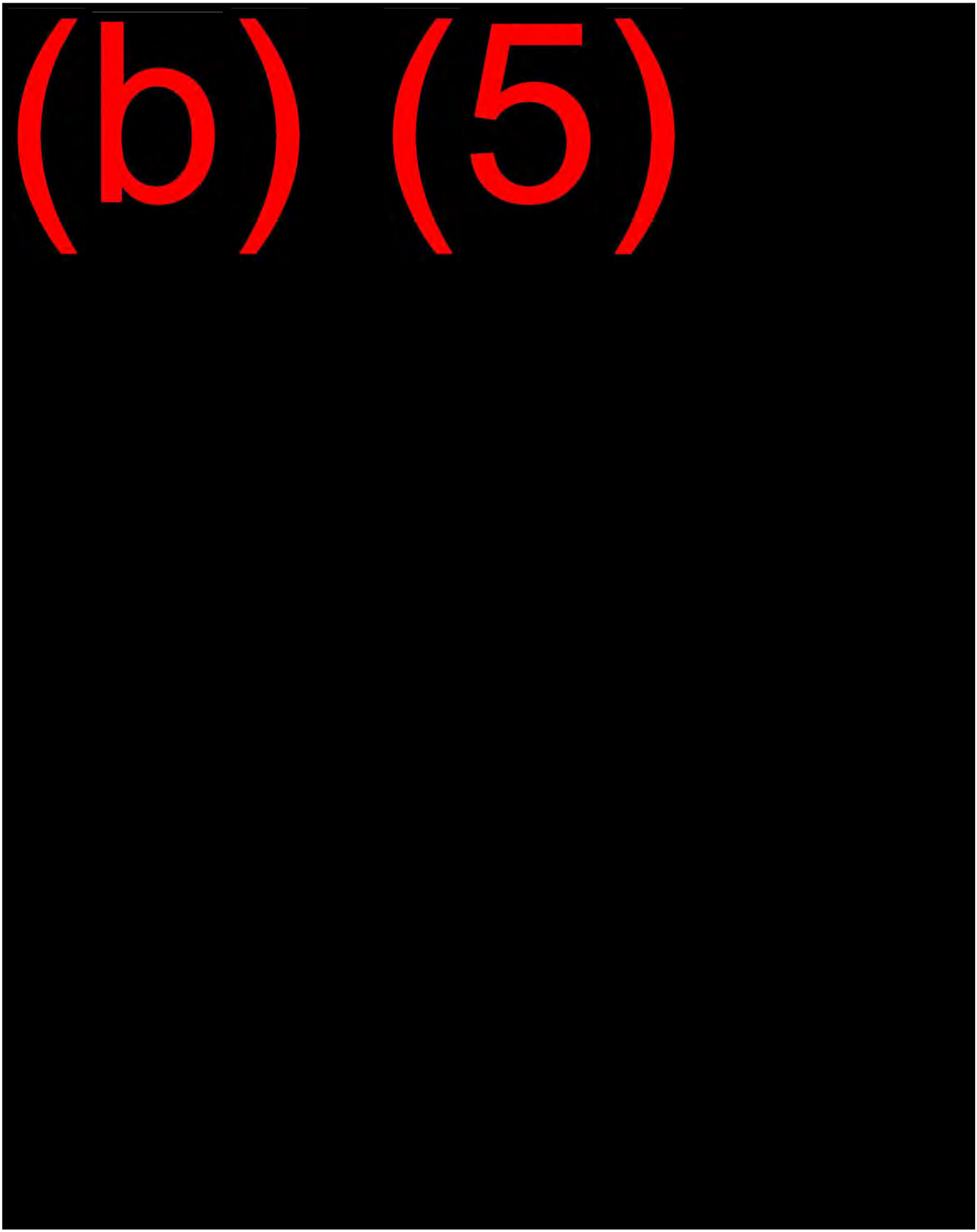

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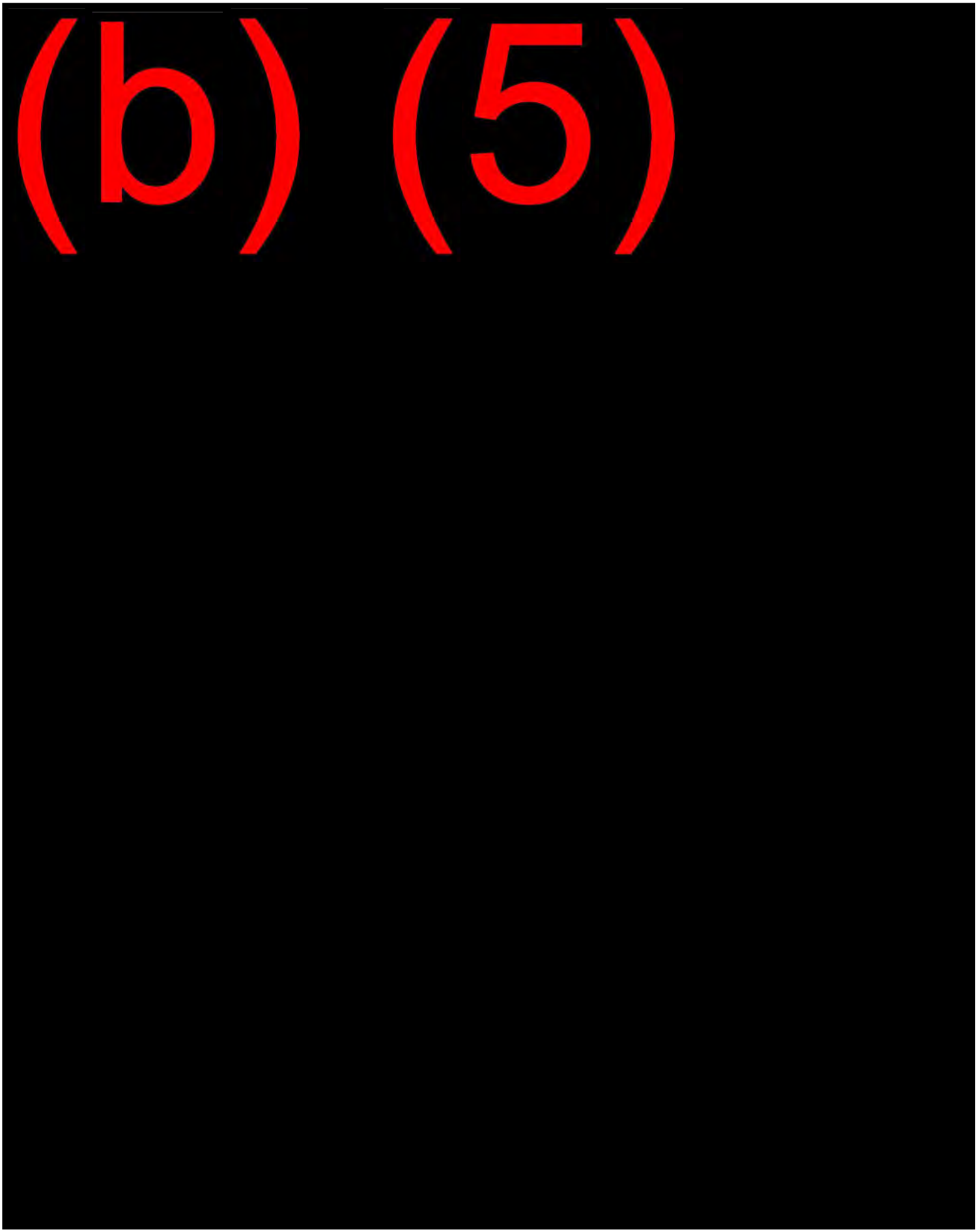

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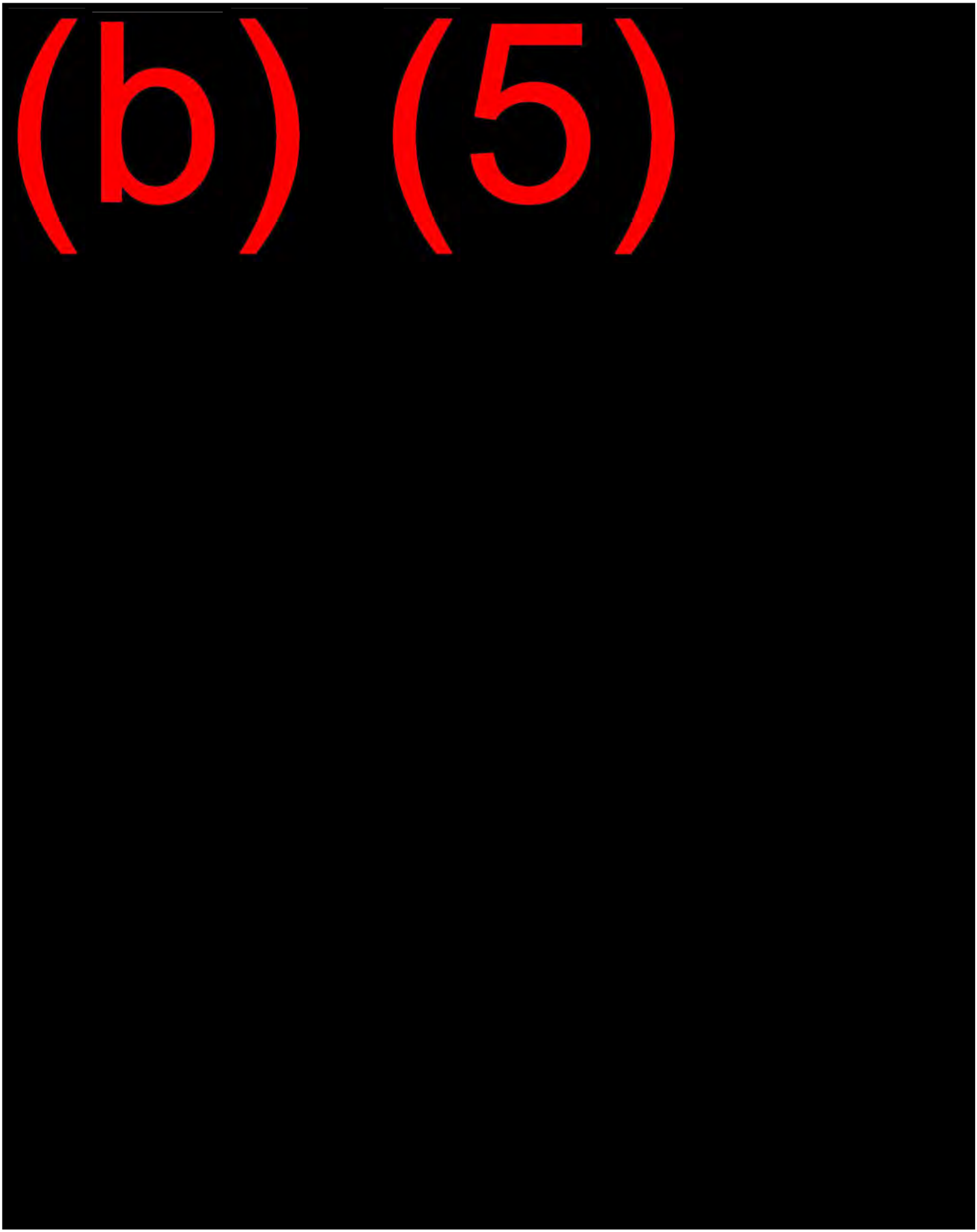

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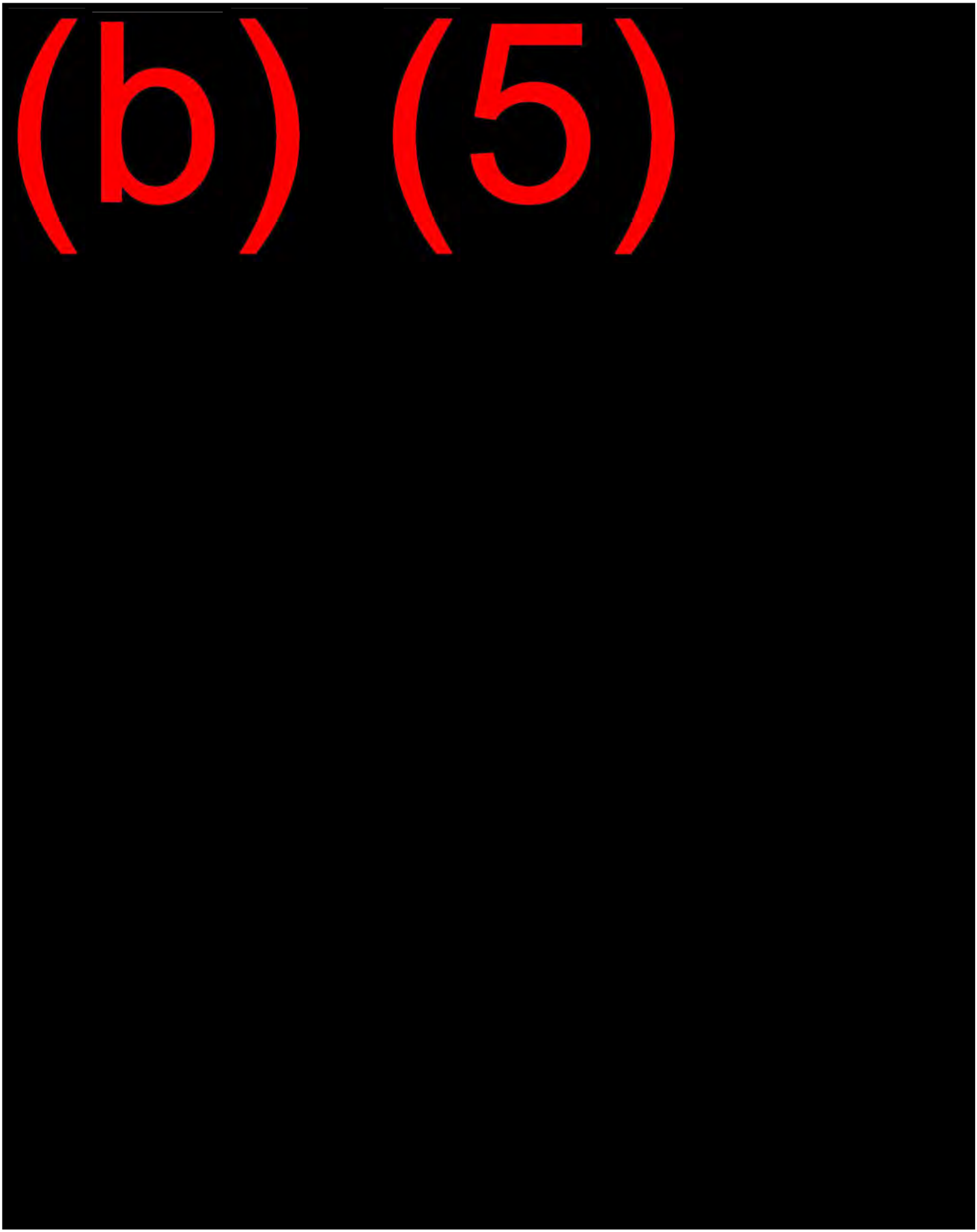

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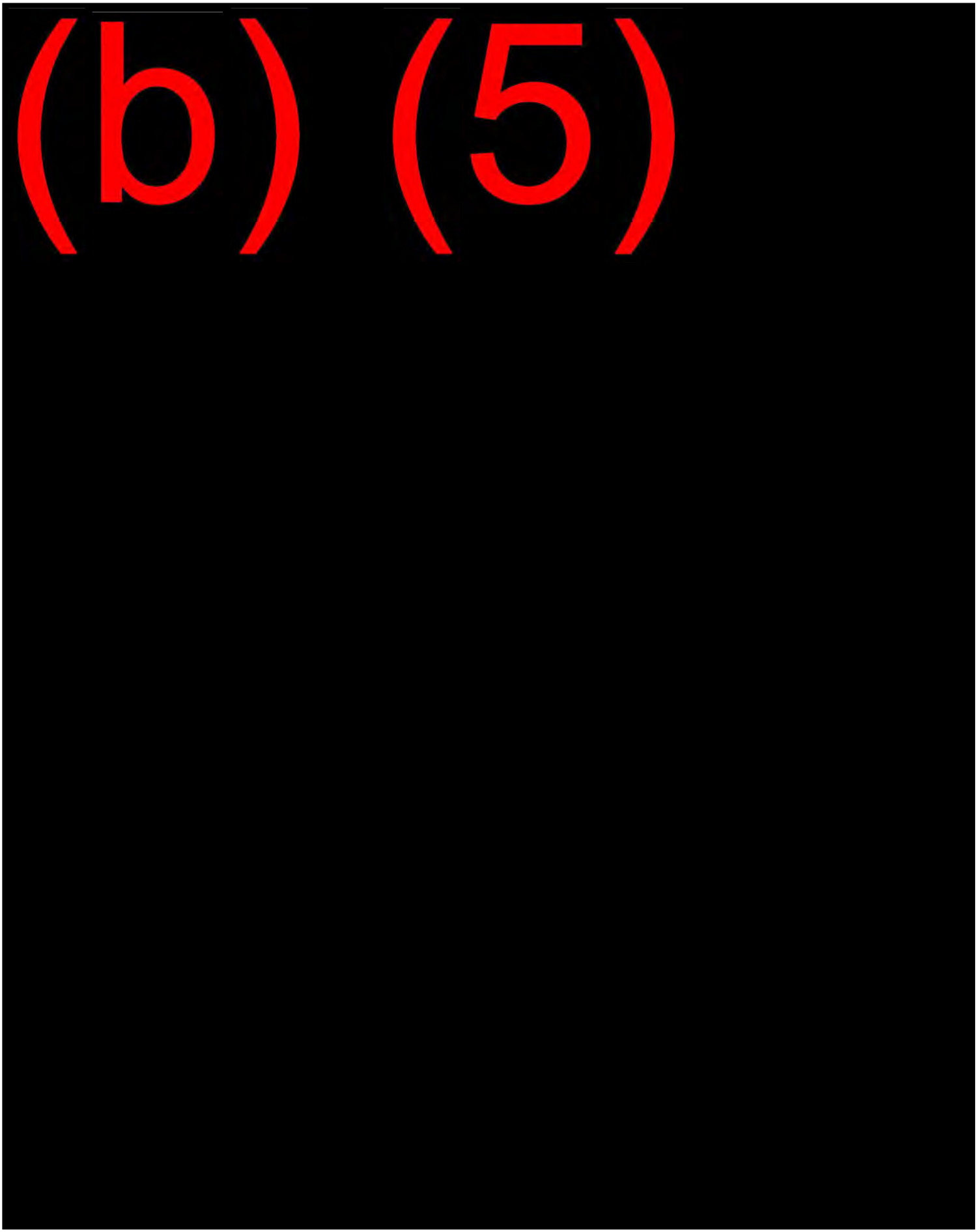
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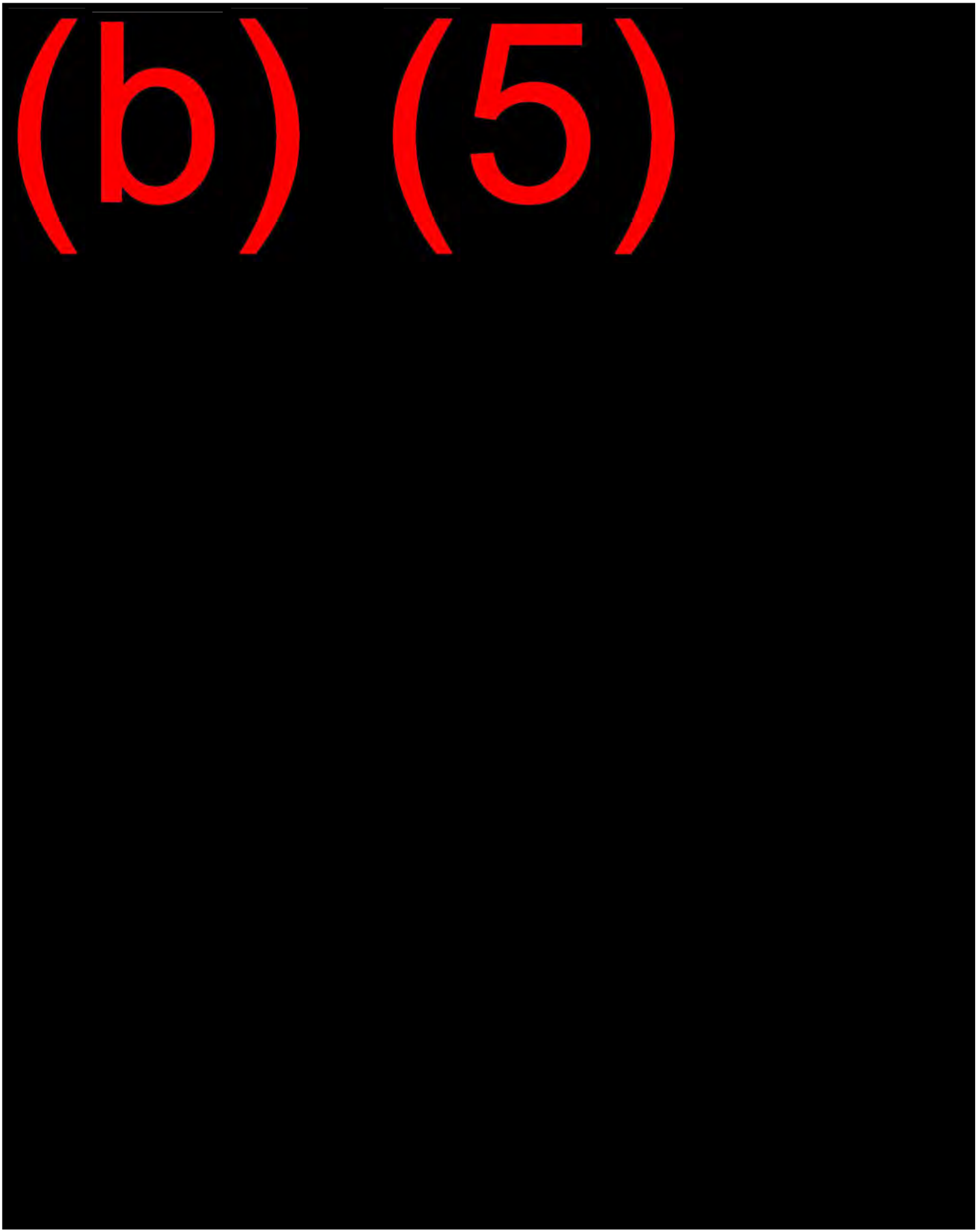

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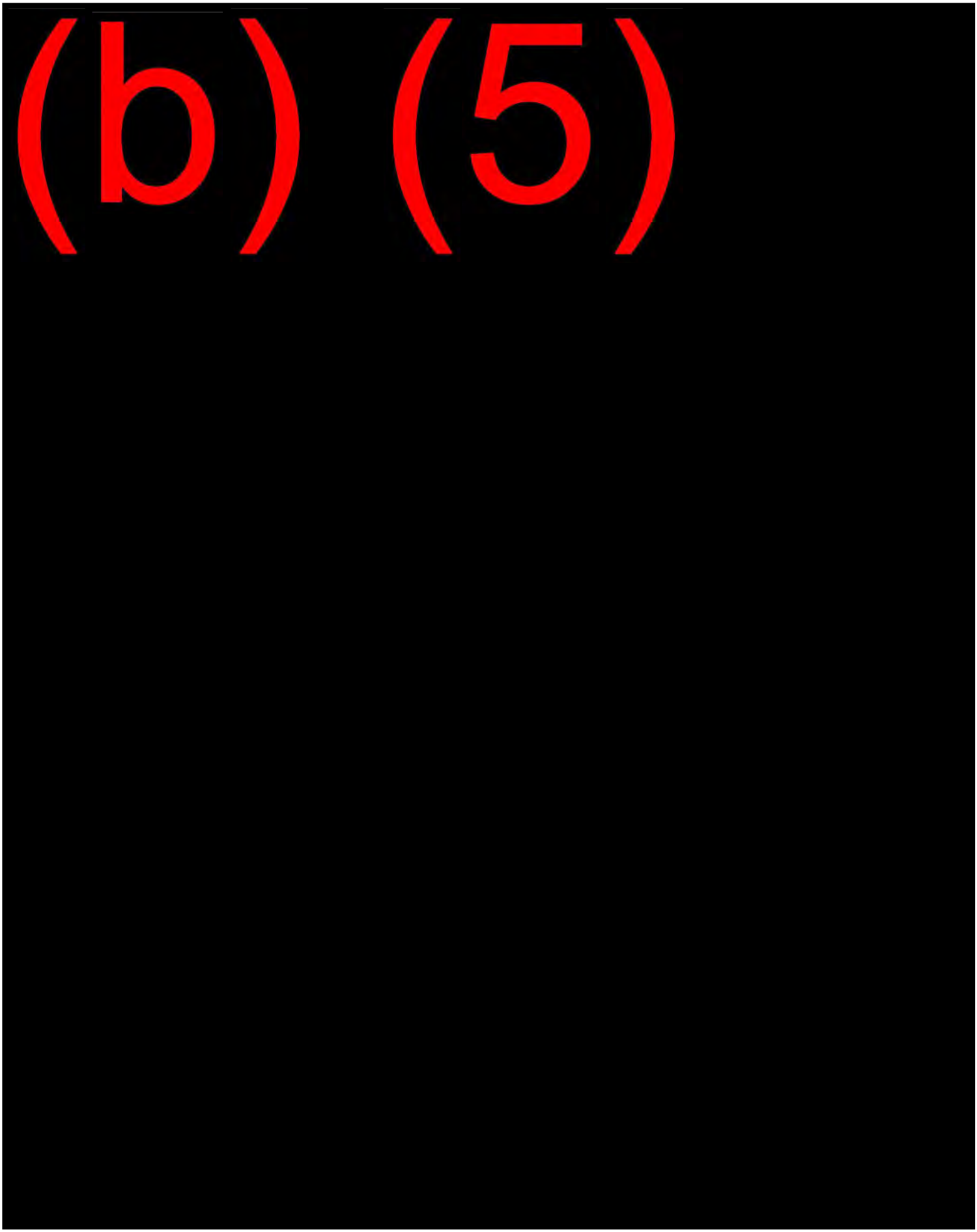

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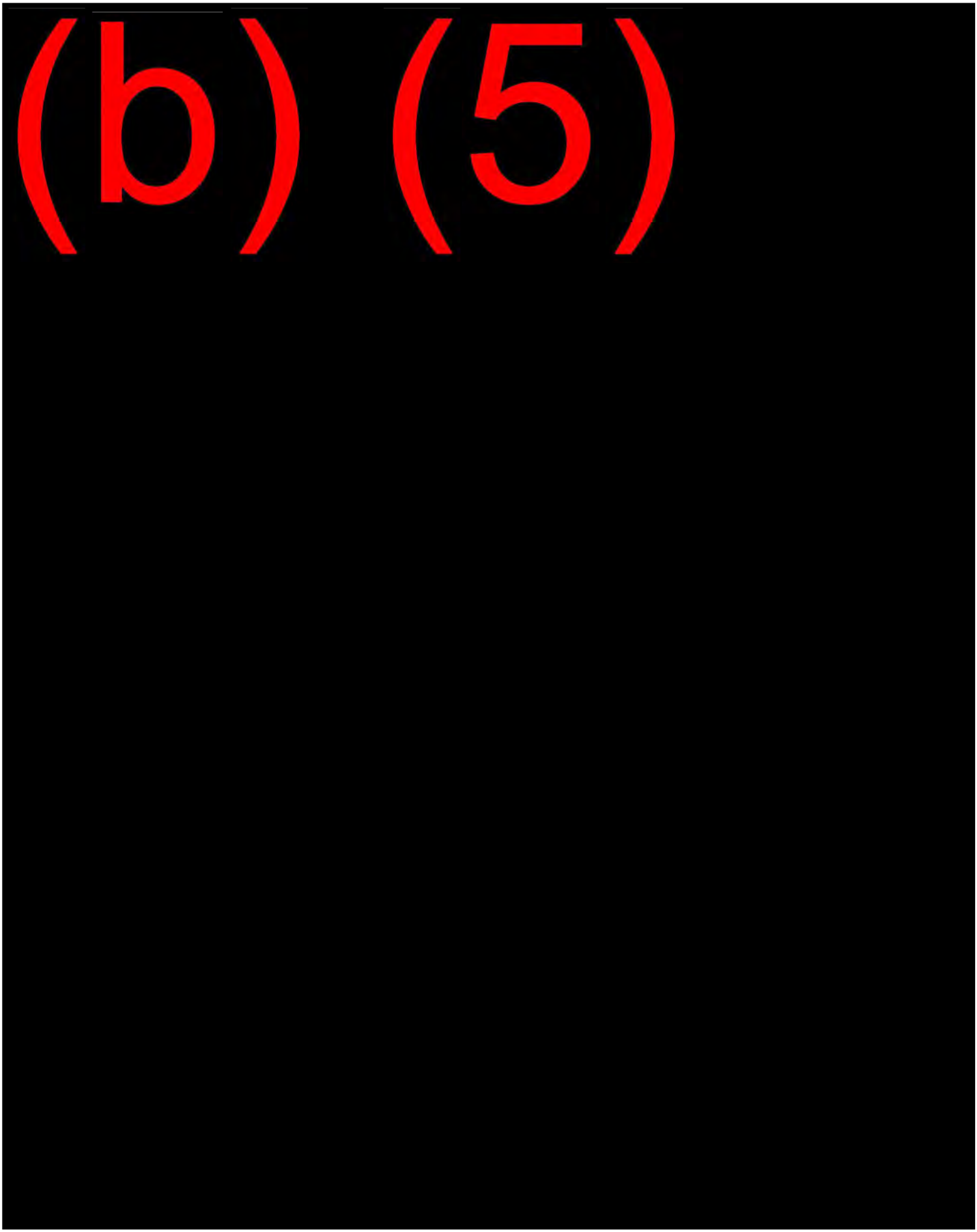

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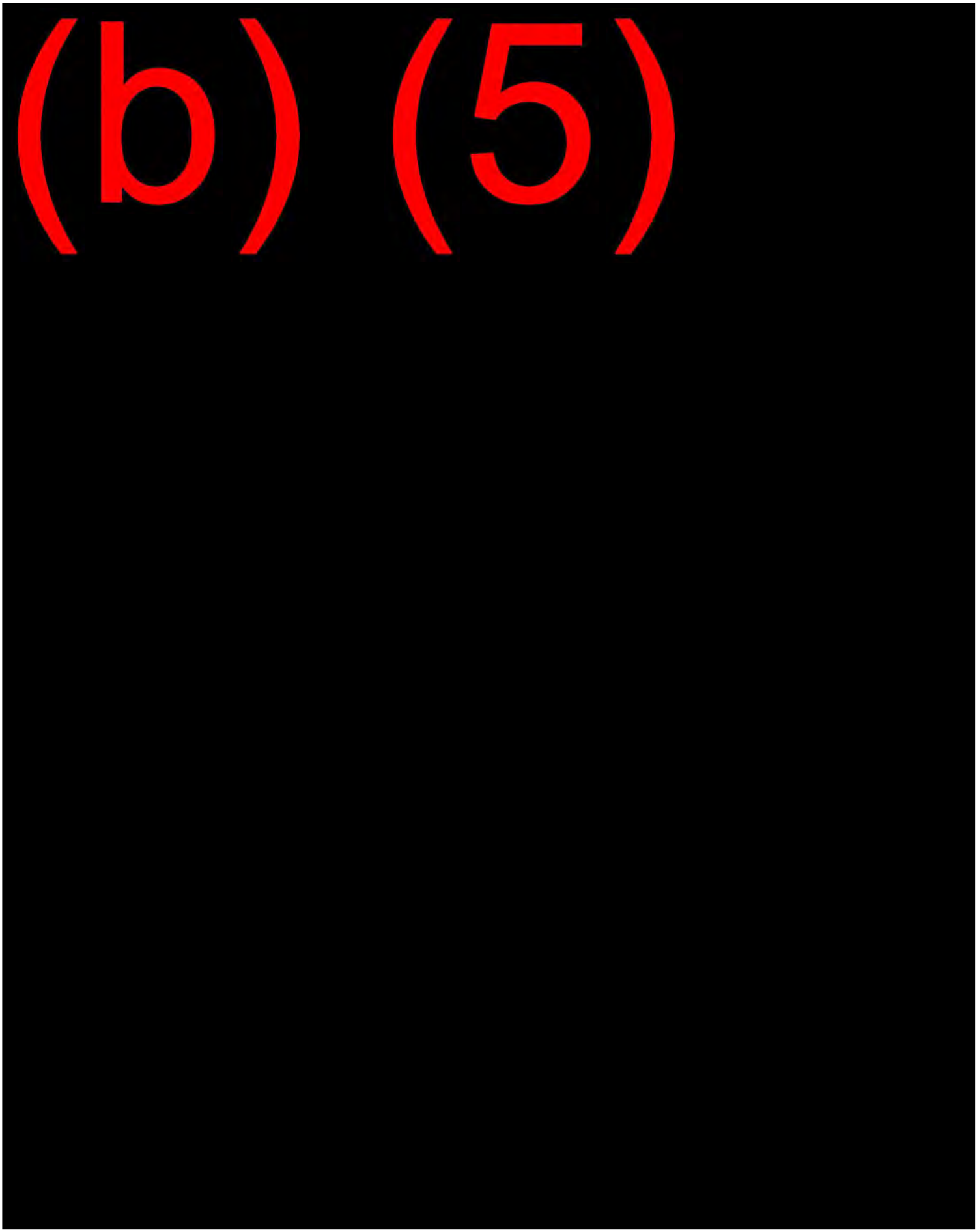

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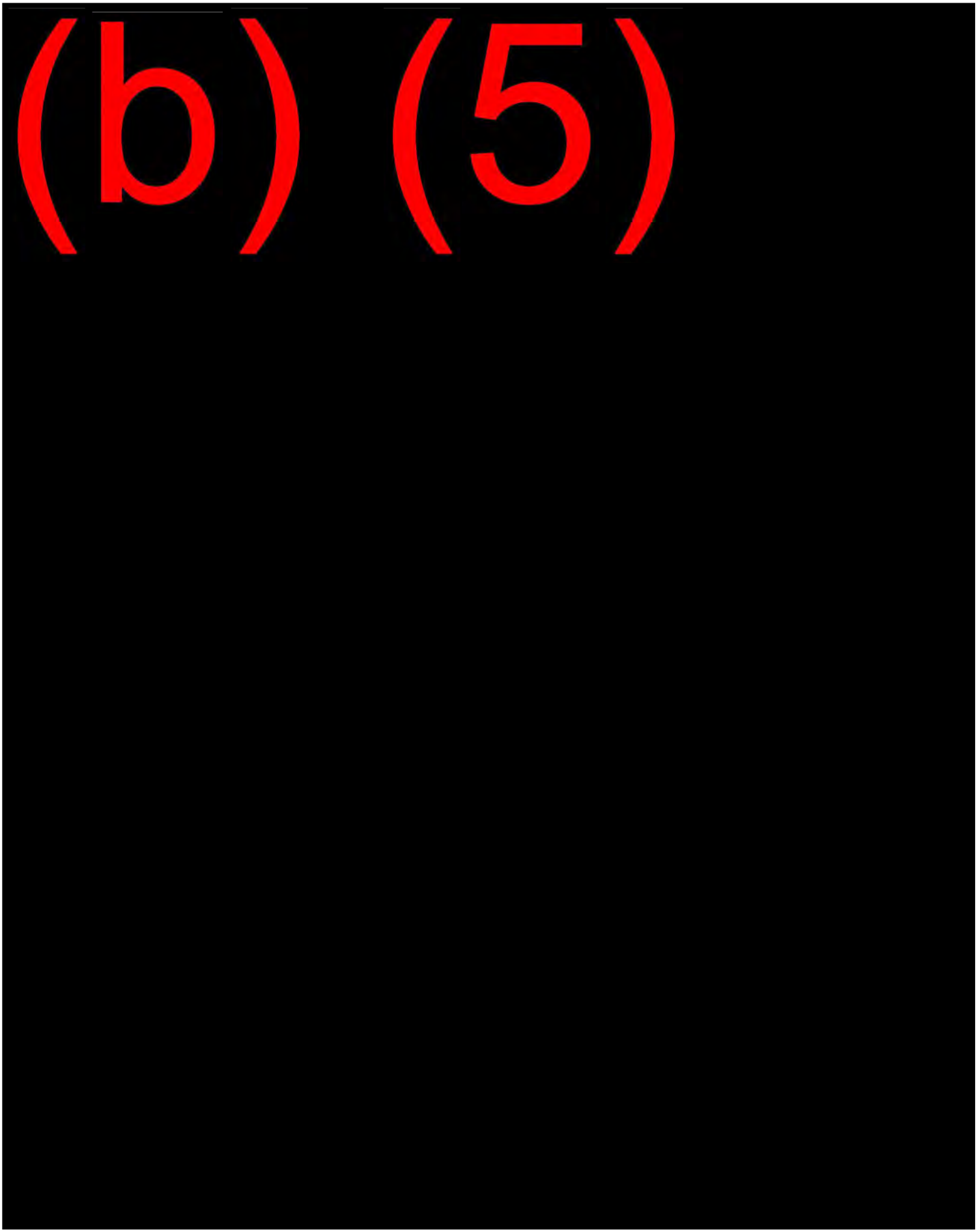

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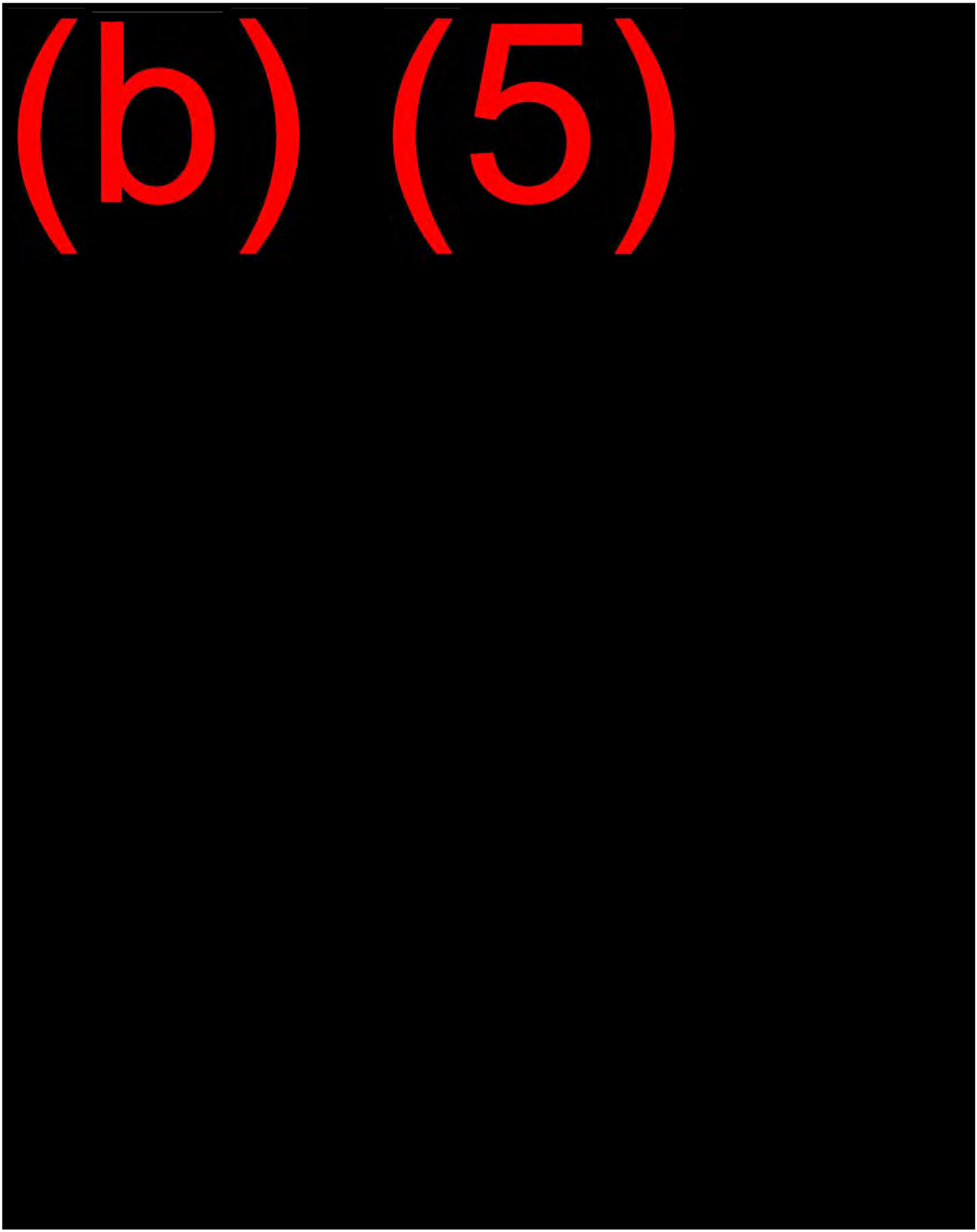

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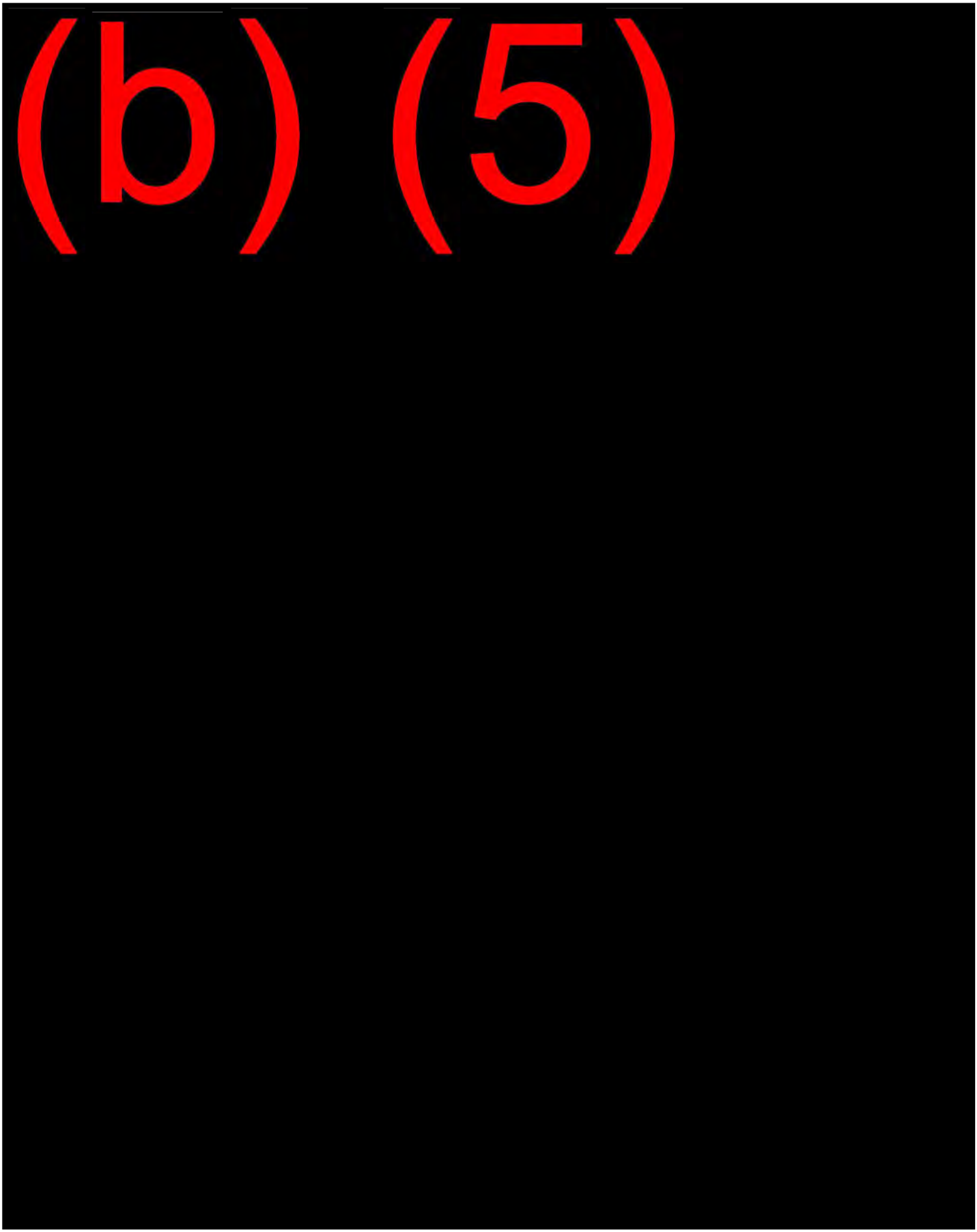

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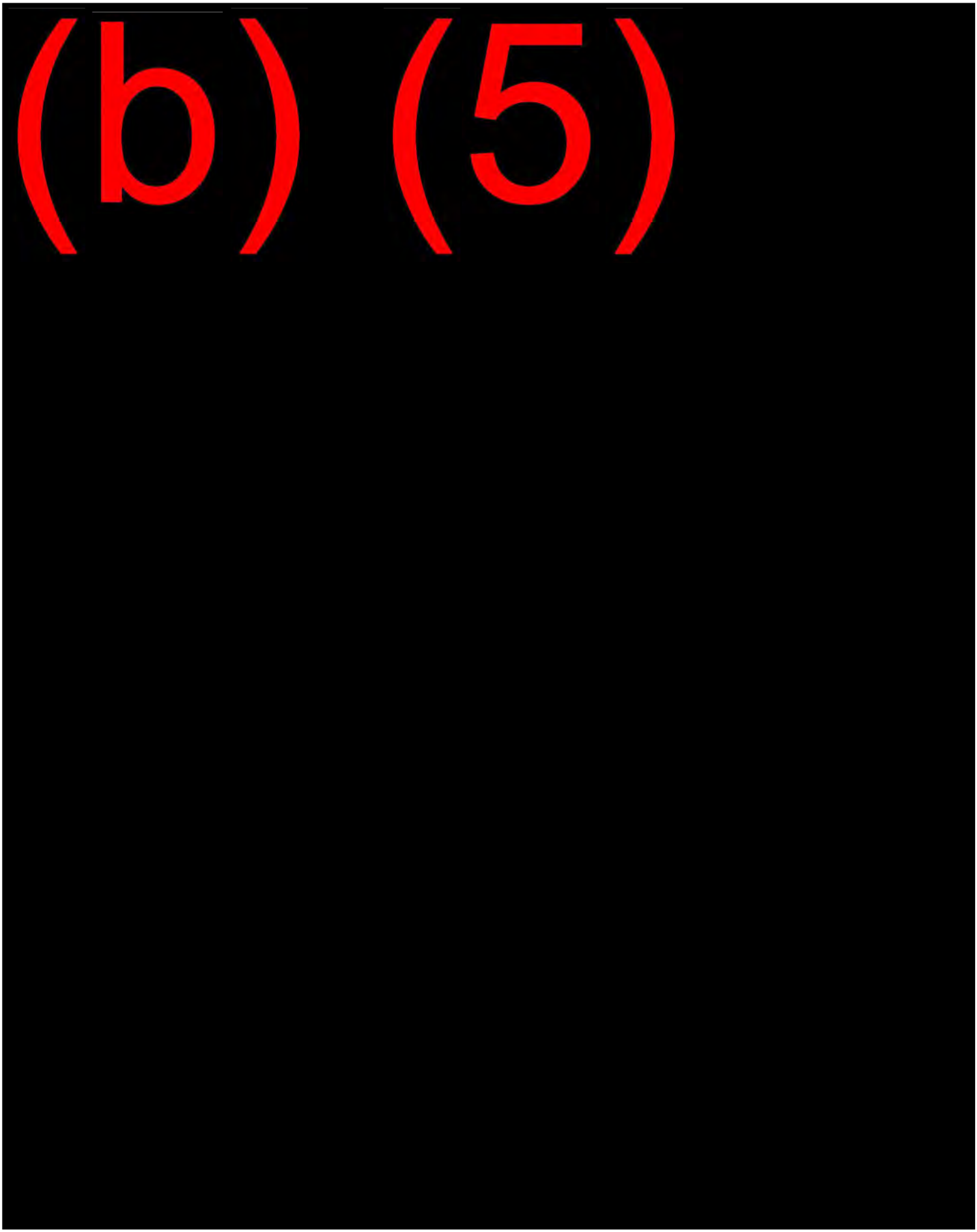

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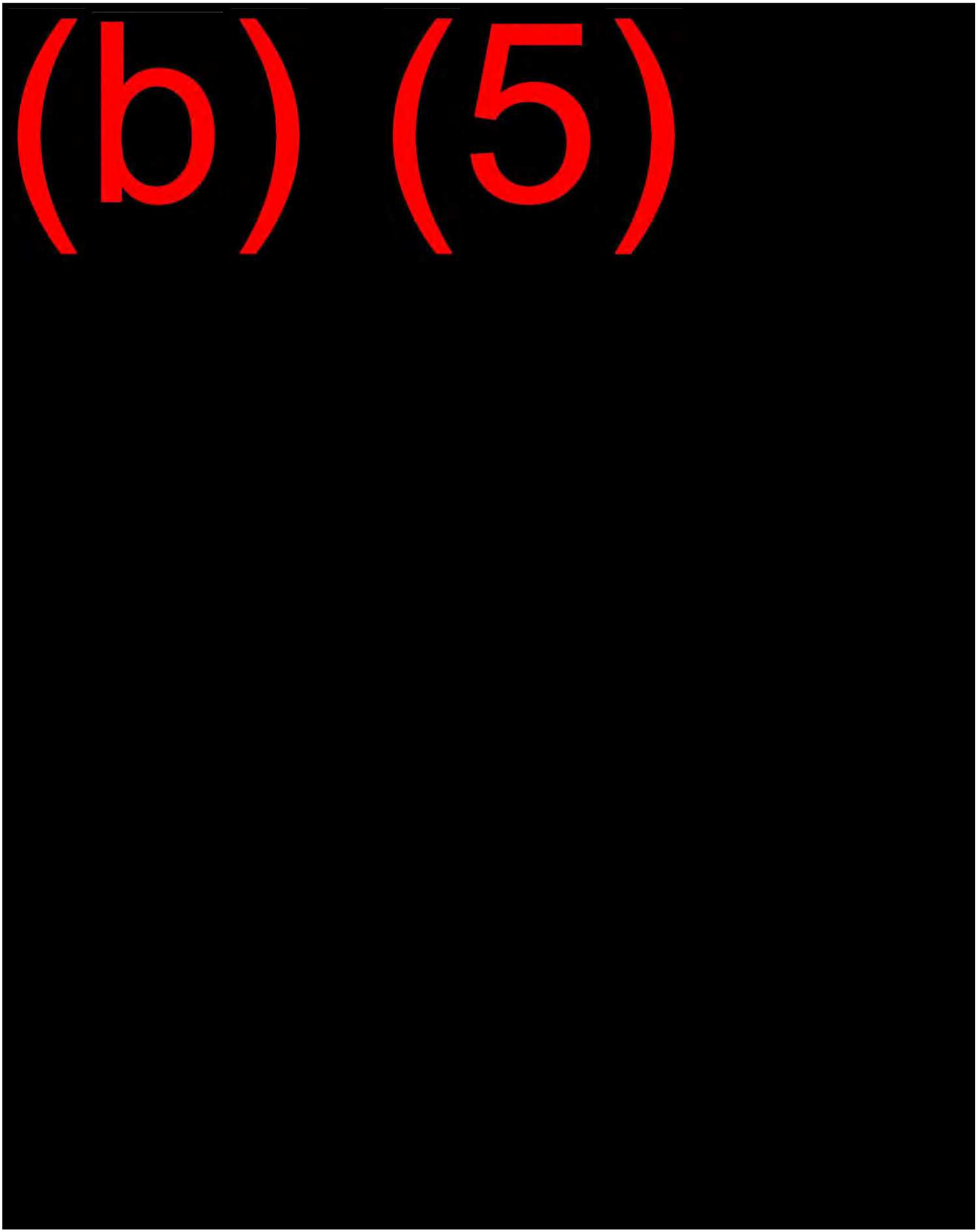

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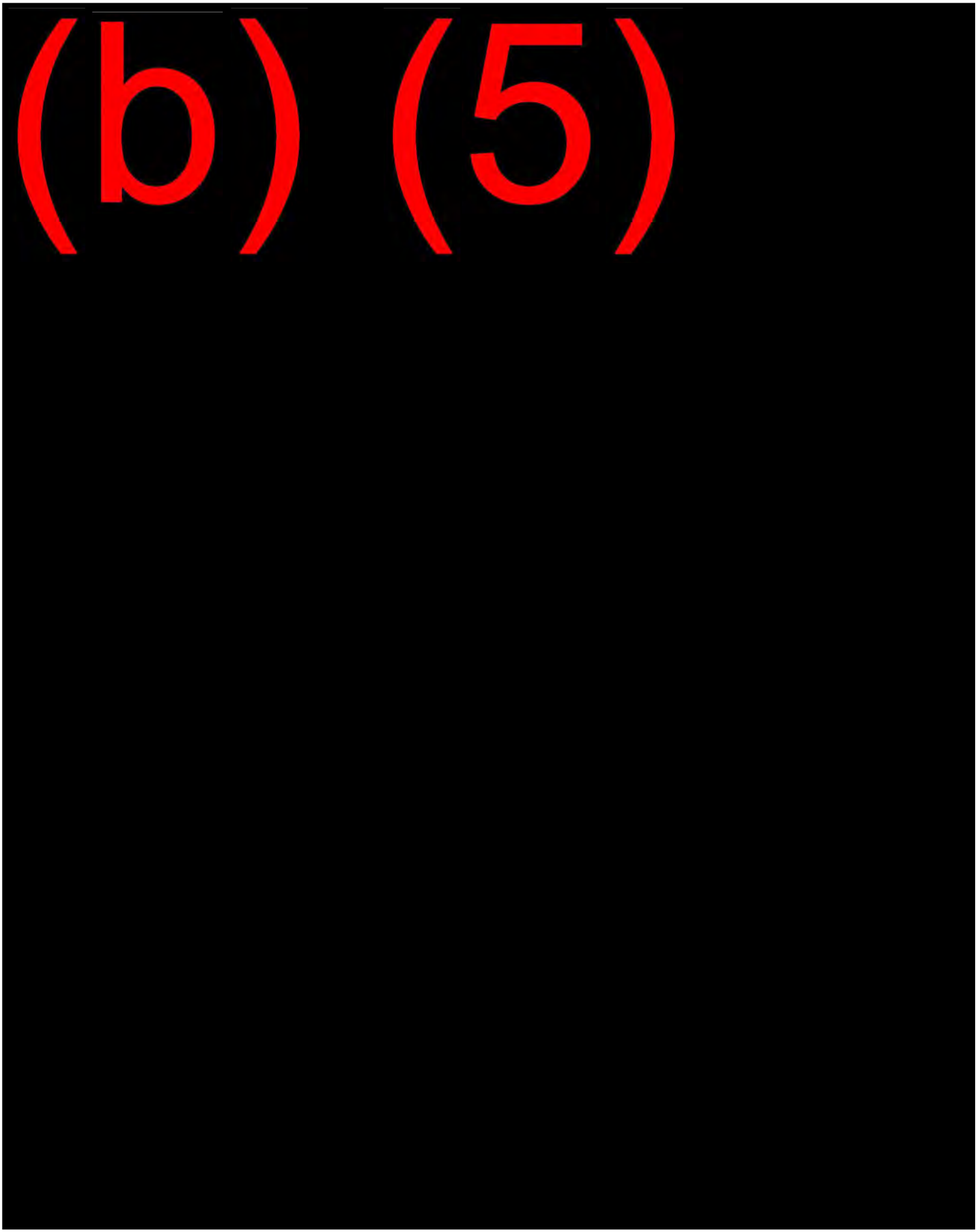
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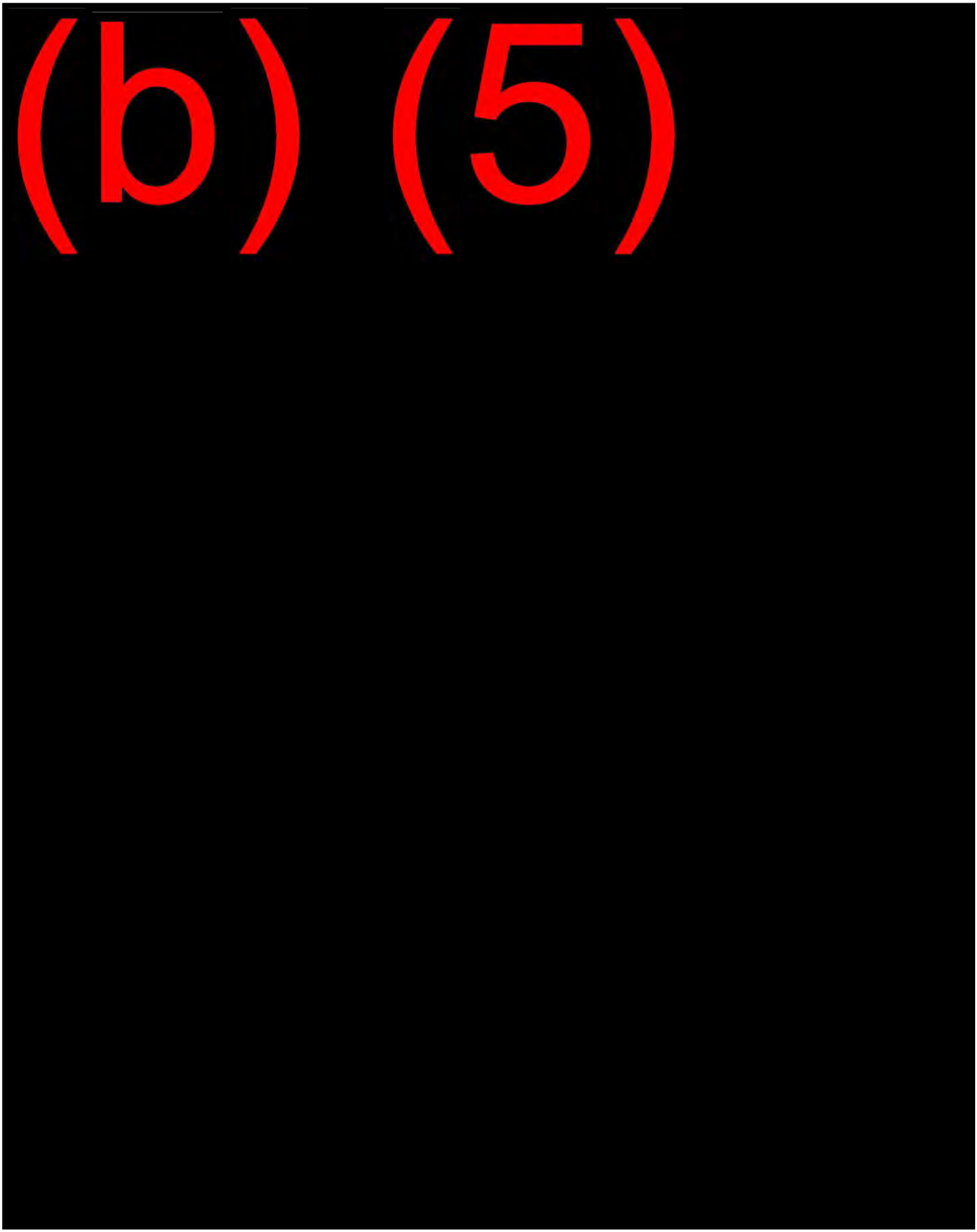

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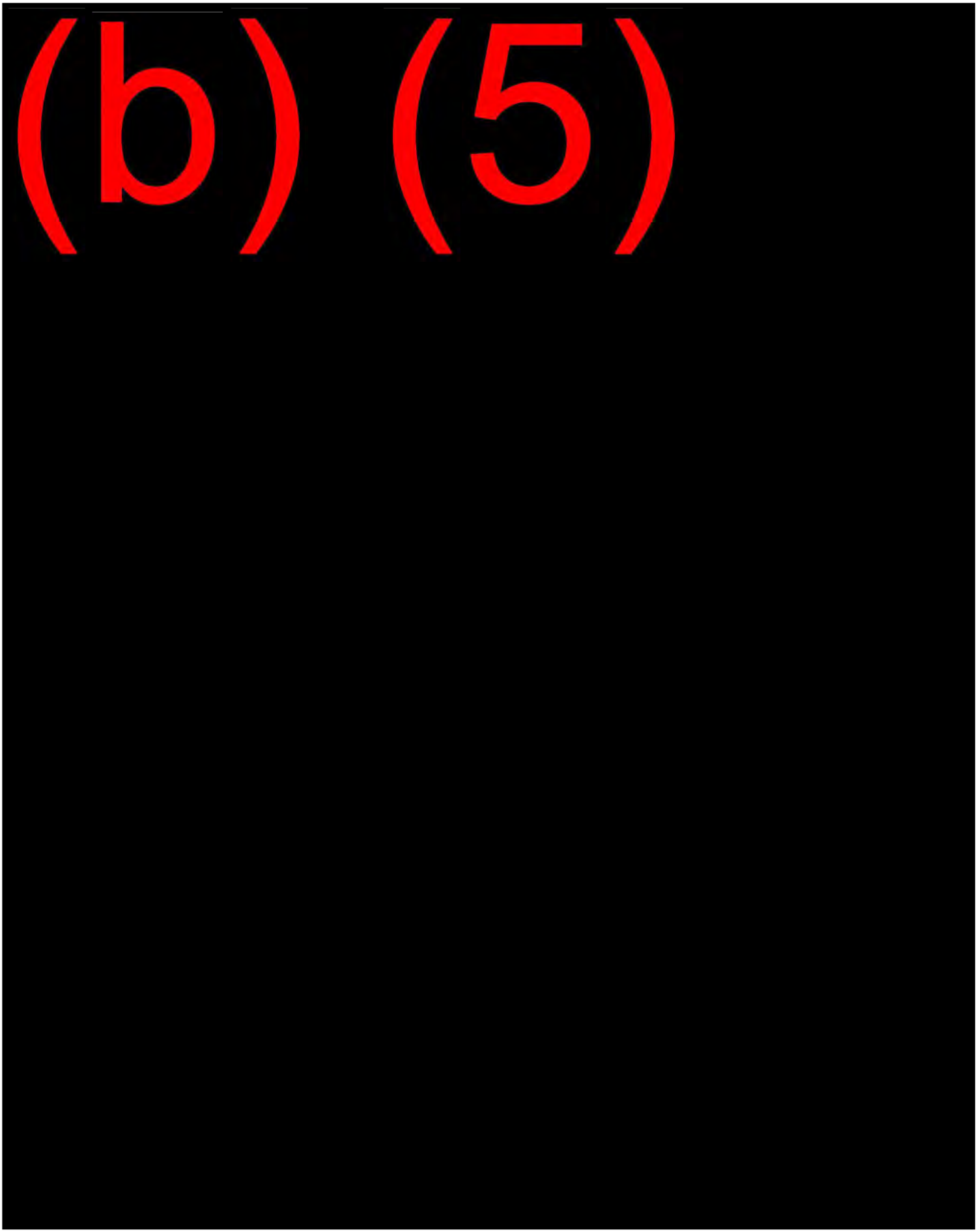

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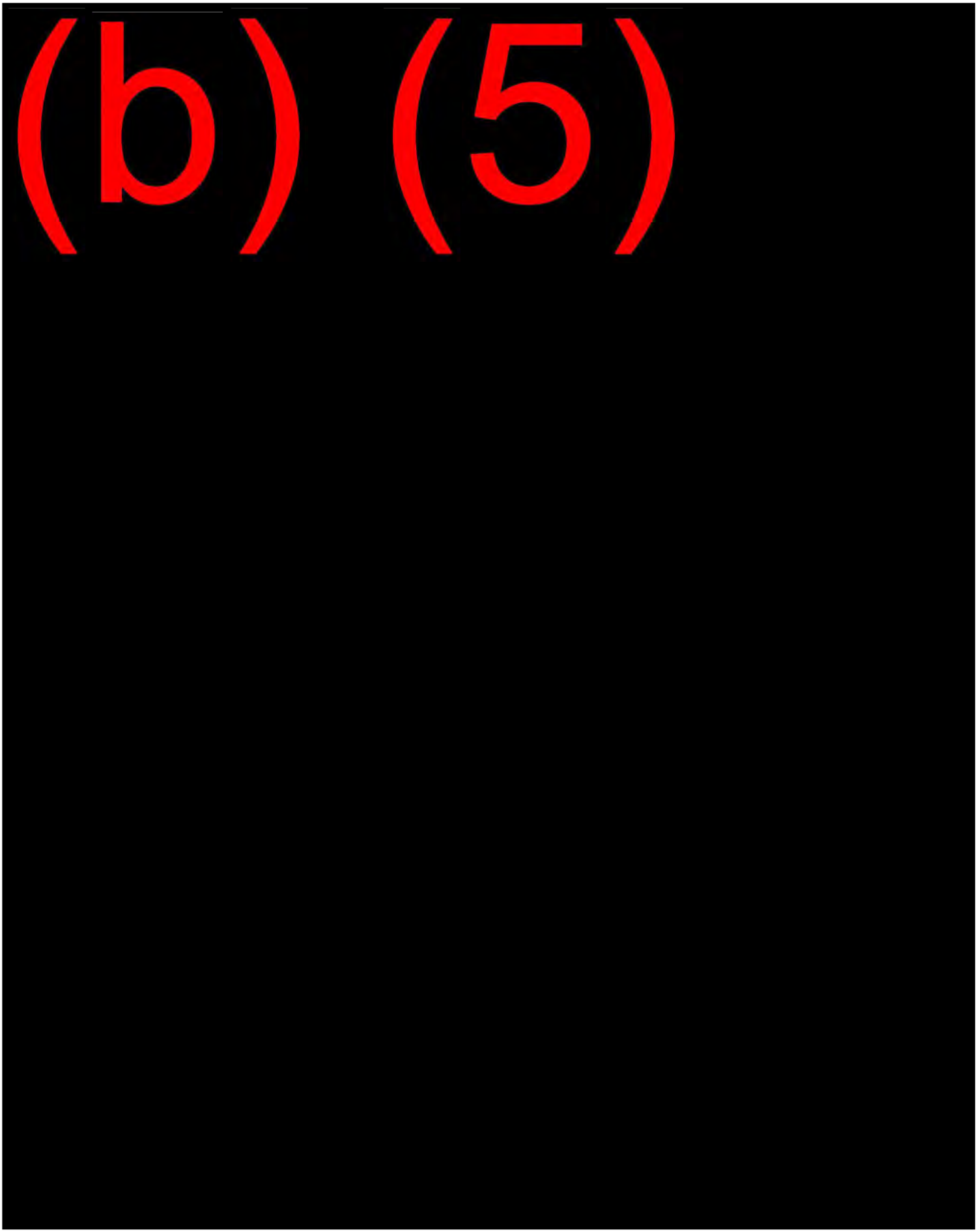
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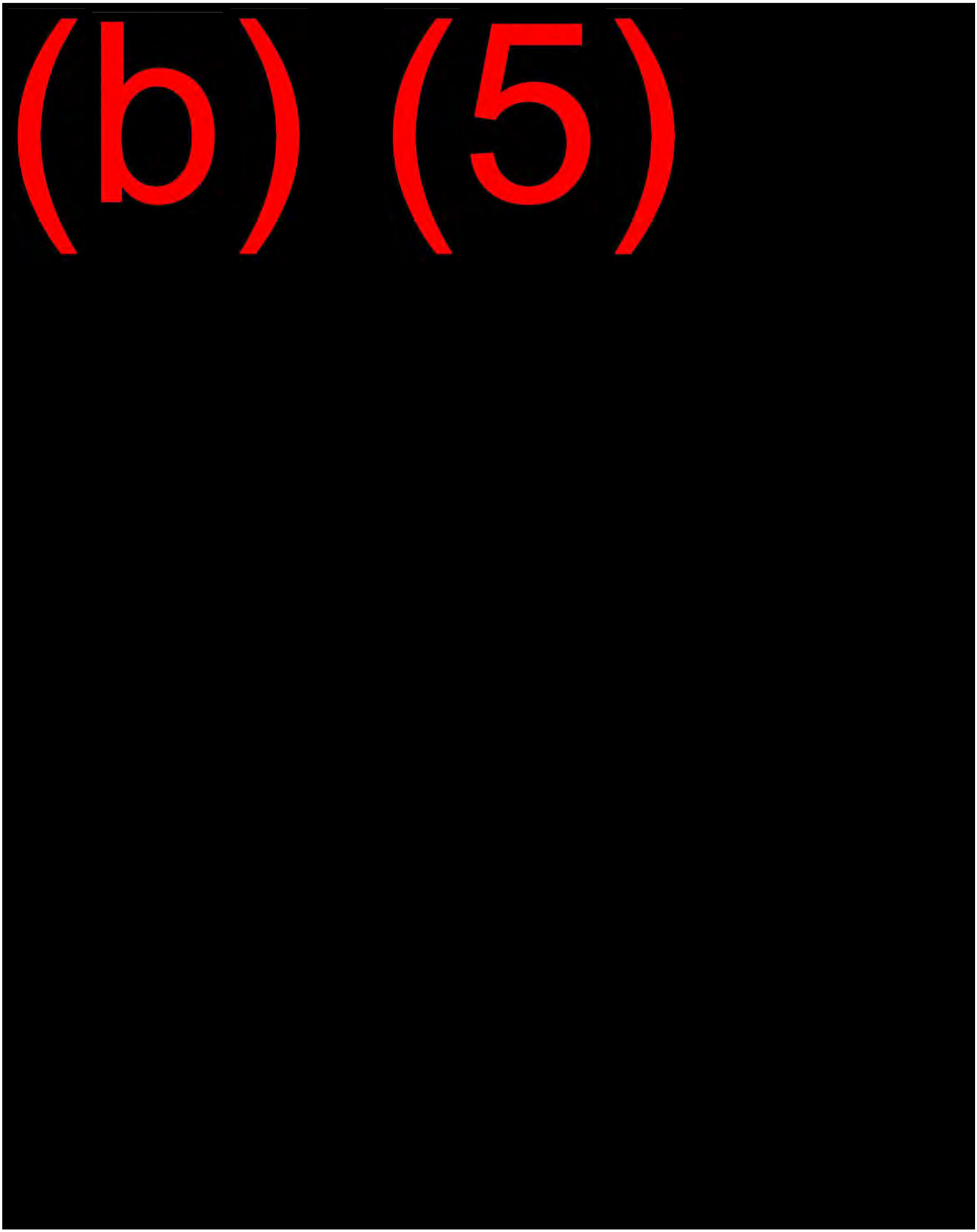

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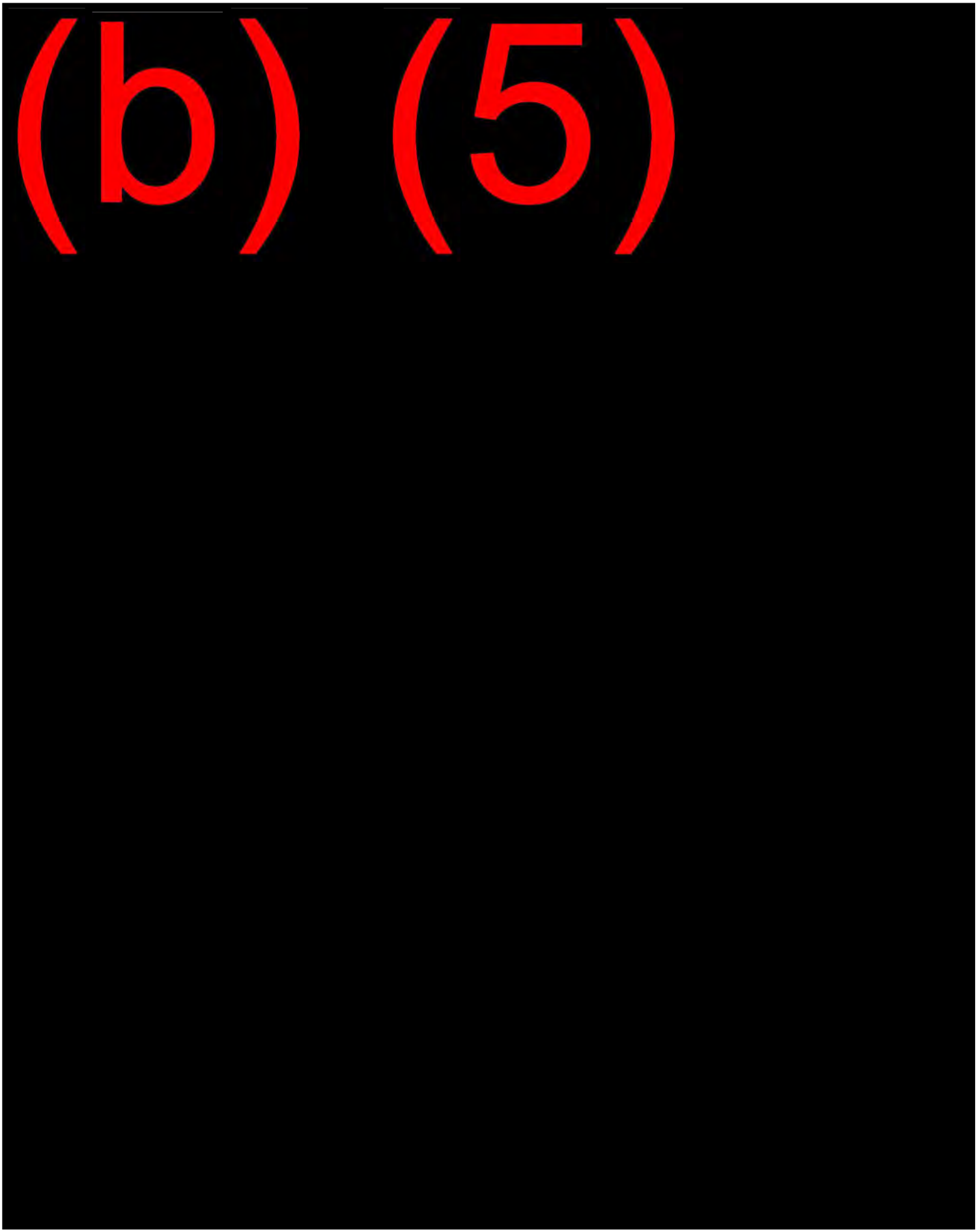

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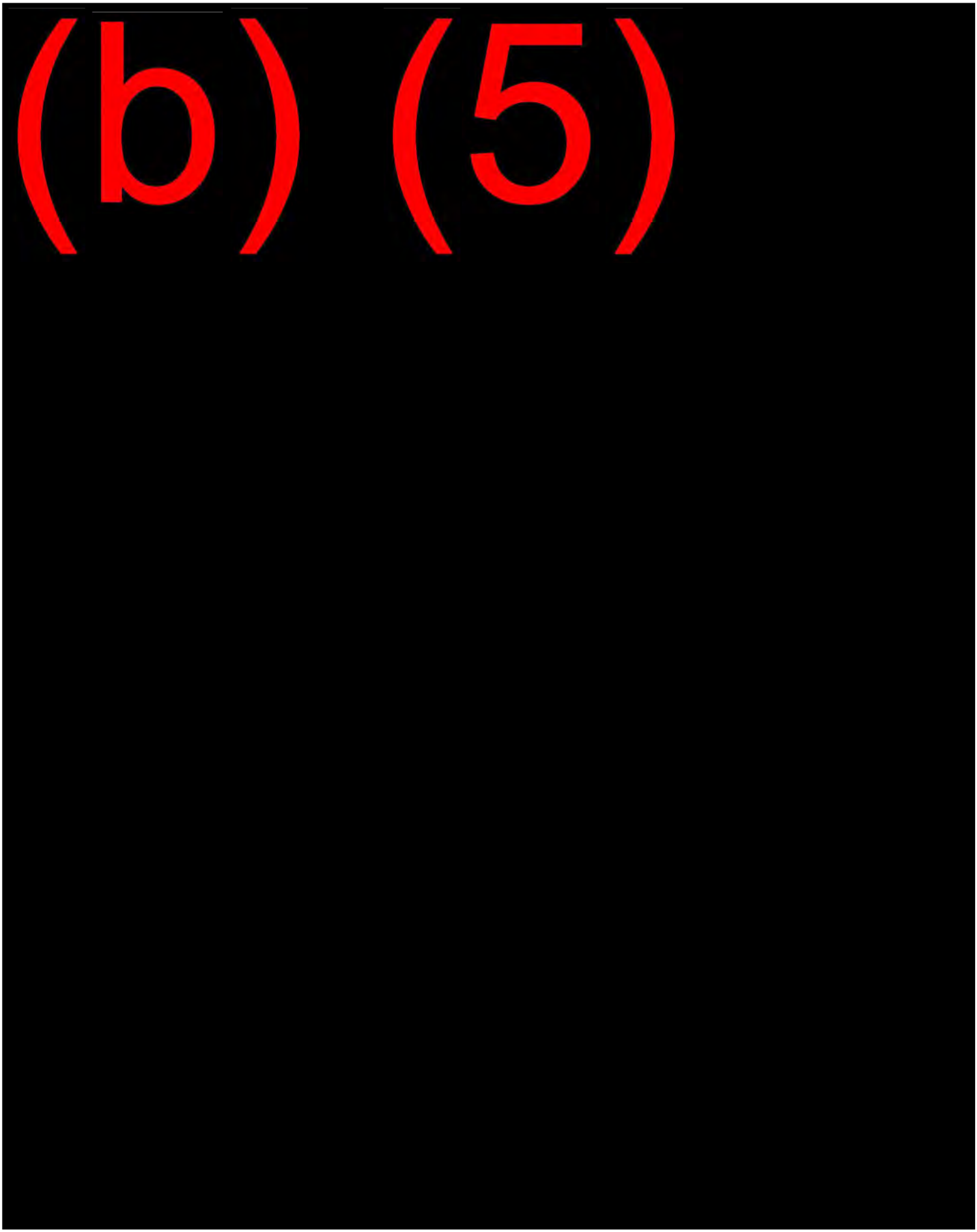

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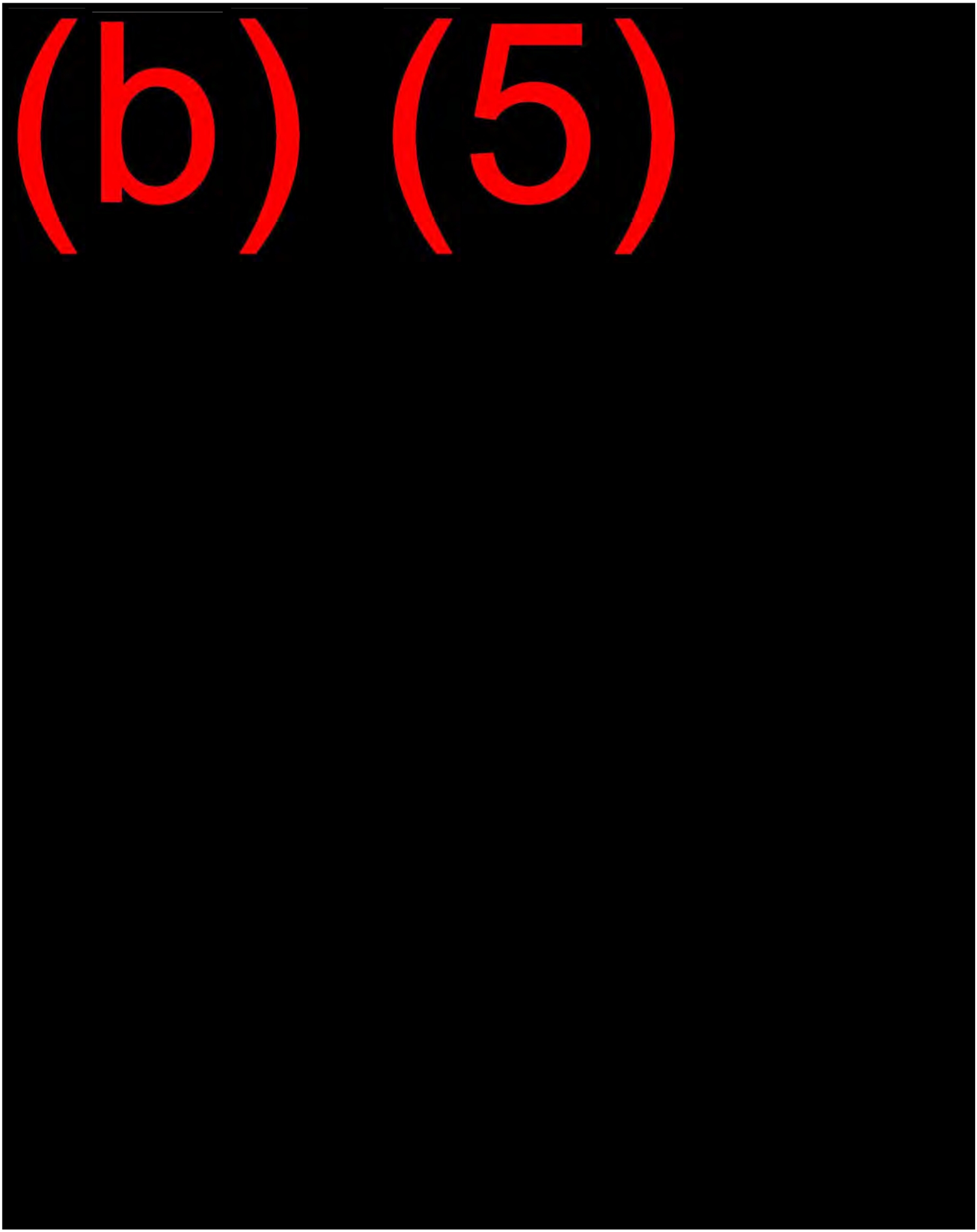

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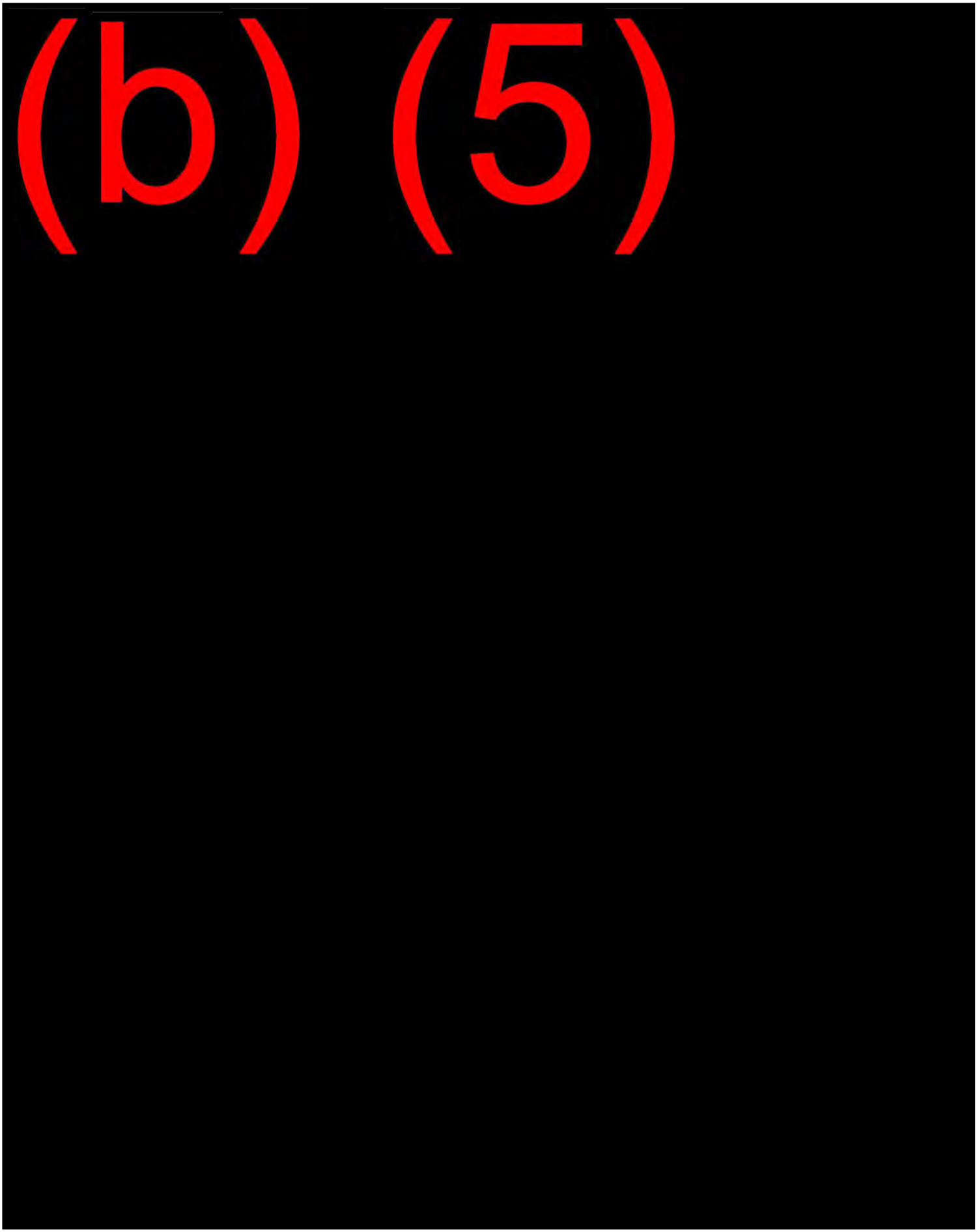

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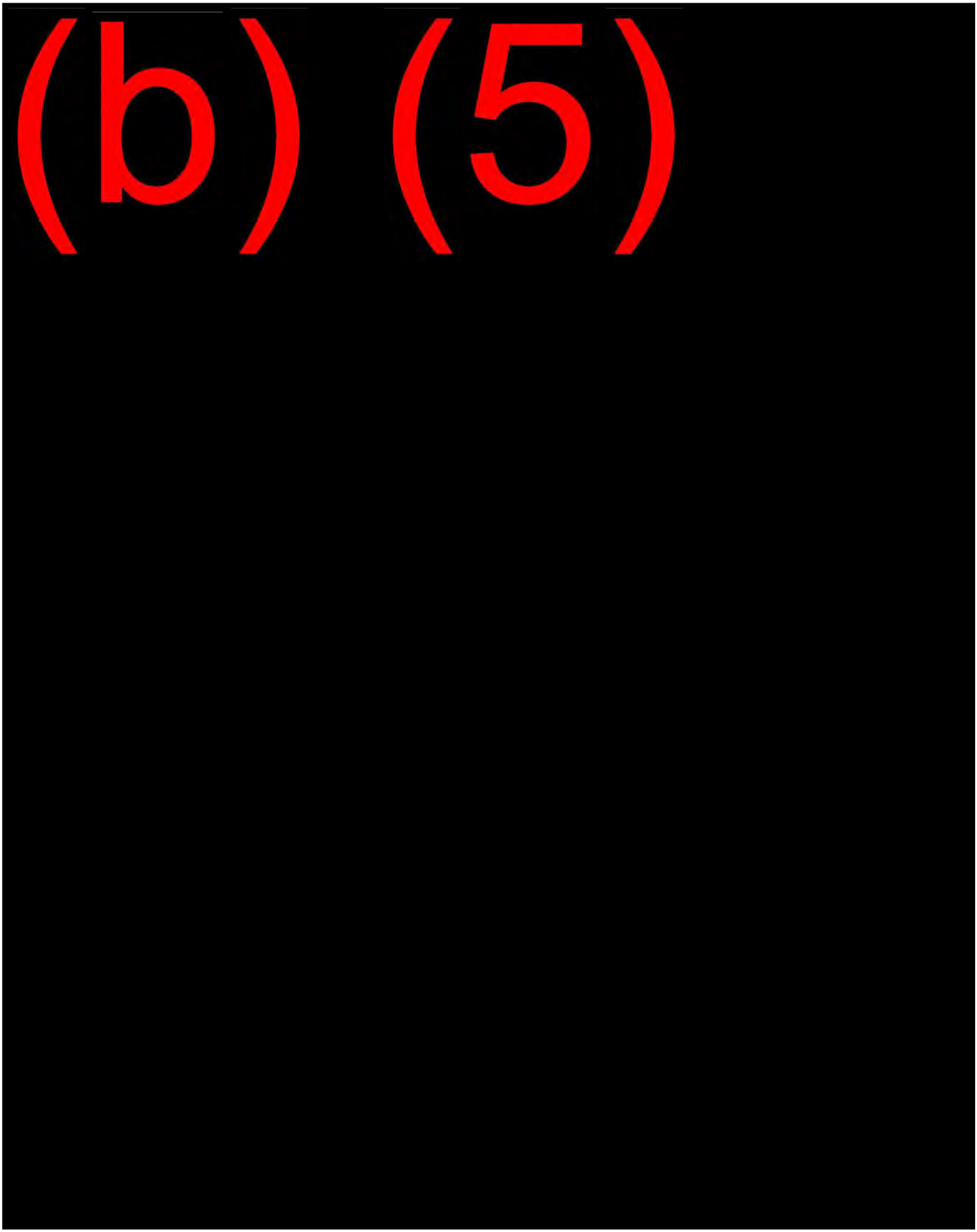

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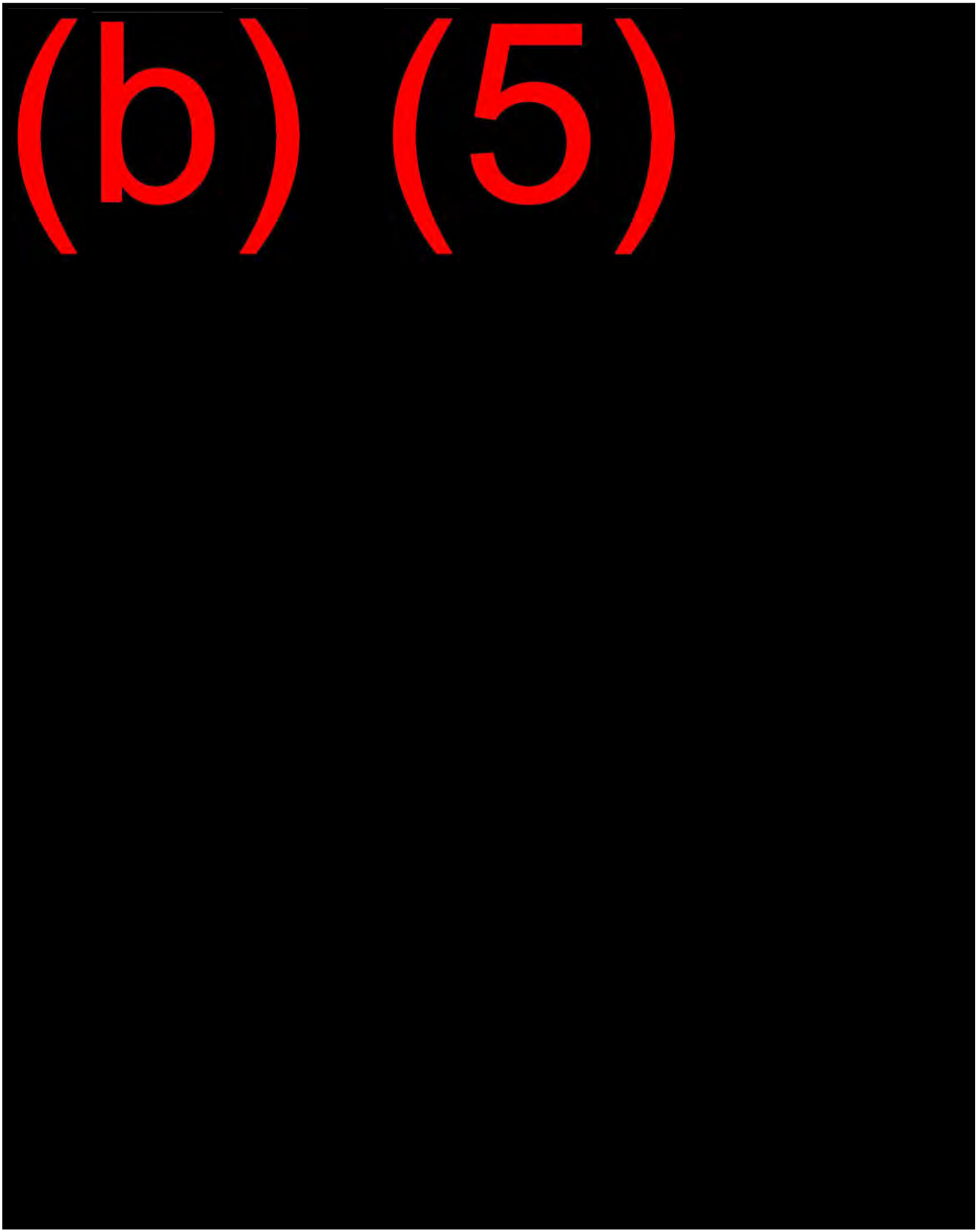

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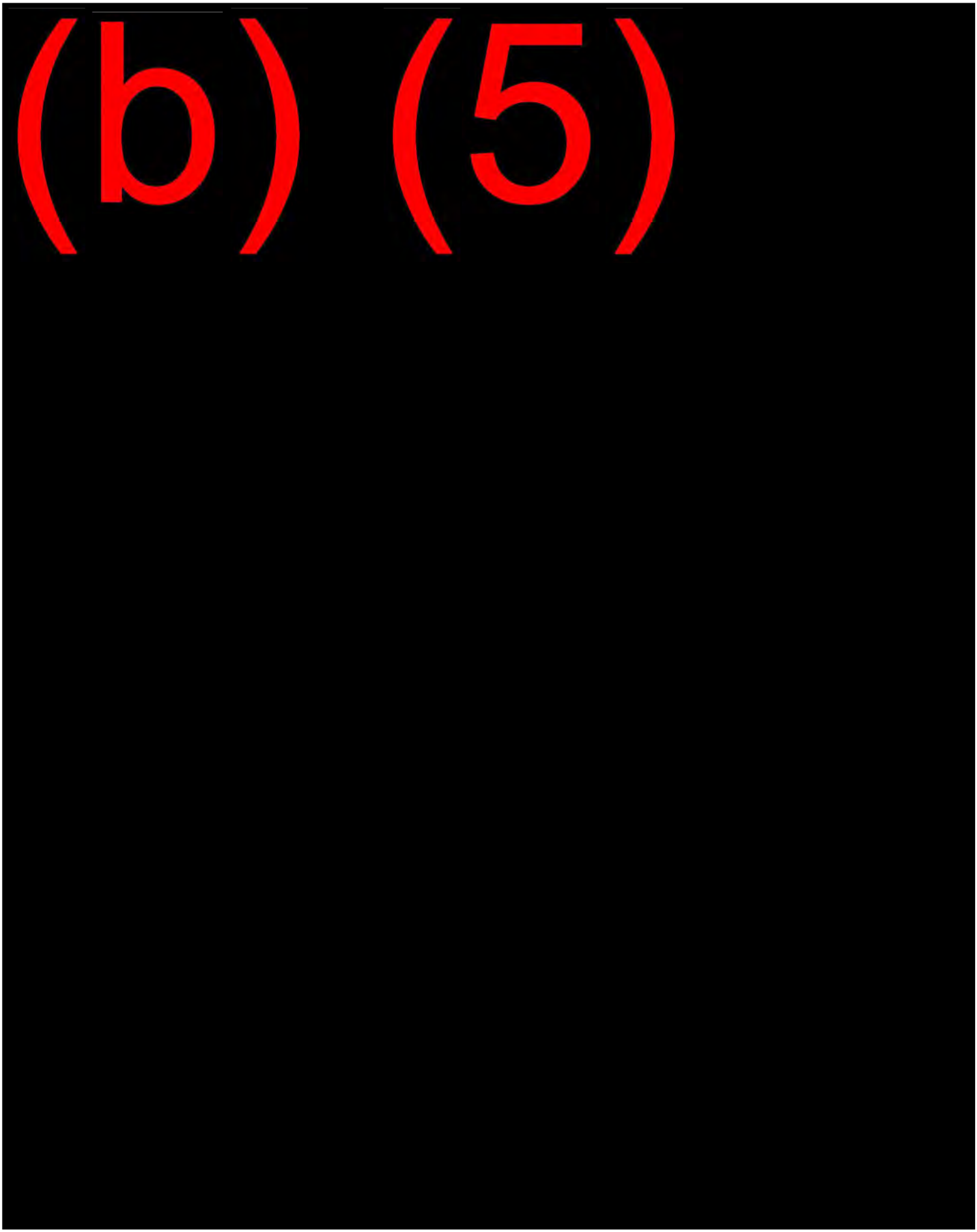
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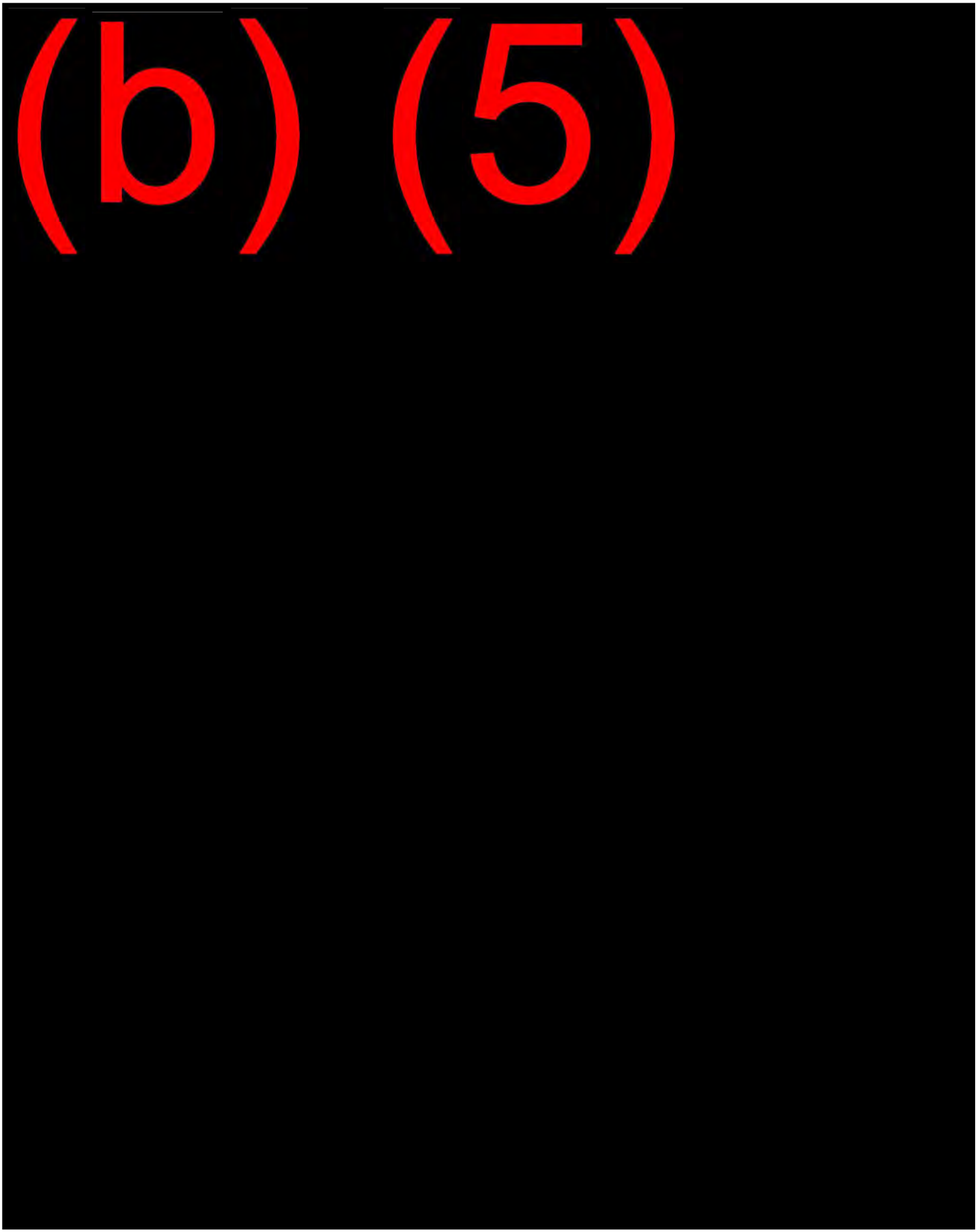

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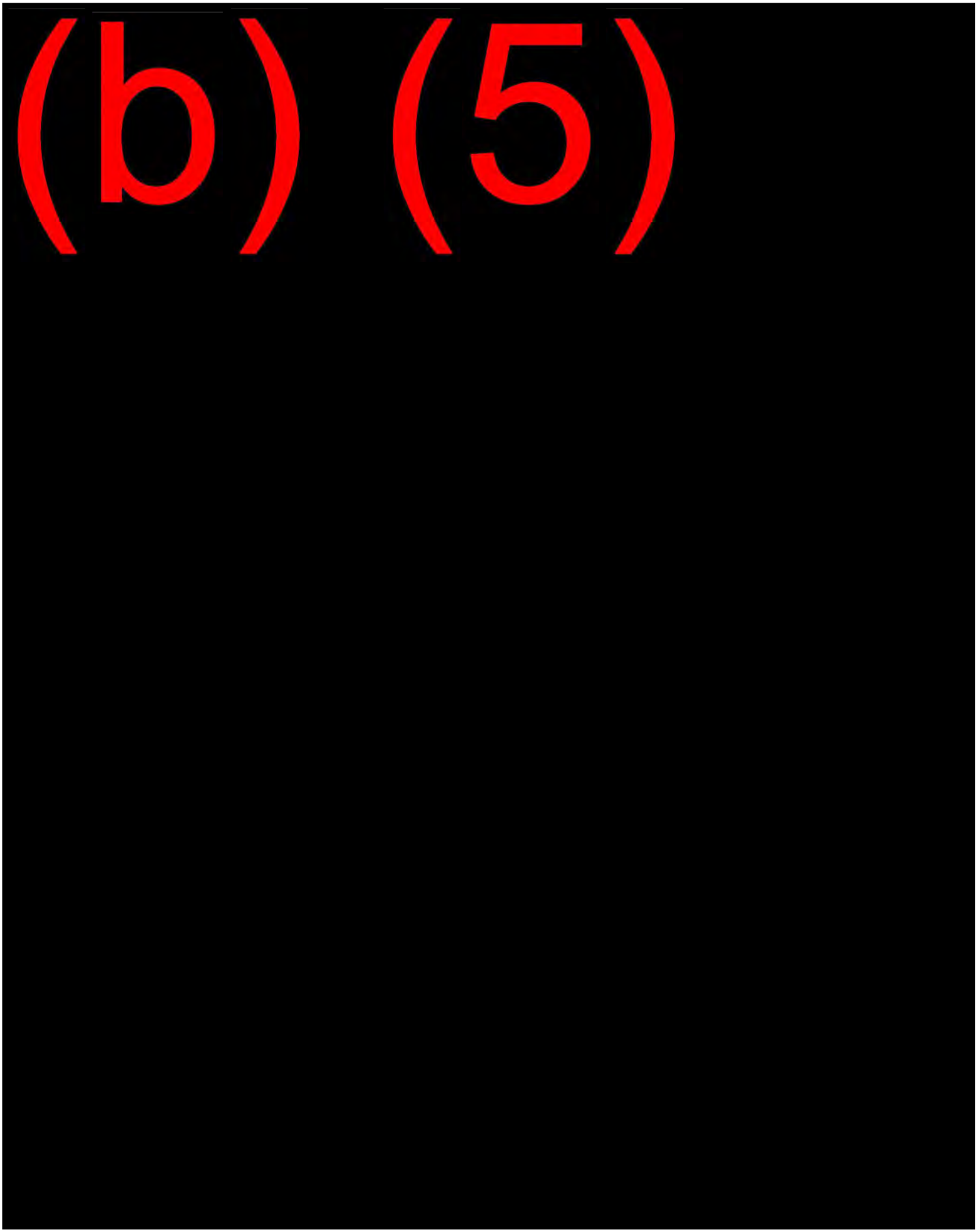

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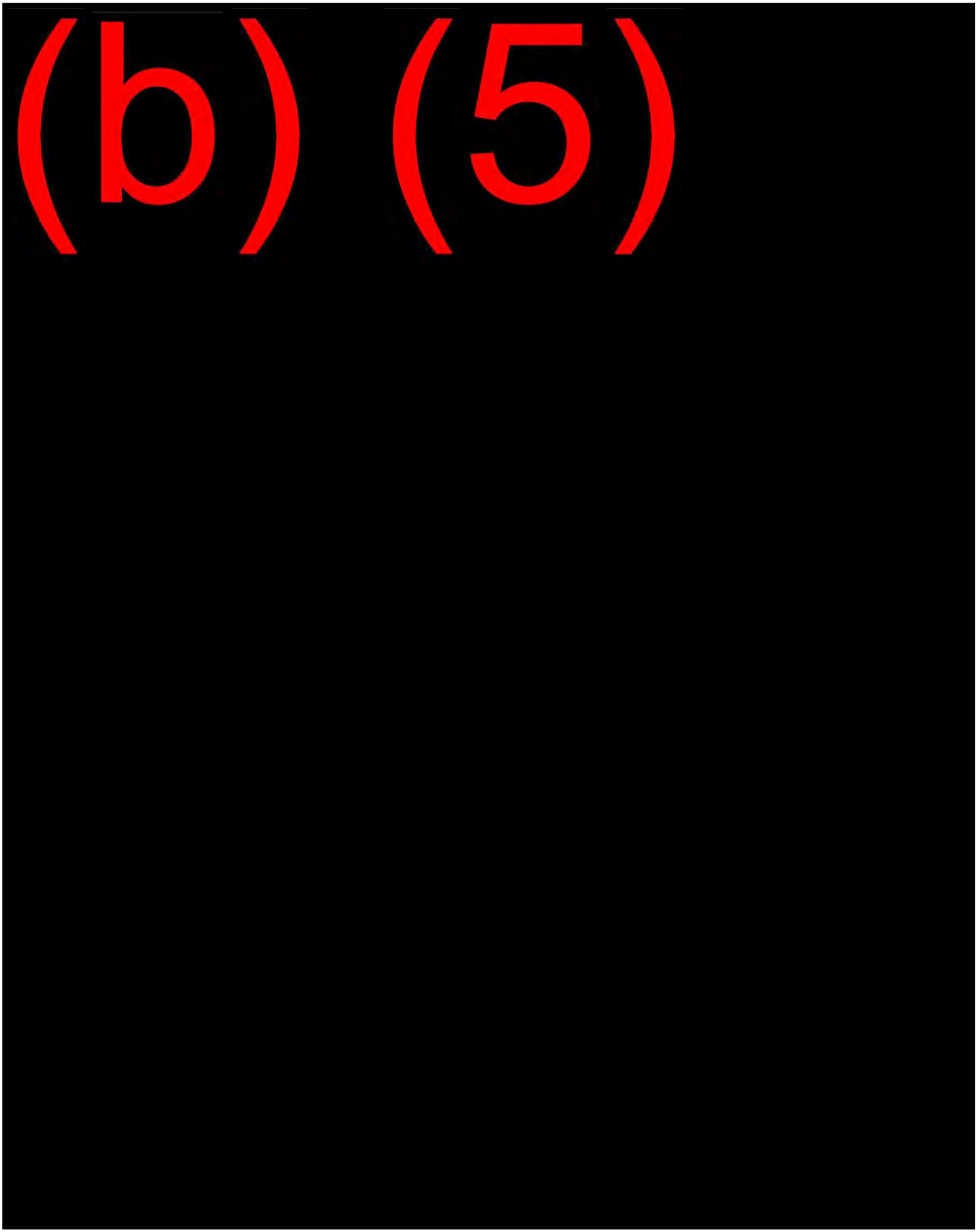

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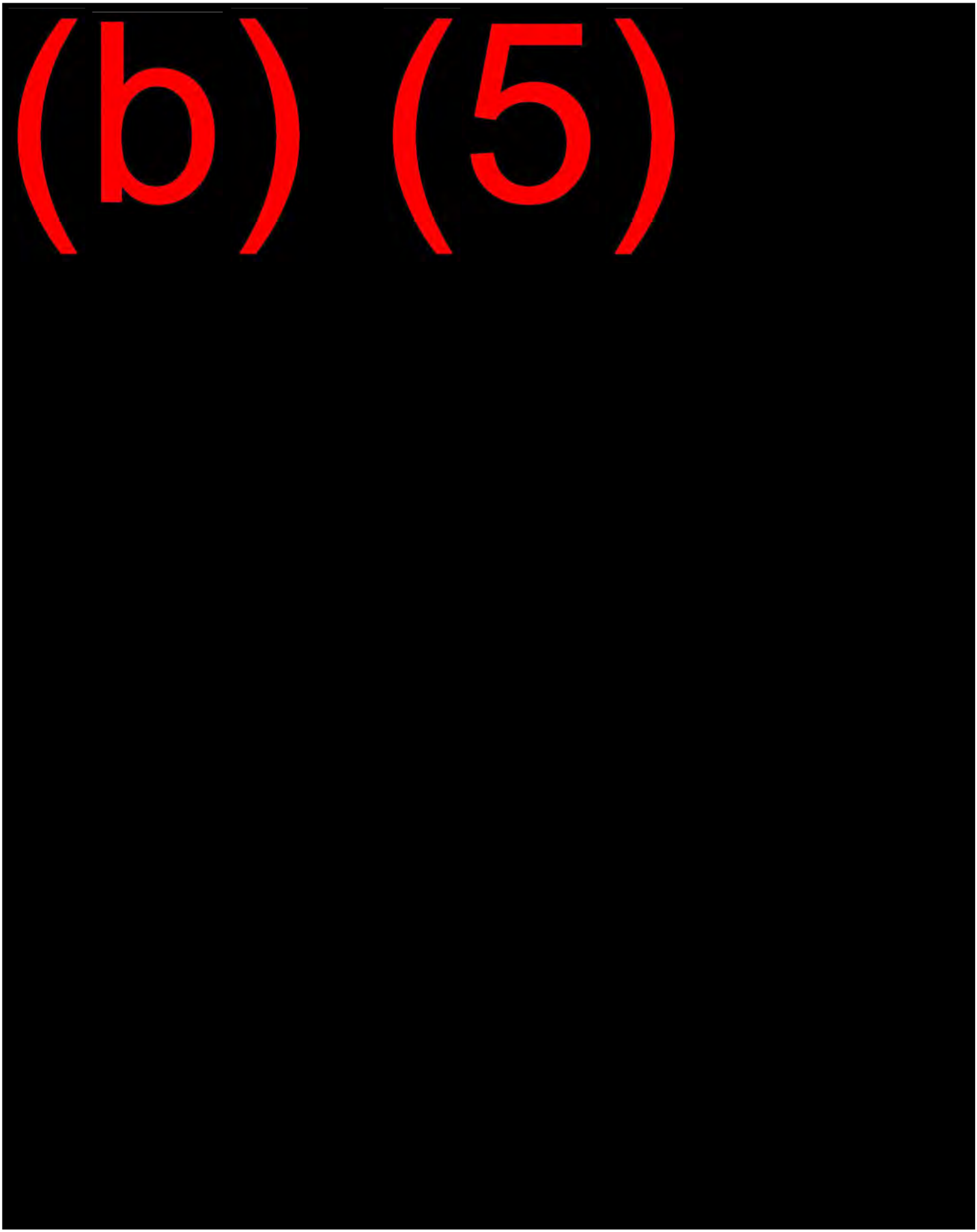

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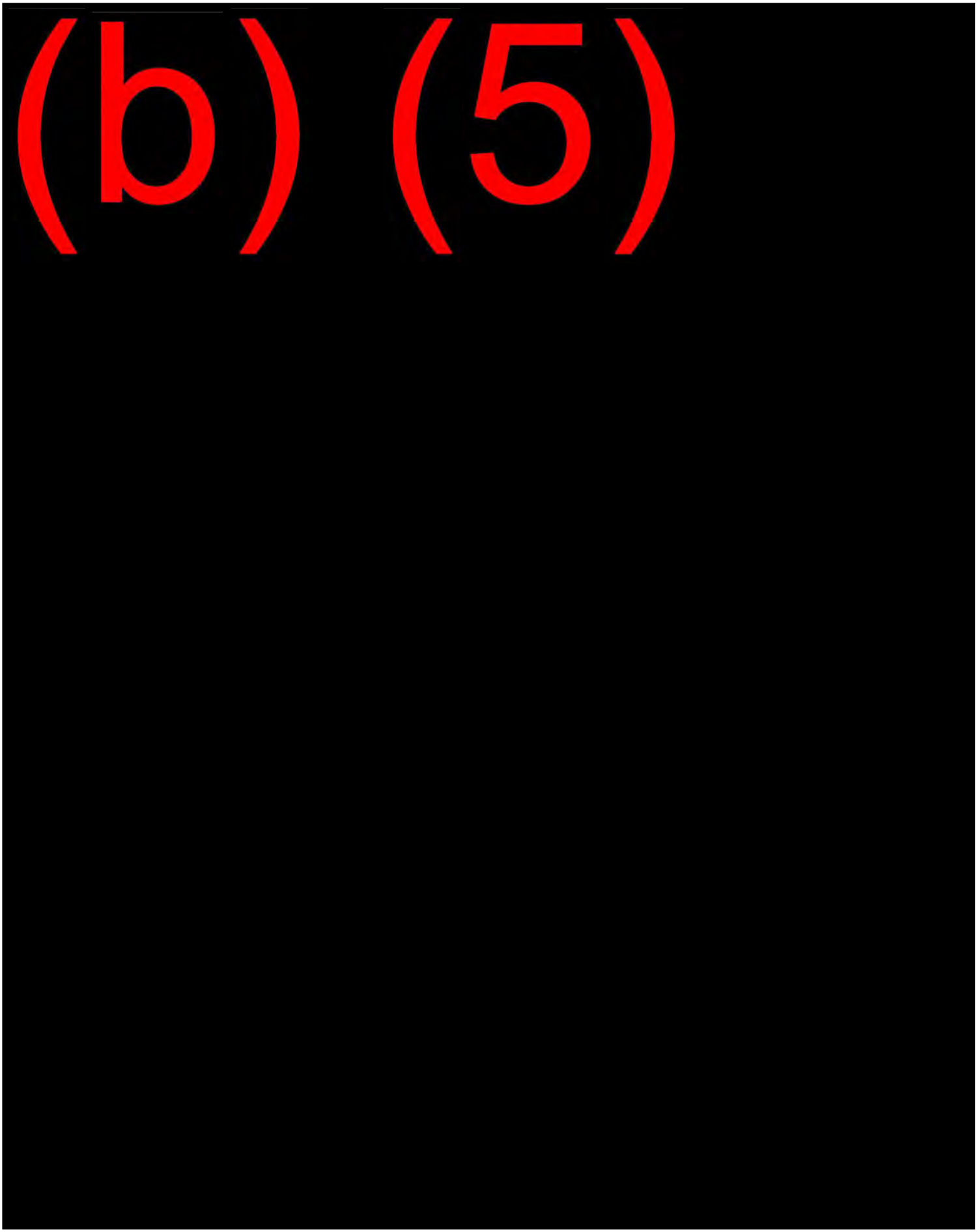

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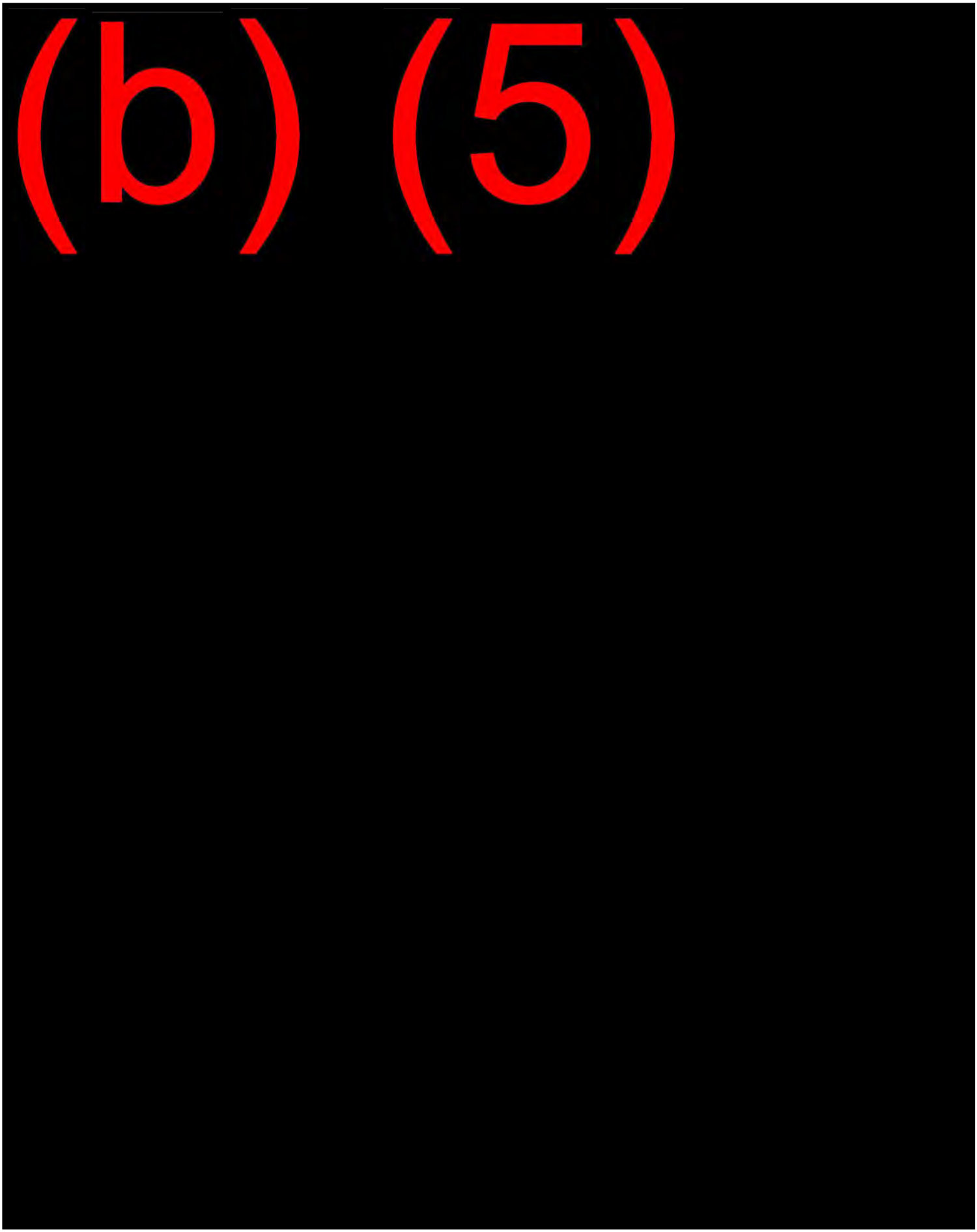

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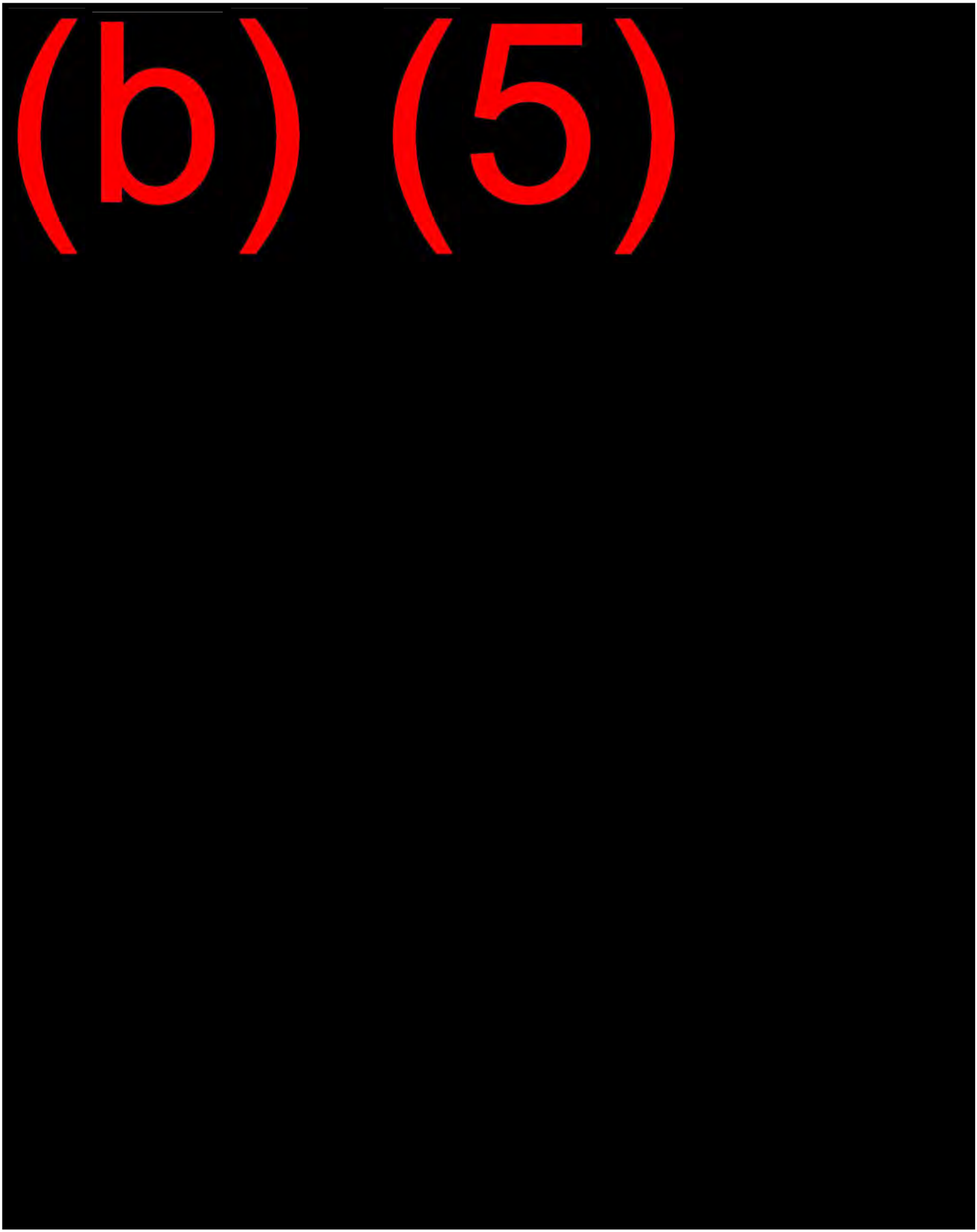

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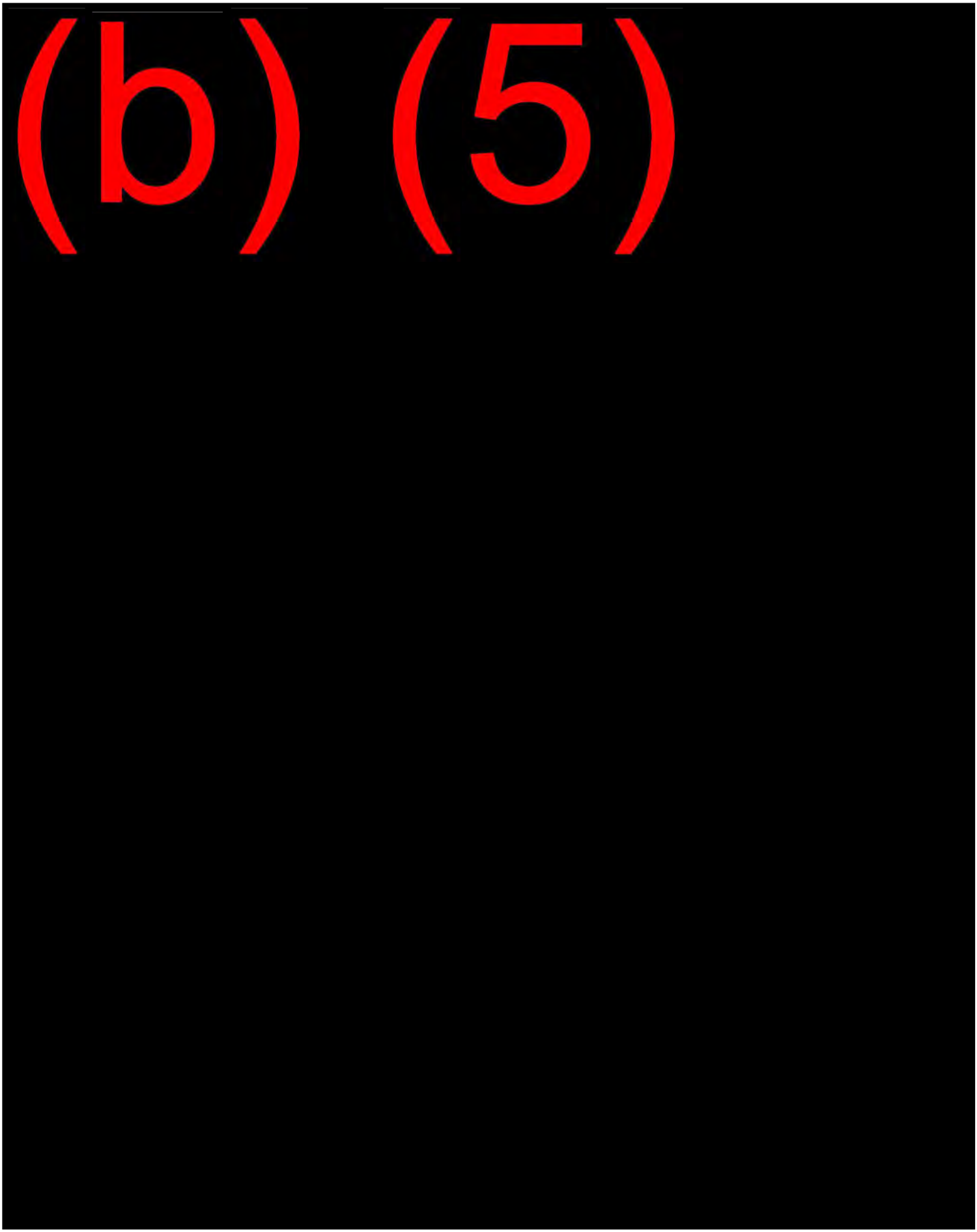
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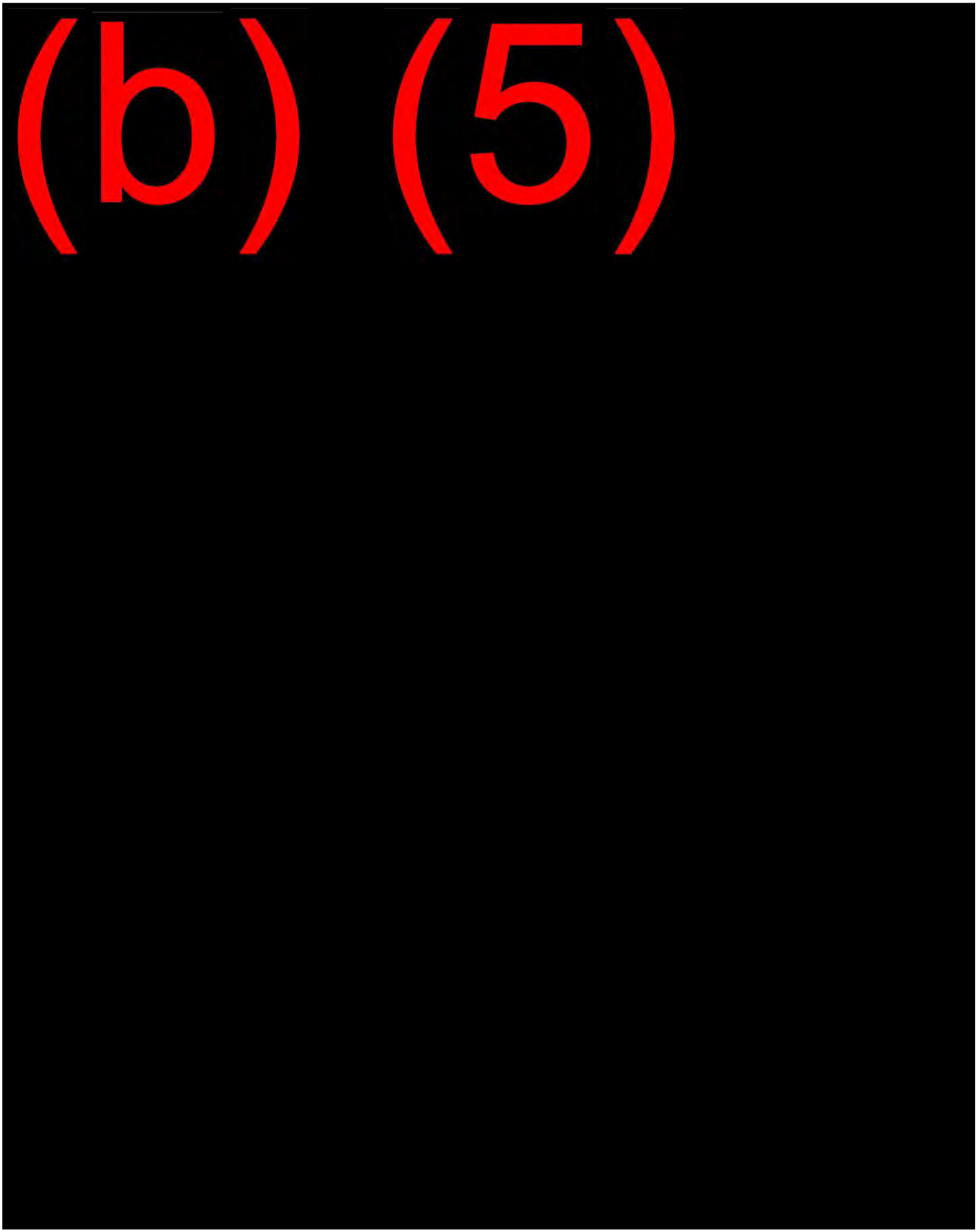

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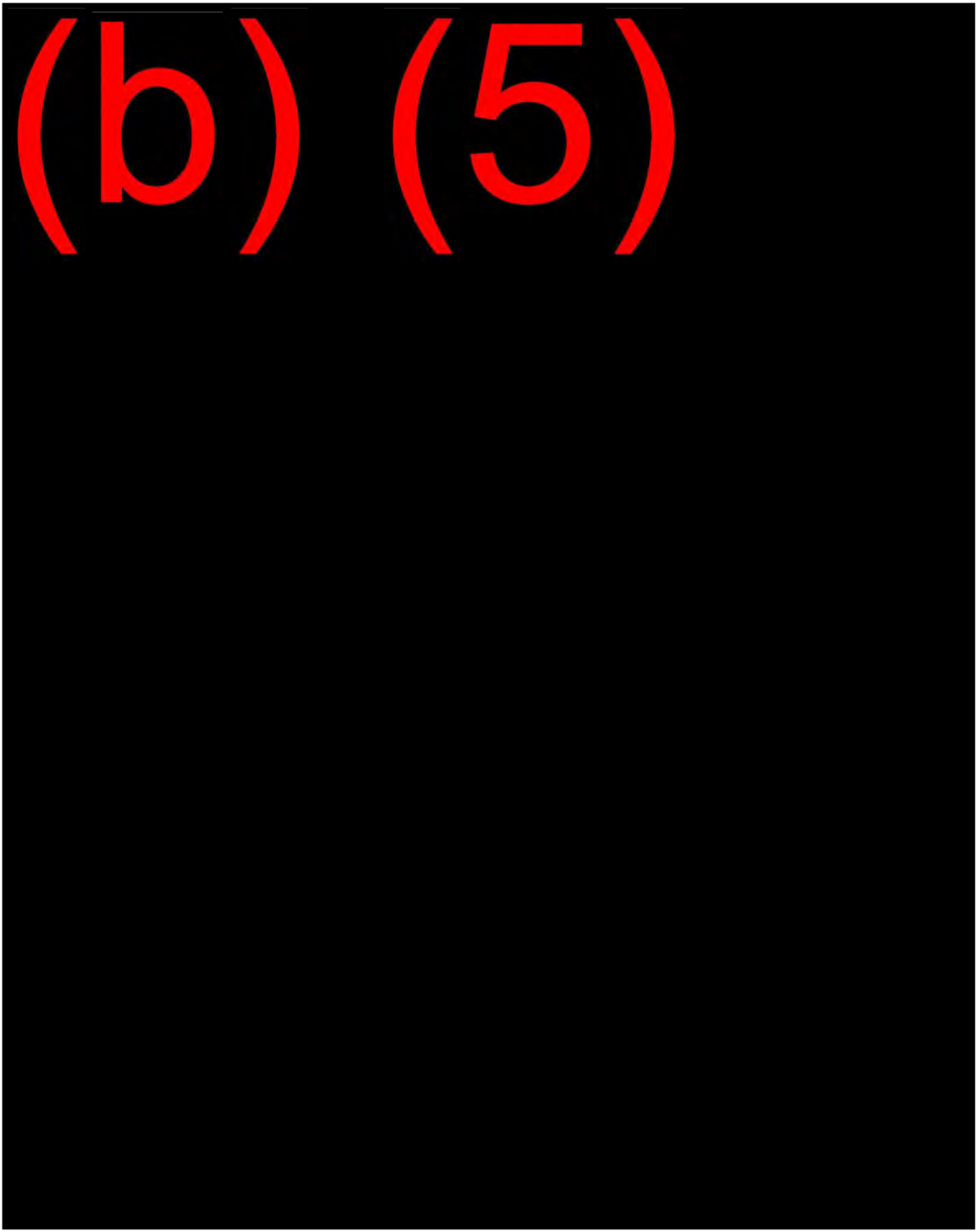

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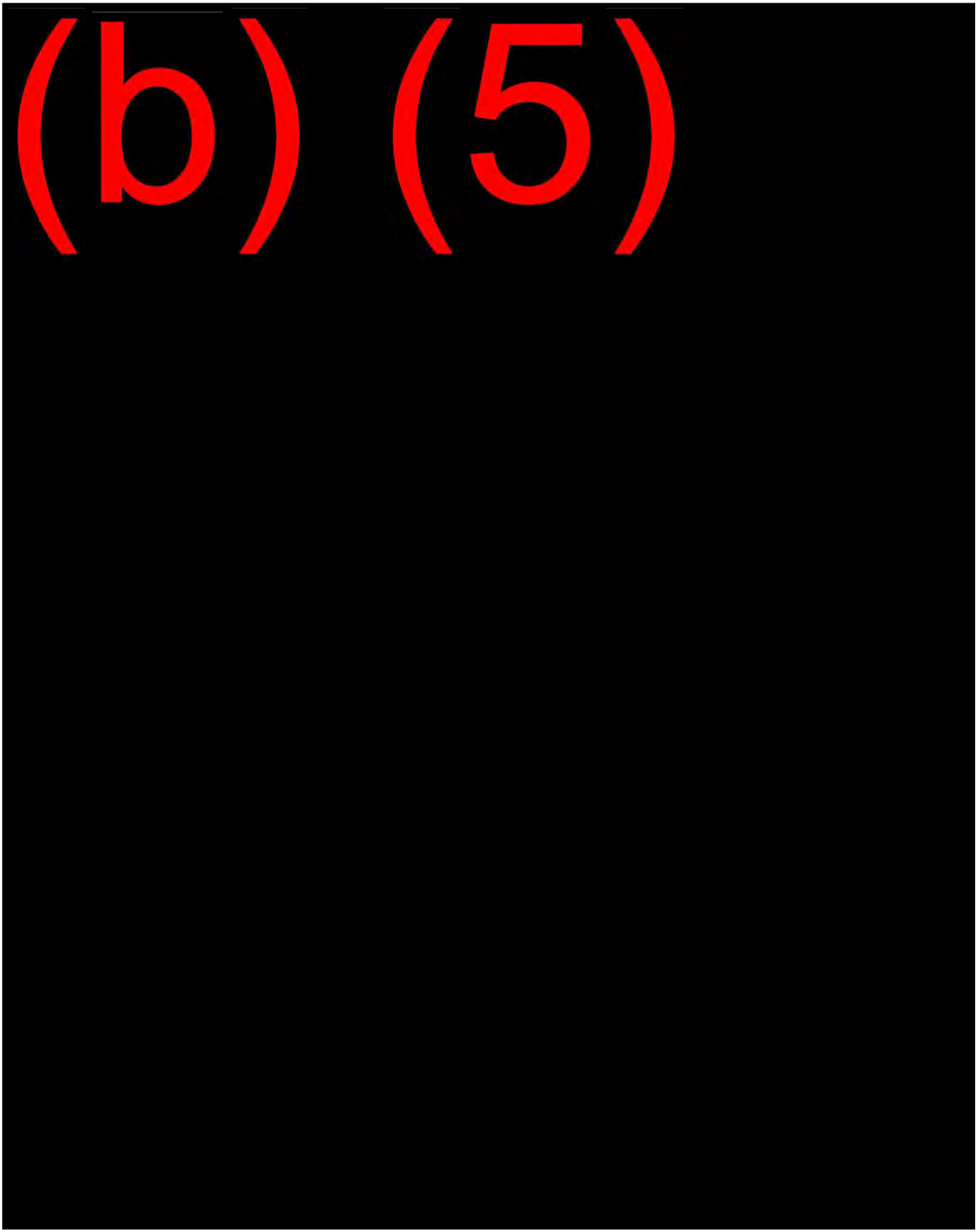

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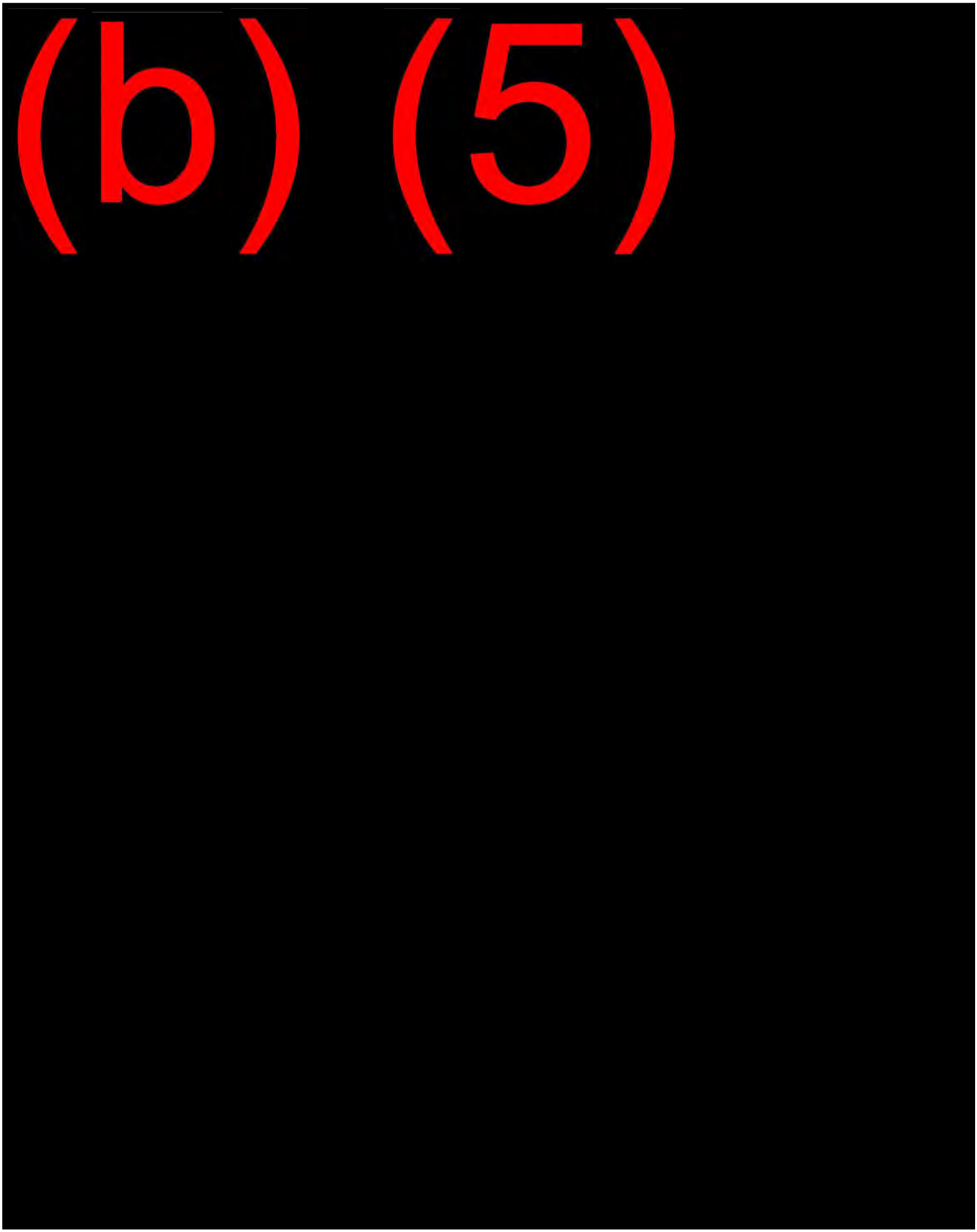
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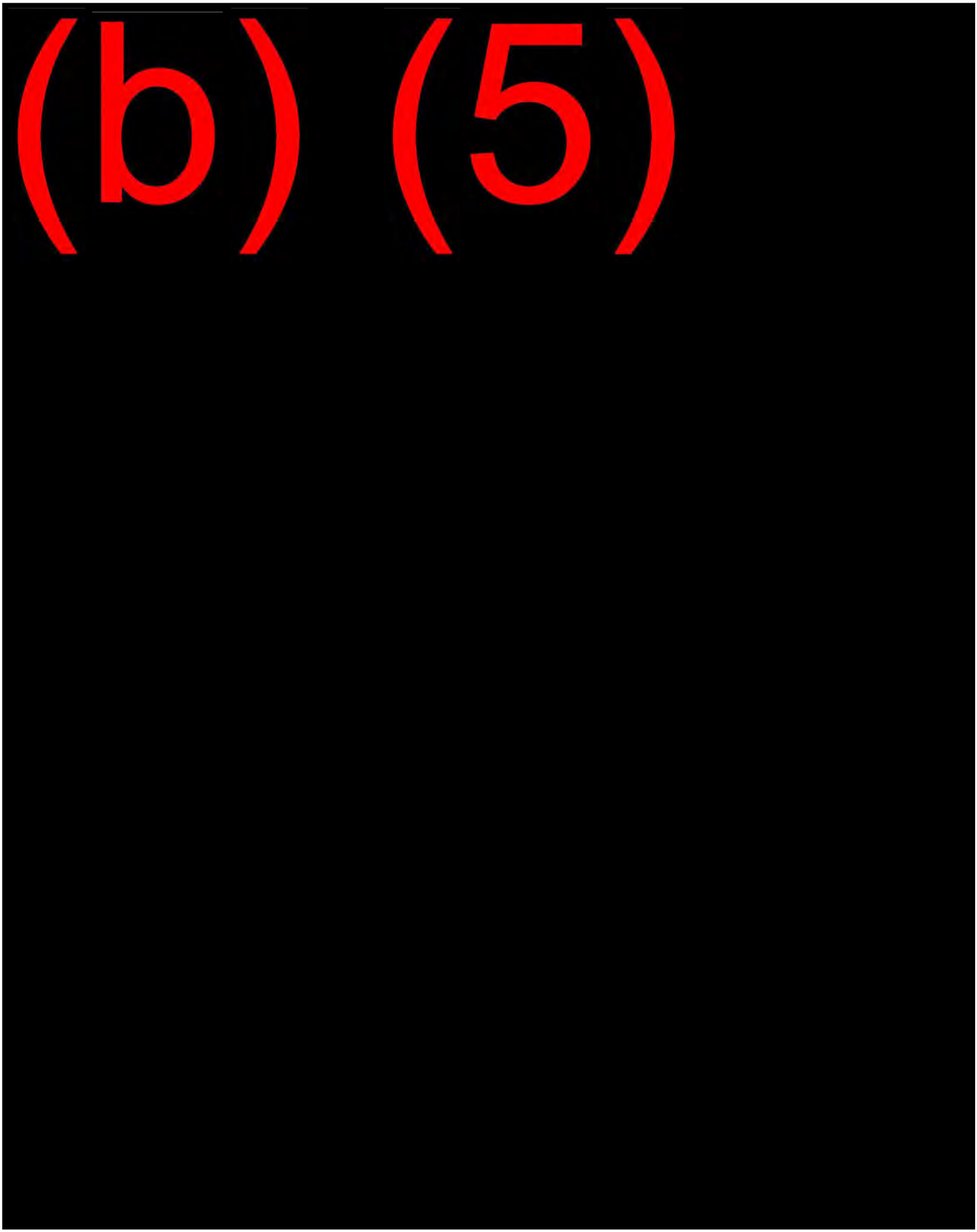

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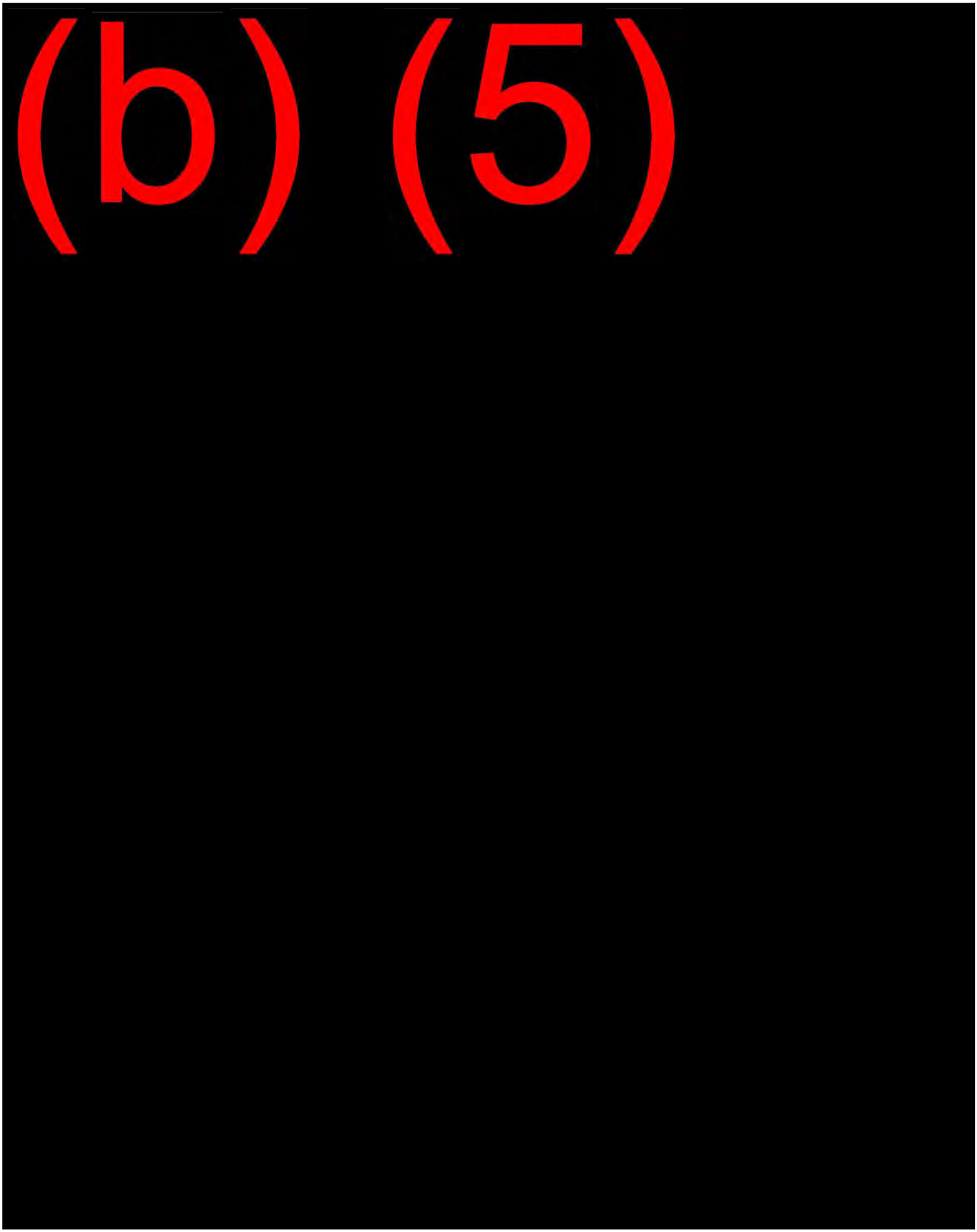

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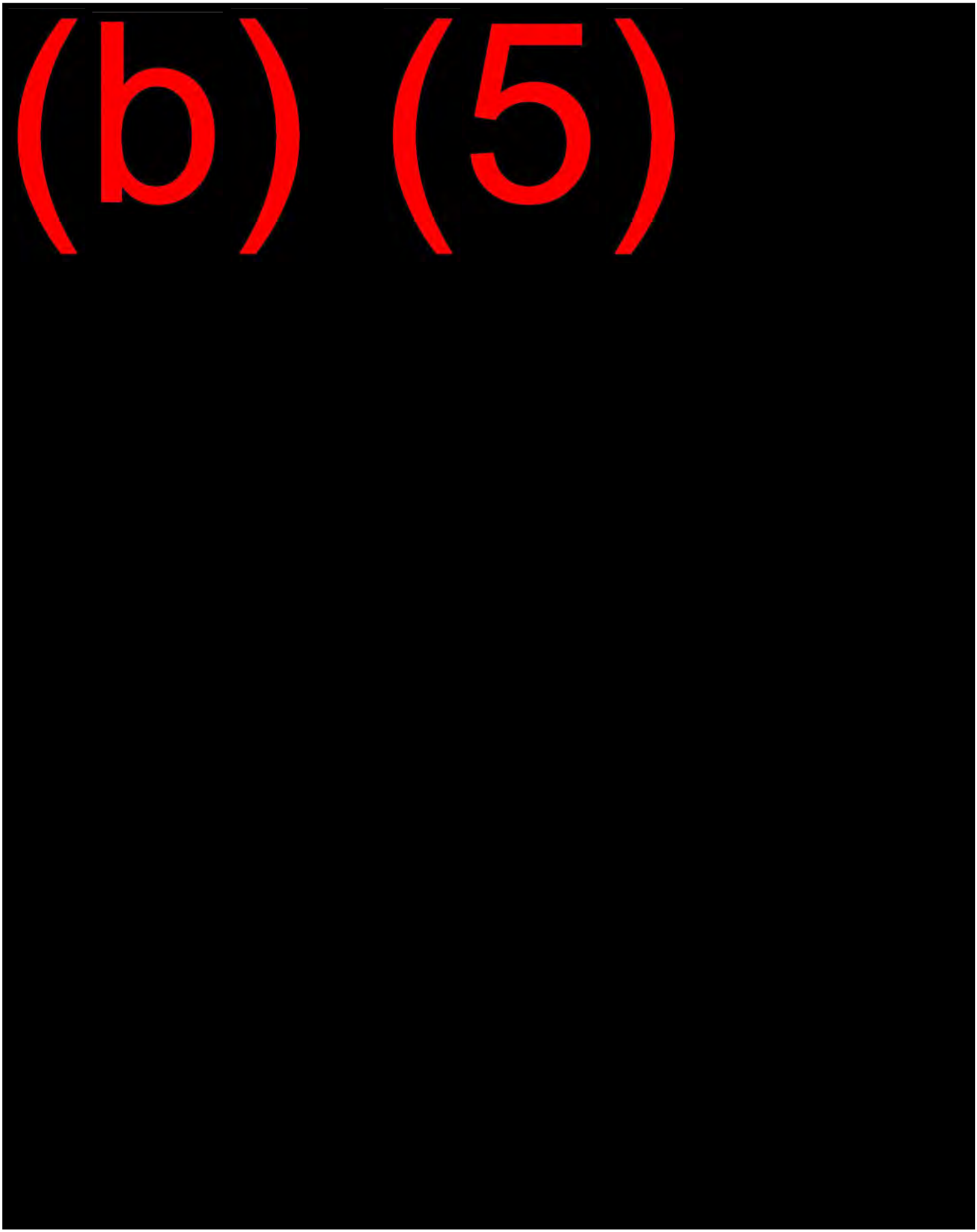

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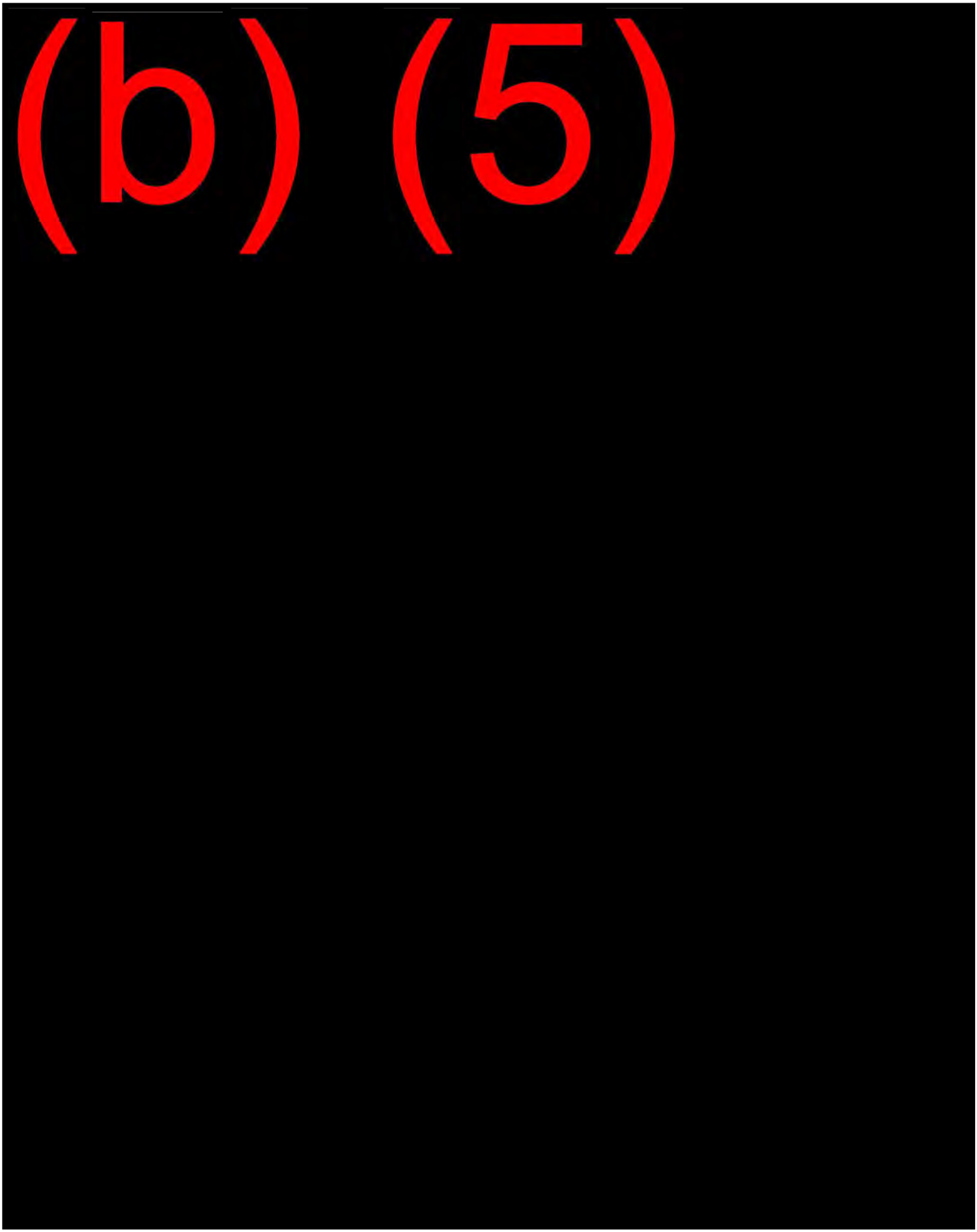

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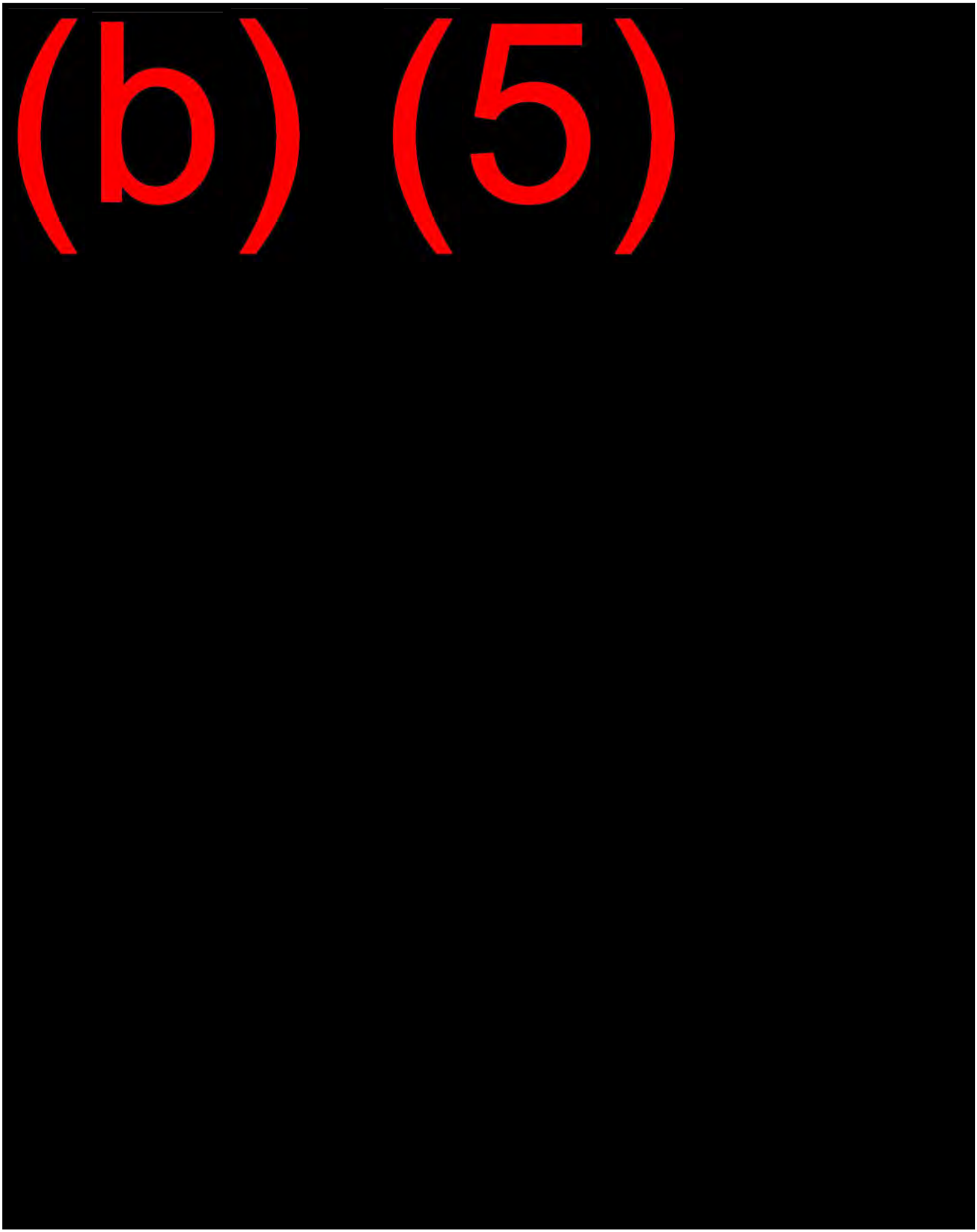

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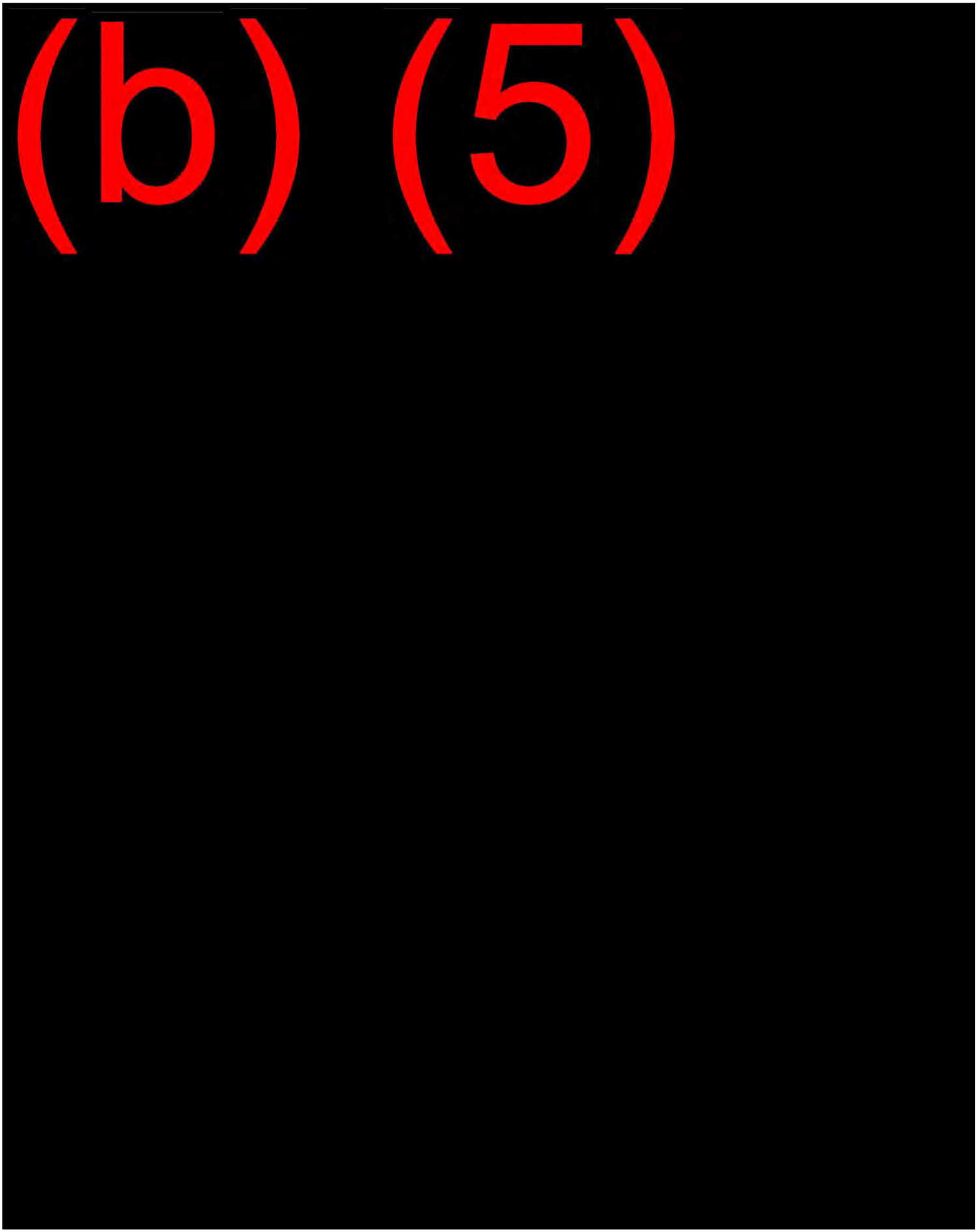

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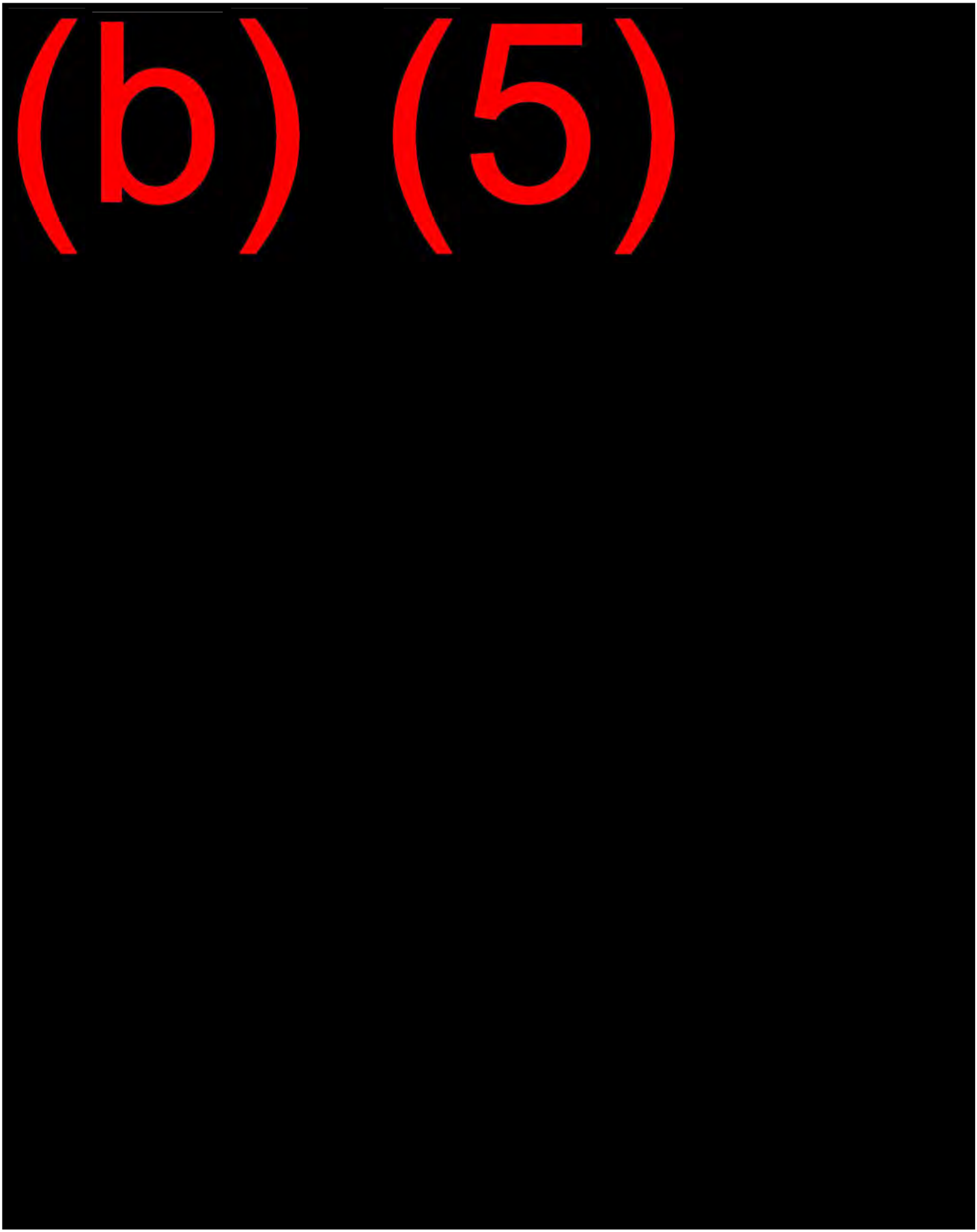

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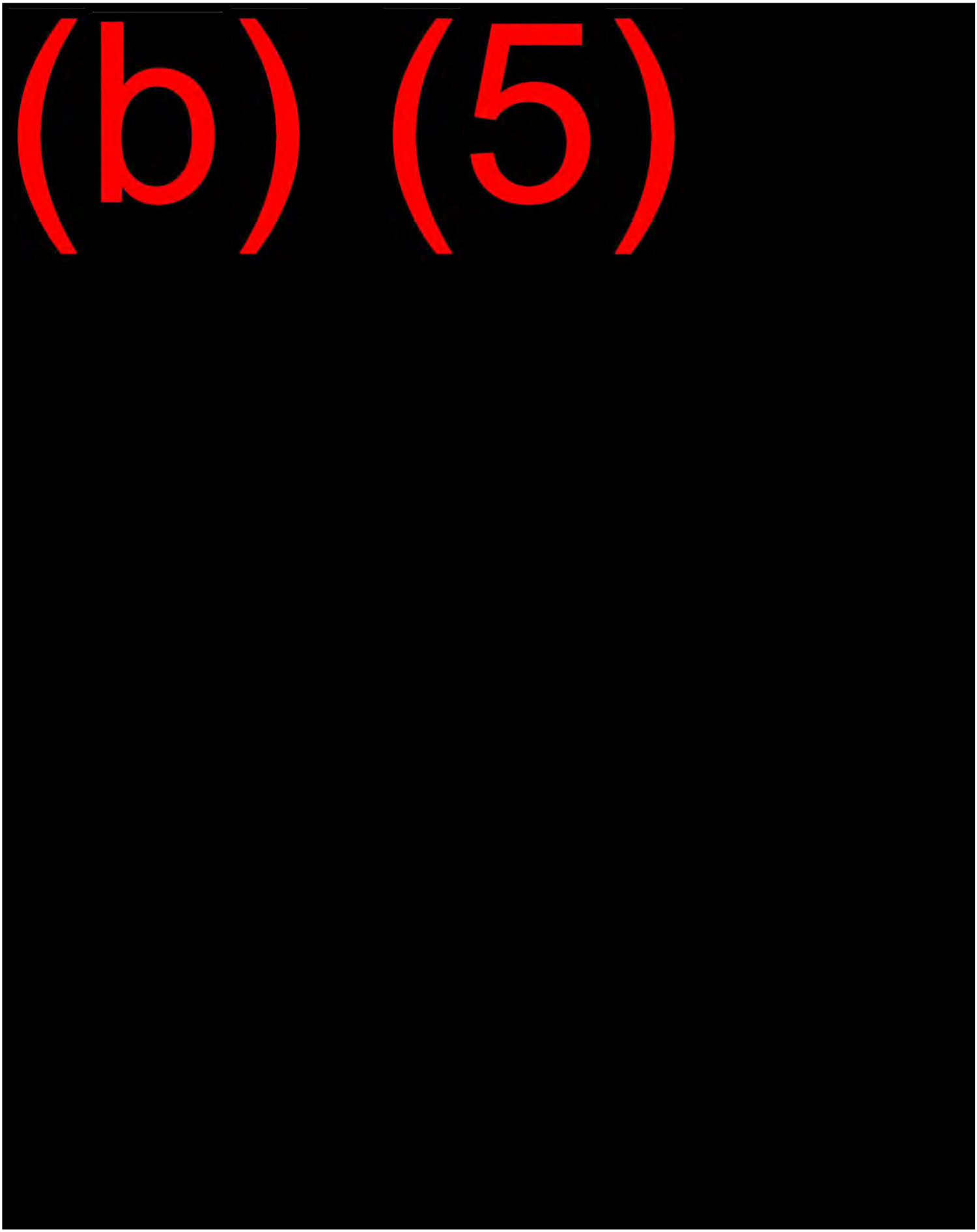

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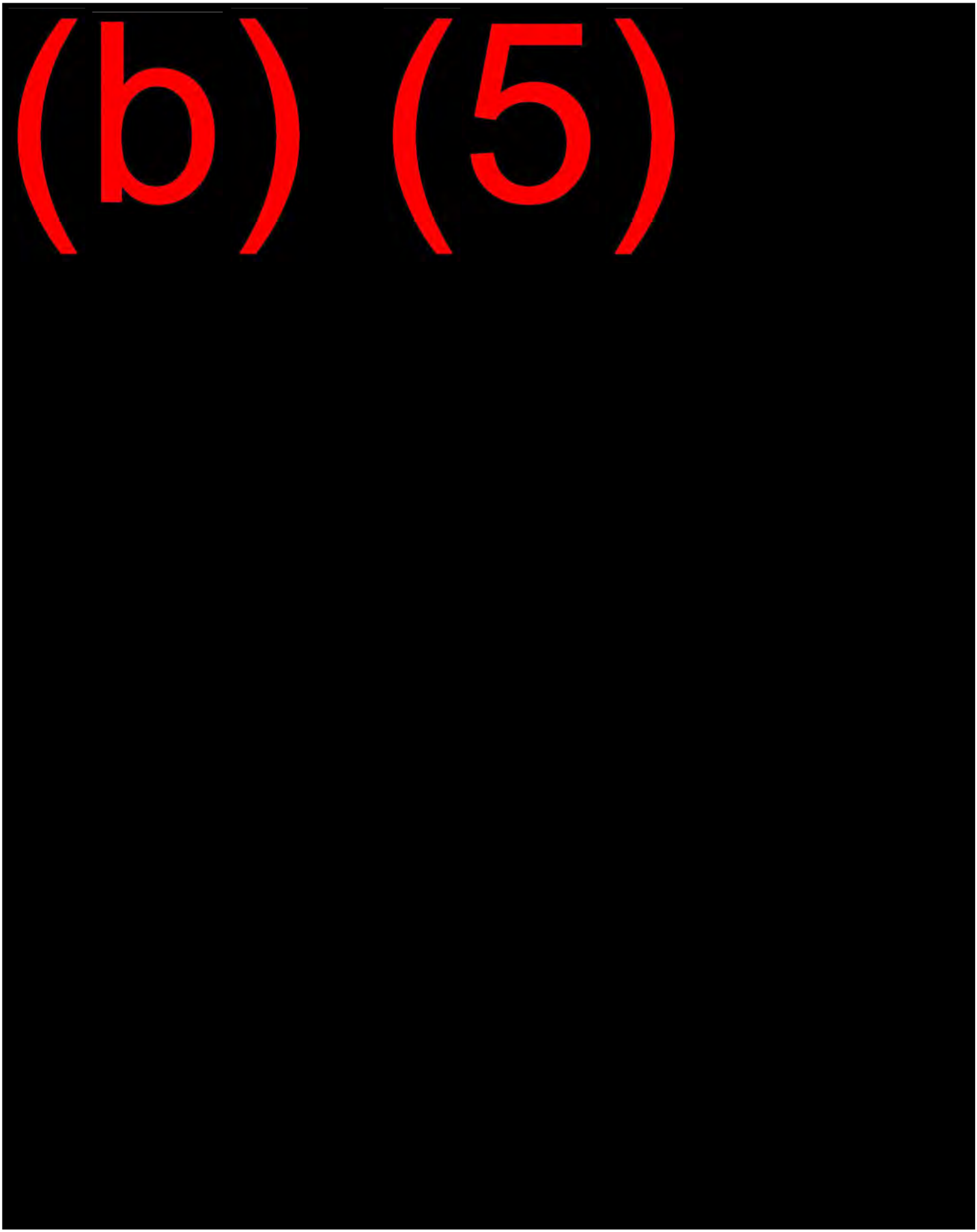

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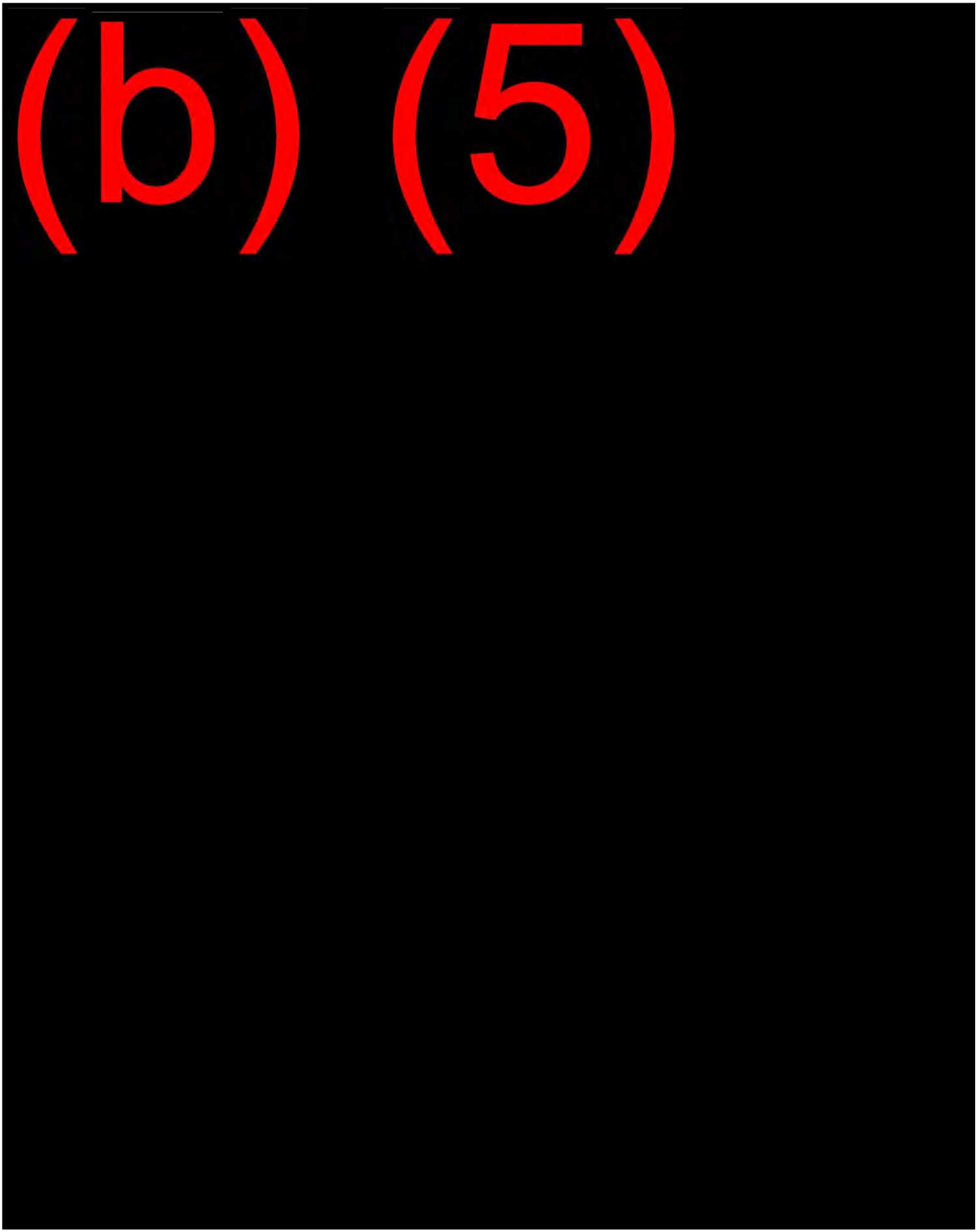

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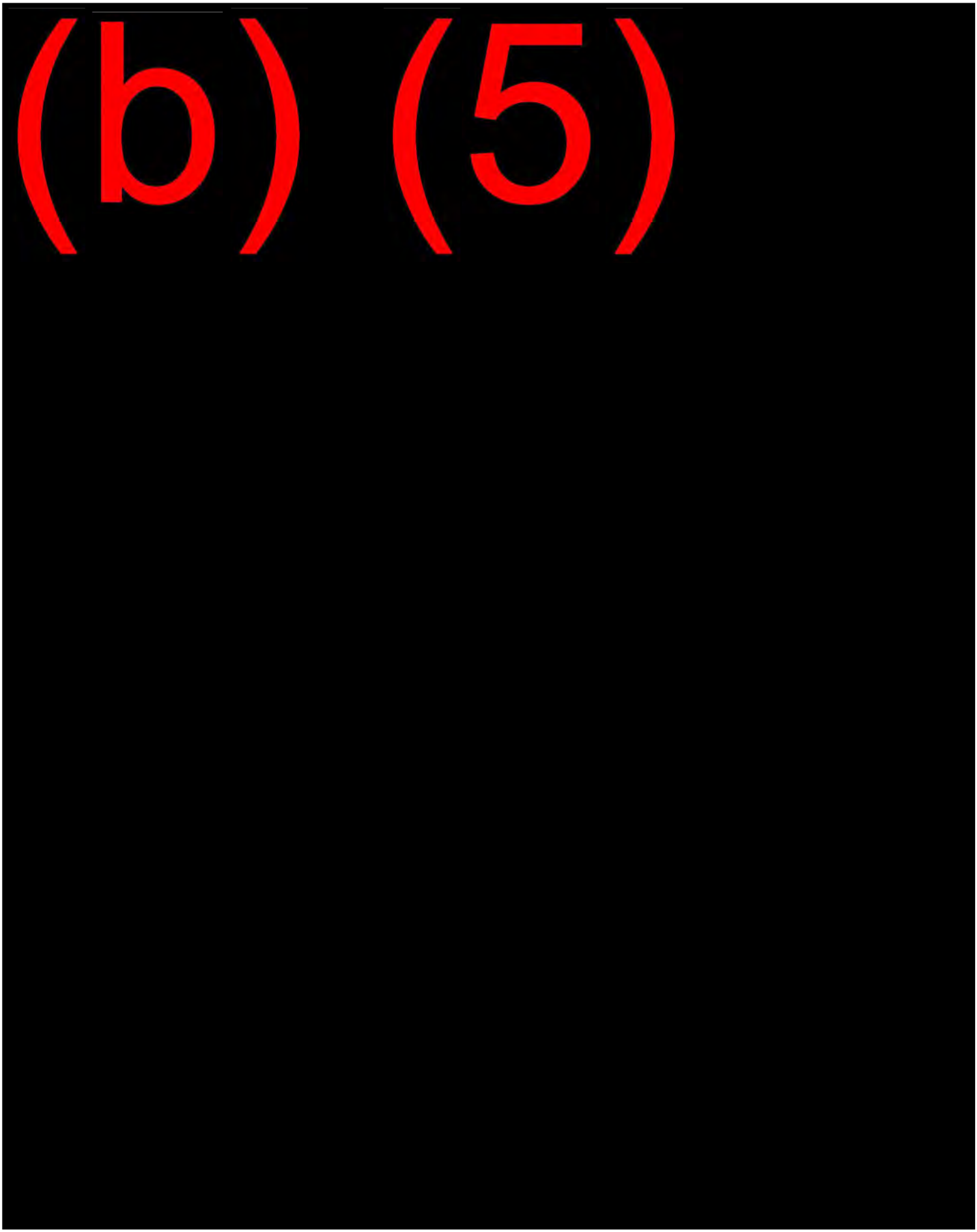

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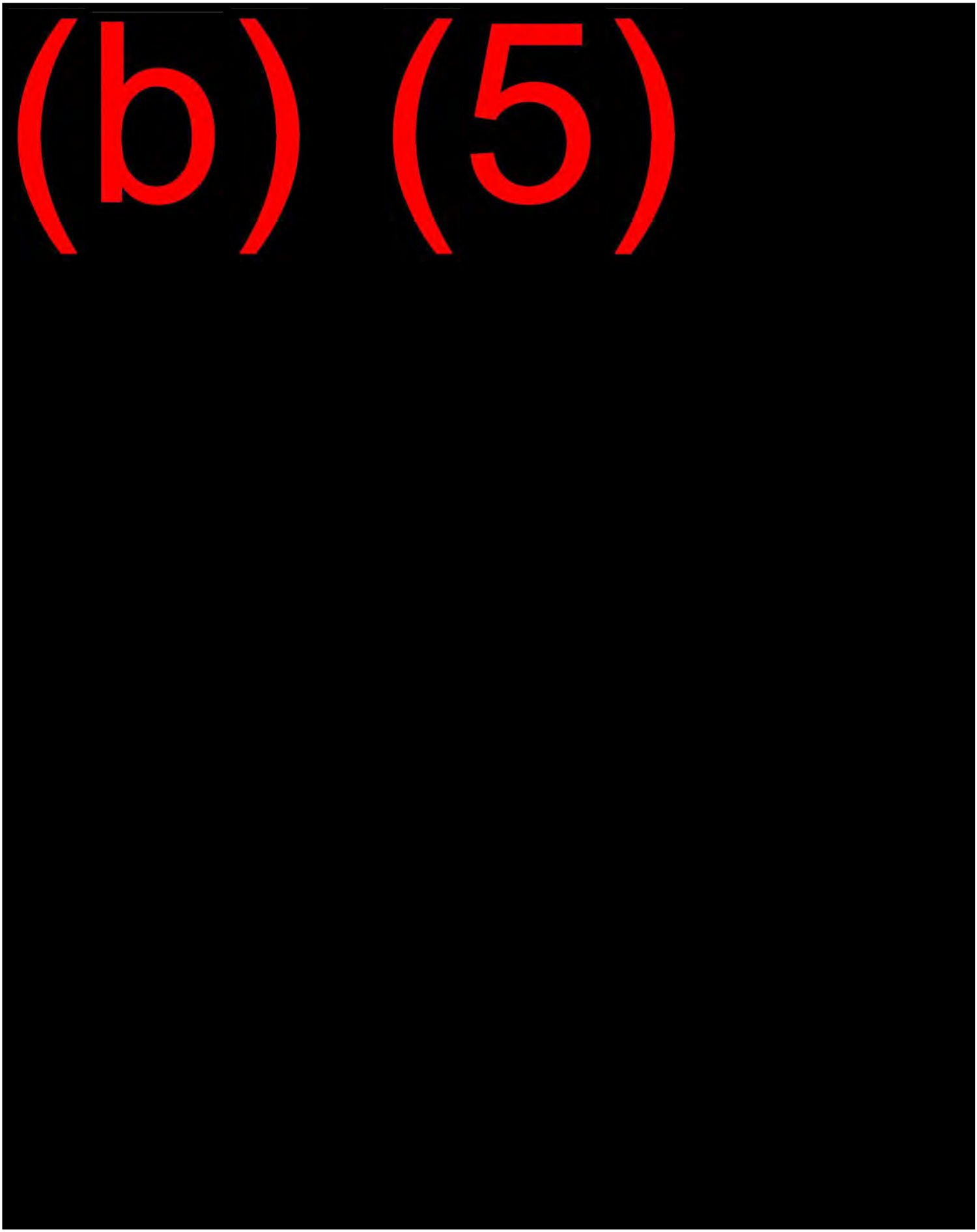

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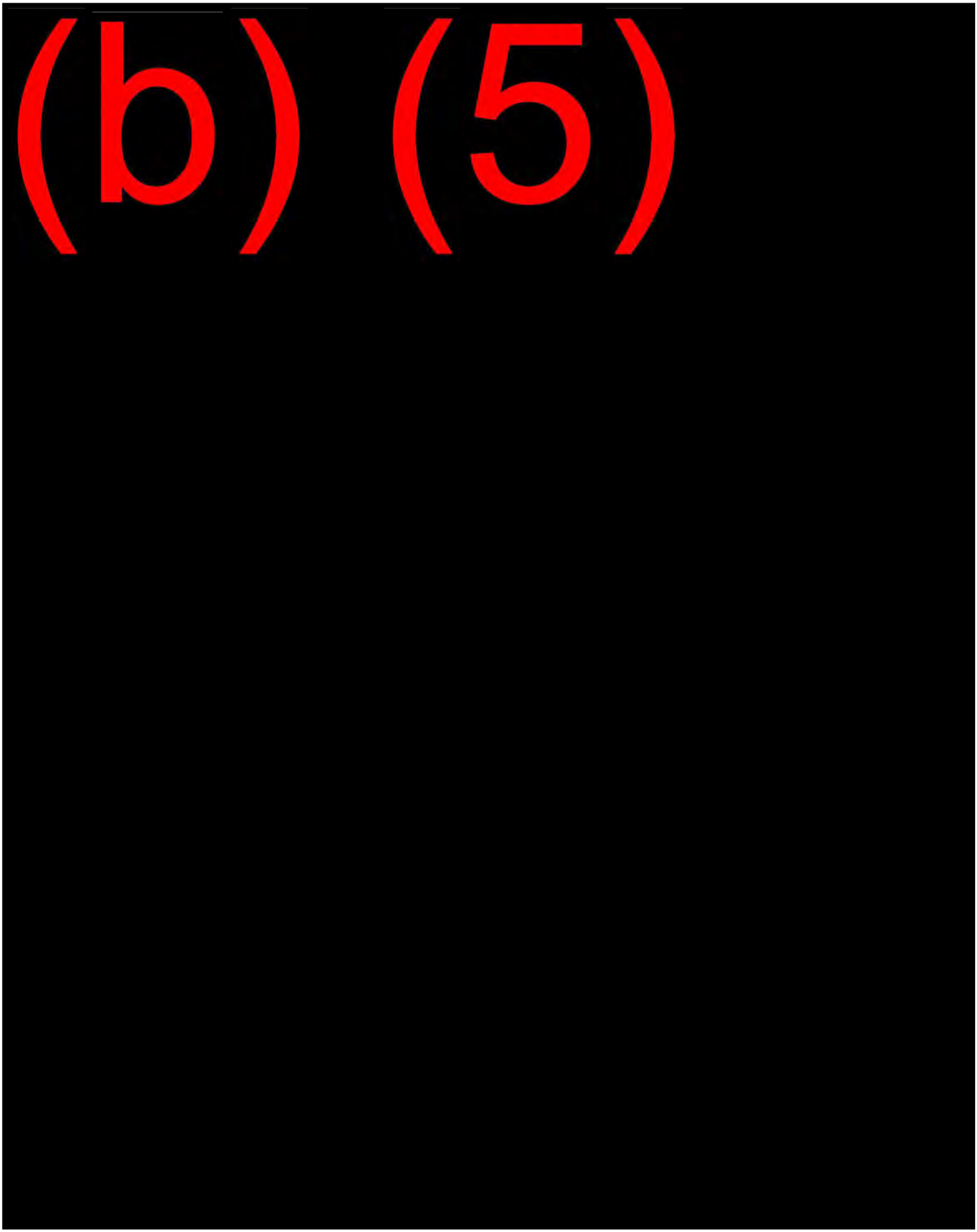

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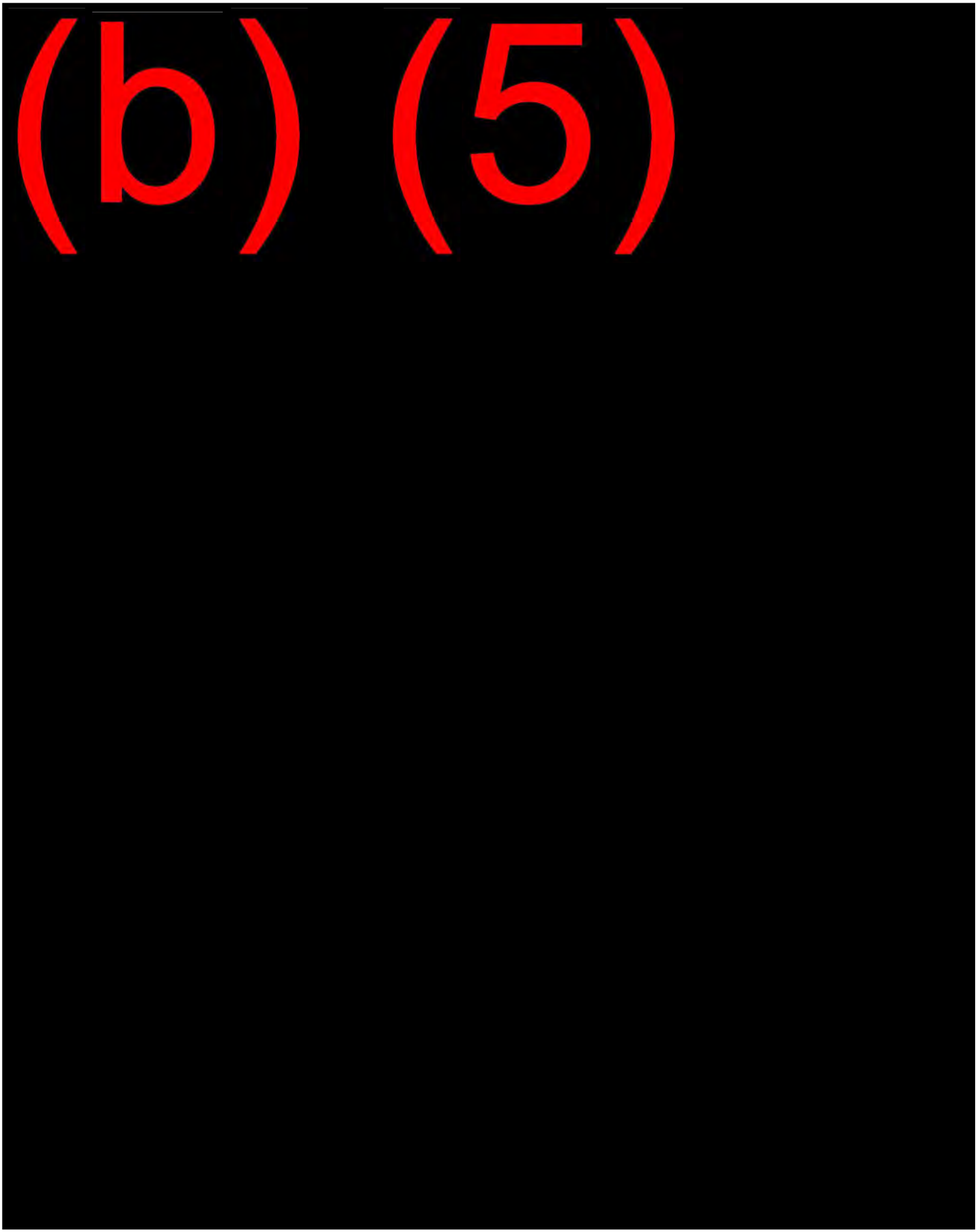

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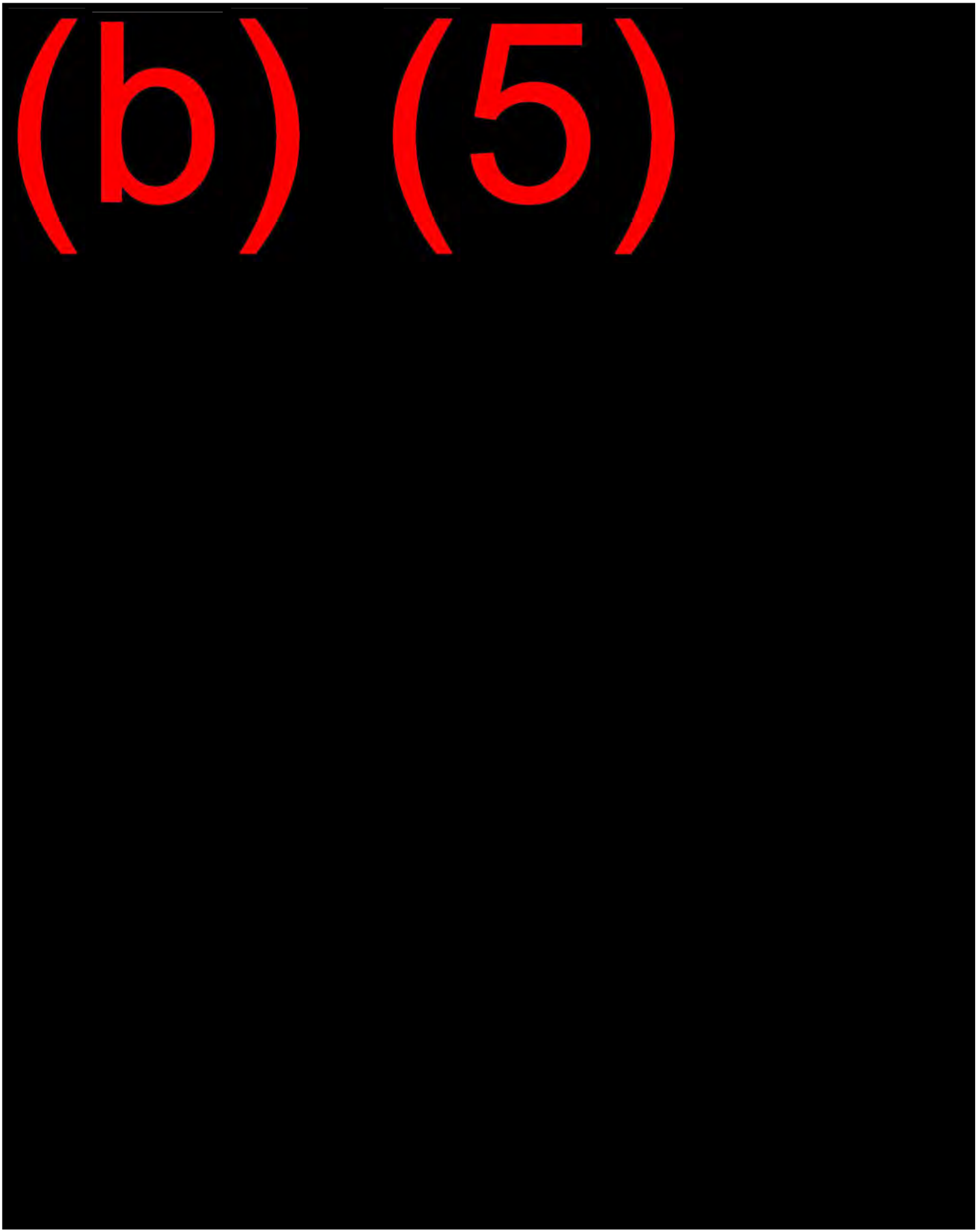

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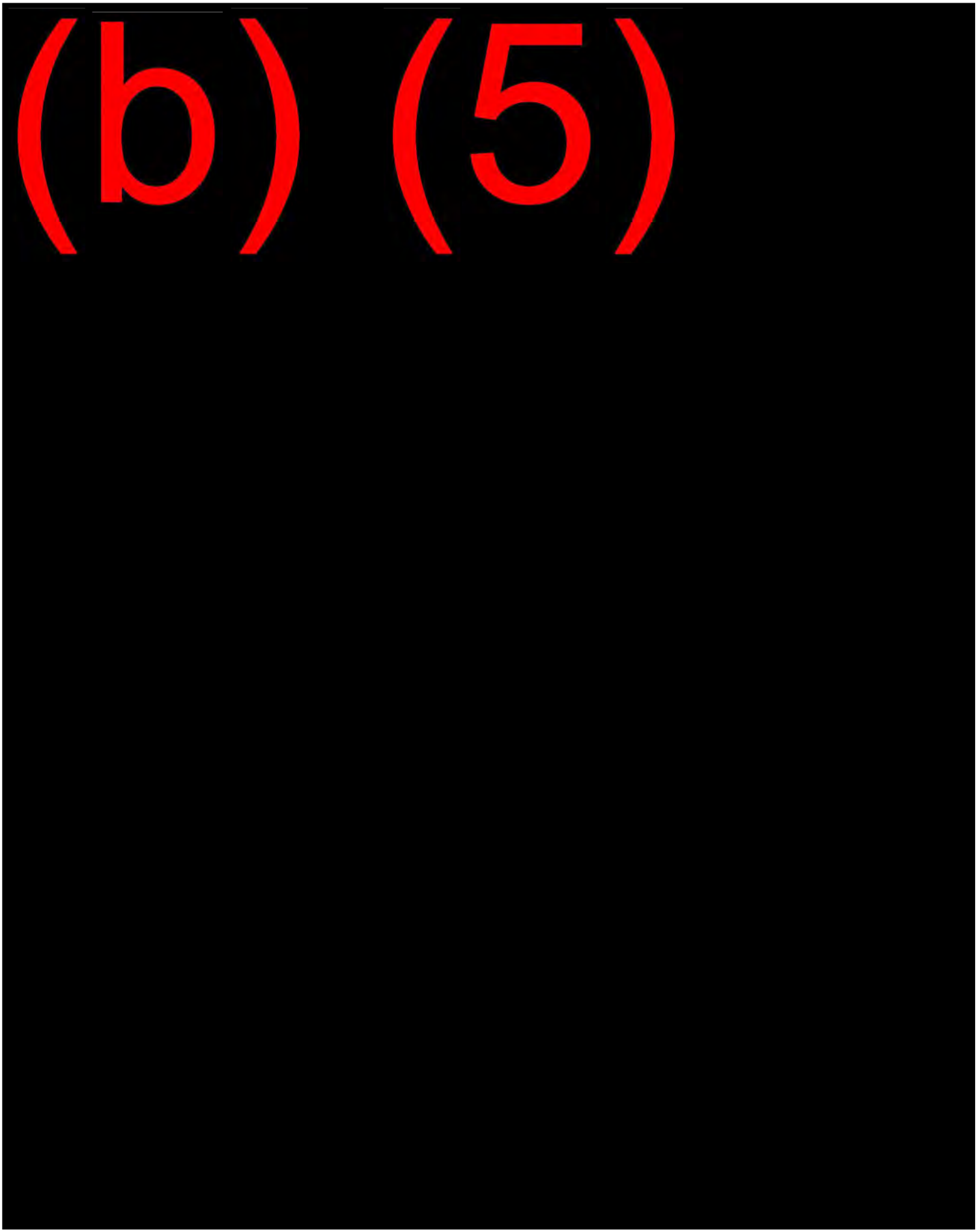
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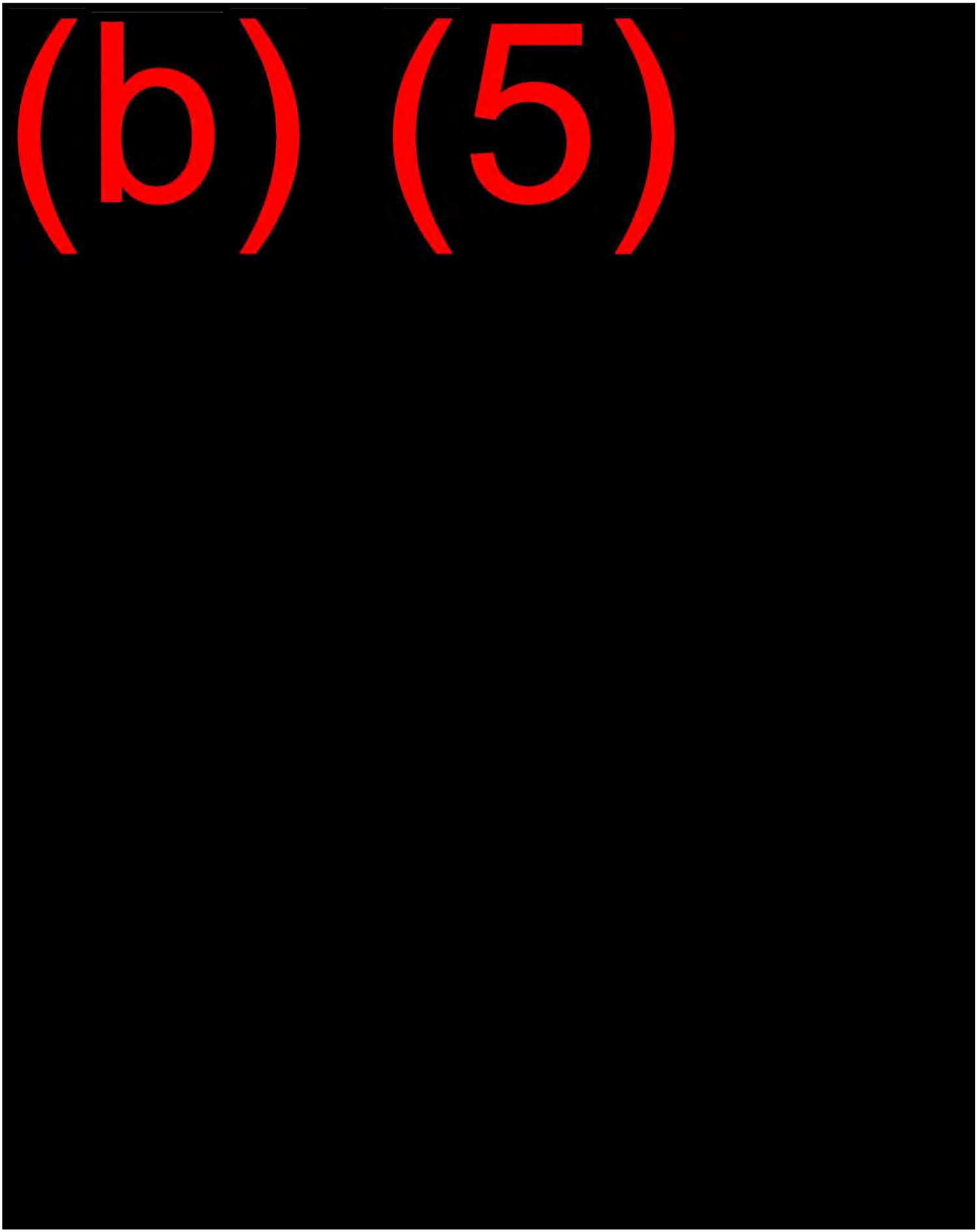
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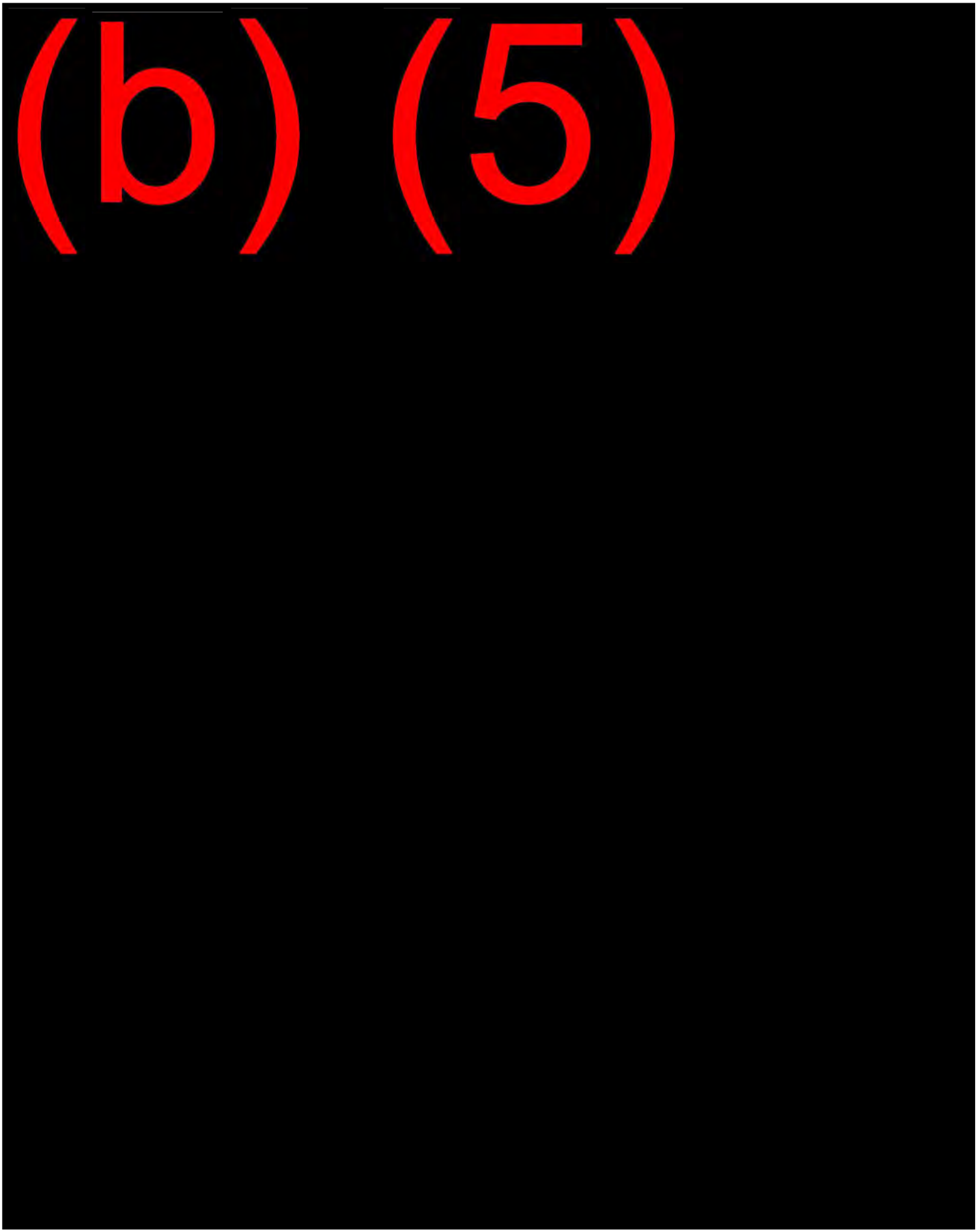

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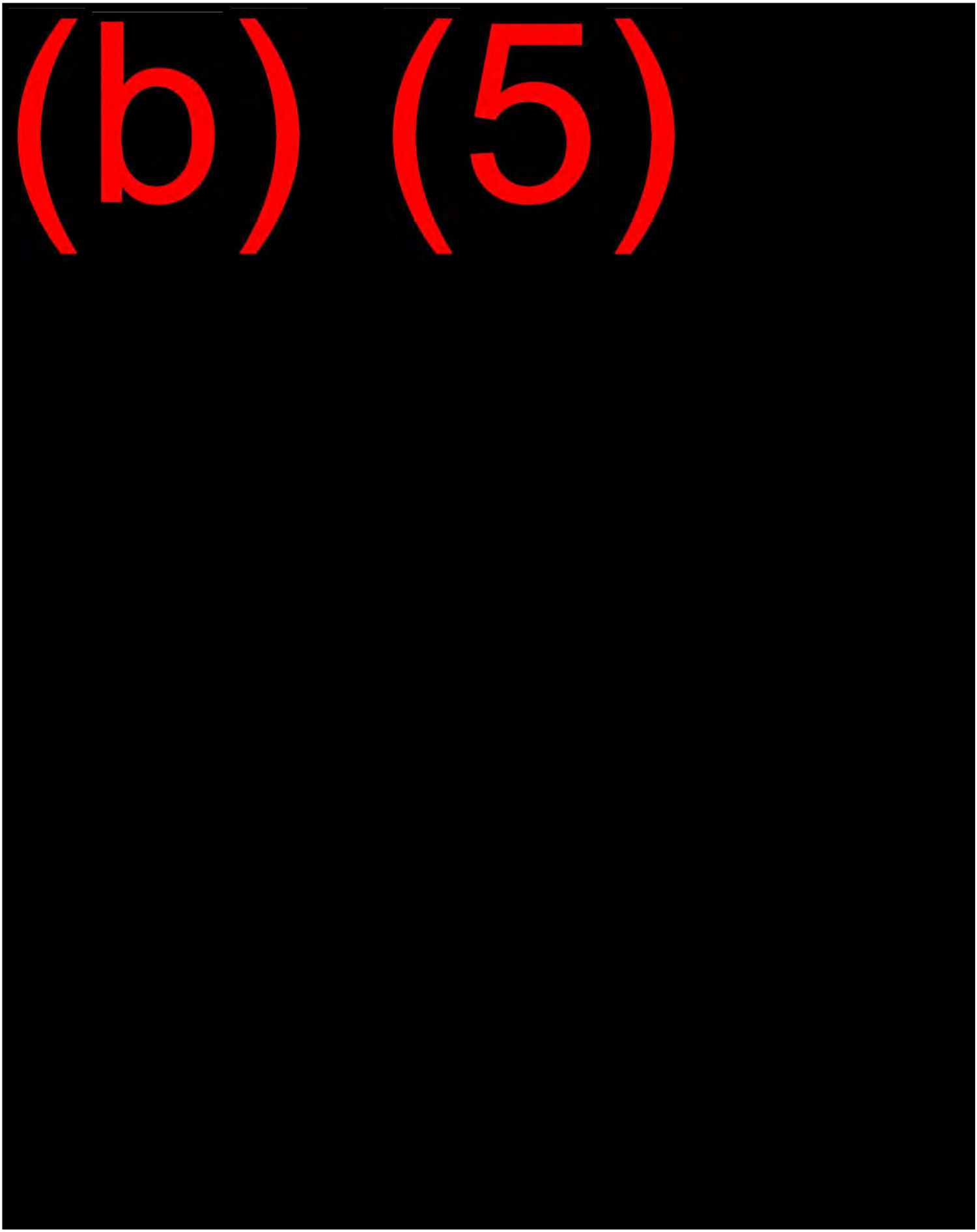

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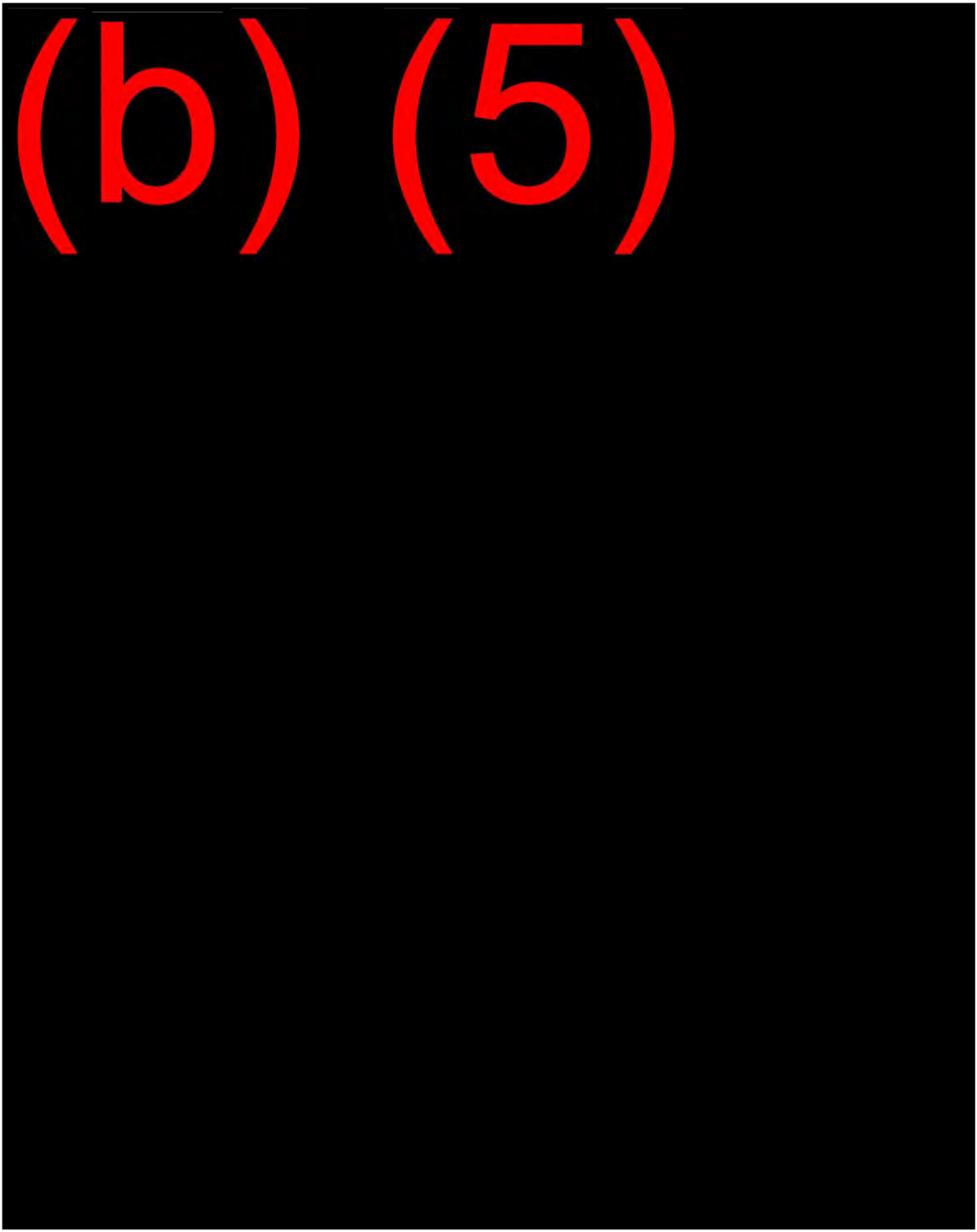

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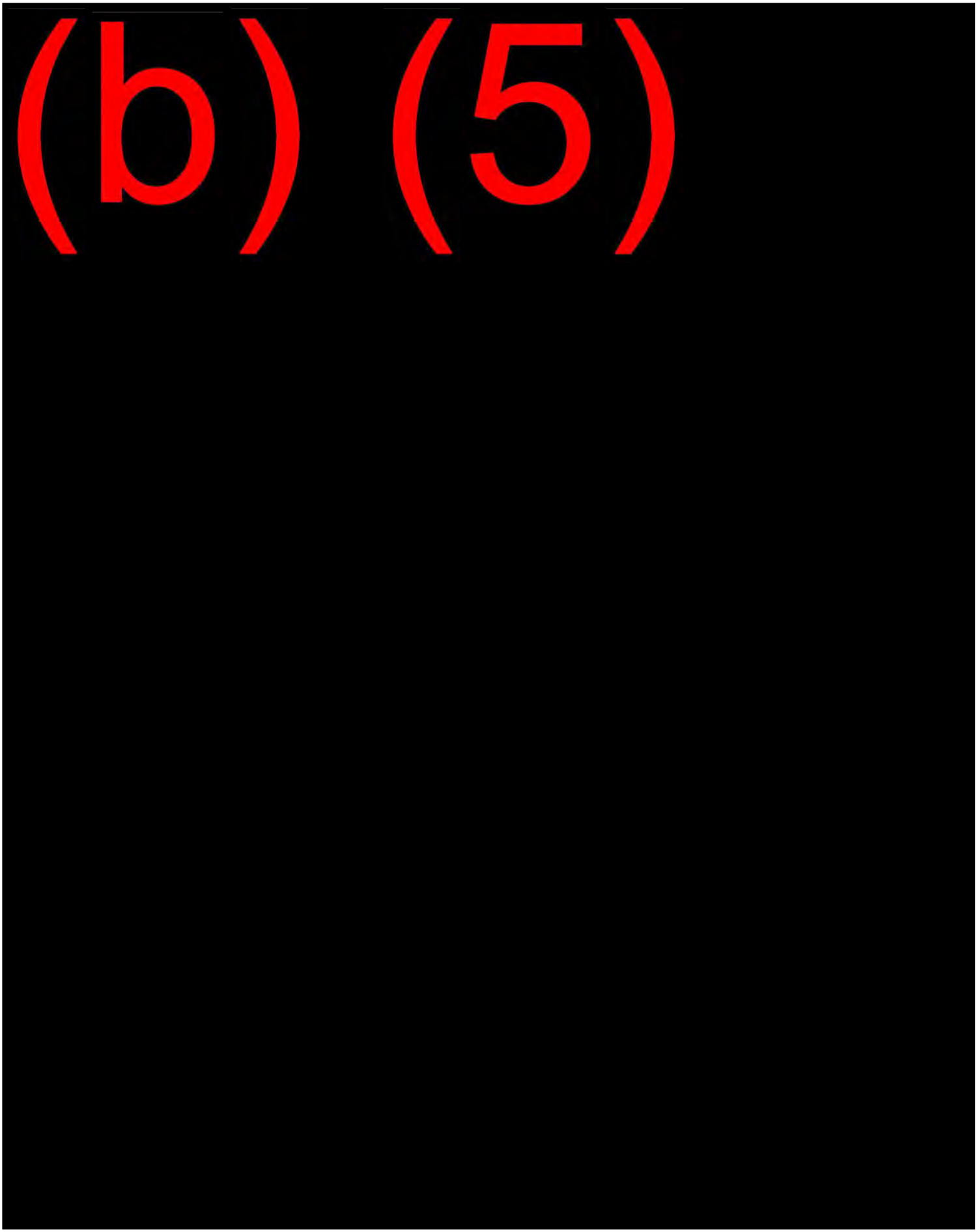

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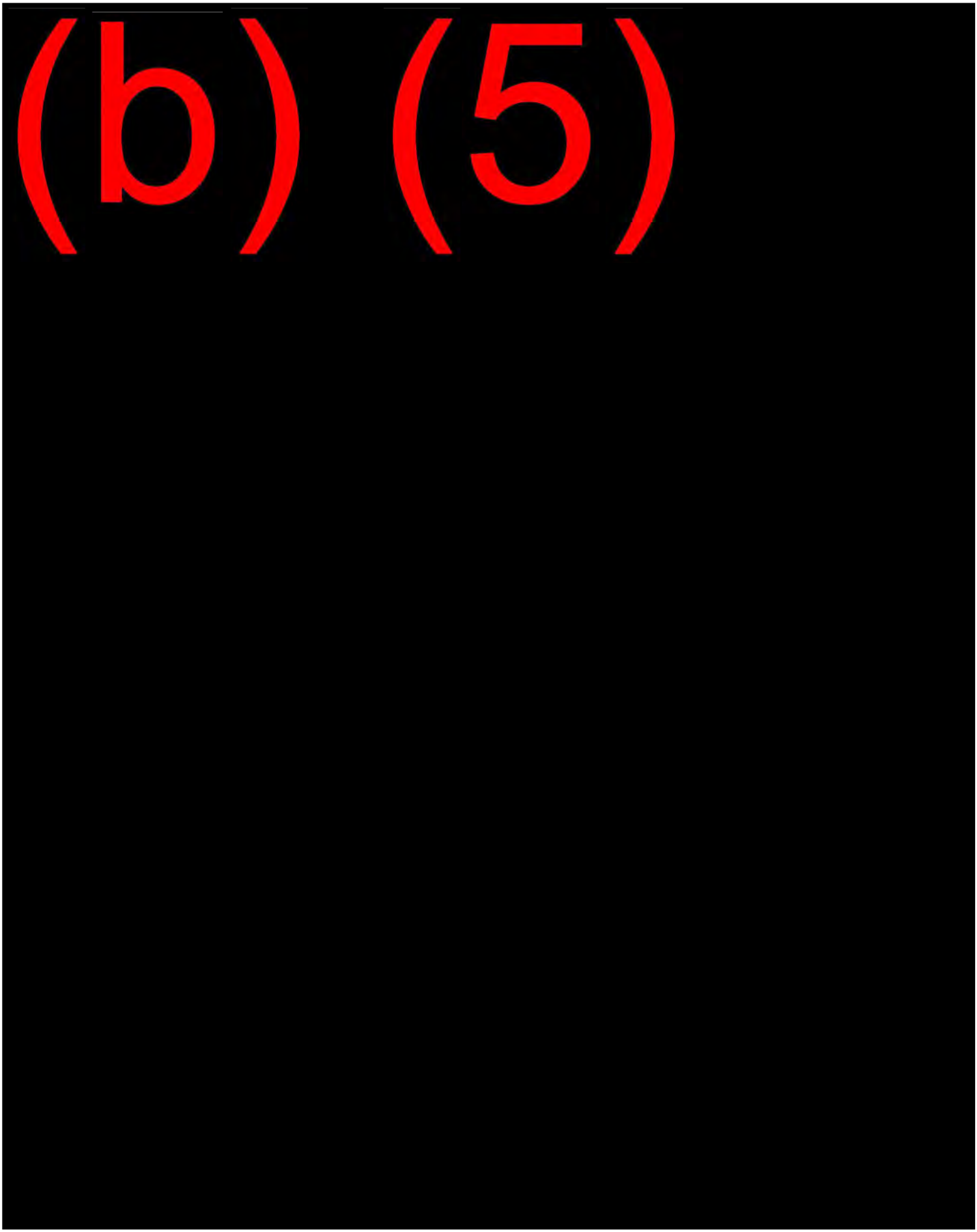

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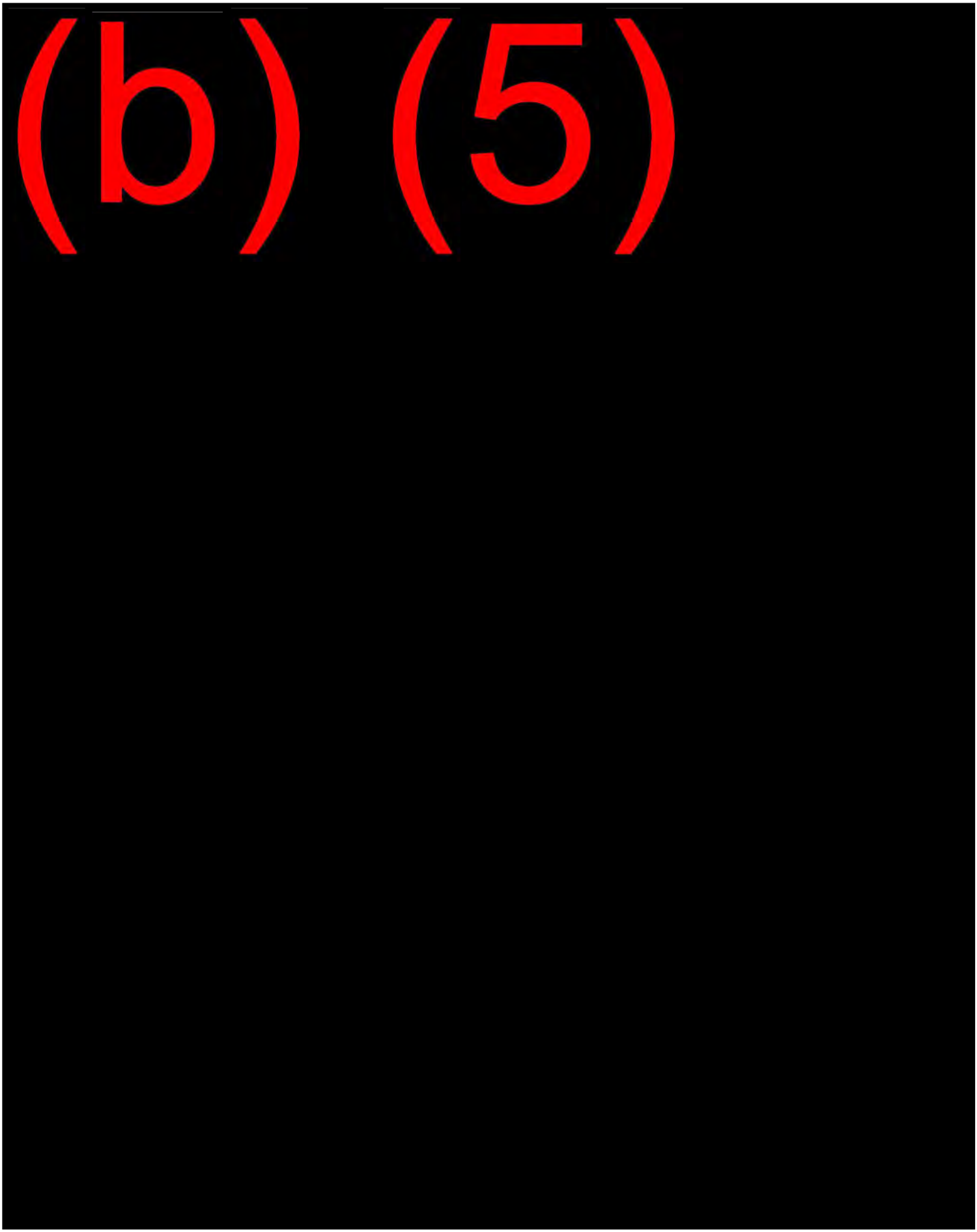

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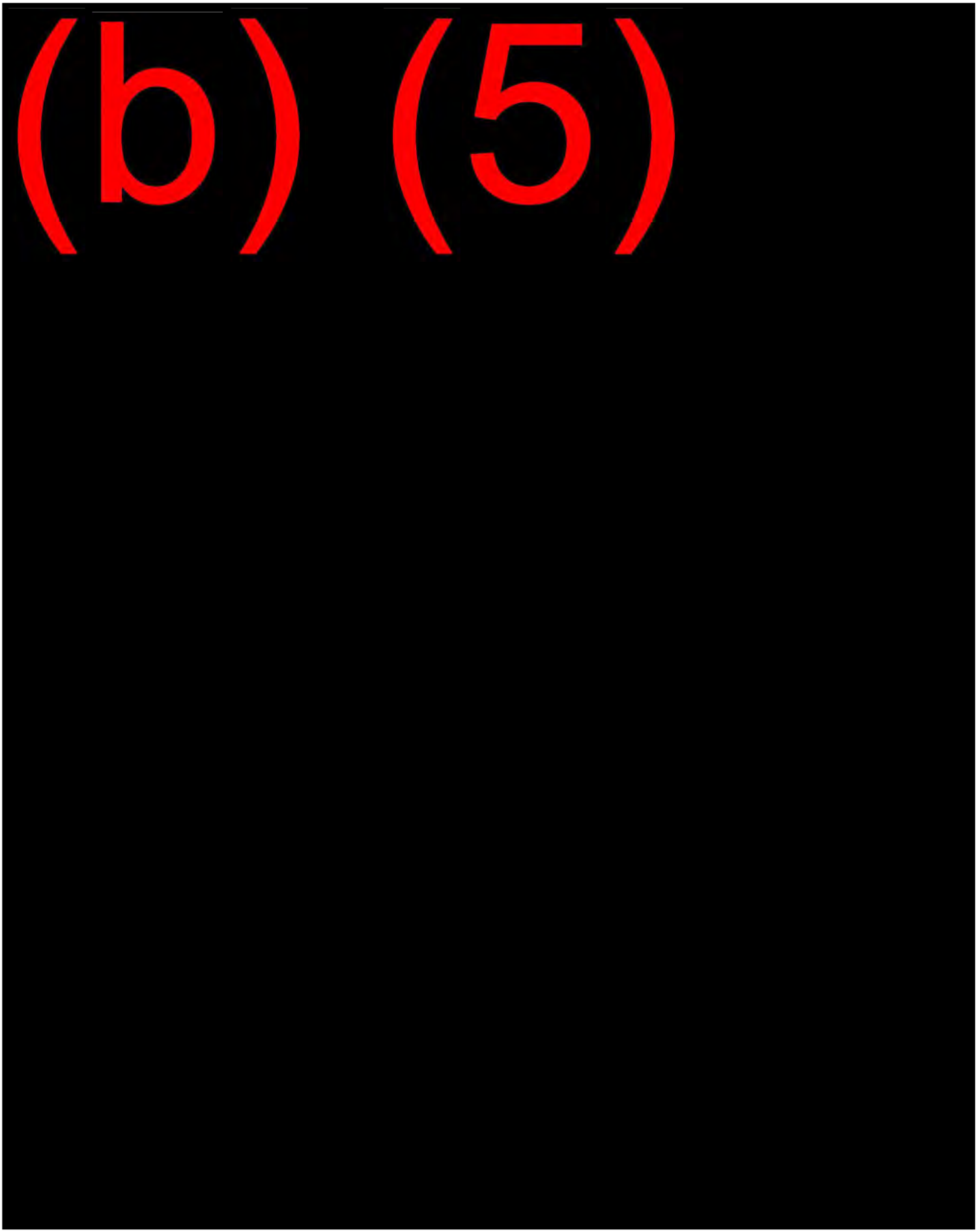

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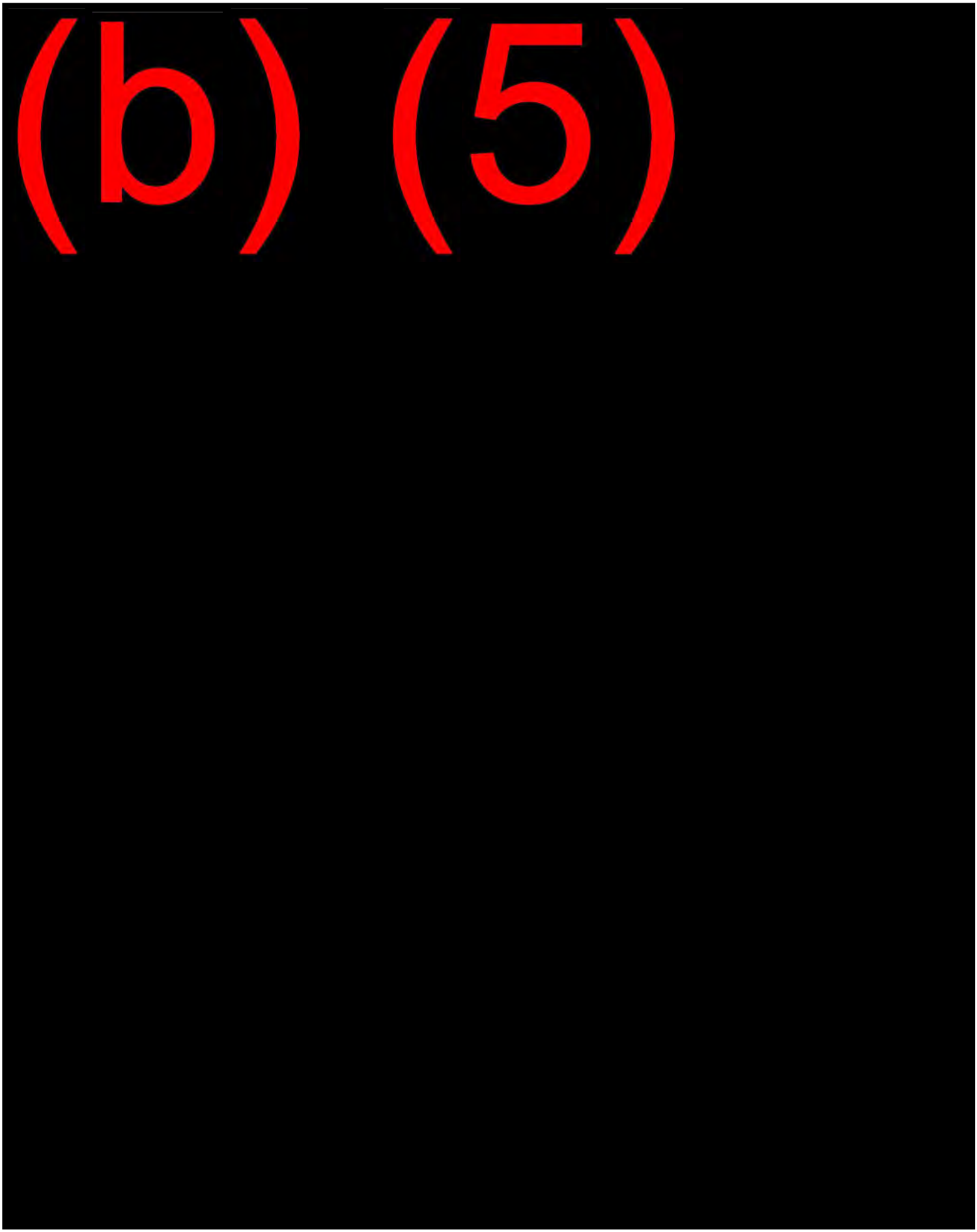

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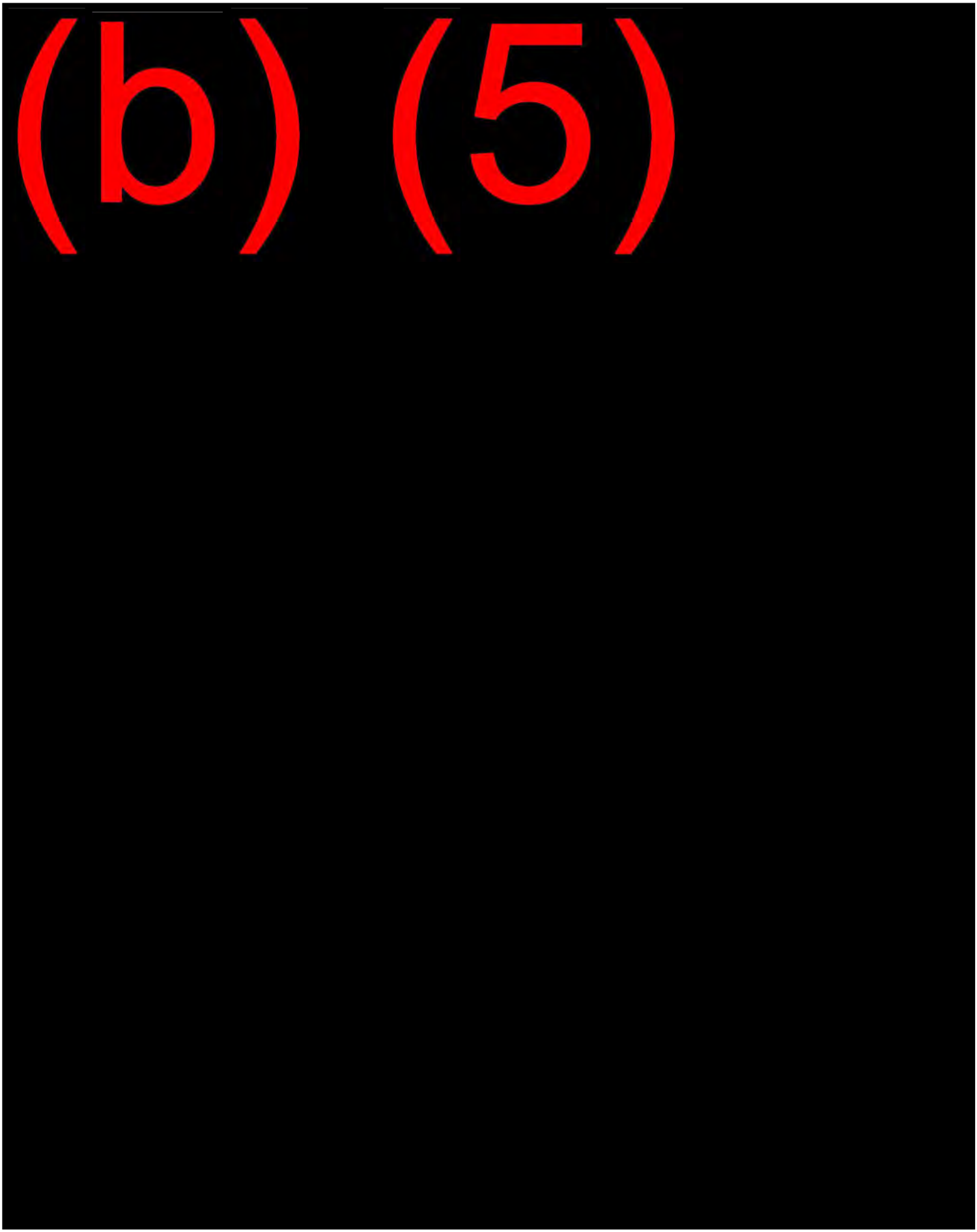

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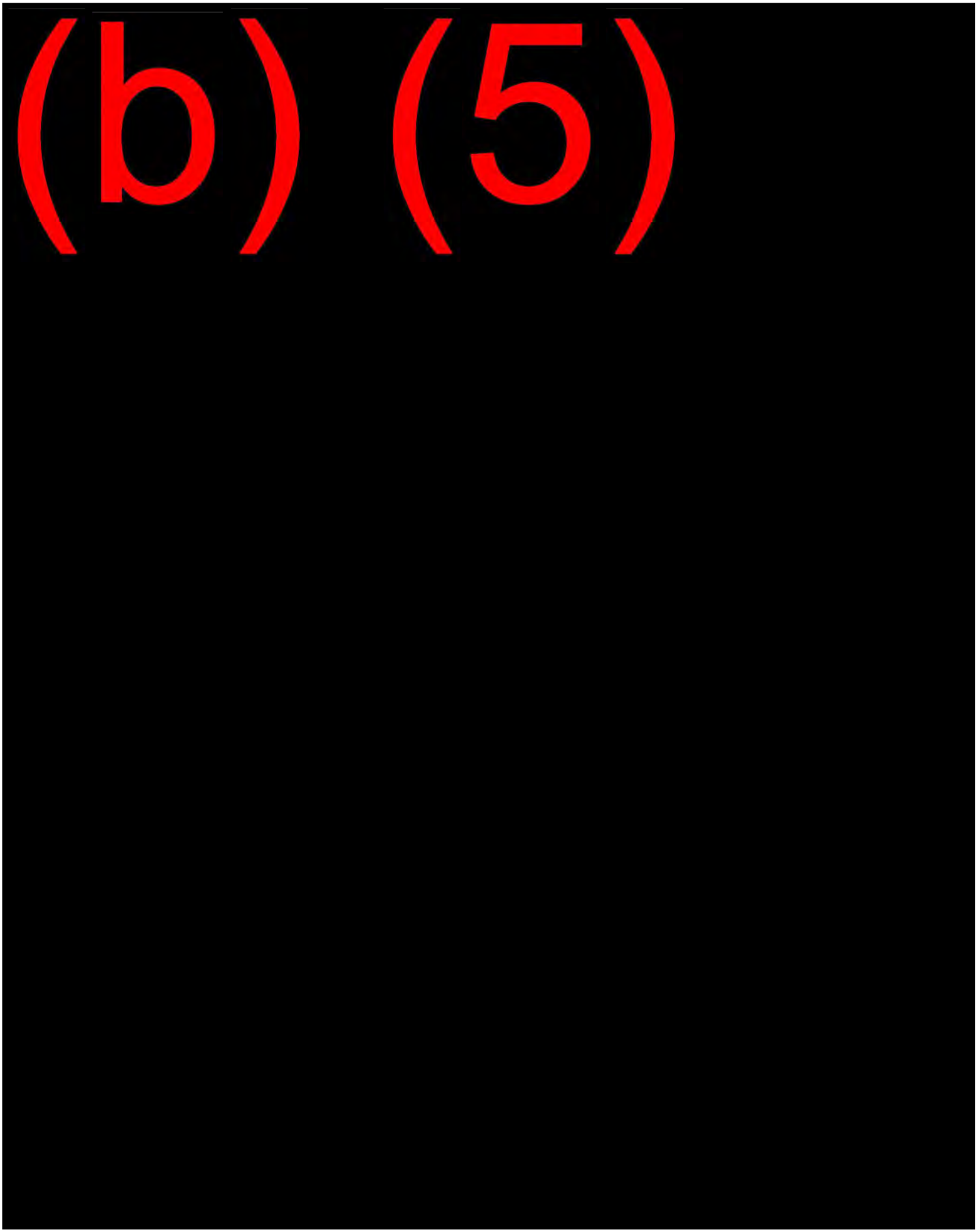

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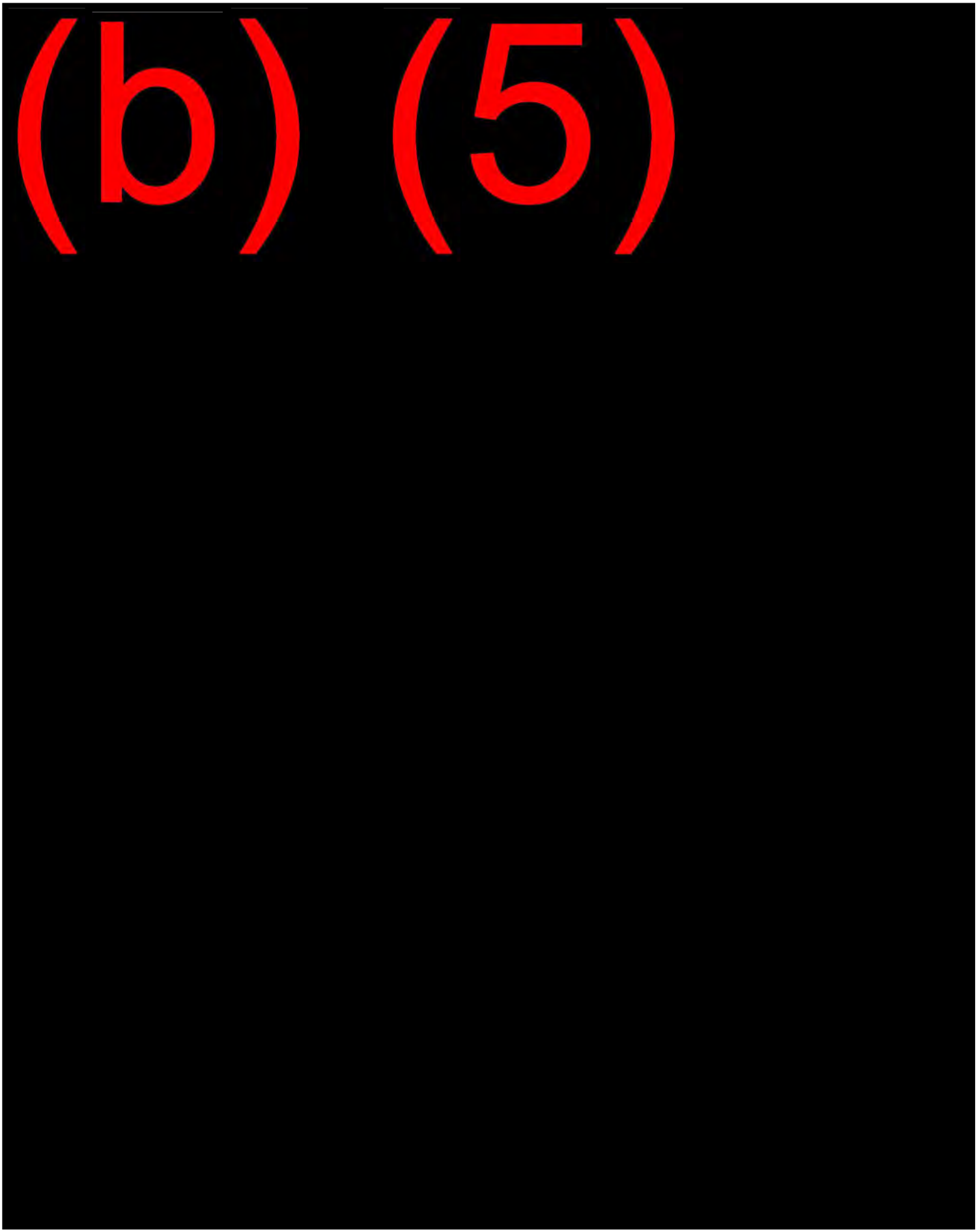

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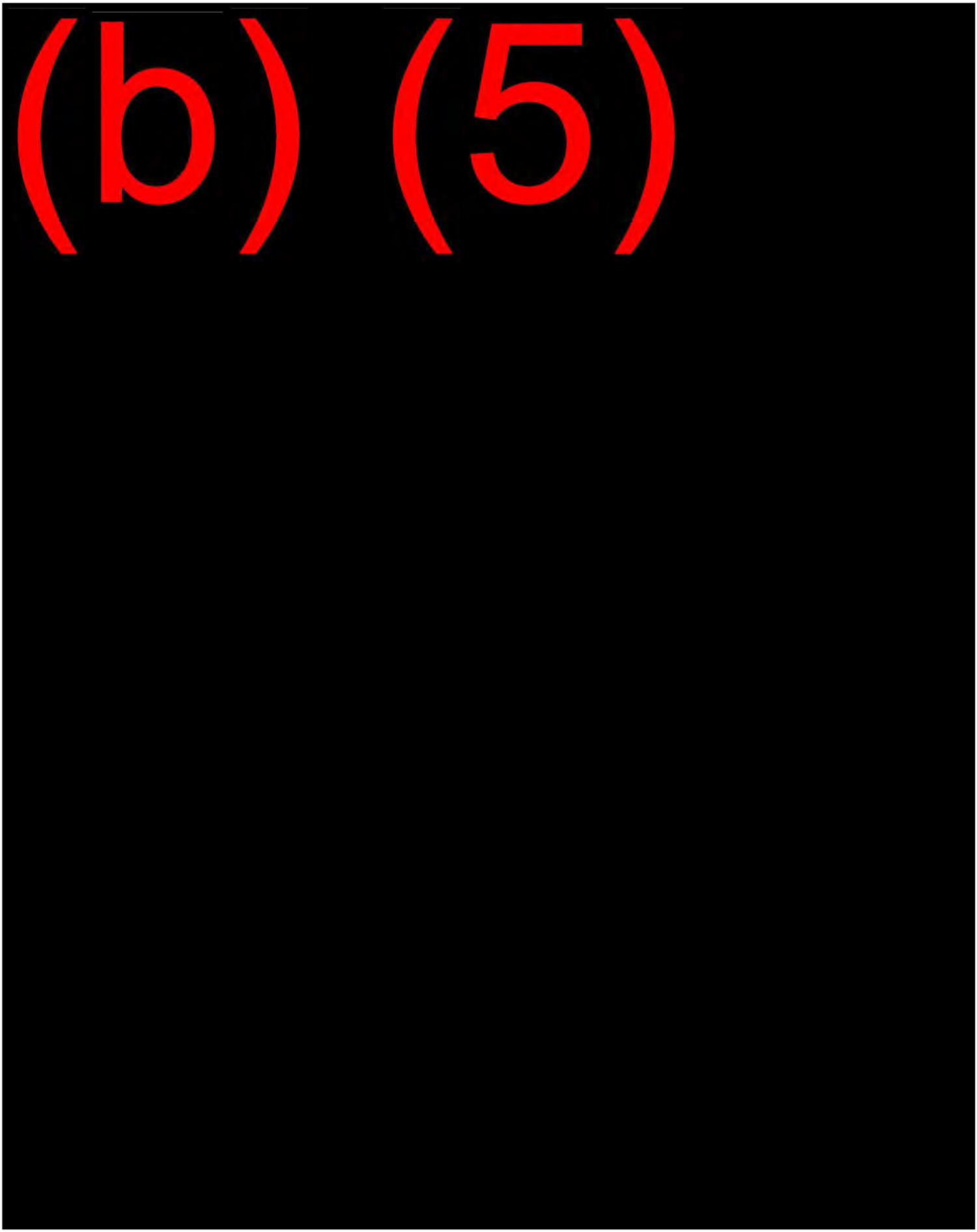

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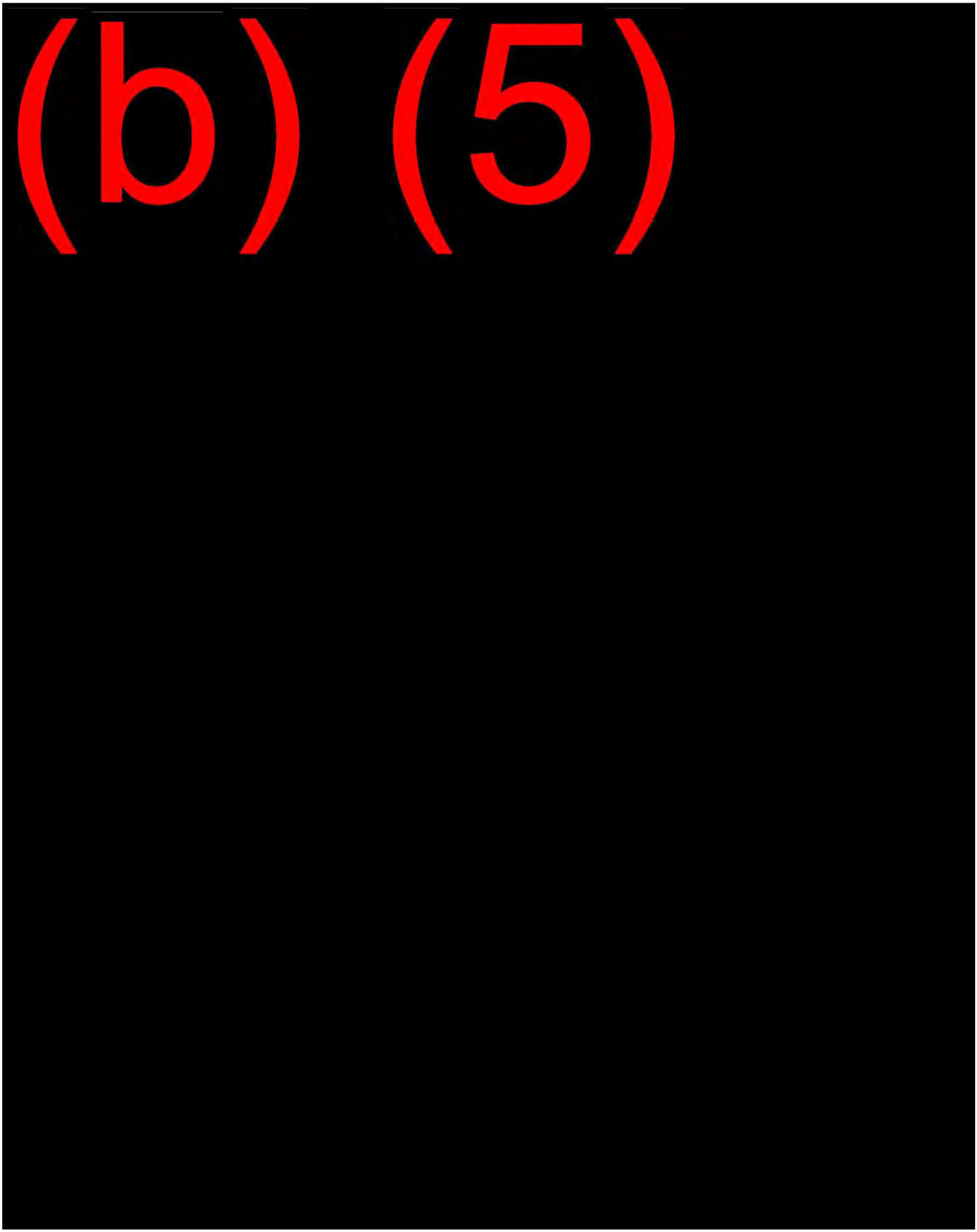

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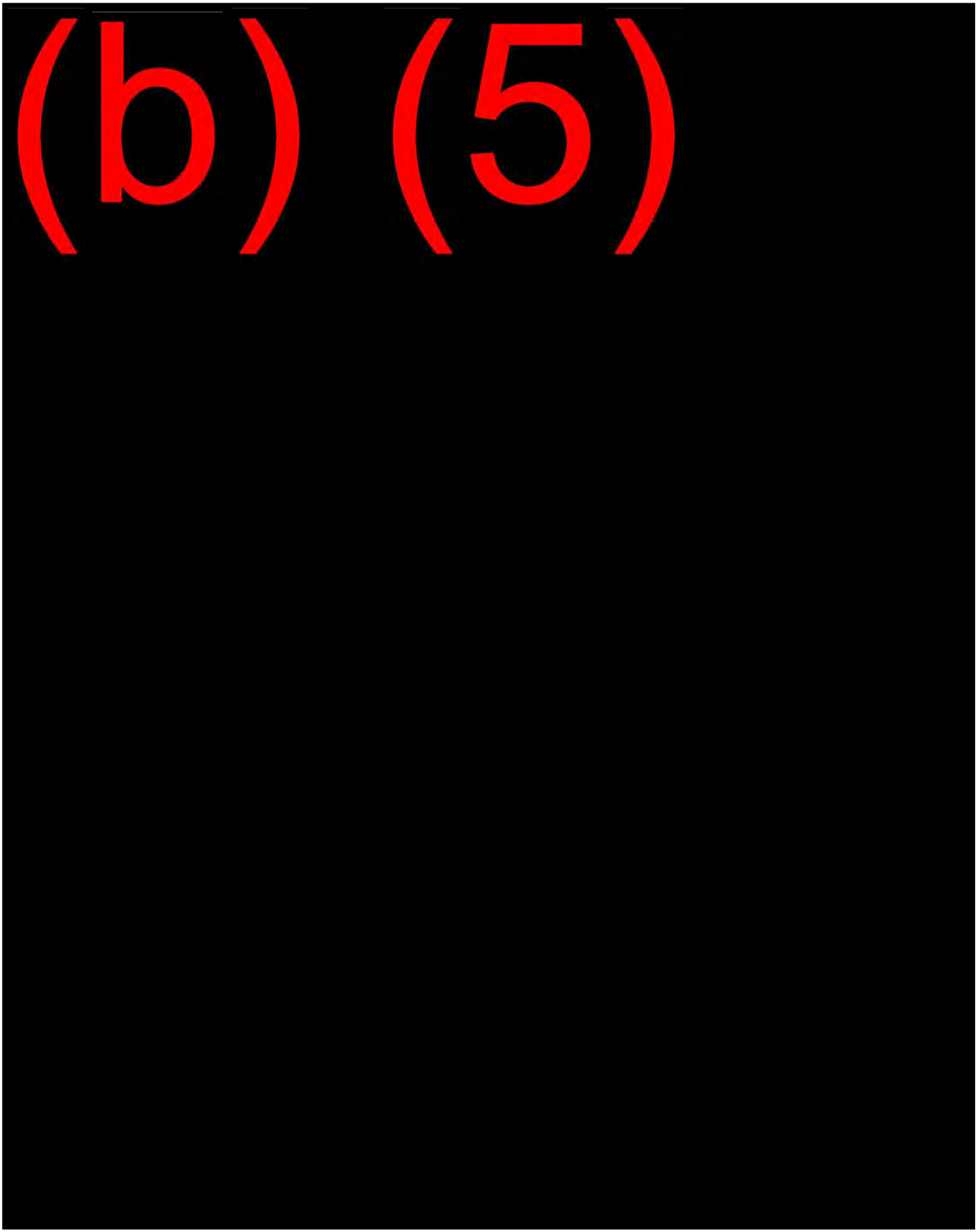

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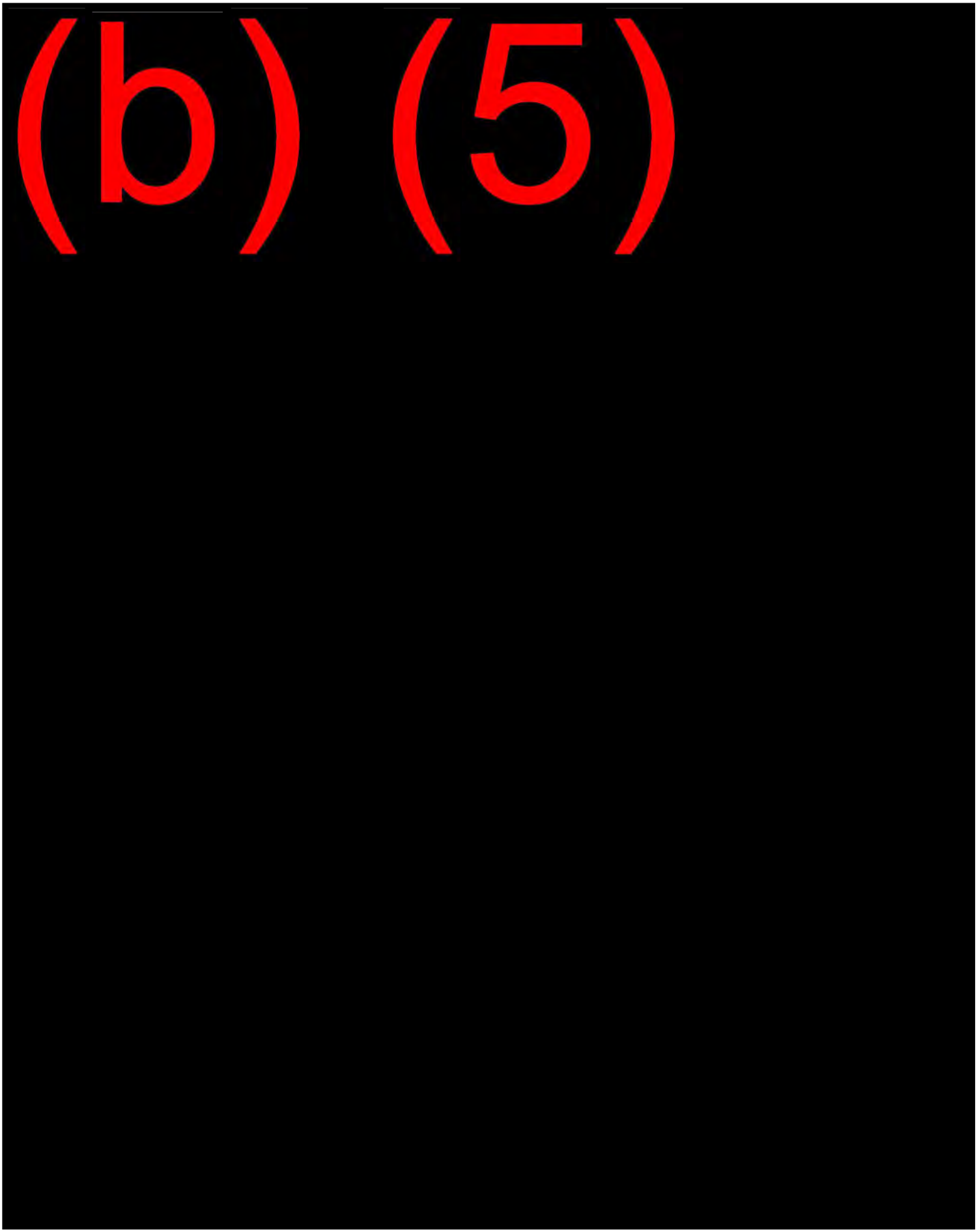
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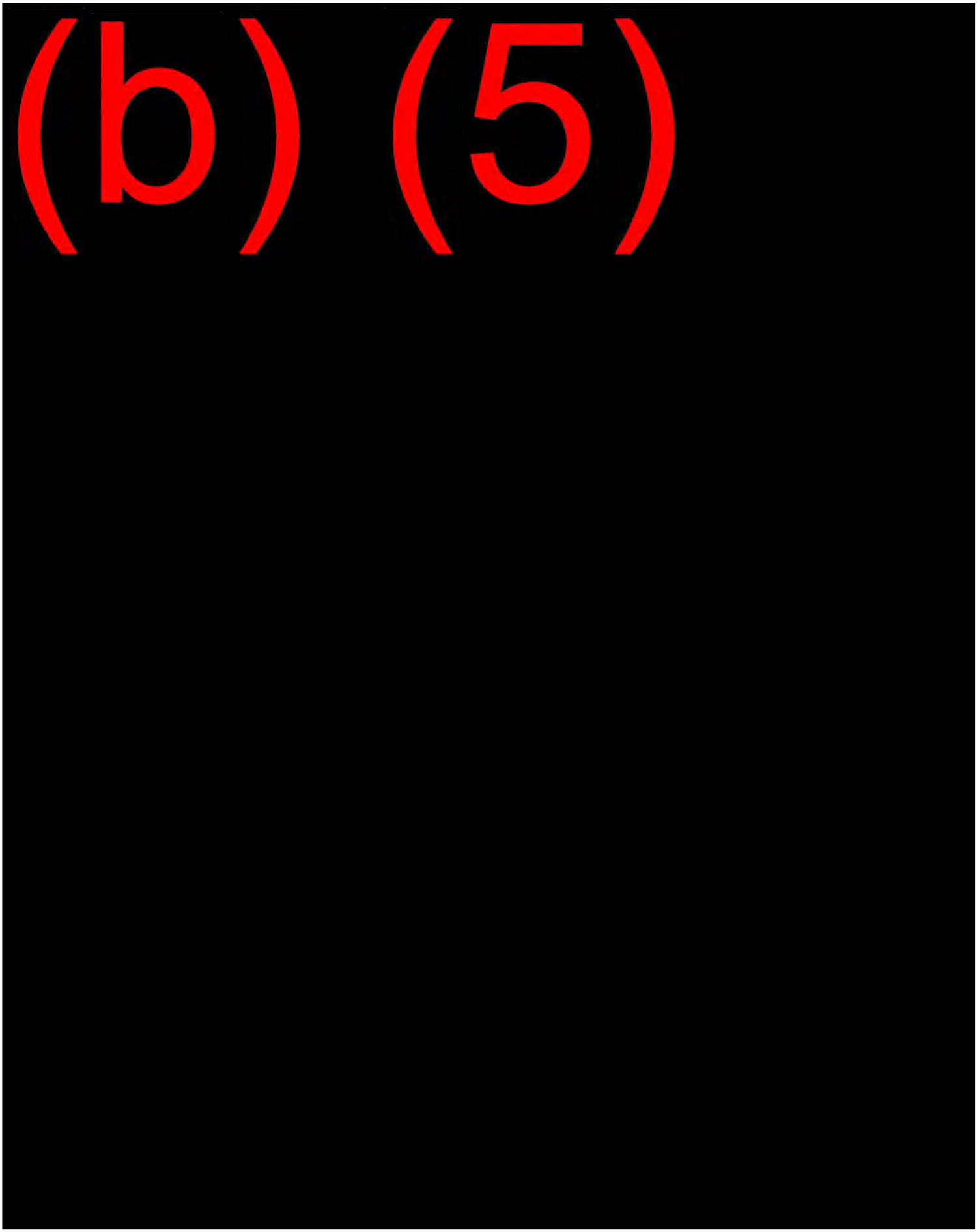

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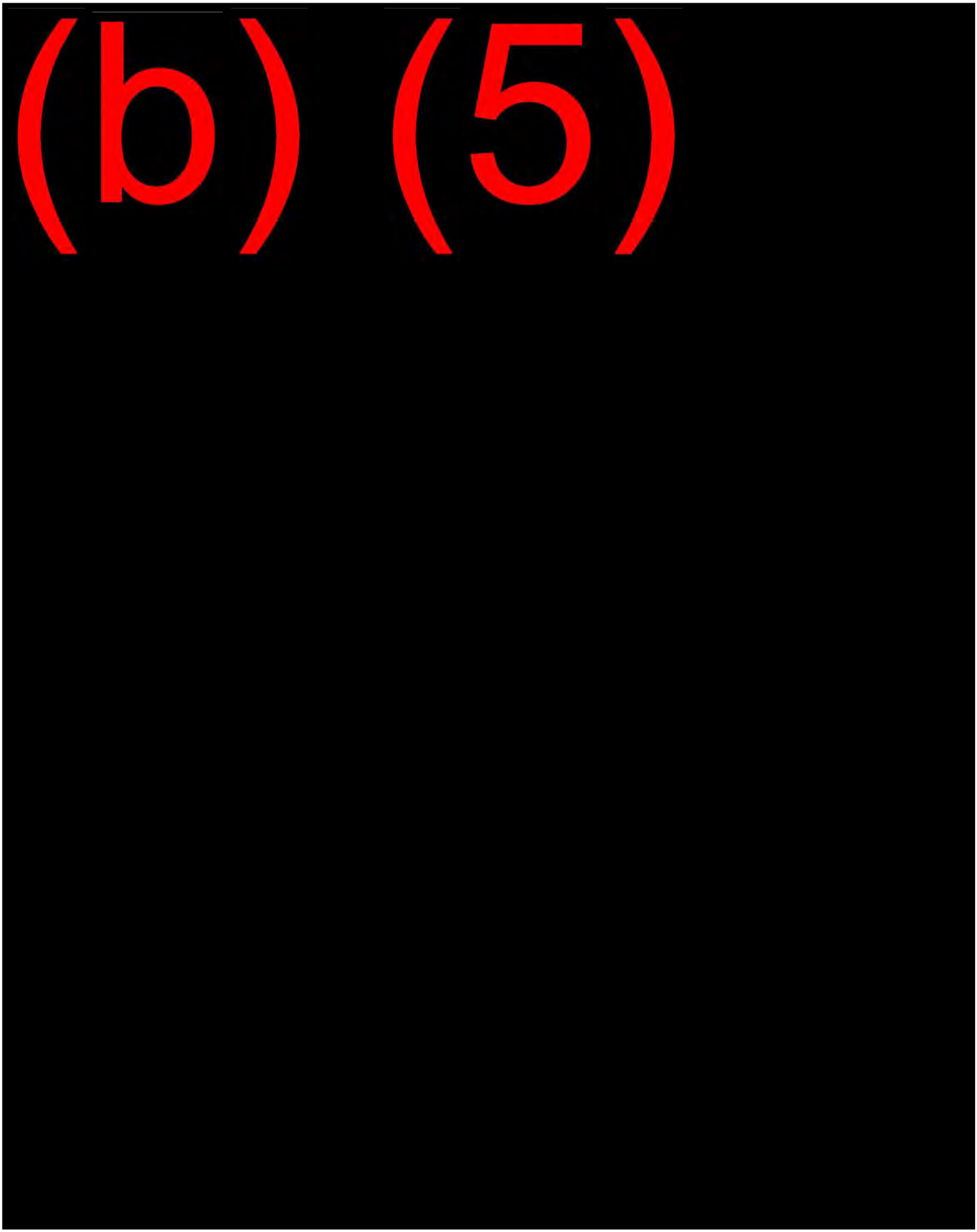

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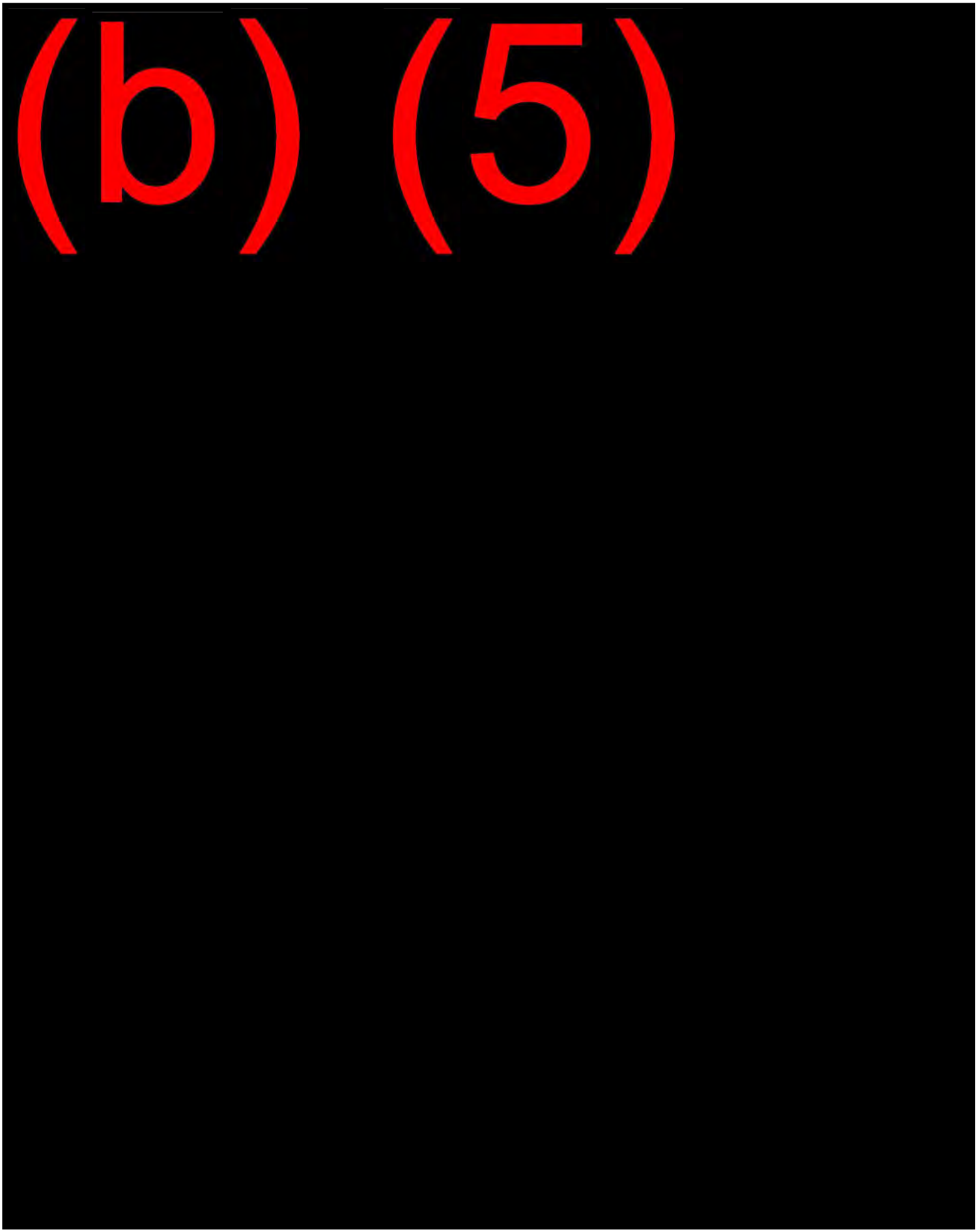
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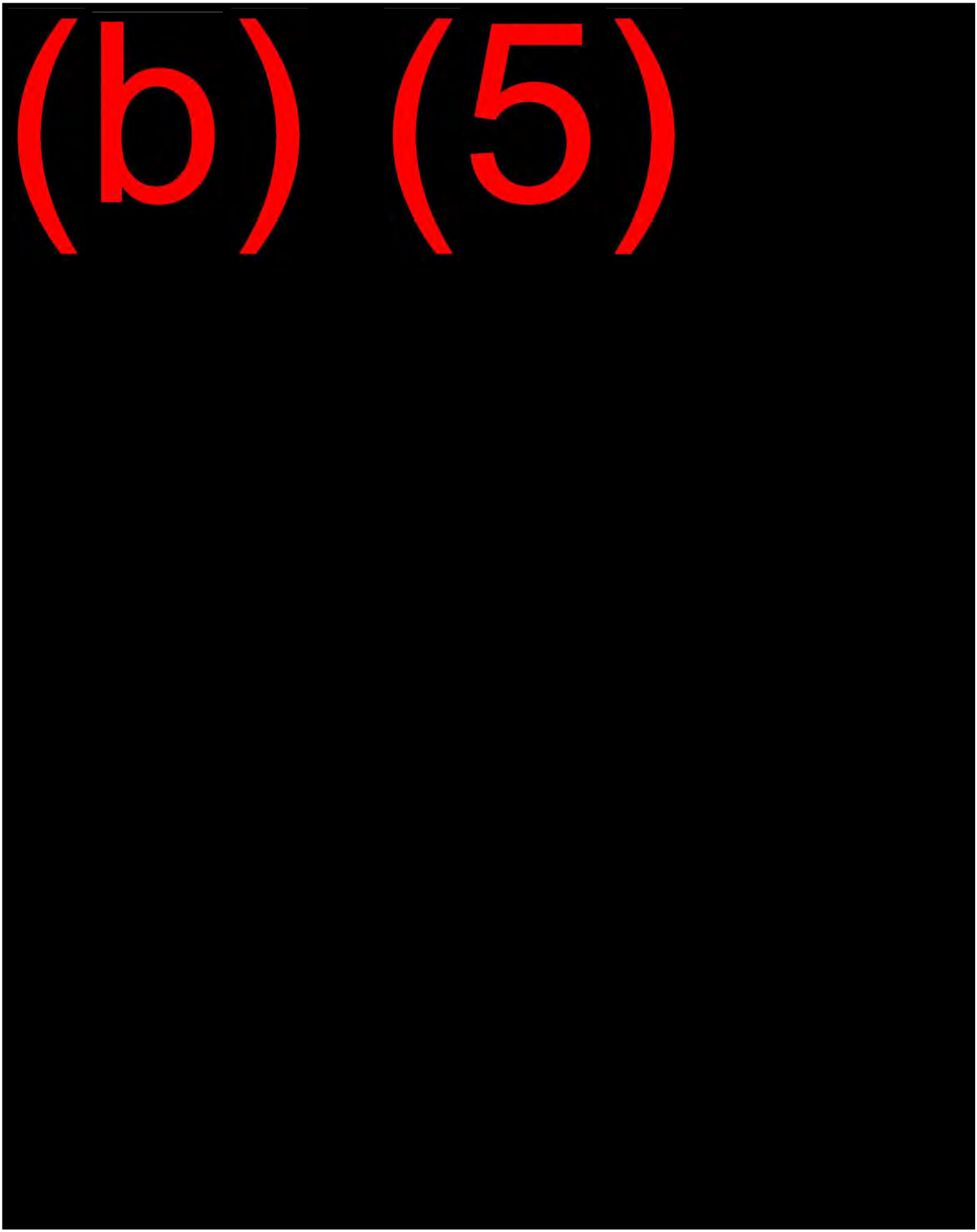

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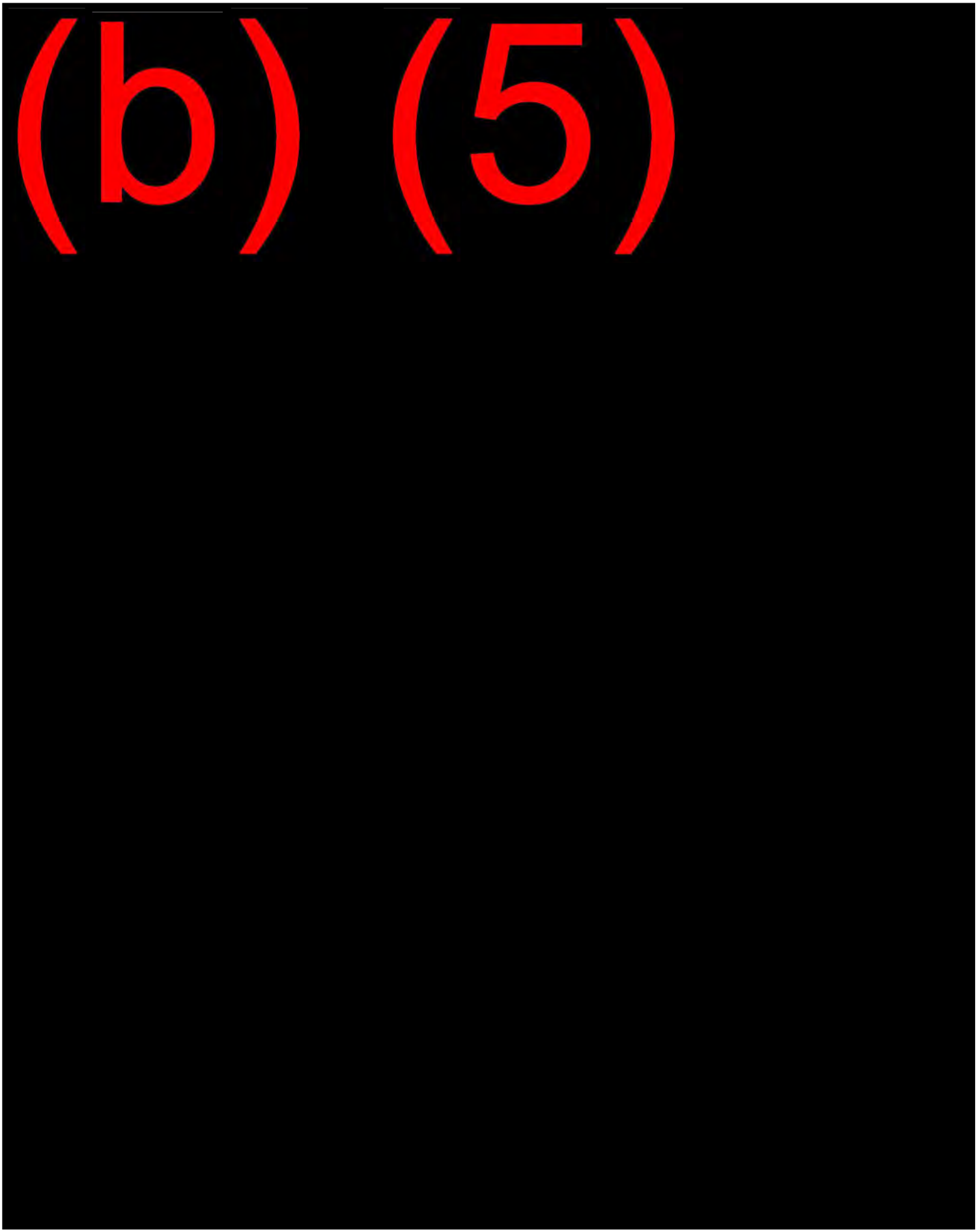

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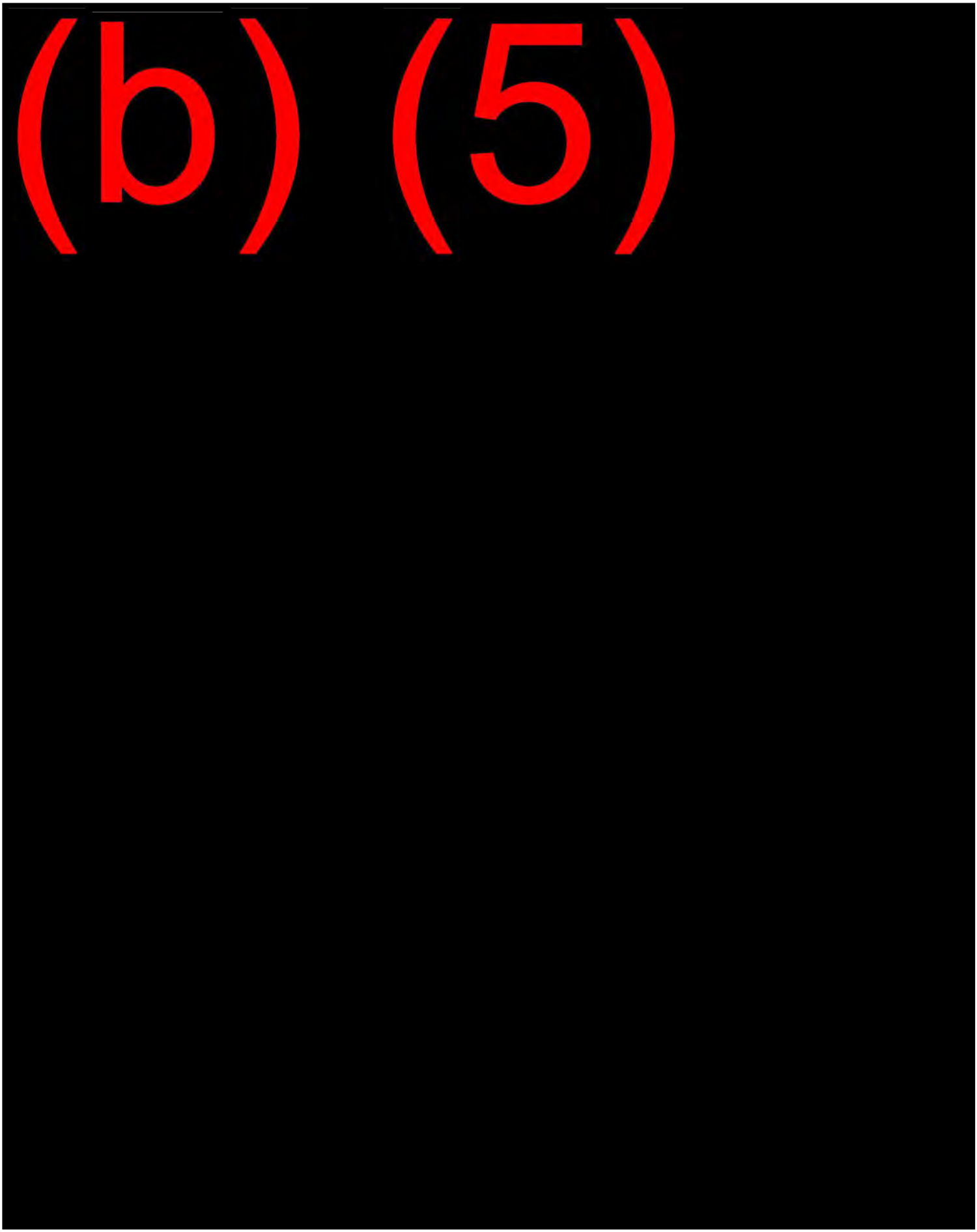
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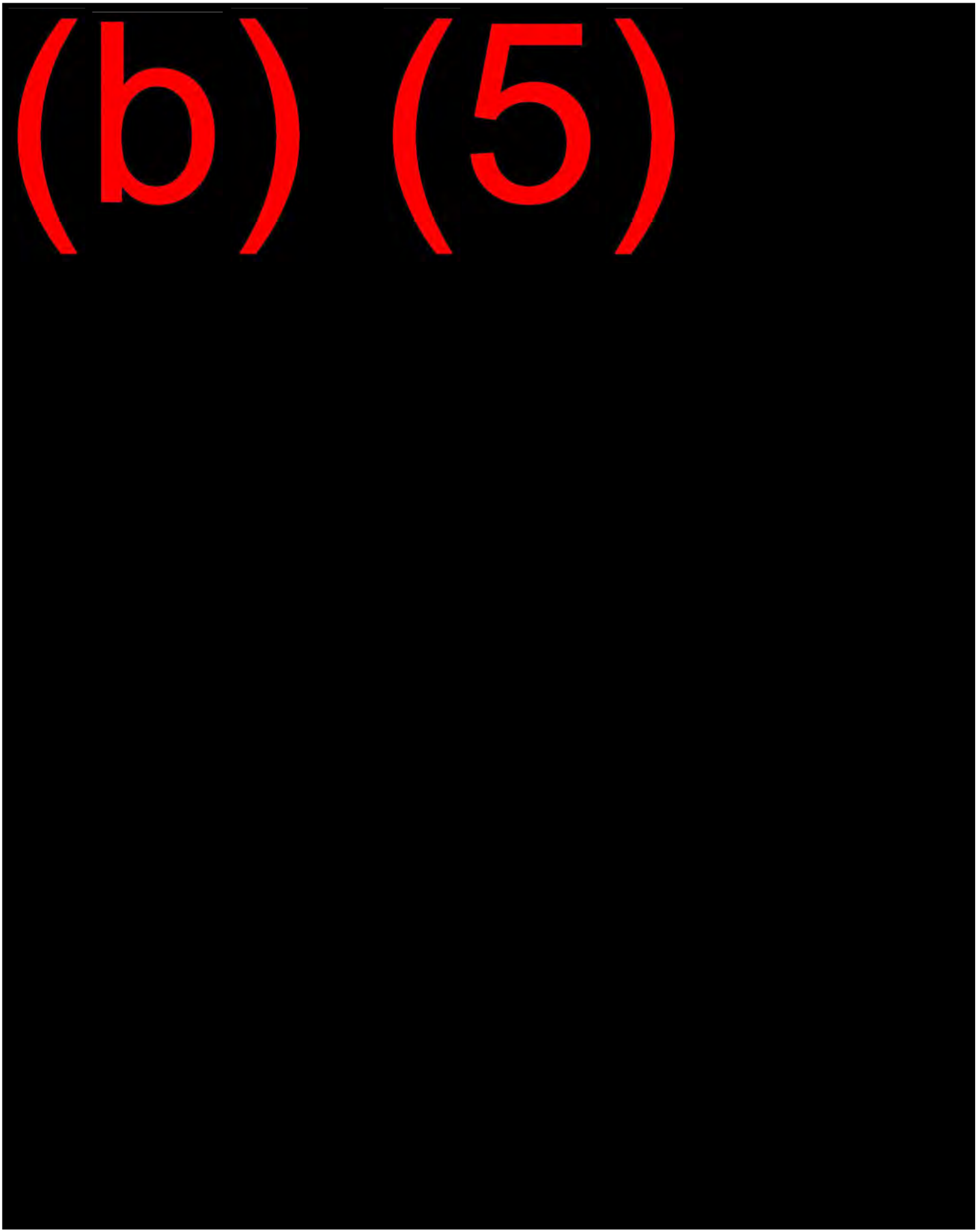

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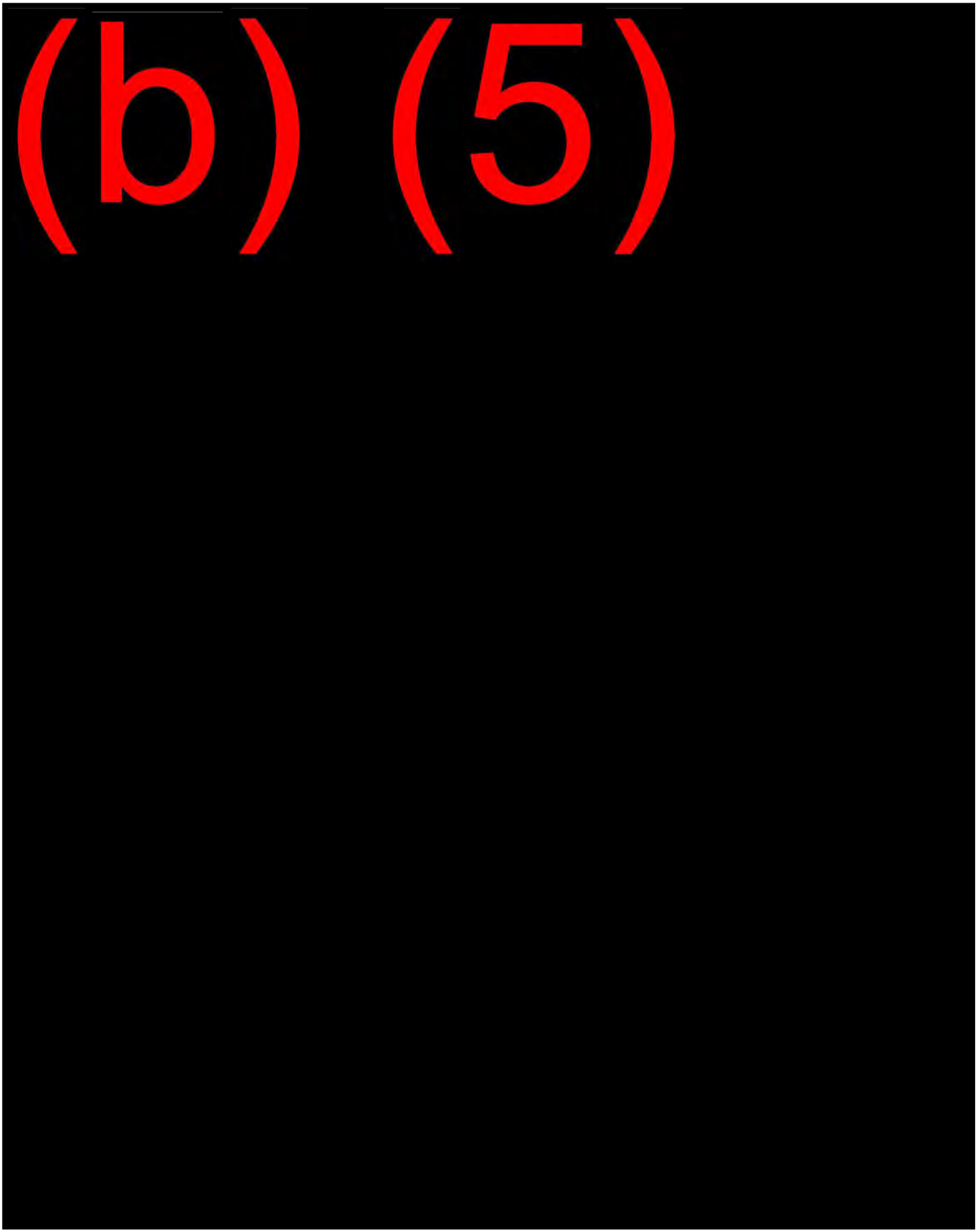
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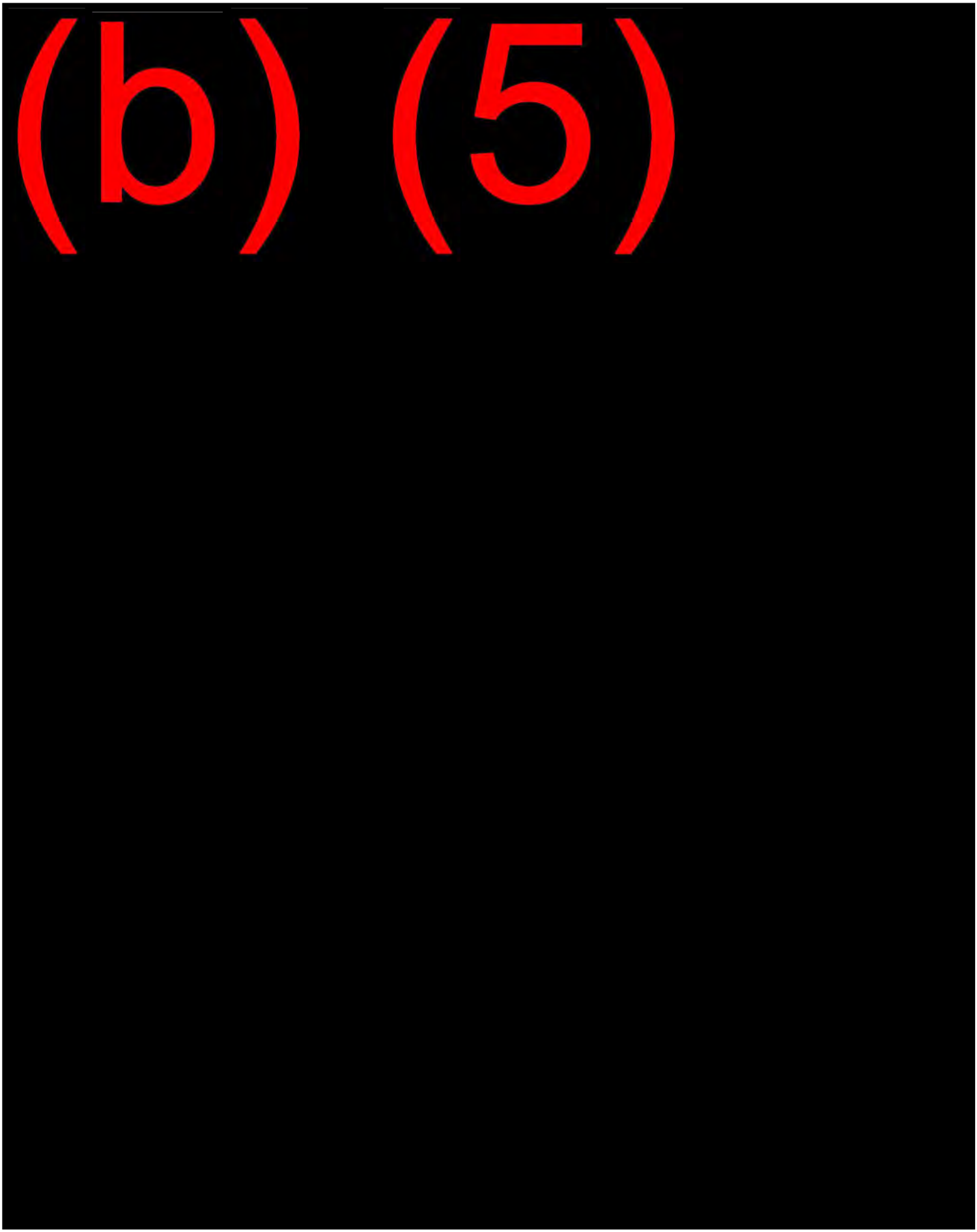
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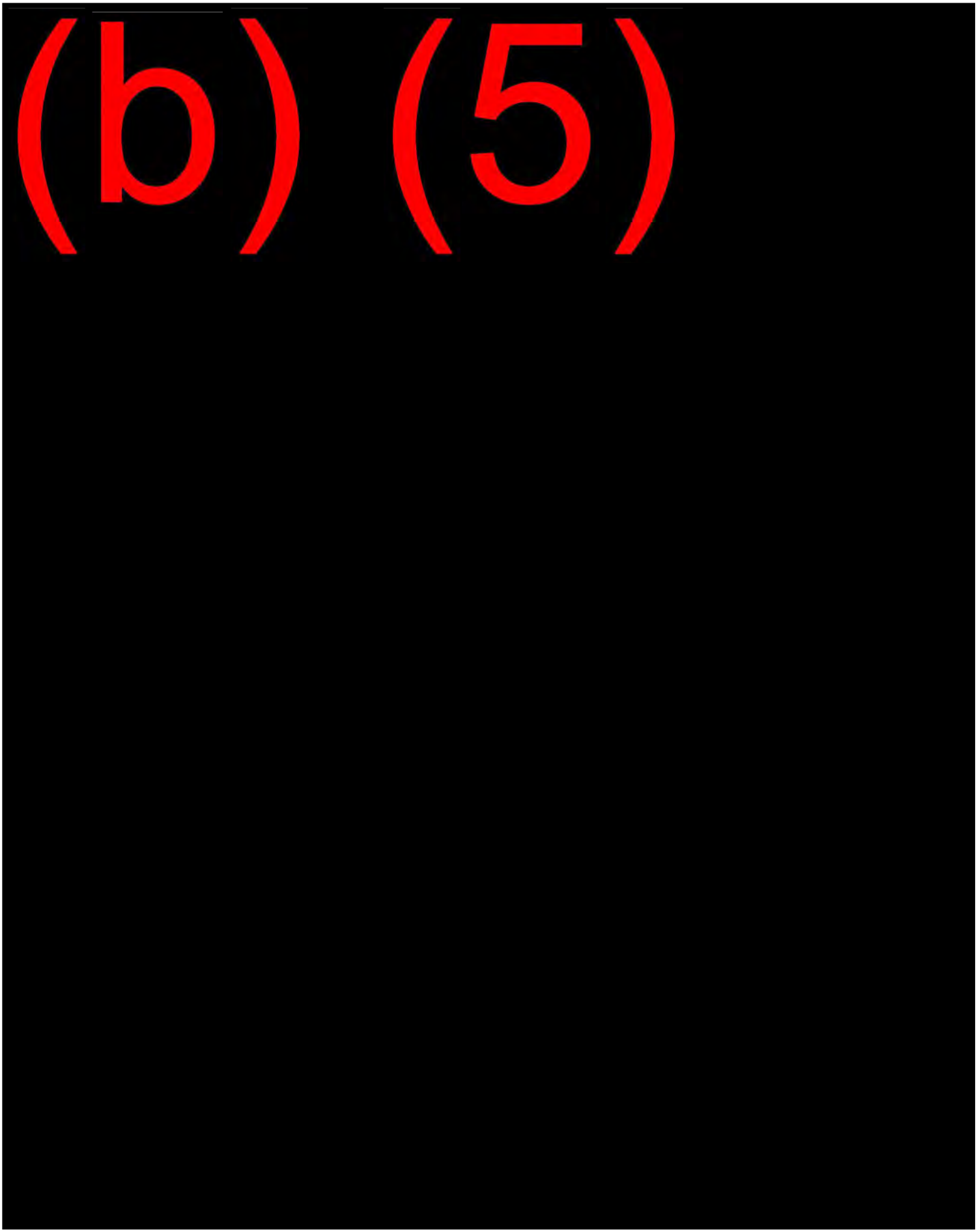

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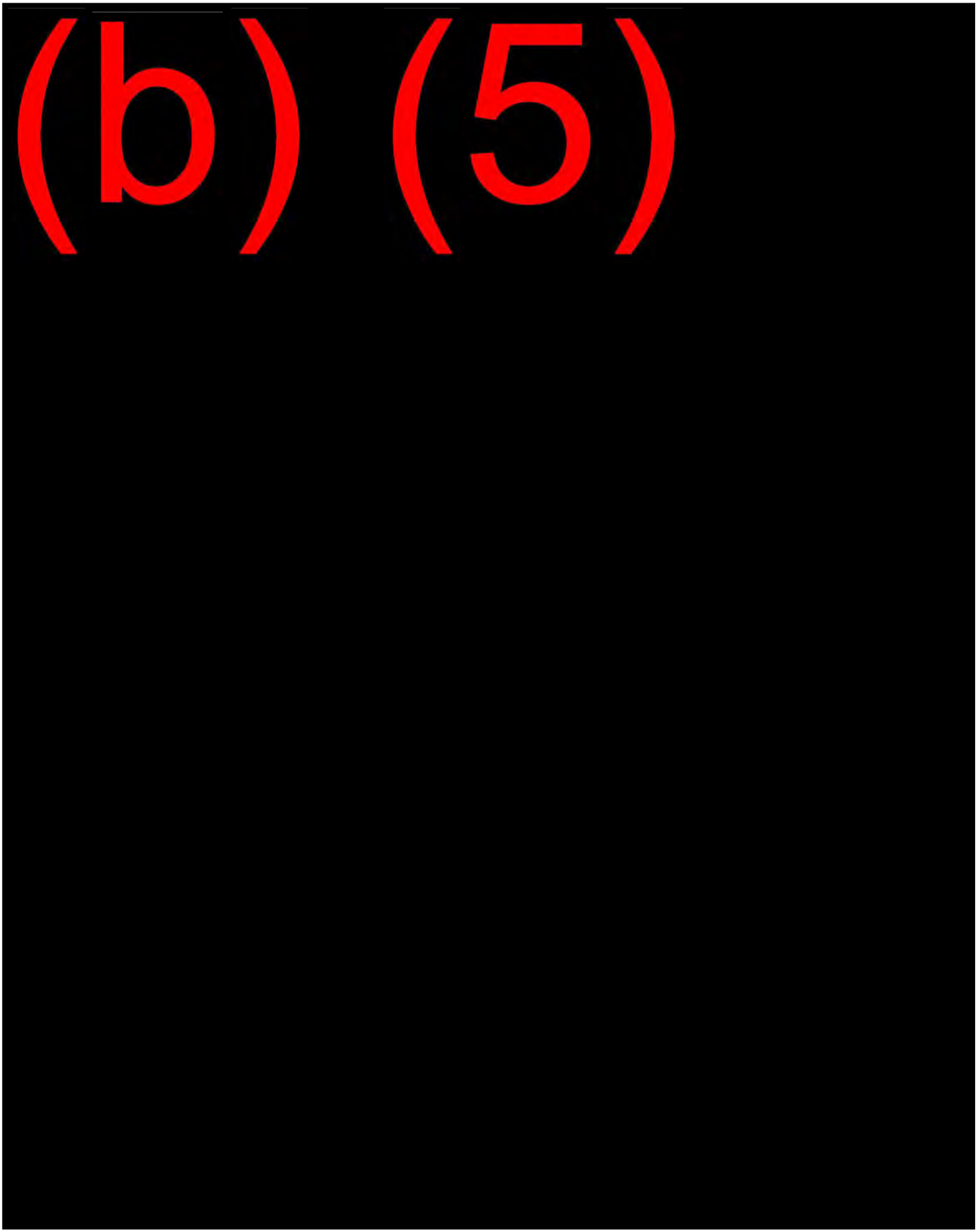

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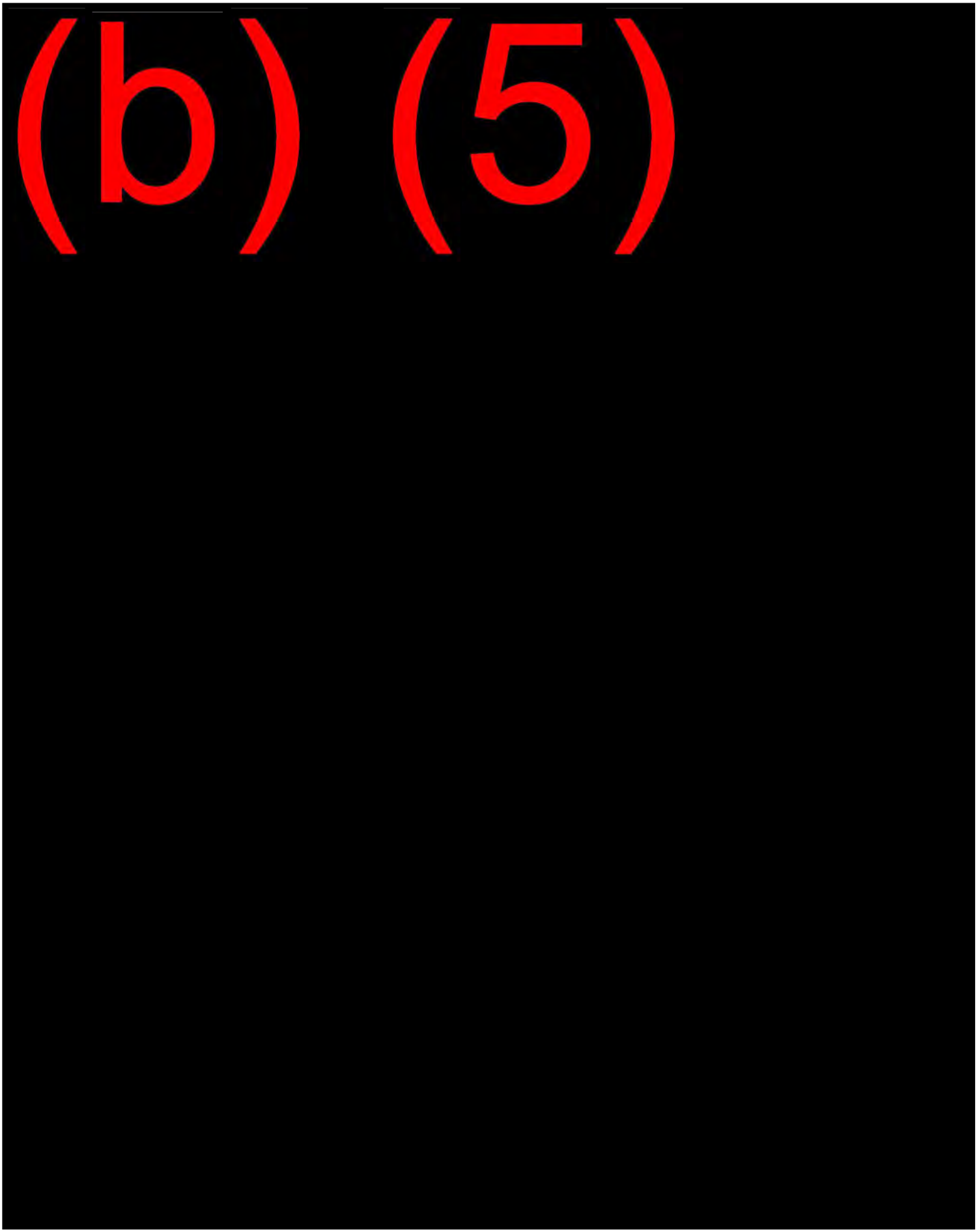

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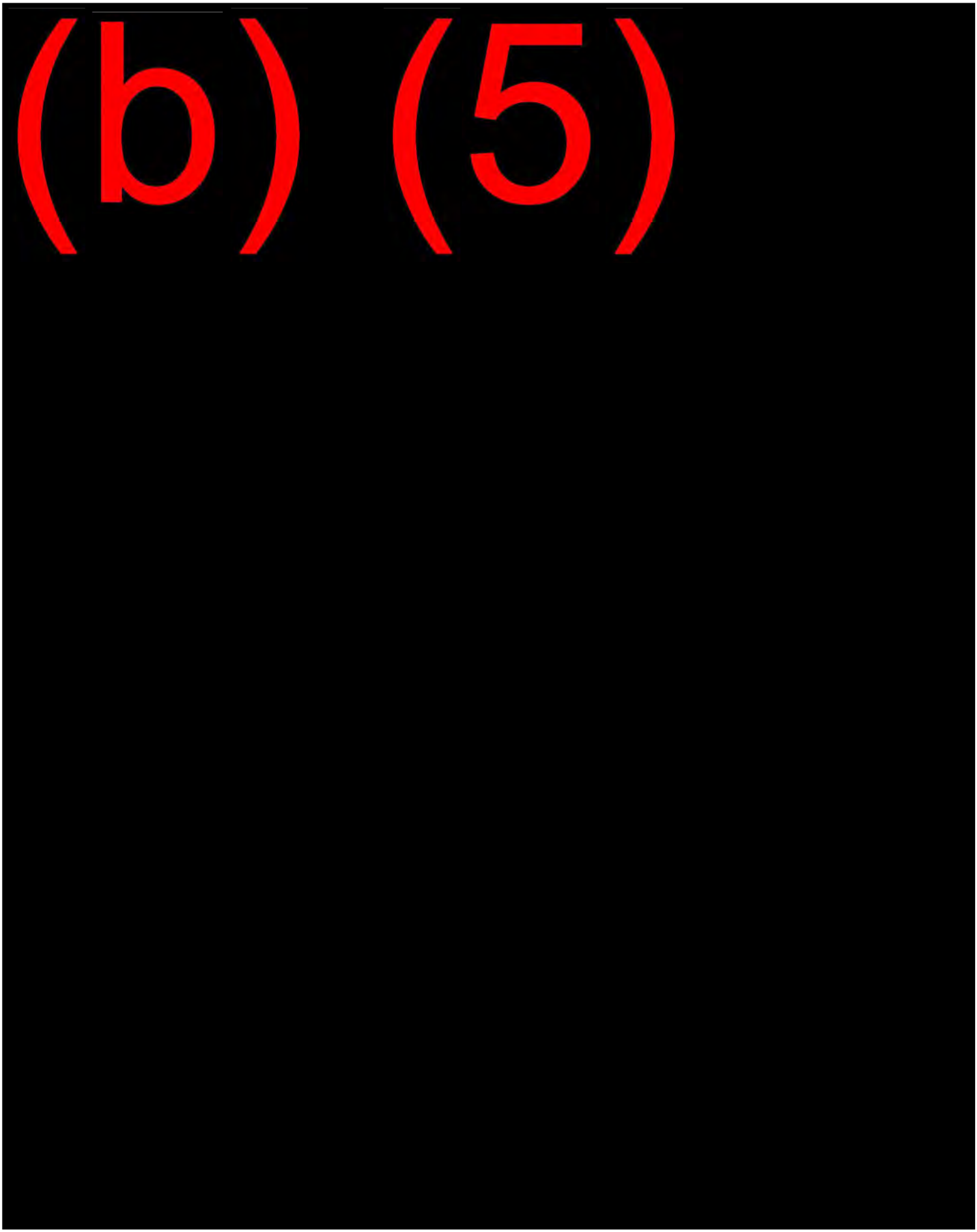

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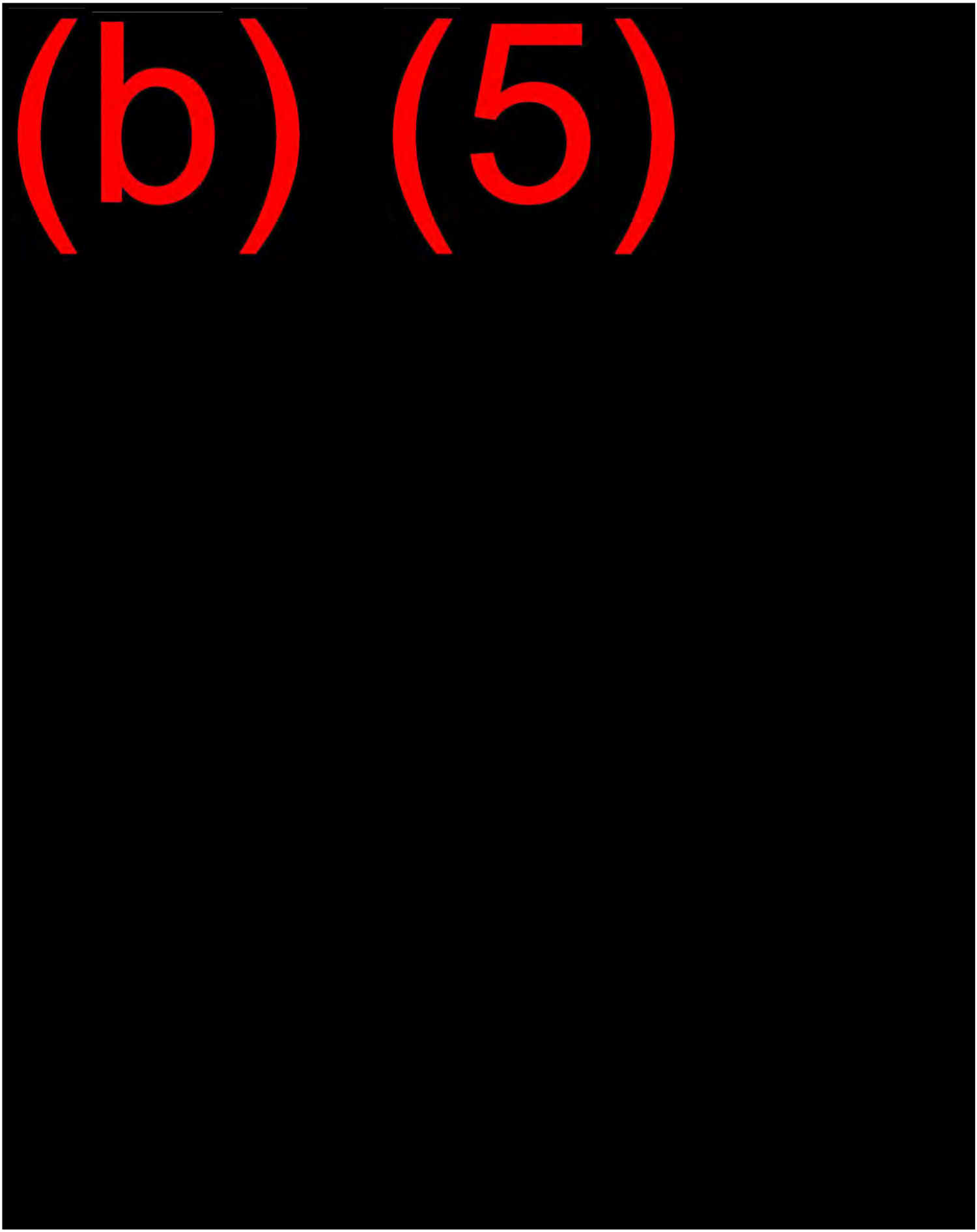

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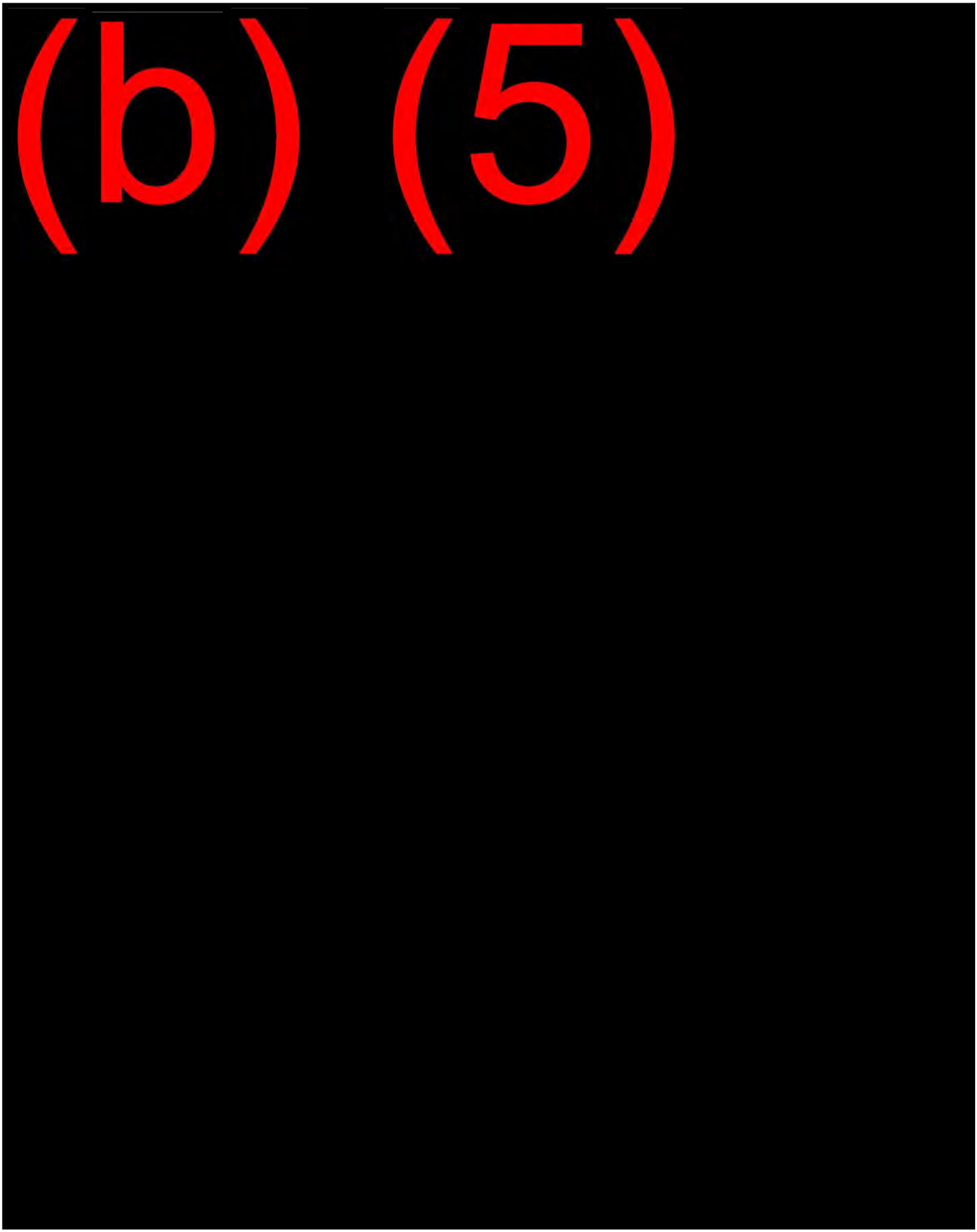

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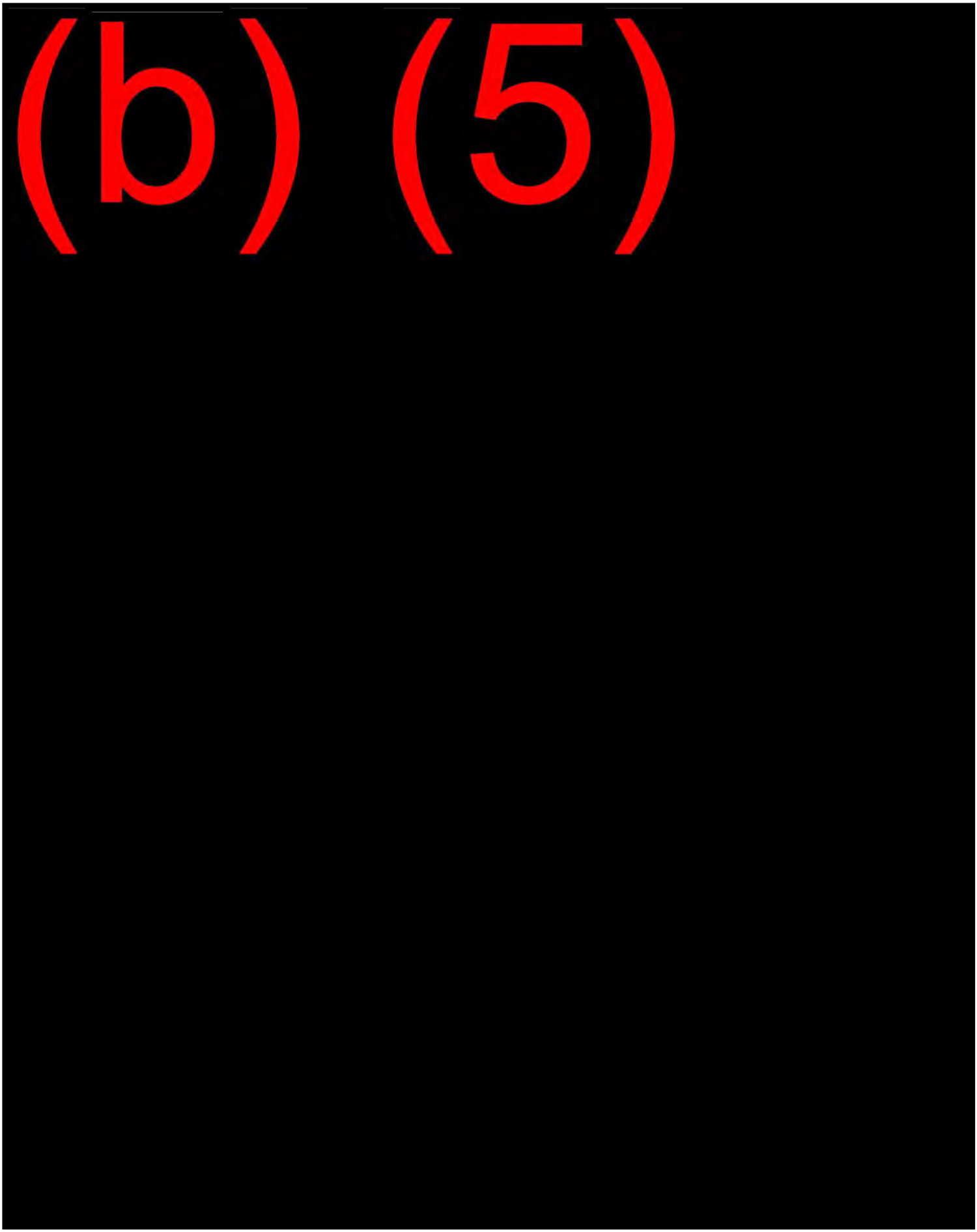

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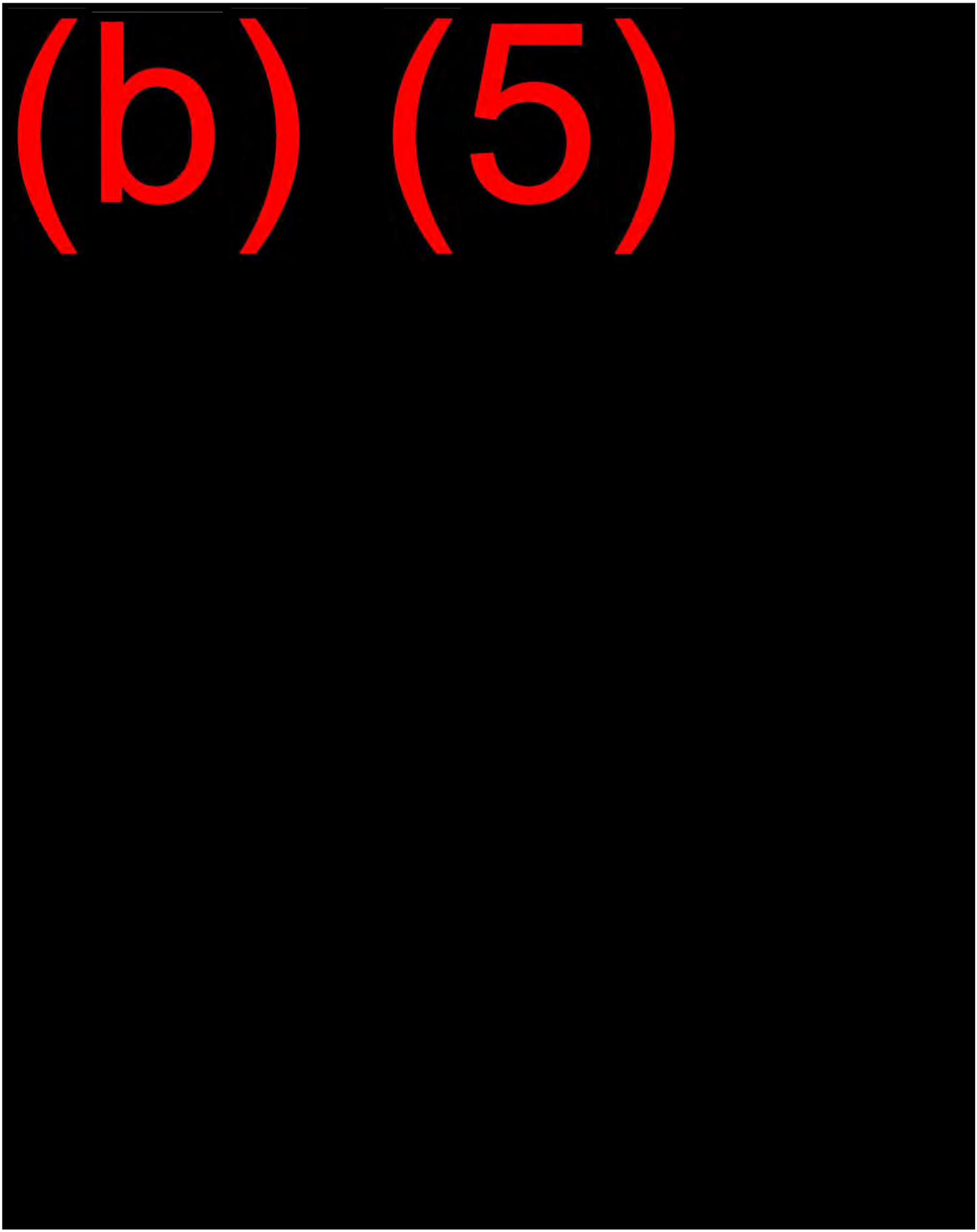

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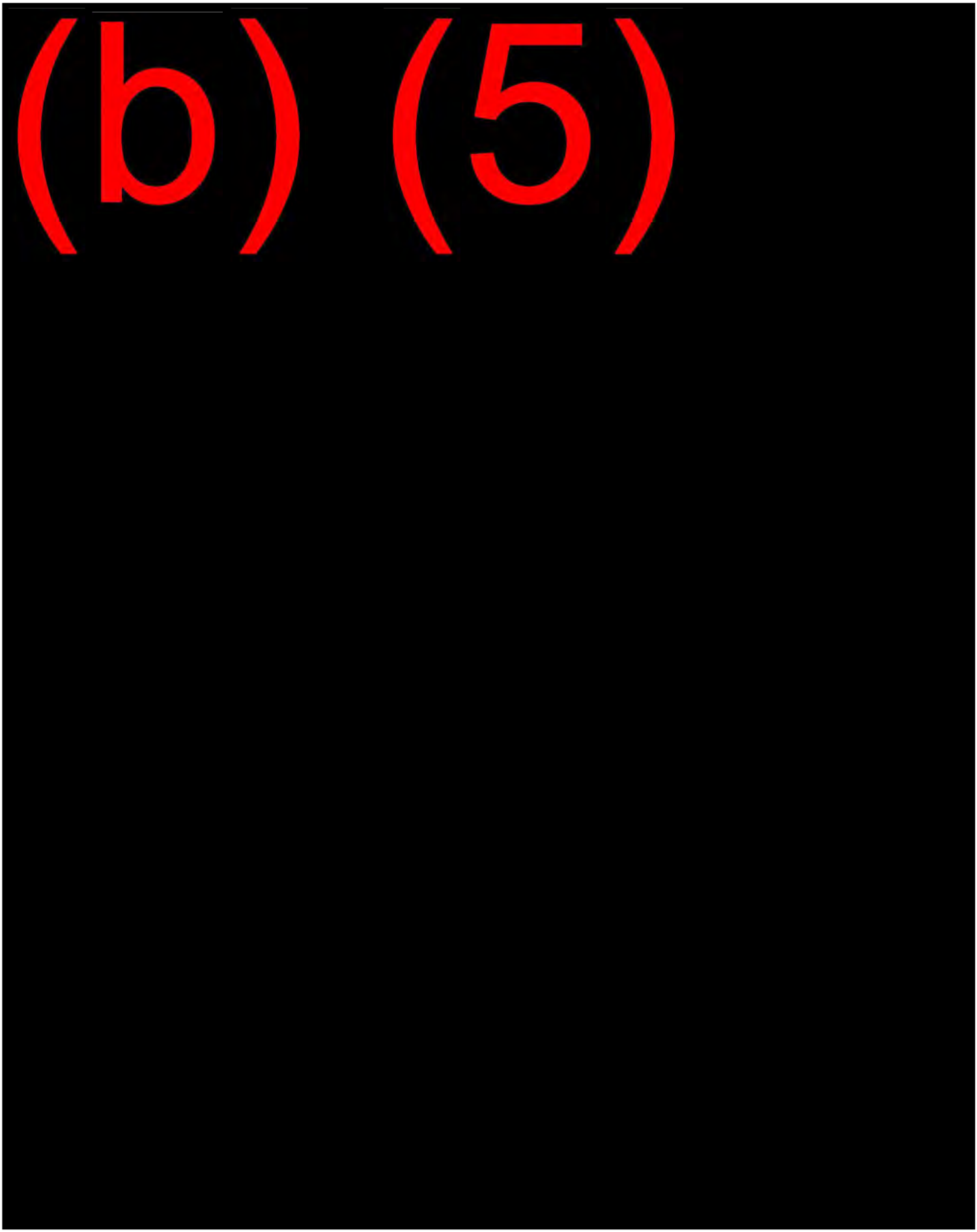

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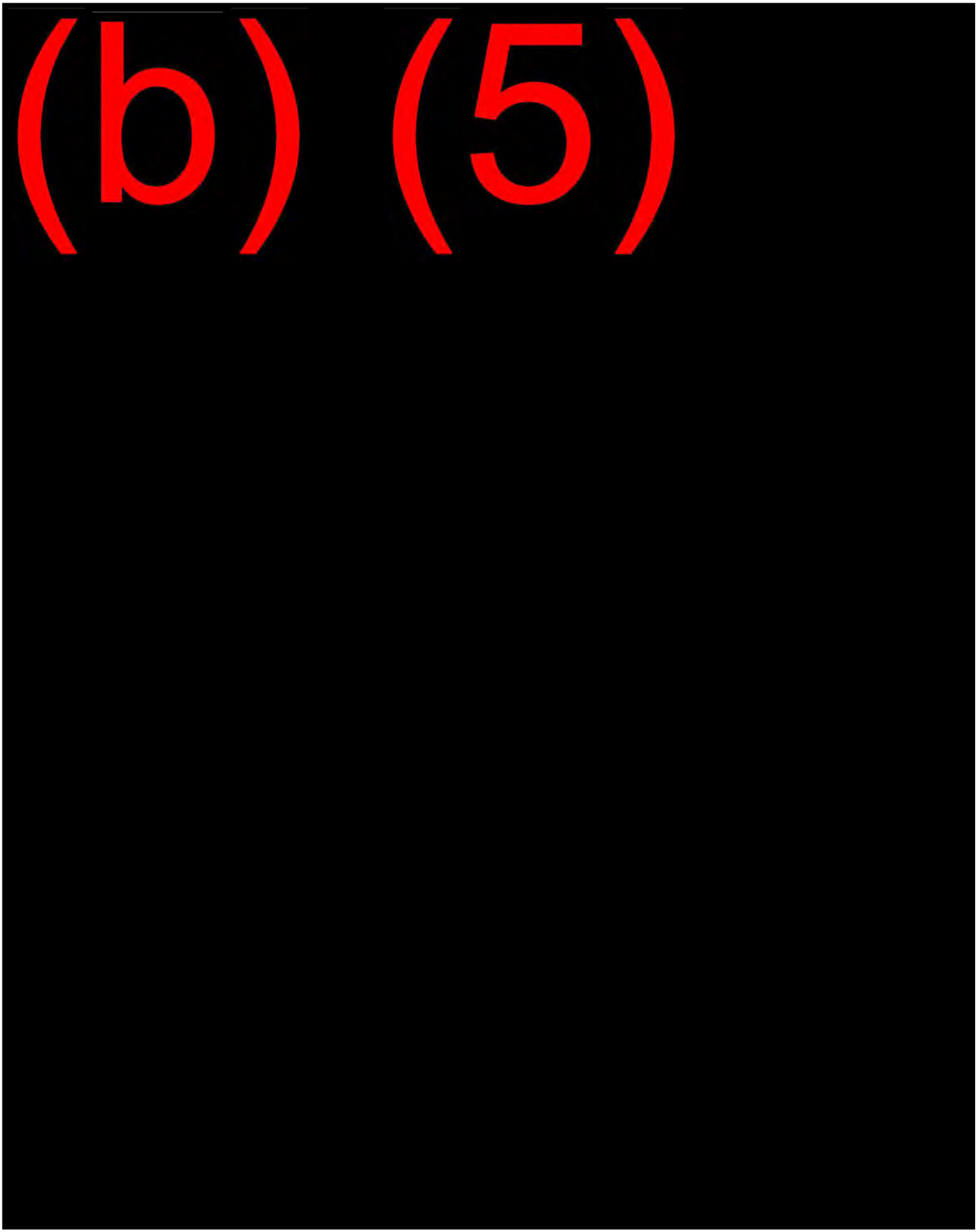

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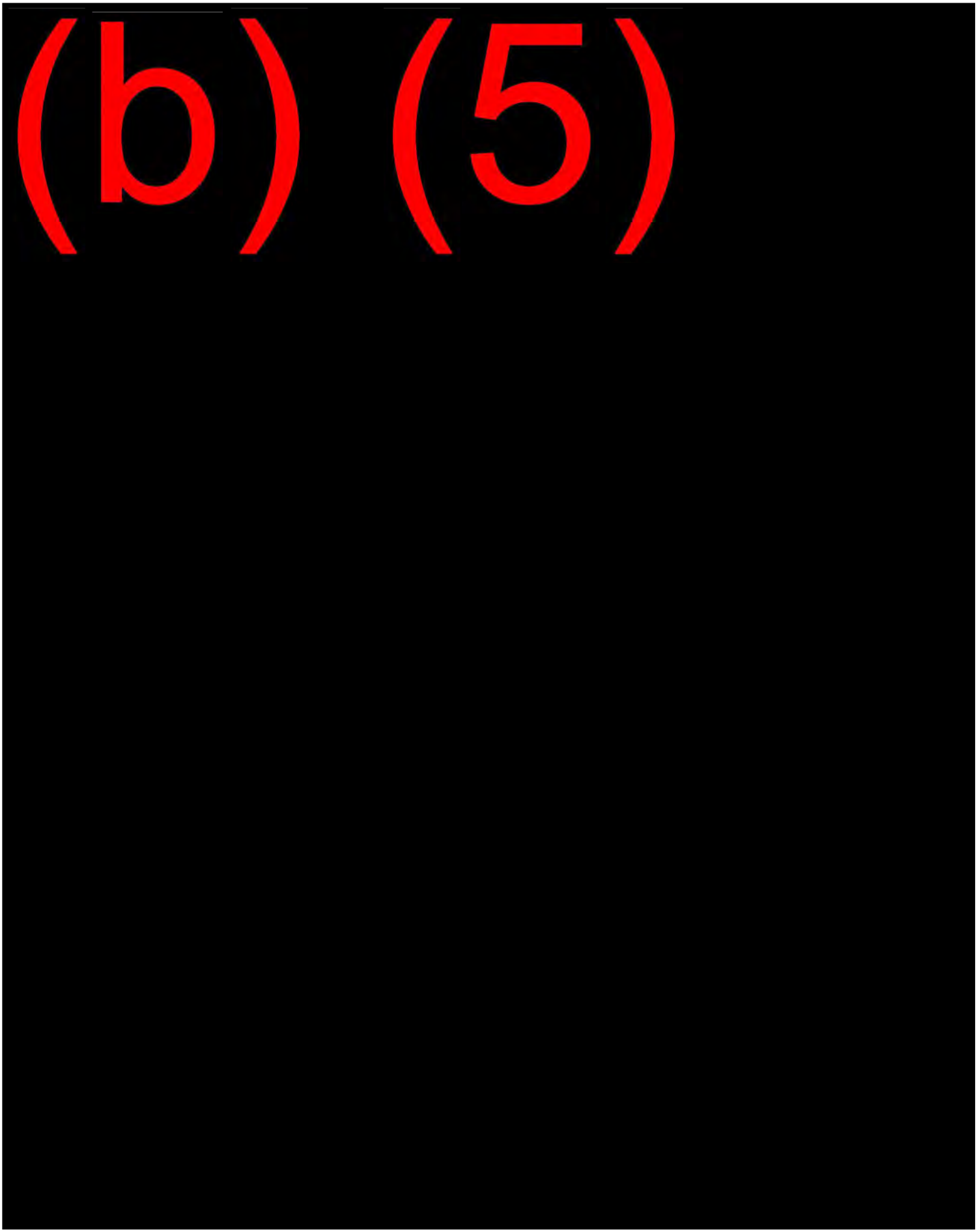

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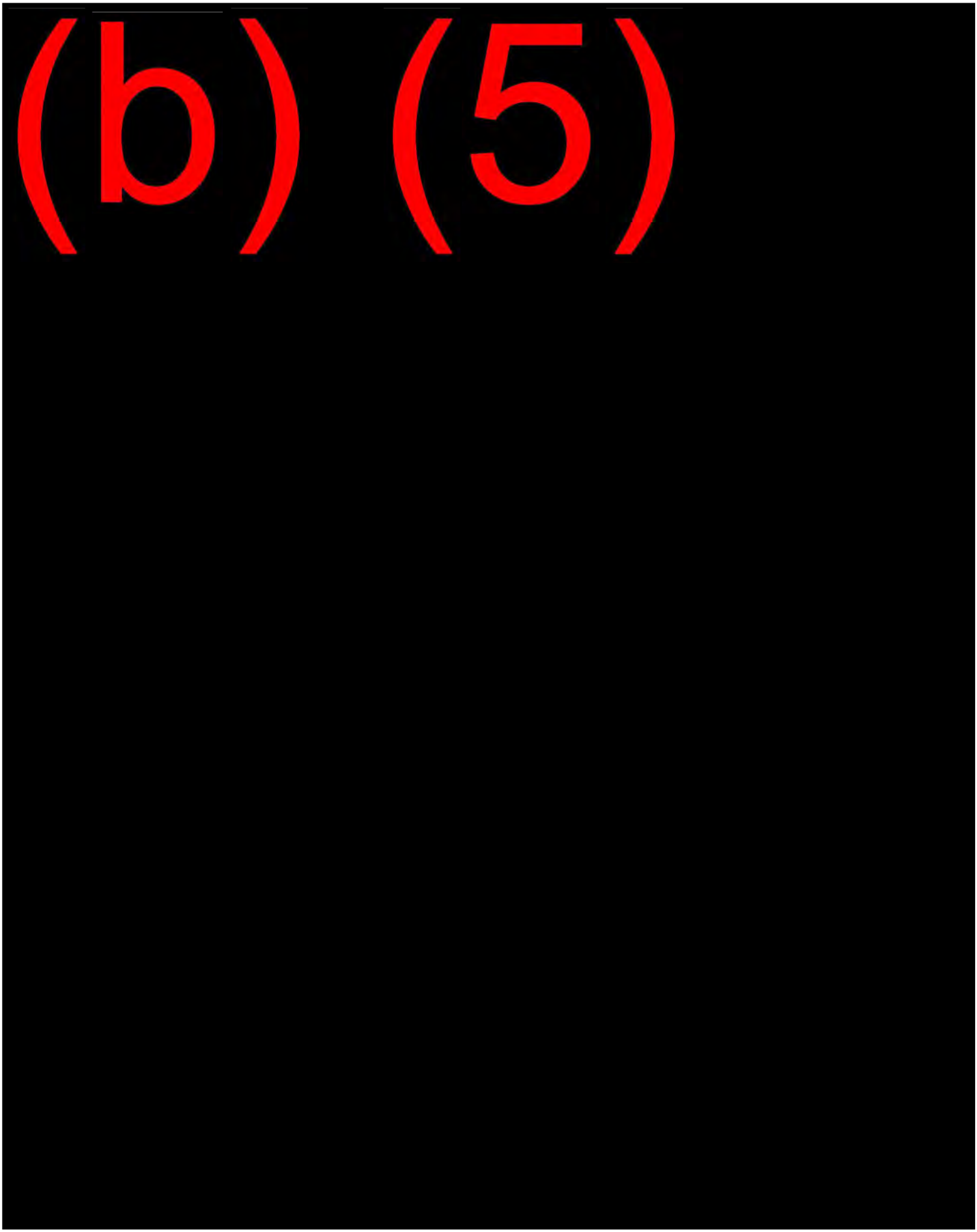

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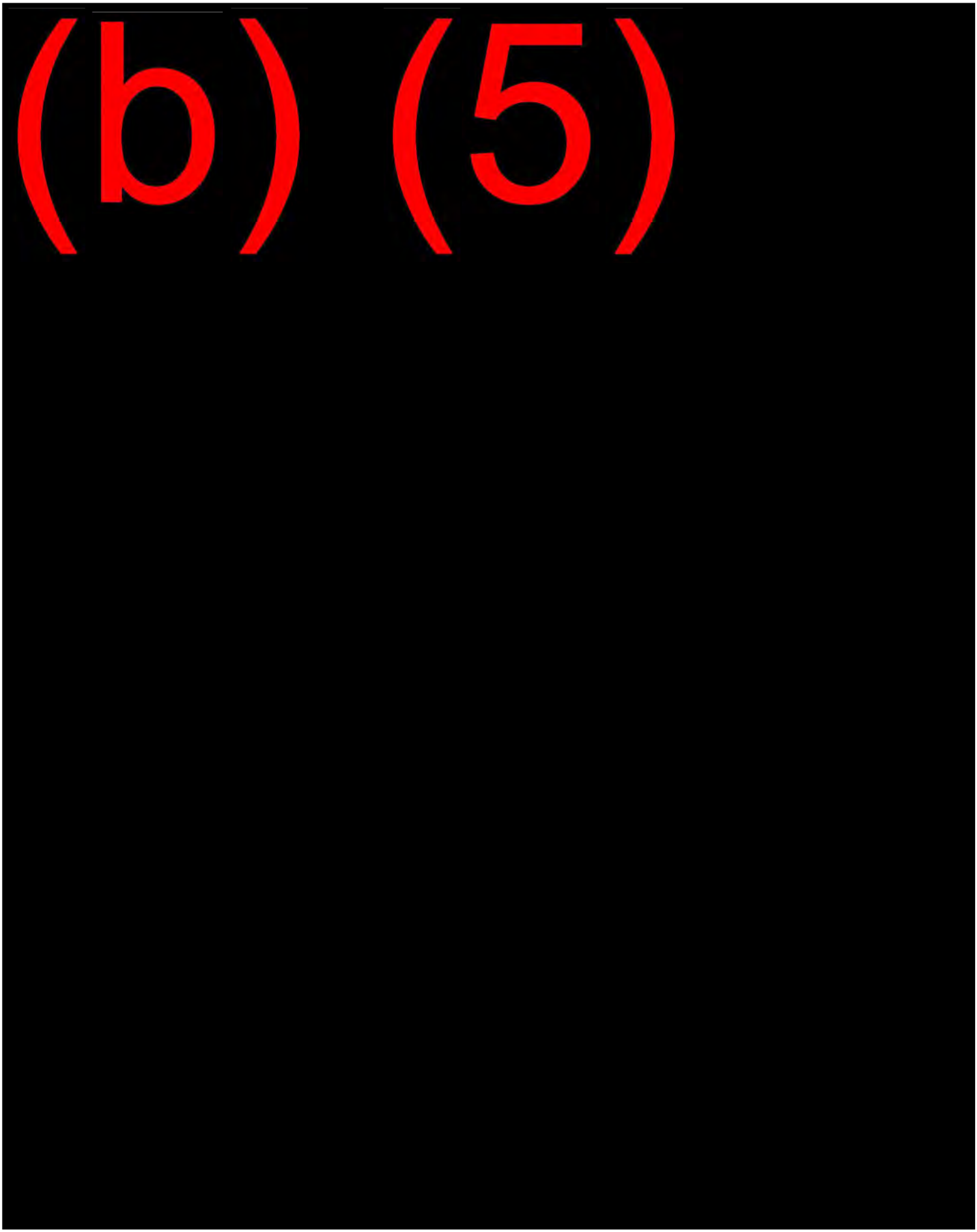

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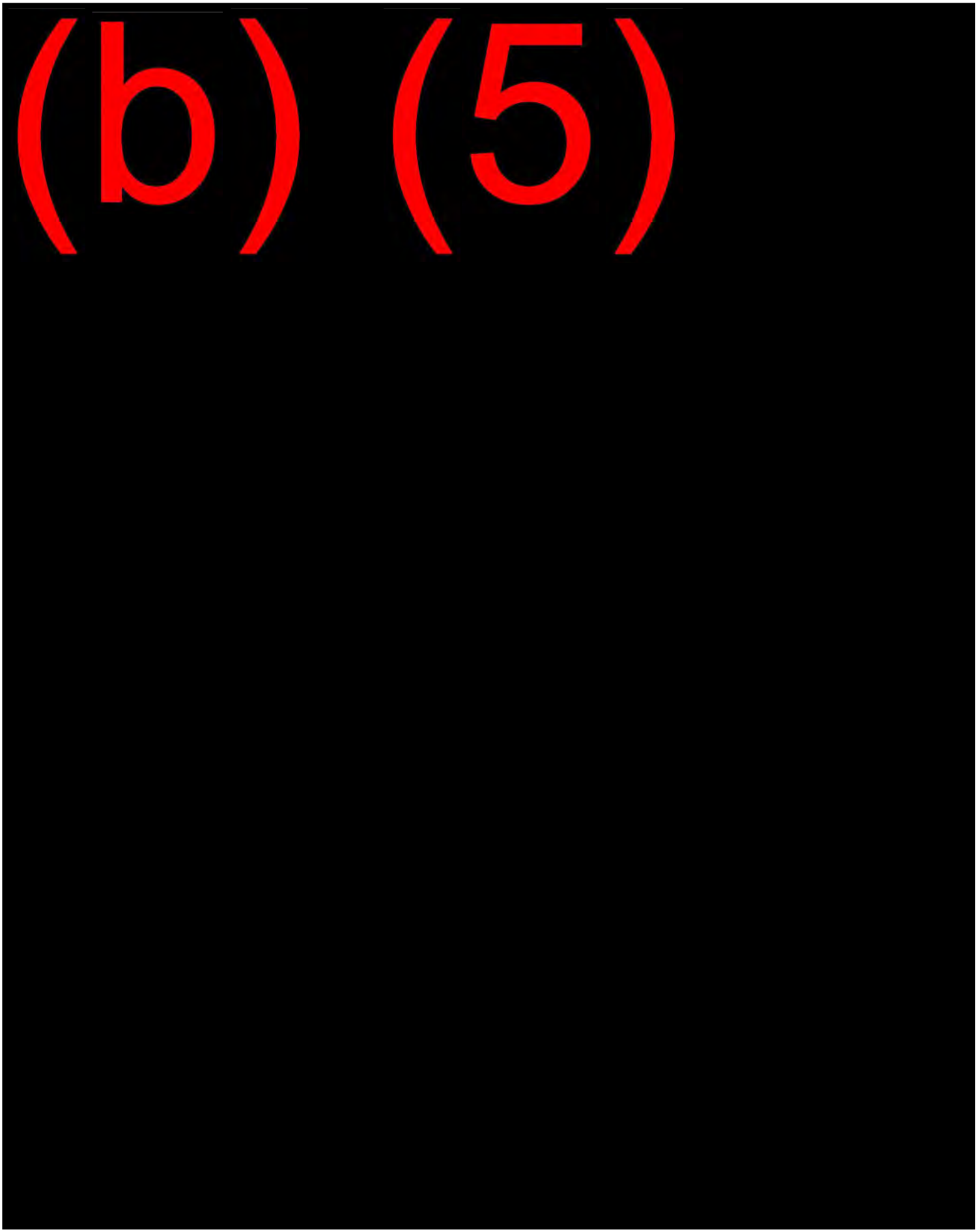

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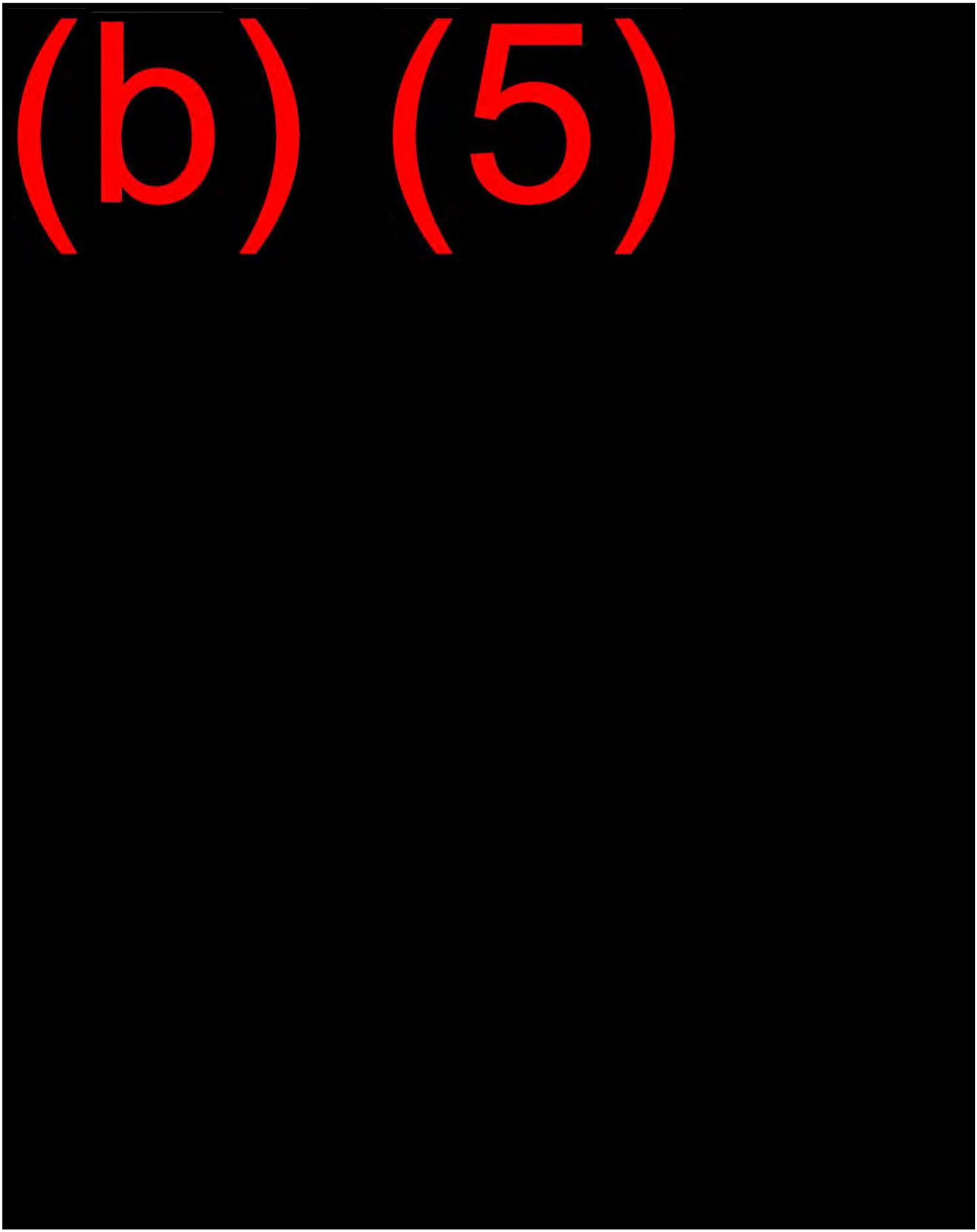

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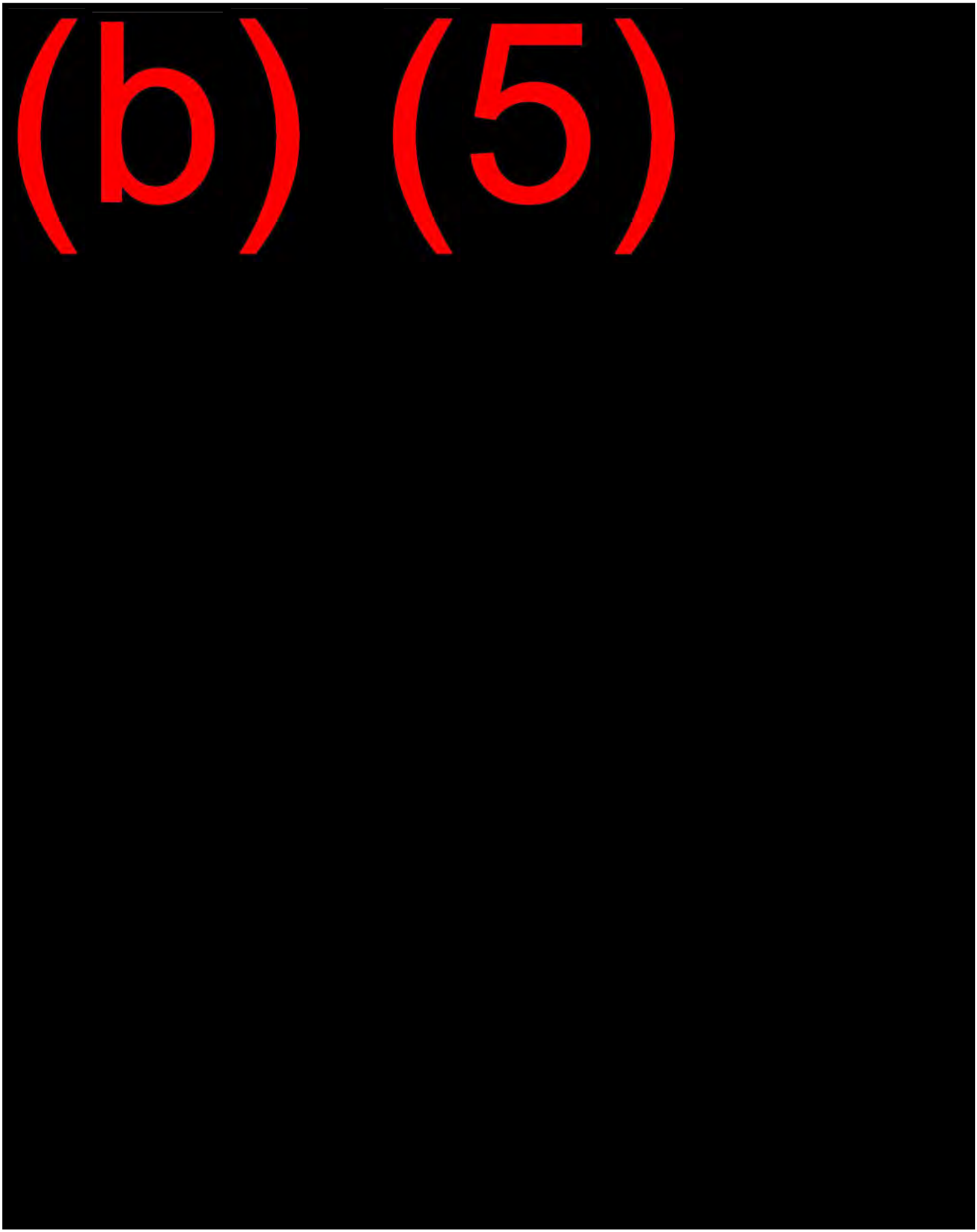

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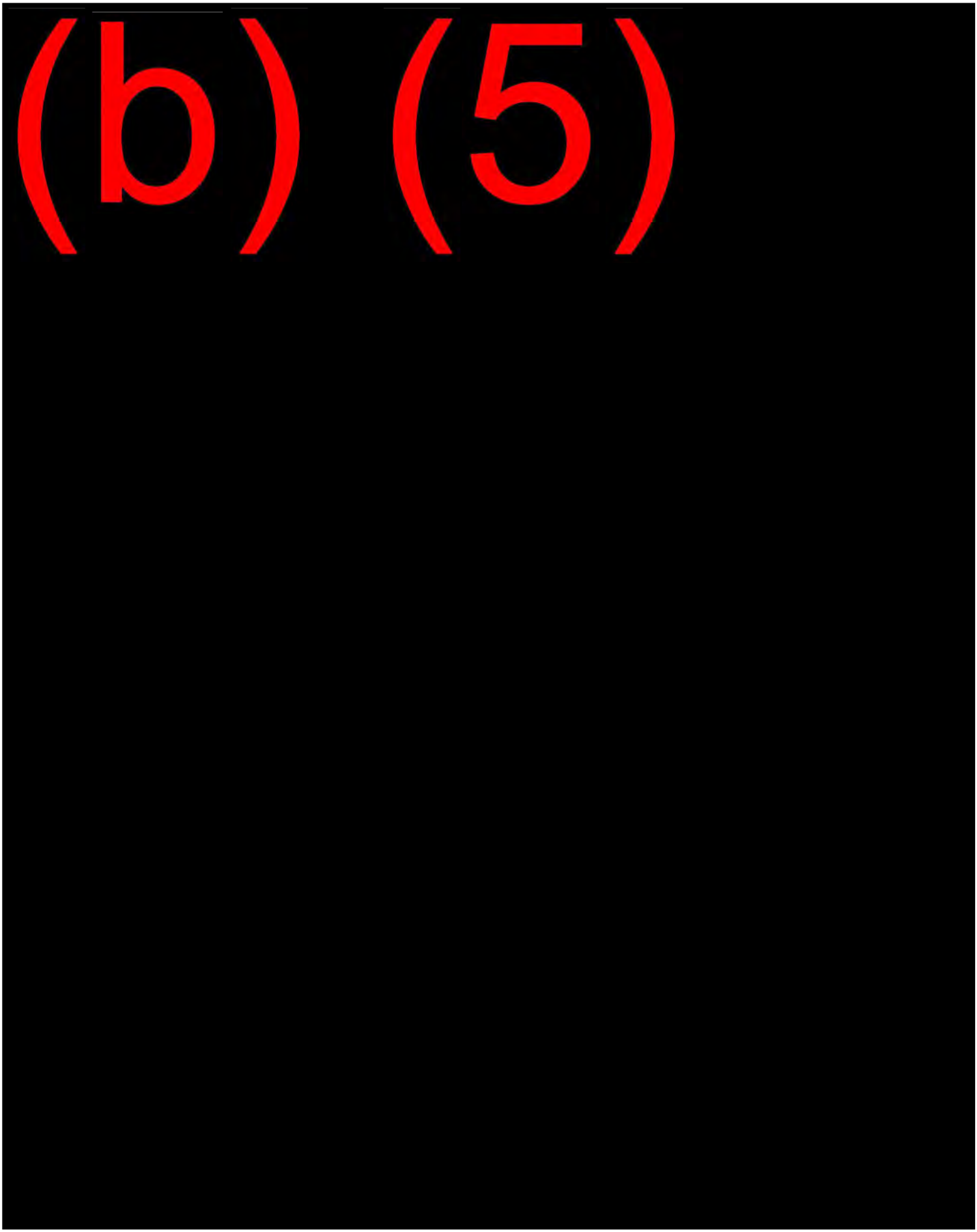

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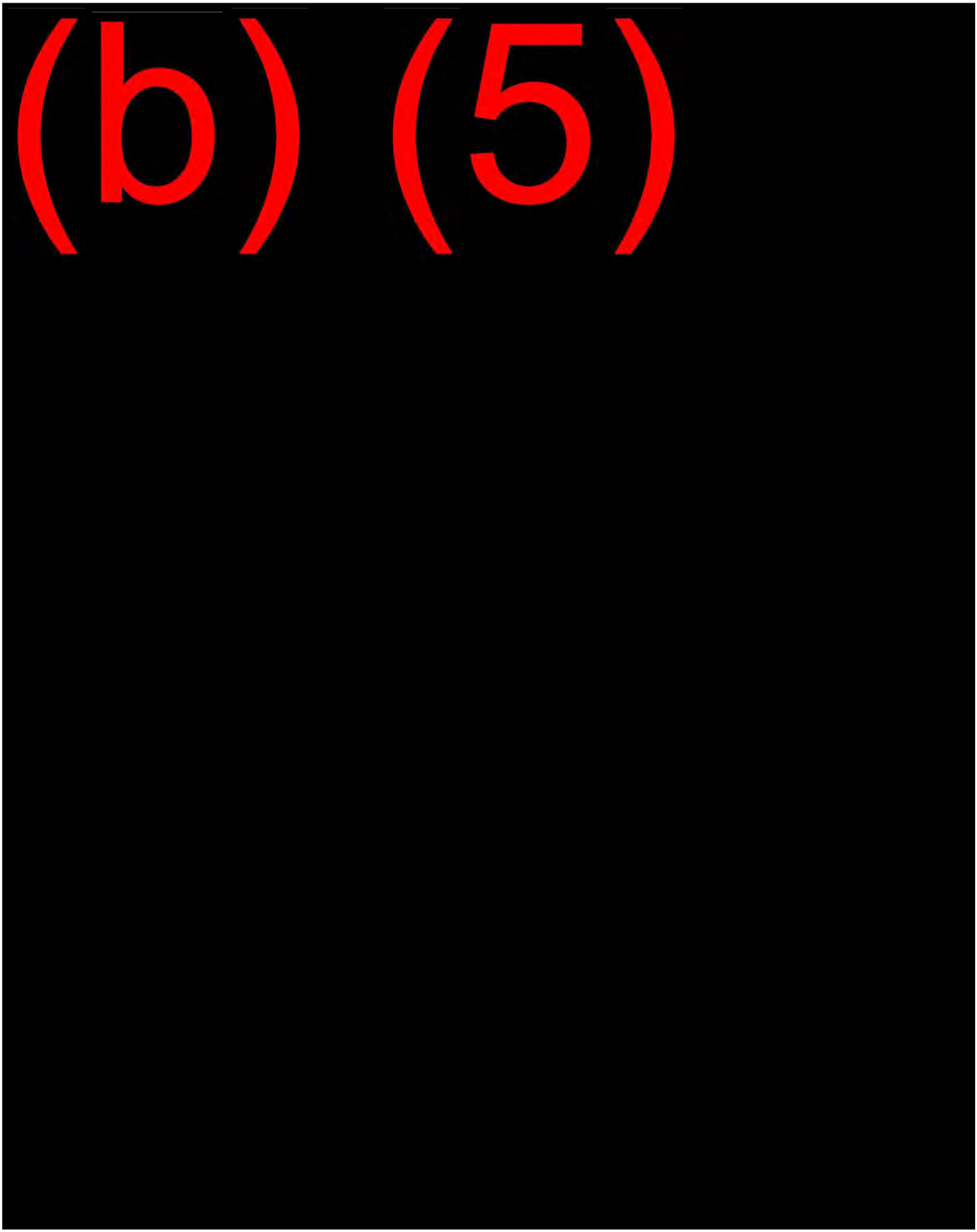

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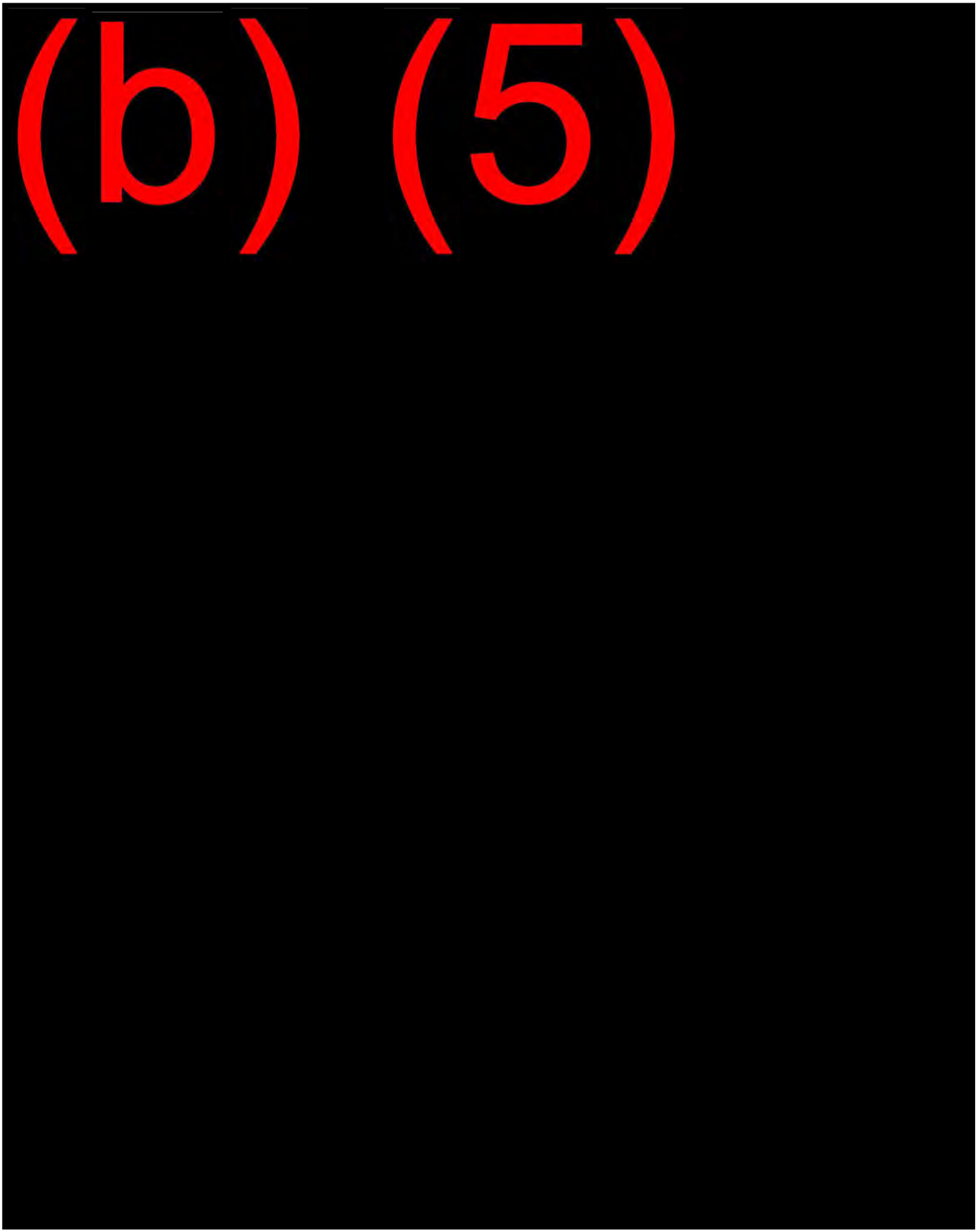

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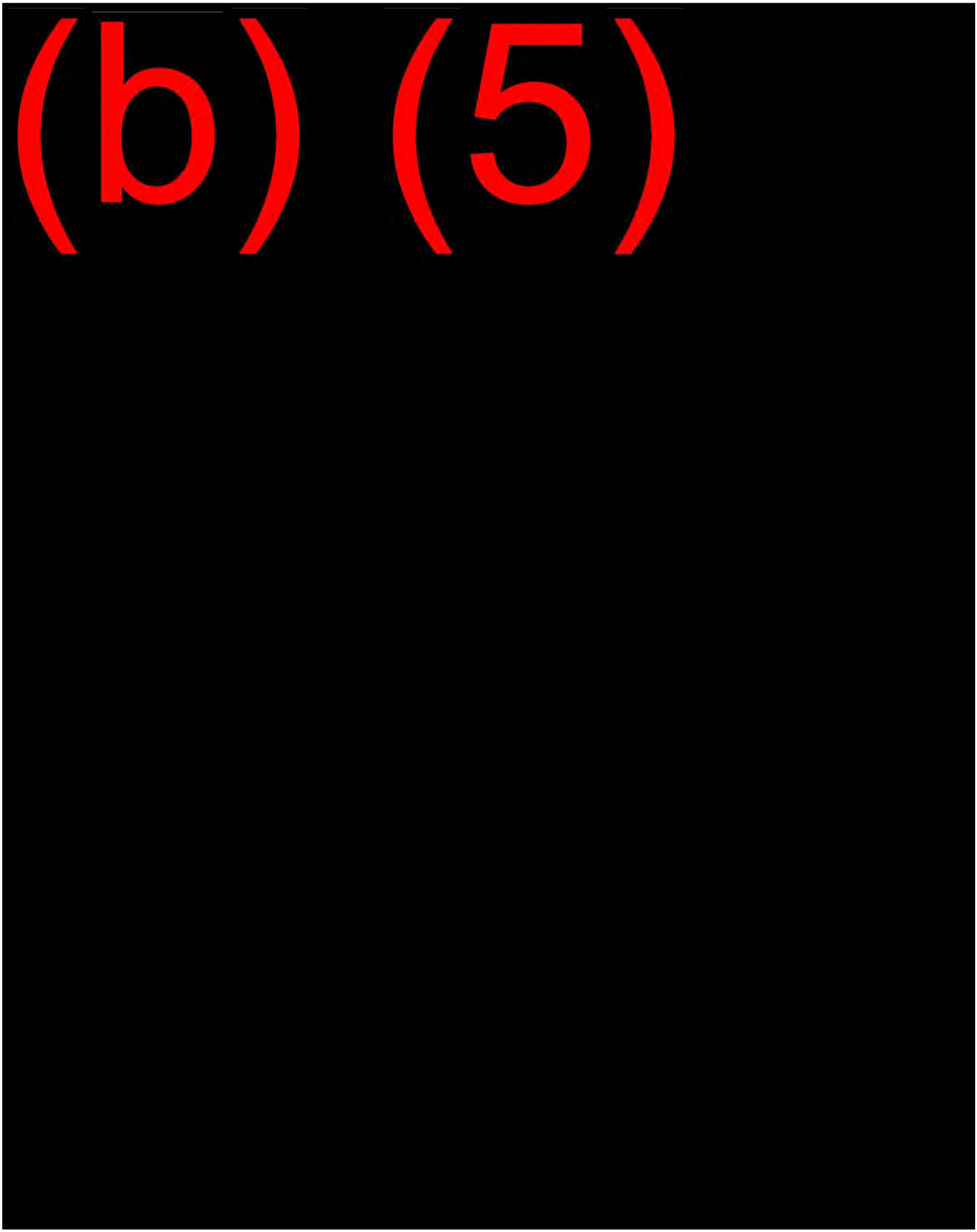

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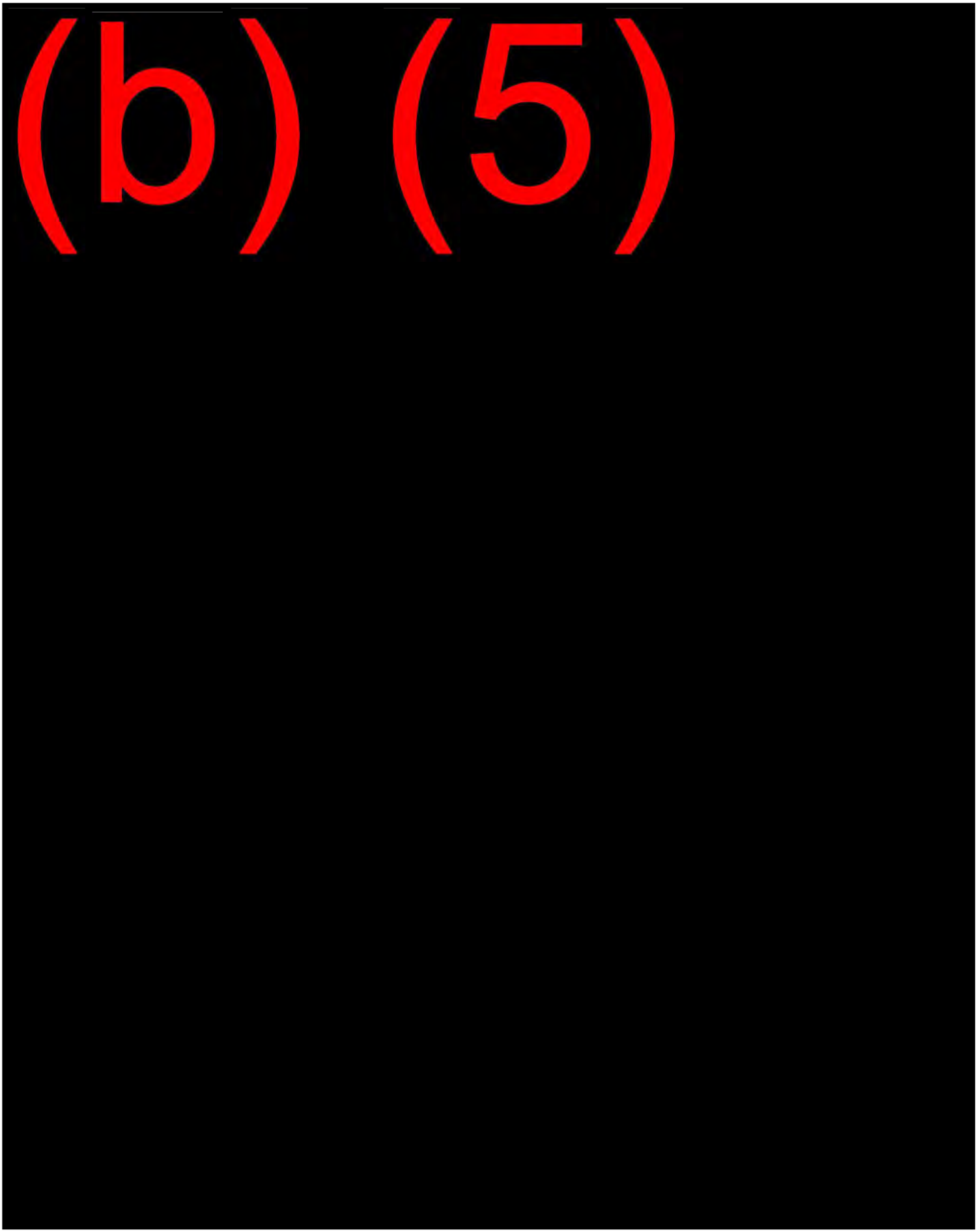

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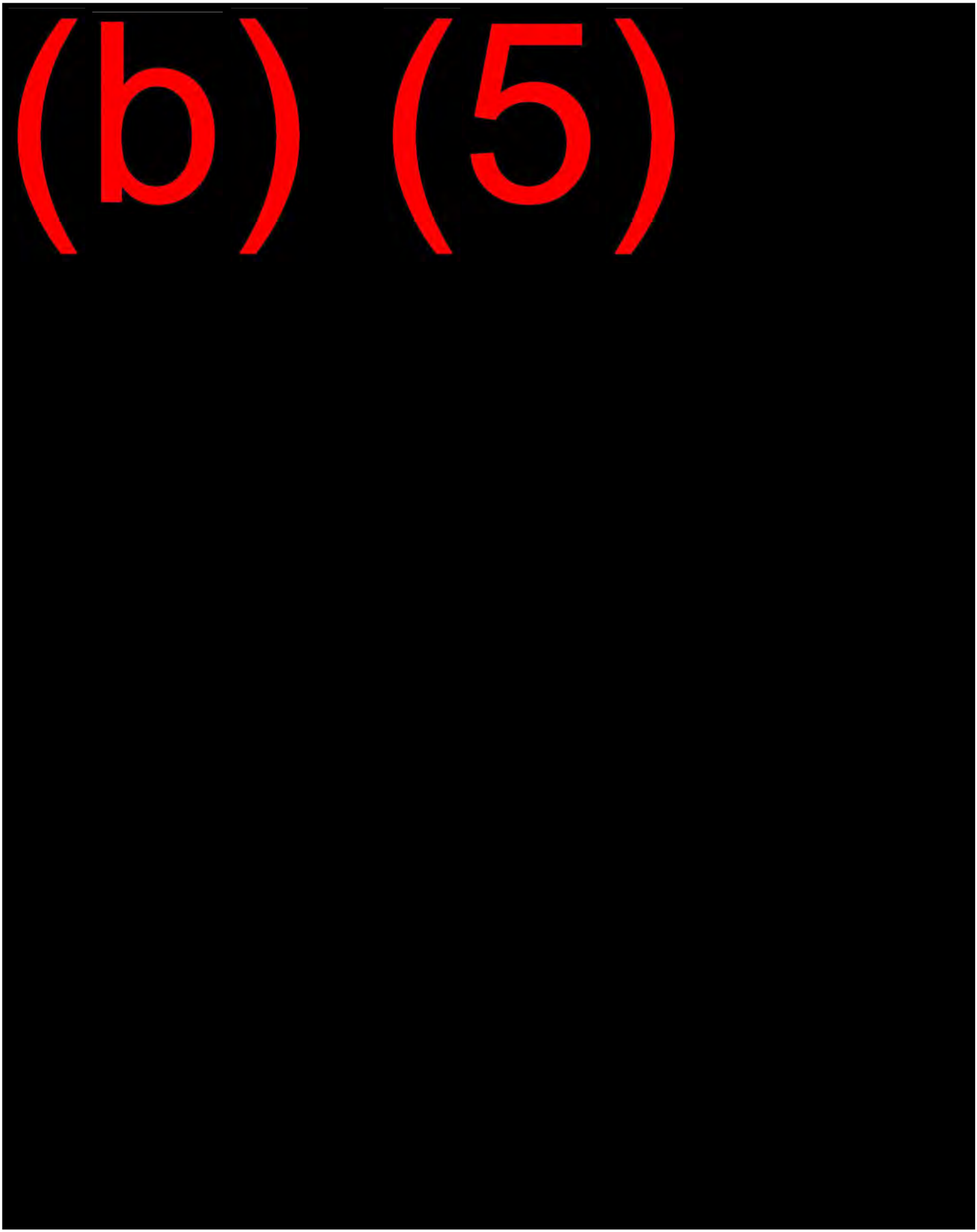
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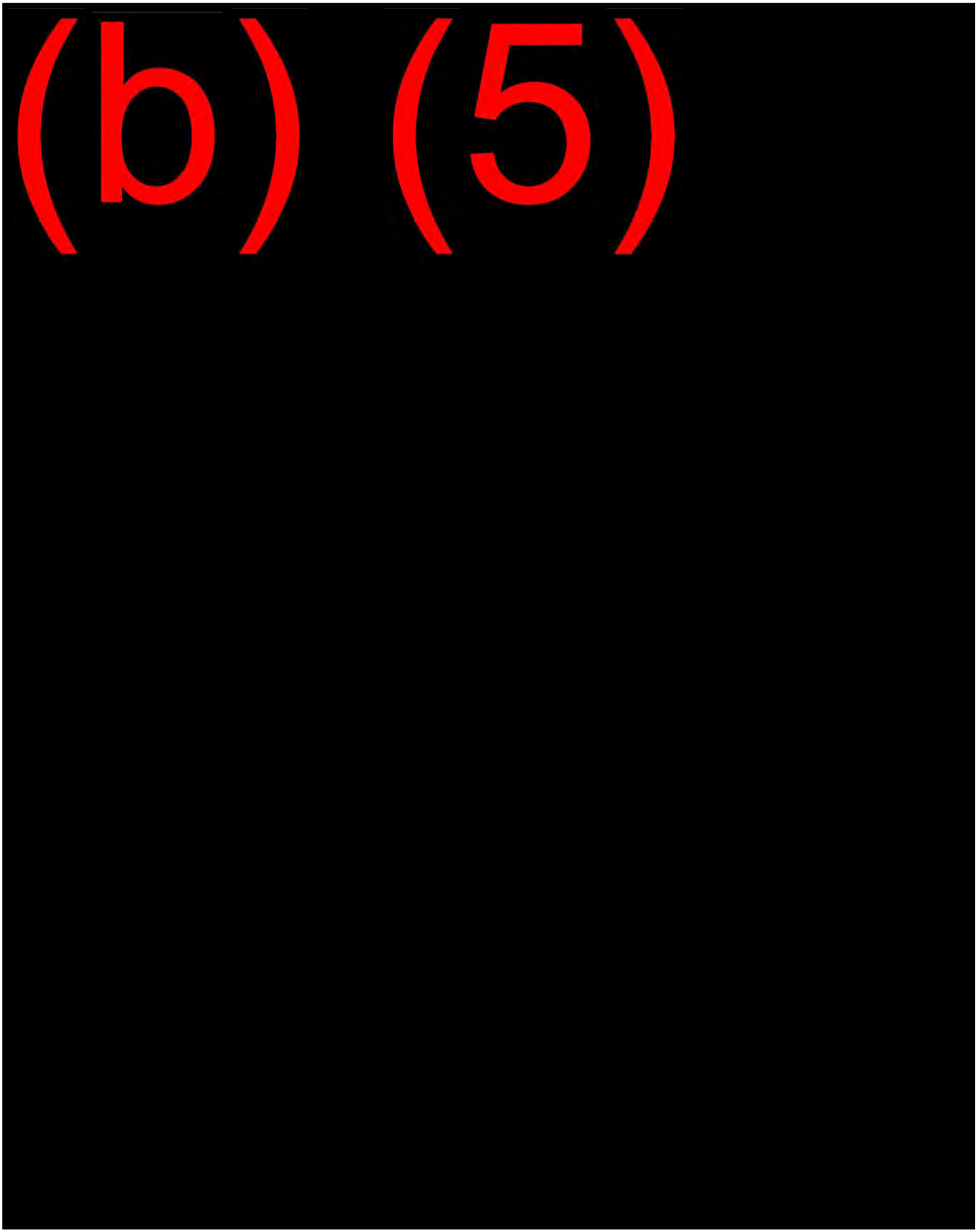

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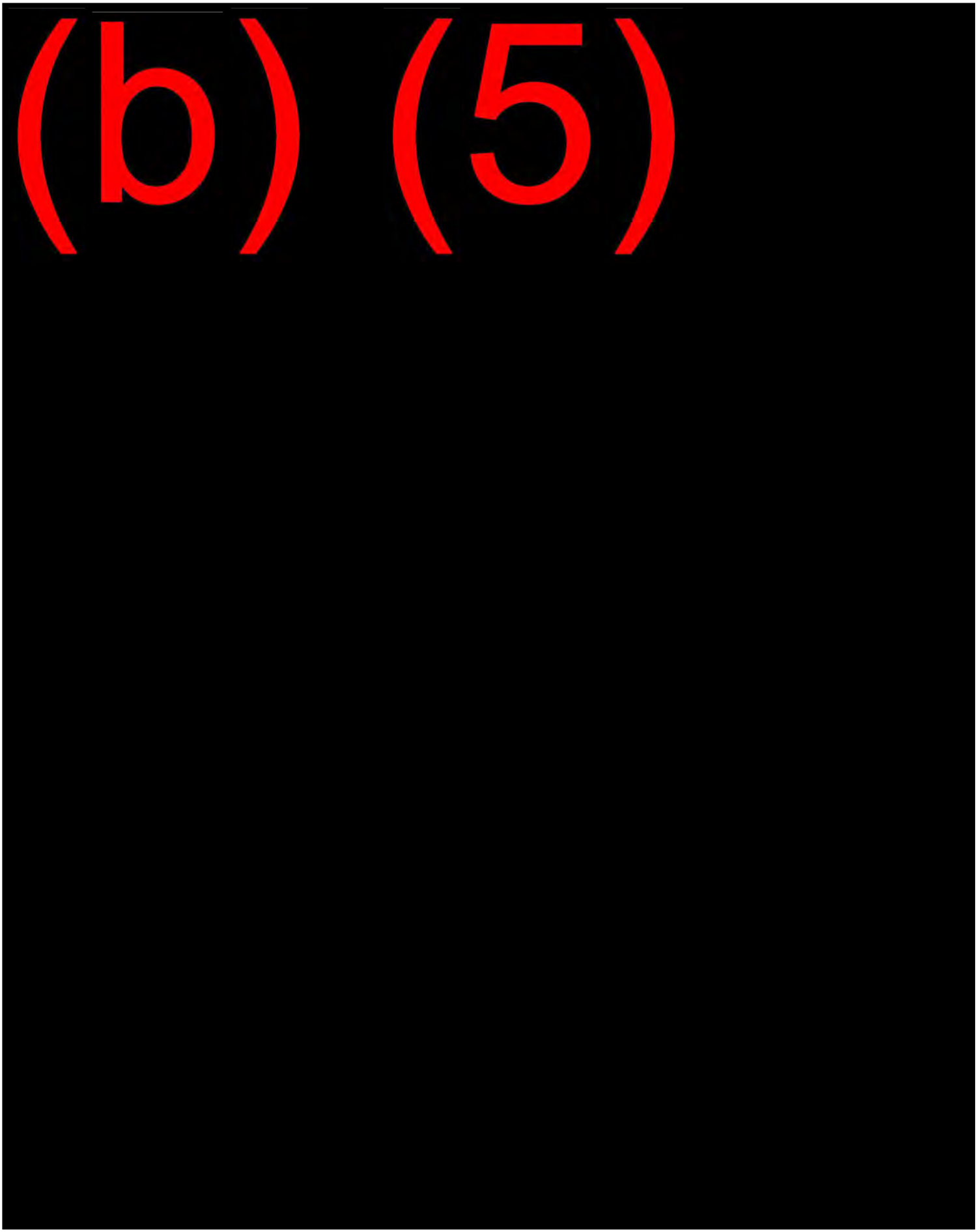

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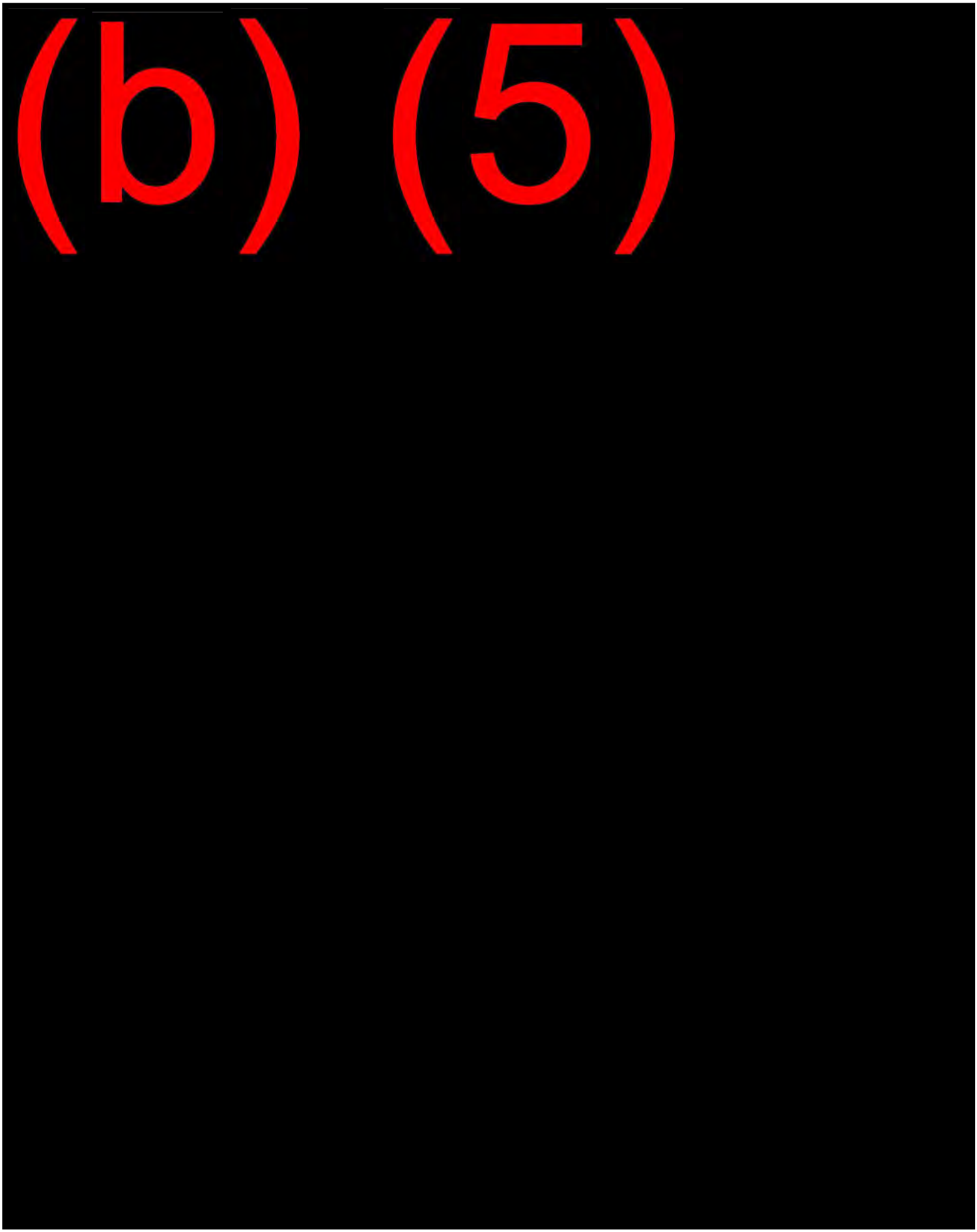

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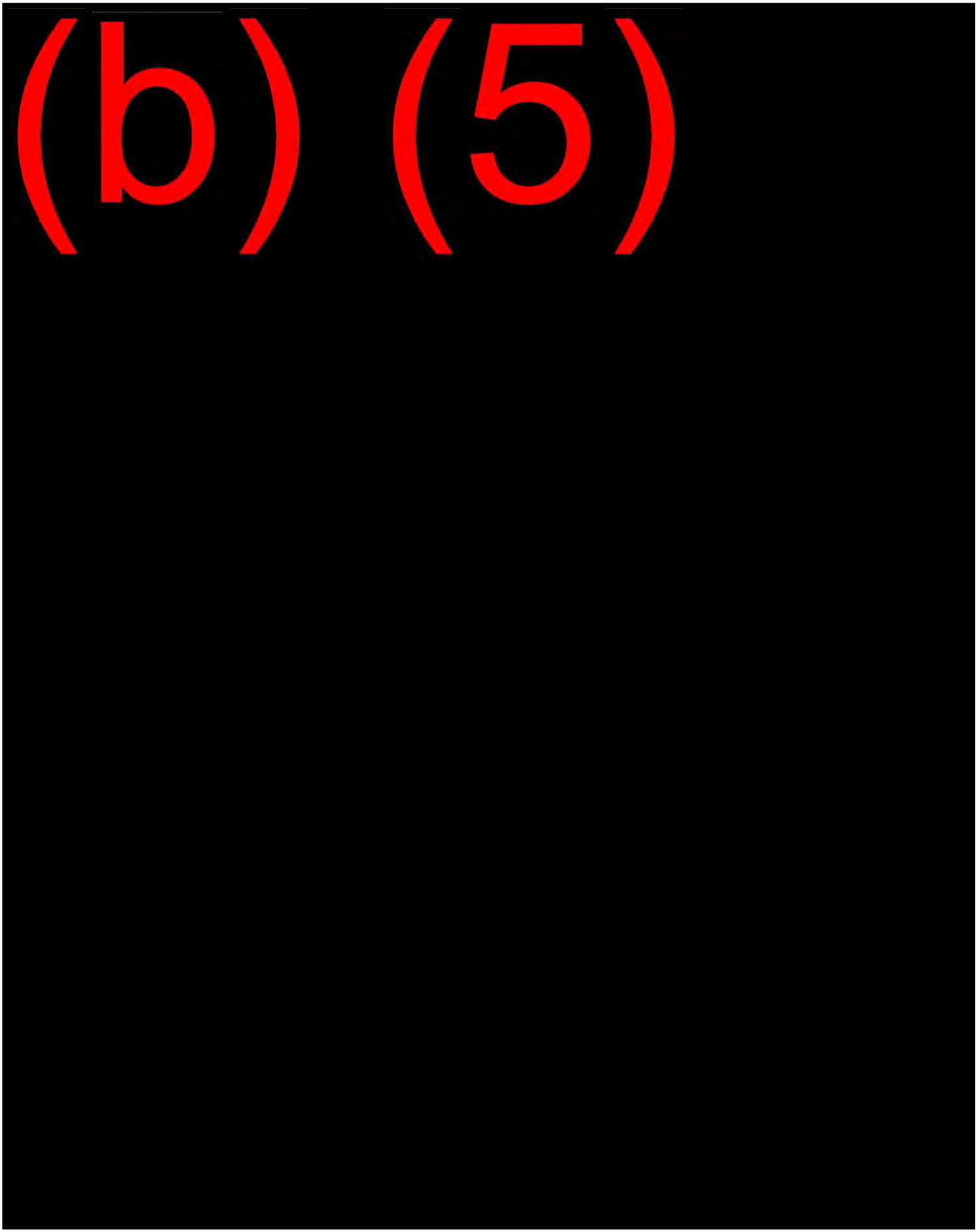

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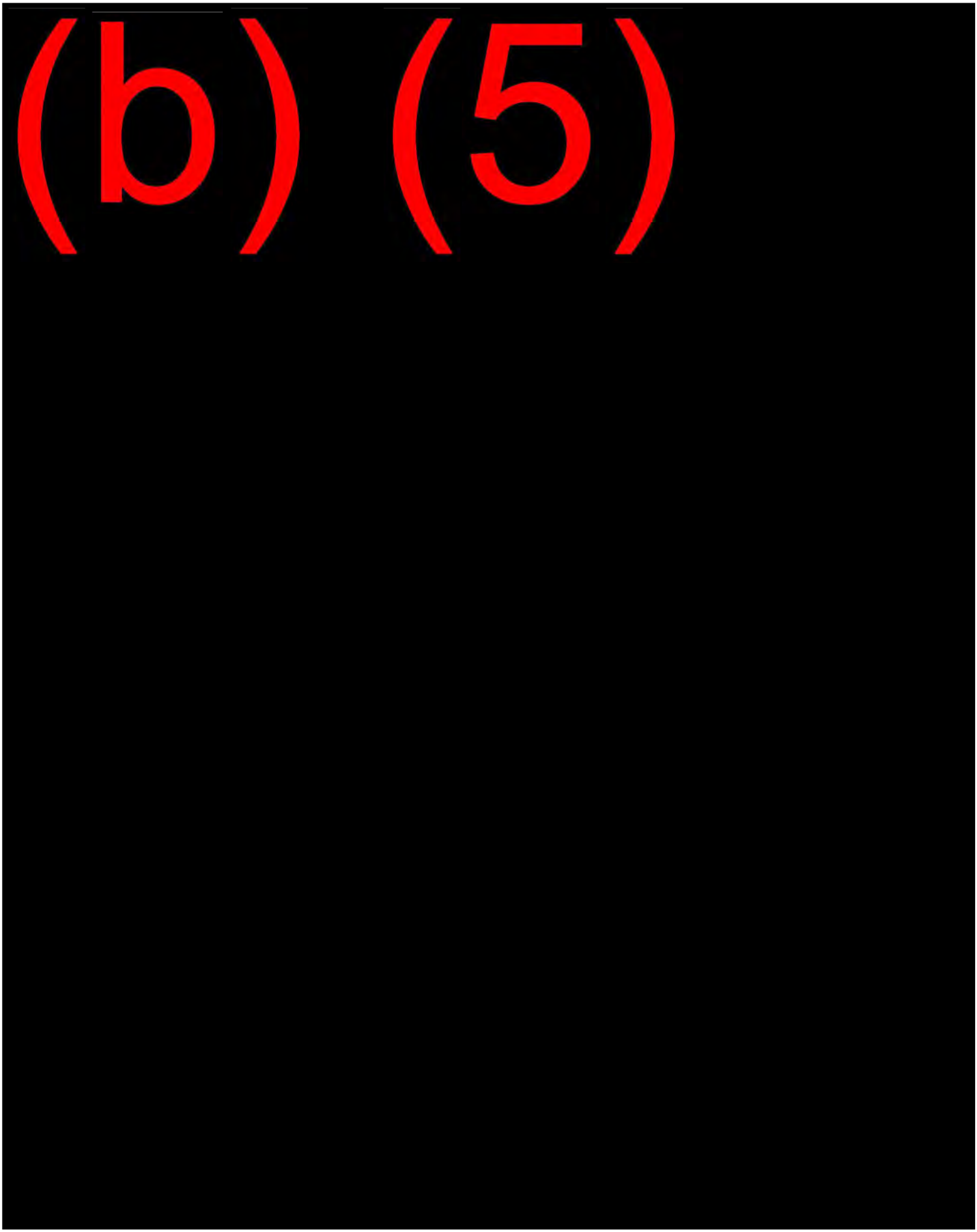

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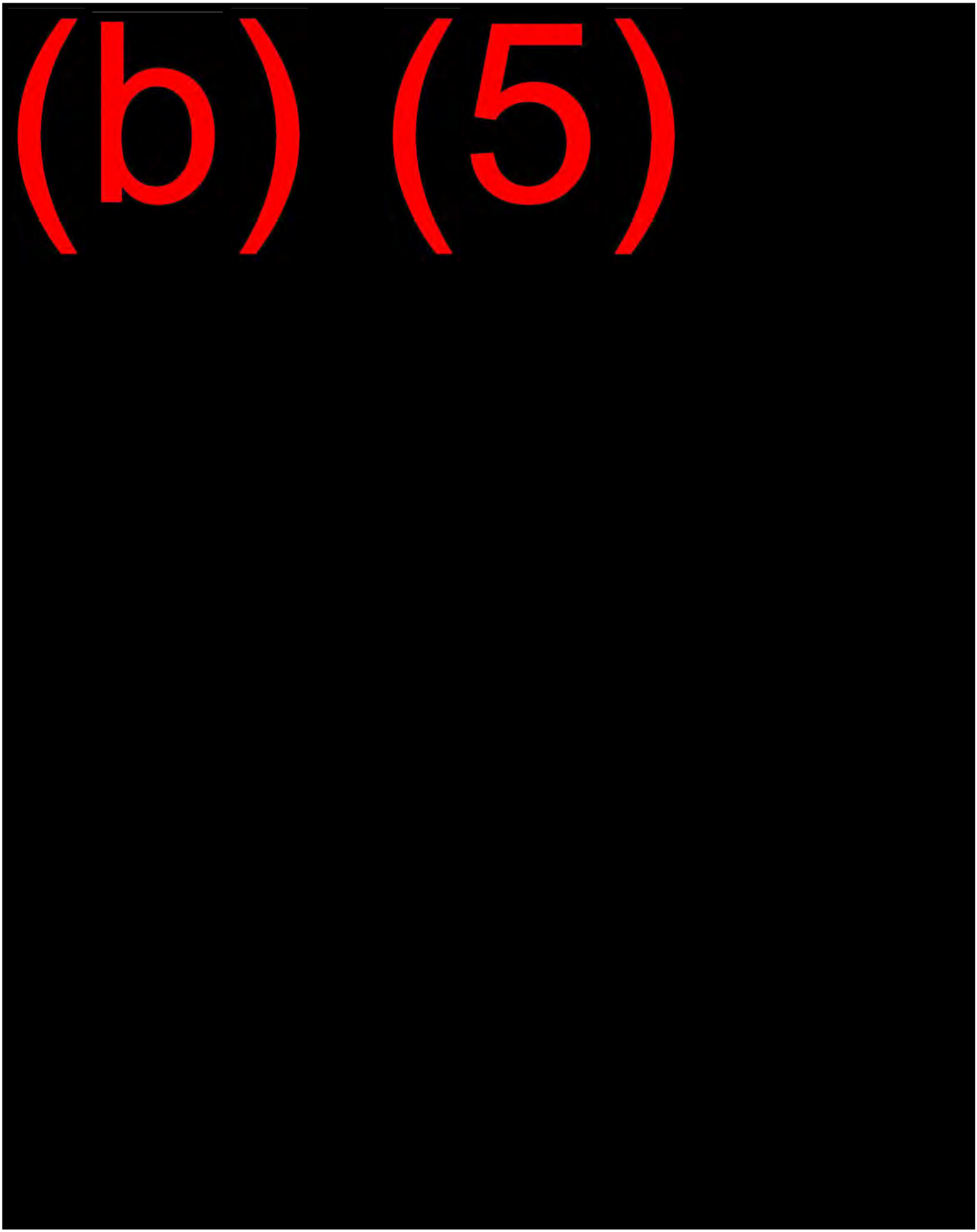

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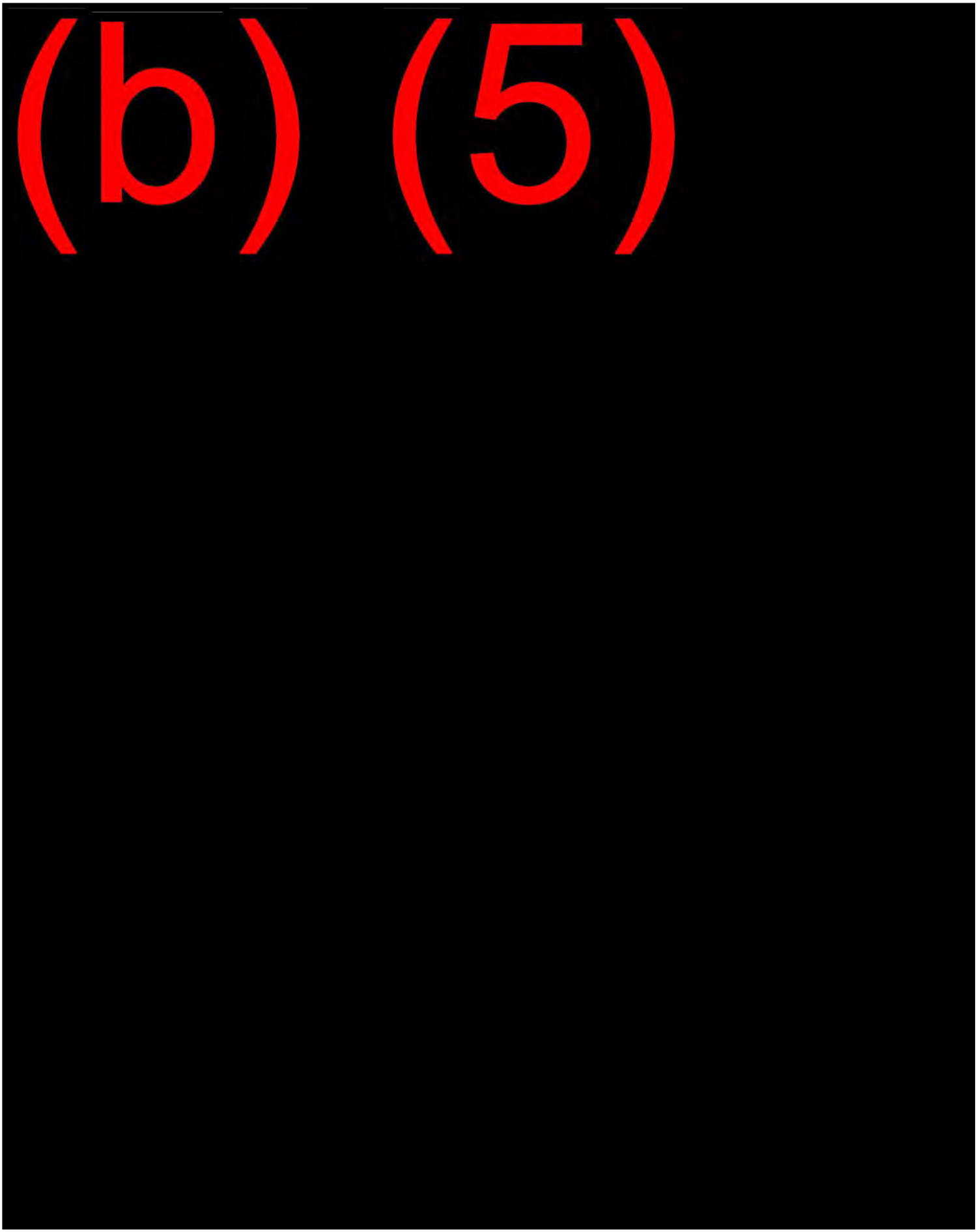

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INFORMATION TECHNOLOGY

USAGM-Presidential Transition Team - ***"U.S.A.G.M.-Structured for Success"***

DEC2020



FOIA21-032 0254

AGENDA

- Goals & Objectives
- People
- Processes
- Technology
- Next Steps

GOALS & OBJECTIVES

- Improve stewardship of budget and spend
- Improve IT planning acumen
  - Project Management -> Portfolio Management
  - Minimize year end funds ‘scramble’ (left over budget implies that our projections were off / we did not follow our plan)
  - Building a robust PMO is a huge part of this effort
- Transform into a process driven IT organization
  - Migrate from a reactive organization to a proactive entity
  - Create efficiencies in the organization

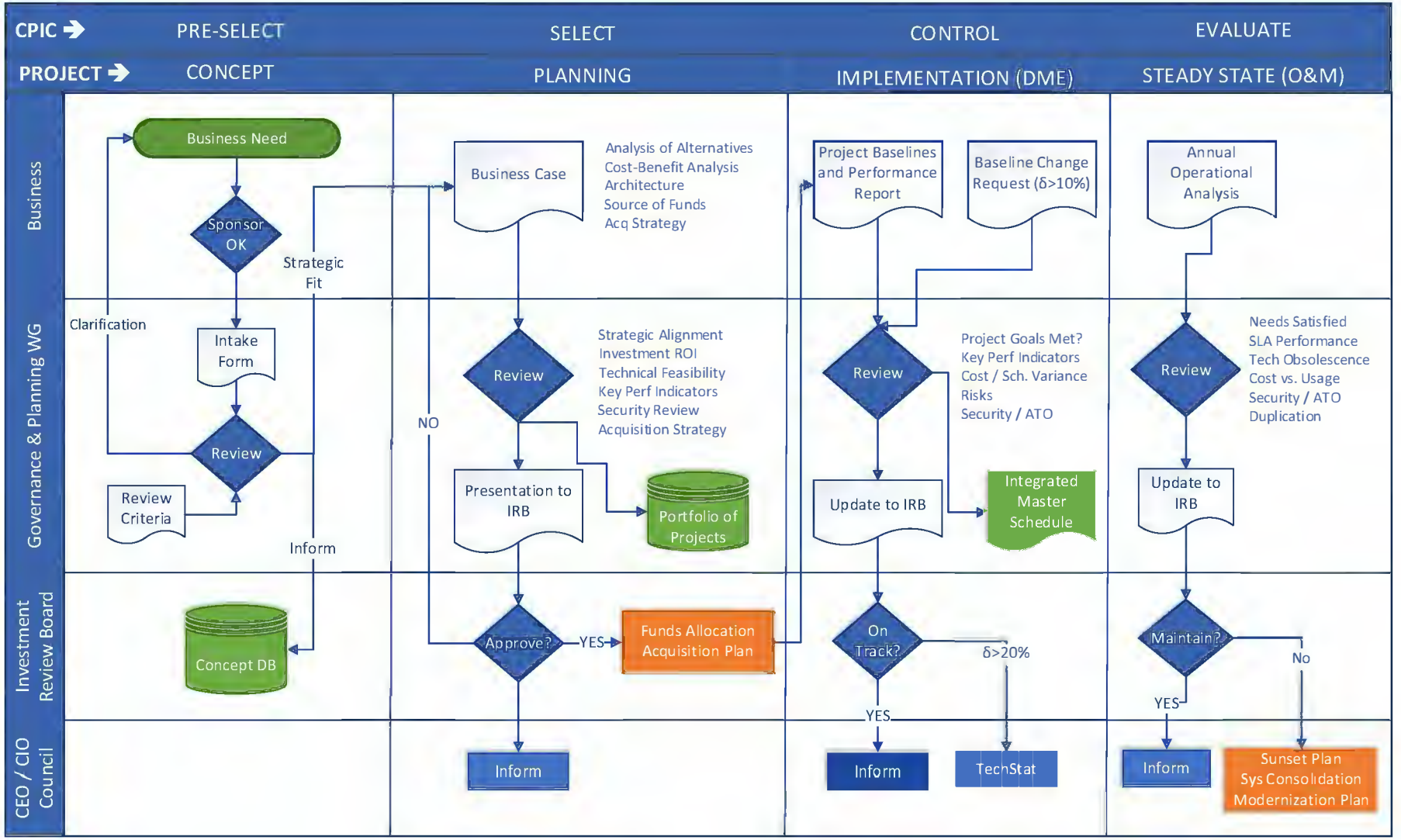
GOALS & OBJECTIVES

- Eliminate duplication of core IT services, technology and assets across USAGM (including sister agencies) – using CPIC & IRB framework
  - Multiple MAMs, Hardware refresh (buys), software/systems acquisition (i.e. Microsoft)
  - Centralize core systems (one content management system)
- Organize human capital for efficiencies
  - Longer term - Separate the IT function from the greater TSI organization
- Improve the cross functional alignment of the CIO council

PEOPLE

- Execute organizational realignment of human capital in IT
  - Backfill key openings (i.e. Deputy CIO, HelpDesk Manager)
    - IT Operations Manager (Ops Manager) Position to function as the centralized Service Delivery professional. S/he will lead communications and run the day-to-day IT Ops for USAGM.
    - Director of Portfolio Management Office (PMO) will become Portfolio and Project Management and be incorporated into the OCIO. Establish formal manager once transfer paperwork is completed. F
  - Improve alignment of current Team members by moving:
    - Chief Technology Officer (CTO) function into the OCIO.
    - This provides guidance and structure to the CTO body of work and creates a net benefit for the organization.
  - Align sister agency IT management into OCIO. (i.e. Formally Assign VOA – CIO to Agency OCIO)
- Attract and retain top talent thru active engagement w/HR

PROCESSES - CPIC



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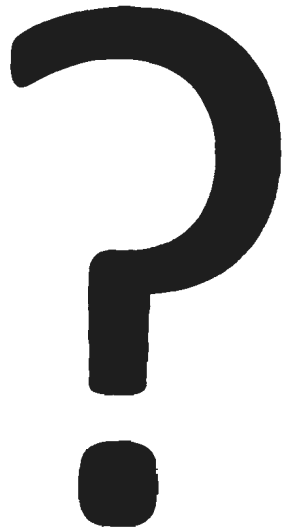
PROCESSES

- Leverage large buys, efforts into Enterprise agreements
  - Hardware refresh
  - Microsoft 0365
  - MAM / CMS Systems
  - IT Security
- Onboarding and off boarding process for employees
- IT Asset Management
- FISMA

TECHNOLOGY

- Embrace a Cloud First approach
  - TCO reduction in infrastructure costs as we migrate ‘compute’ to the cloud
- Multifactor Authentication (MFA)
- Service Catalog
- Media Asset Management system for broadcast entities
- Shore up our broadcast portfolio:
  - Satellite service offerings
  - Shortwave, Medium wave, FM and OTT

QUESTIONS



Office of Management Services

A BRIEF SUMMARY OF THE MANAGEMENT PORTFOLIO AND MAJOR FUNCTIONS

Office of Management Services: Solutions Start Here

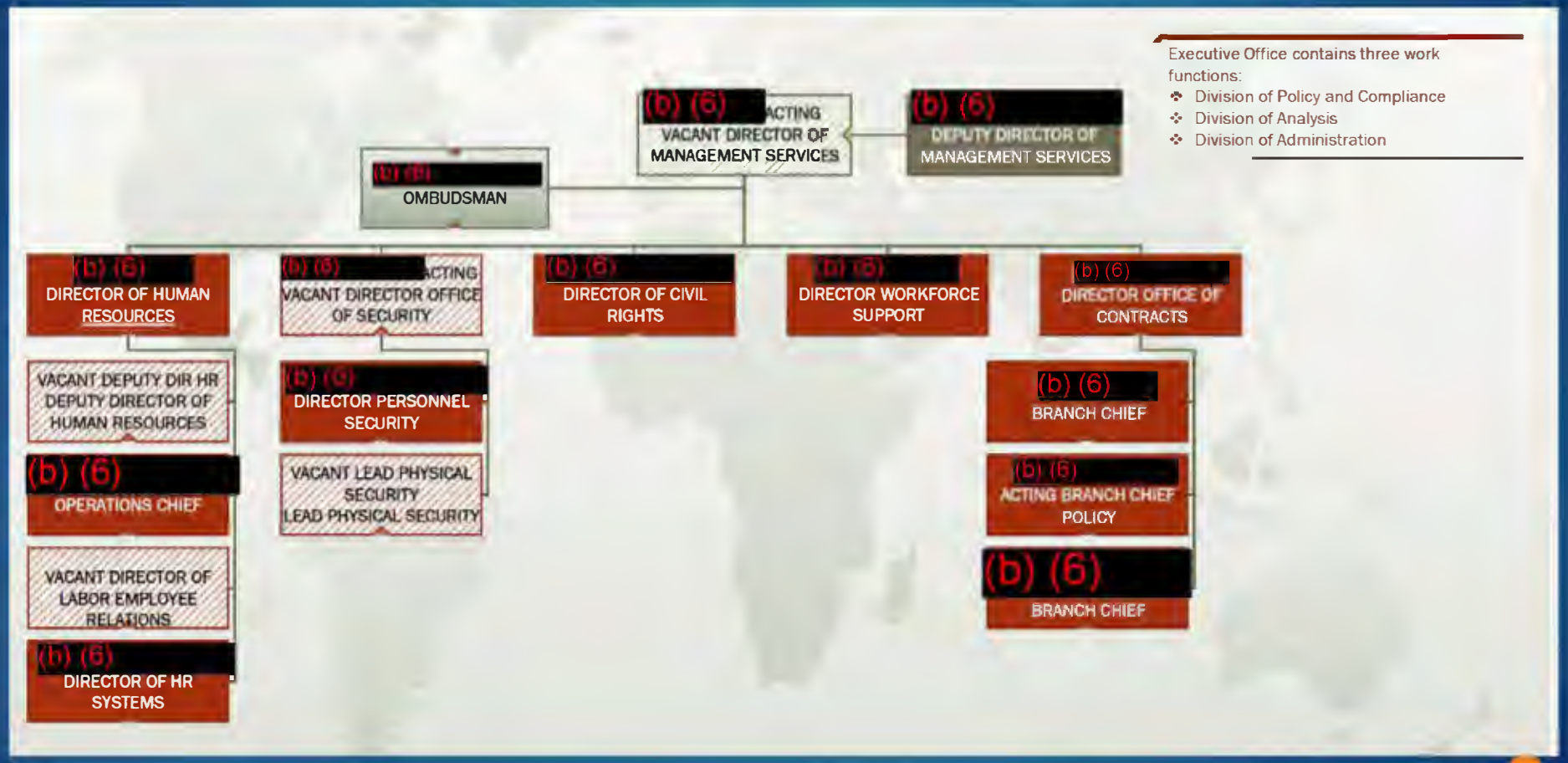
The Office of Management Services brings together the Offices of Human Resources, Contracts, Security, Civil Rights, Administration, and Workforce Support and Development –to create one team focused on finding solutions. Unifying these offices under the leadership of a dedicated director reinforces each office's overall direction and provides better coordination among them. The Management Services Team is committed to:

- ✓ Partnering with our customers to find solutions to issues;
- ✓ Implementing efficiencies to make our clients' lives easier; and
- ✓ Providing clear and useful communication at all times.

The head of Management Services reports directly to the USAGM CEO.

Office of Management Services

Organizational Overview



Office of Management Services

Functional Summary

Human Resources

Supports the Agency in Human Capital Management by providing guidance and expertise on staffing and recruitment, Labor & Employee Relations, Benefits, and the execution of personnel changes.

Administration

Advises the Directors of various USAGM Offices on the administrative aspects of [redacted] USAGM's programs.

Contracts

Directly handle or oversees all purchasing done by USAGM's Federal elements and oversees the Agency's purchase card program.

Security

Designs and implements programs to protect USAGM personnel and property domestically and overseas. Serves as agency POC to Intelligence Community for issues related to: [redacted] clearance levels, counter-intelligence, and insider threat.

Civil Rights

Administers EEO, diversity and inclusion programs and services that enable USAGM to achieve mission/goals by enforcing laws prohibiting discrimination in employment and promoting a diverse workforce.

Workforce Support & Development

Provides various work/life and [redacted] programs (Balance), [redacted] that foster engagement (Community), and professional development opportunities (Learning) for the USAGM workforce.

Office of Management Services

U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

330 Independence Avenue SW | Washington, DC 20237 | usagm.gov

June 17, 2020

Amb. Alberto M. Fernandez
President
Middle East Broadcasting Networks, Inc.

600 Boston Boulevard
Springfield, VA 22153

Via email (b) (6) [redacted]

Dear Amb. Fernandez,

The Middle East Broadcasting Networks, Inc. (MBN) is hereby on notice of the following. Effective immediately, pursuant to my authorities as Chief Executive Officer (CEO) of the United States Agency for Global Media (USAGM), including under 22 USC 6209(d) and your bylaws:

(1) the following individuals are added to the Board of MBN:

- Jonathan Alexandre (Senior Counsel, Liberty Counsel Action)
- Robert Bowes (Senior Advisor to the Secretary, HUD)
- Bethany Kozma (Deputy Chief of Staff, USAID)
- Rachel Semmel (Communications Director, OMB)
- Emily Newman (Chief of Staff, USAGM)
- Michael Pack (CEO, USAGM) as Chairman

(2) All other currently serving board members are hereby removed.

Thank you.

Best regards,

(b) (6) [redacted]

Michael Pack
Chief Executive Officer

MIDDLE EAST BROADCASTING NETWORKS, INC. MBN

TRANSITION 2021

MISSION

Middle East Broadcast Networks, Inc. (MBN) is a 501(c)(3) multi-media broadcasting corporation funded exclusively by a grant from the U.S. Agency for Global Media (USAGM) to support US public diplomacy. MBN broadcasts are the only Arabic language programming funded by USAGM. **Unlike the other USAGM-funded non-federal entities, MBN's is a hybrid mission – a traditional surrogate mission as well as VOA's mission.**

MISSION STATEMENT

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.

CURRENT OPERATIONS

With an on-board staff of about 700 and a budget of about $110m annually, MBN currently supports five brands from its headquarters in Springfield, VA, its regional hub in Dubai, UAE, and bureaus in DC, Lebanon, Iraq, Egypt, Israel, Morocco, and Tunisia. Covid restrictions, outbreaks, and curfews and Iraq security concerns have significantly hindered operations over the past several months causing production delays, newsgathering challenges, and staffing shortages.

MBN CURRENT BRANDS

12/1/2020

Arabic	English Transliteration	*English Translation*	Broadcast Media
[illegible]	Alhurra	*The Free One*	Television and Digital
[illegible]	[illegible]	*Together*	Radio and Digital
[illegible]	[illegible]	*Maghreb Voices*	Digital
[illegible]	[illegible]	*The Square*	Digital
[illegible]	[illegible]	*Raise Your Voice*	Digital

ALHURRA

Alhurra is MBN's primary brand with two television channels -- one Pan-Arab and a second targeted exclusively to Iraq -- as well as a website and related social media properties. Alhurra's Pan-Arab news and information channel initially launched in February 2004 and Alhurra-Iraq launched in April 2004. Alhurra television provides audiences regional, global and U.S. news, as well as current affairs programming 24/7 in Modern Standard Arabic. Alhurra-Iraq differs from the Pan-Arab channel in its provision of at least 5 hours of daily Iraq-specific content.

Alhurra Pan-Arab television was relaunched in November 2018 with new talent, management, programs, grid, graphics and studios in the U.S. and Dubai. Alhurra-Iraq's relaunch was limited to a new grid and graphics. Alhurra

Pan-Arab is scheduled to launch 2 new shows and Alhurra-Iraq 3 news shows in the next two months. Currently Alhurra produces 8 hours of programming per day from Dubai and 16 hours per day from headquarters. The channels now are broadcast over five satellites supported via USAGM's global transmission platform, including on NileSat, YahSat, ArabSat, EutelSat 7A, and EutelSat 8B, as well as streamed via internet.

According to USAGM national surveys, since the relaunch of Alhurra television, MBN audiences have increased in several countries, with strong viewership reported in Iraq, the Palestinian Territories, and Morocco. In Iraq, 63.2% of adults (15+) reported using Alhurra, Radio Sawa, or MBN digital in the past week with past-week viewership for Alhurra in 14 mostly Arab provinces reported at 37.2% (nearly double the 21.4% in the last USAGM survey in 2017). There is not a clear picture yet of the entire impact of the 2018 changes because research since the relaunch and the subsequent brand identity campaign has been limited.

Alhurra.com, the primary 24/7 news website, was updated 2 years ago and relaunched in March 2020 with a new content management system, an MBN-specific offshoot of VOA's Voltron. New Alhurra mobile apps for IOS and Android devices launched in May 2020. Alhurra-Iraq has separate social media accounts and a landing page on Alhurra.com that targets the Iraqi audience and serves as an online platform for Alhurra-Iraq television.

SEE TAB 1: *A. CURRENT ALHURRA TV PROGRAMMING GRIDS*
B. ALHURRA PROGRAMS

SAWA

Radio Sawa launched in 2002, pioneering a program strategy that provided 24/7 news and information interspersed into Arabic-Western music streams programmed specifically for sub-regions of the Middle East. Sawa sustained the programming strategy after defederalization in 2005 and through the years as other stations in the region adopted similar programming. Over time, the need for a format change became increasingly evident.

In FY 2018, as a result of USAGM budget negotiations with the Administration, MBN prioritized television and digital funding and reduced Sawa radio output to two broadcast streams (down from eight), one for the listeners in Iraq and one for listeners in the Levant. Programming transitioned with a focus on call-in talk shows in June 2018. Plans for a relaunch of each of the two streams are underway.

In 2019, a third stream to Sudan was approved. Delays in launch due to staffing remain. Transmission issues remain unresolved for all three streams – FM transmitter shutdowns by Iraq government, weak signal in Lebanon, limited transmission options into Sudan.

SEE TAB 2: *SAWA PROGRAMMING ELEMENTS OVER TIME*

DIGITAL-ONLY BRANDS

Aswat Magharebiyya

Launched in March 2017, Aswat Magharebiyaa was designed to target audiences determined previously to be under-served in Morocco, Tunisia, Algeria, Libya, and Mauritania. The website and its social media properties provide audiences with content about the Maghreb region, the wider MENA region, and the U.S. The site's tagline is "Your stories are worth telling. We are your voices." In addition to news and current affairs coverage, the site aims to provide compelling, local, human-interest stories.

El Saha

Launched in May 2018, El Saha is MBN's first video-centric site targeting young, connected Egyptians with a focus on content to expand horizons. In line with our mission to promote universal freedoms, El Saha videos share

experiences to stimulate discussion and build awareness. As a relatively new service, El Saha is working to develop its full potential.

Irfaa Sawtak

Irfaa Sawtak is a storytelling platform that amplifies the voices of those living in conflict and persistent social injustices. The Irfaa Sawtak properties advocate for human rights, celebrate small victories, and counter extremism. The Irfaa Sawtak digital properties have been struggling and are in need of refocus after prolonged lack of effective management. Recruitment for a new lead is underway, team issues have been identified and are being resolved, and team communication significantly improved. Reestablishment of an Iraq-centric focus is planned to be initiated and implemented by the end of December.

Podcast Service - Branding Pending

With Podcasts popularized in the Gulf and working their way throughout the region, MBN plans to employ American strategies in producing digital audio content, as well as story-telling models that emphasize factual, engaging, and ethical journalism. With names under selection review and an ongoing conversation about branding, two Podcasts are planned to launch within the next month.

STRUCTURE

MBN was incorporated as a private, not-for-profit organization in DC in 2003 with three corporate officers – a President, Treasurer, and Secretary, who have defined procurement and financial authorities. Headquartered in Springfield, VA, MBN currently has registered branches in DC, UAE, Israel, Tunisia, and Iraq. Due to local registration issues, MBN established subsidiary corporations instead of branches in both Lebanon (MBN-L) and Morocco (MRTM). To date, MBN's office in Egypt has not been registered – however, as confirmed by local counsel, MBN is operating legally working under the umbrella of a vendor (that coincidentally was federalized by the Government of Egypt in 2018).

The operational leadership team, comprised currently of five Vice Presidents and the Executive Director for Creative Services & Brand Management, all report to the President; as do the General Counsel, Public Editor, Research & Program Review Director and Executive Branch Communications Director. The Presidents and Vice Presidents are the only executive level (SES Equivalent) positions at MBN. The last changes to the organization structure were made in June, 2020 when Radio Sawa was shifted to the Programming Department and the Executive Director of Creative Services was established as a direct report to the President.

The bureau structure is currently decentralized without assigned Bureau Chiefs -- each organizational element in the bureaus report directly back to a headquarters VP or their designee.

SEE TAB 3: *A. ORGANIZATIONAL CHART*
B. RESOURCE INFORMATION

NEAR-TERM MANAGEMENT, PERSONNEL AND BUDGET ISSUES

The following are the most pressing issues that require CEO/USAGM attention:

- **Selection of an MBN President:** General indication of anticipated timing to inform pace of action on short-fused, internal MBN issues.
- **Grant Agreement Finalization:** Determination of 2021 grant amounts and terms.
- **Administration Engagement**: Pursuit of newly appointed USG leaders and officials to encourage using MBN's direct line of communication with the people of the Middle East and North Africa.

- **Sawa Transmission:** Address transmission issues in Iraq, Lebanon and Syria to inform related operational decisions, including on Sawa relaunch and digital presence expectations/resource requirements.
- **Security Processing Information:** Provide guidance on reasonable expectations for USAGM security support going forward. MBN has relied on USAGM for personal security suitability inputs, especially the IC database checks. According to MBN security records, USAGM has 399 outstanding MBN security cases (204 Domestic; 195 Overseas), which have not been adjudicated for current staff.
- **USAGM/Non-Federal Entity Oversight, Reporting Requirements, and Communication**: Establish consistent expectations across all USAGM offices on non-federal entity oversight and required engagement. The messaging has not been consistent at all levels.
- **Research Management:** Review research plans and reporting practices with a view towards improving timeliness and accuracy.

PENDING PROCUREMENT

Under the CR and beyond, there are no foreseeable discretionary procurements pending except for renewals to sustain ongoing operations, including but not limited to; leases, systems maintenance agreements, staff contracts, and small operational requirements, as well as TIU elements. When contracts are renewed, MBN will continue to ensure adequate out-clauses to avoid precluding potential operational pivots in the near-term.

EQUAL EMPLOYMENT OPPORTUNITY PROFILE

SEE TAB 4: EEO PROFILE – 2018 DATA

COVID-19

The impact of the global pandemic has been immense at MBN requiring consistent operational attention, creativity and flexibility. To respond, we have:

- Assigned as many staff as possible to work remotely (only 70-90 are present per shift at HQ)
- Changed schedules to limit exposure in the newsroom
- Required staff to abide by CDC recommendations to wear masks, wash hands, and social distance
- Required sick, symptomatic employees to stay at home
- Disinfected MBN facilities in U.S. and overseas regularly, above and beyond normal cleaning services
- Made every effort to ensure availability of disinfectant and cleaning supplies, including issuing individual disinfectant bottles to employees on-site
- Closed Erbil for two days to disinfect when an outbreak occurred
- When a Covid outbreak in Dubai took hold, headquarters staff worked furiously to take on a 24/7 broadcast schedule within 12 hours' notice
- With an outbreak at headquarters within weeks thereafter, Dubai stretched to alleviate pressure as Virginia pivoted to broadcasts from the Washington Bureau
- Tracked over 250 Covid tests prior to reentering headquarters to keep the community and our families safe during this second/third global pandemic wave
- Launched 24/7 election coverage the week after the headquarters interruption
- Closely monitored each positive case, exposure and return to work protocols
- Been getting remote TV production, VDI options, and post-Covid remote work policy in place

Covid has affected every department. For instance, in News, distancing requirements and the need to minimize potential infection prompted splitting news teams, reducing personnel present in the studios, and recasting two-anchor shows to single anchor. Pandemic related travel restrictions have resulted in fewer videos and soundbites for key news reports. In addition, recruiting and vacancy fills continue to put pressure on current staff.

EXISTING ROUTINE MANAGEMENT, MEETINGS, POLICIES, AND REQUIREMENTS

Currently, MBN/USAGM engagement is as follows:

- MBN Acting President has a biweekly meeting with the CEO and USAGM front office staff to provide operational updates and discuss any outstanding issues.
- MBN provides USAGM CEO weekly coverage highlights.
- MBN provides USAGM CFO monthly financial reports and quarterly staffing reports.
- MBN provides quarterly reports to USAGM CTO to ensure there has been no programming or marketing outreach directed within the U.S. in violation of the Smith-Mundt provisions.
- USAGM Communications Office hosts a biweekly call across all USAGM entity representatives
- MBN attends weekly Digital Governance meetings to discuss digital issues and developments.
- MBN attends a weekly call with editorial representatives to facilitate content sharing.
- A few weeks ago, CFO's office announced they would be establishing biweekly meetings on budget and financial issues separately with each USAGM entity.
- Last week, the USAGM CTO took steps to resurrect information-sharing calls on digital content issues and developments across all USAGM entities.

TECHNOLOGY CAPABILITY & IT SECURITY ISSUES

MBN operations have been hampered by disparate core systems and reliance on expensive satellite infrastructure despite more efficient alternatives. Realigning jobs and skillsets to support new technical platforms continues to be critical to the success of overall broadcast operations.

MBN's Technical Infrastructure Upgrade project (TIU) will address MBN technical platforms and workflows to 1) migrate away from traditional satellite and video contribution and distribution to a currently relevant and scalable platform, and 2) establish true media management capability throughout the network and provide for disaster recovery of both operations and content. TIU funding was established internally over two years through savings from benefits reductions, position eliminations, and programming cuts to prioritize essential technical upgrades required to achieve technical stability and efficiency.

TIU will address:

- Media/content management
- Storage and database
- All production platforms and subsystems
- Newsgathering
- Ingest, transmission, and master control
- Sat desk and contribution
- Graphics platforms and capabilities
- Remote access and collaborative workflows for production and engineering
- Provide a basis for centralized and geographically disconnected facilities
- IT, both corporate and broadcast platforms

Outside the TIU, the following are items that need attention:

- Virtualized Desktop Infrastructure
- UPS replacement
- Radio Broadcast System
- Further CMS Development

TAB 1: *A. CURRENT ALHURRA TV PROGRAMMING GRIDS*
B. ALHURRA PROGRAMS

Effective Sunday, November 8, 2020

Alhurra Main Program Schedule Grid

الحرة

Eastern Standard Time (EST)

Post-2020 Election Special; 30 minutes; premieres at 17:00 GMT on Mondays

Legend: In-house Main | News | Alhurra Tonight | Al Yawm | 4-MIN News | Documentary | Changes

EST	GMT	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Location	Dakhl	DC, USA	Dubai
19:00	0:00	Alhurra Now - الحرة الآن							VA	2:00	3:00	4:00
19:30	0:30	4-Min News Update - الموجز								2:30	3:30	4:30
20:00	1:00	Existing Doc (5)-R	Gulf Talk Repeat	Decision Capital Repeat	Debatable Repeat	Huna America Repeat	Existing Doc (3)-R	Existing Doc (4)-R	VA	3:00	4:00	5:00
20:30	1:30									3:30	4:30	5:30
21:00	2:00	Alhurra Now - الحرة الآن							VA	4:00	5:00	6:00
21:30	2:30	Sam & Ammar Repeat	Hollywood News Repeat	Word of Truth Repeat	Dakhil Wash Repeat	Sam & Ammar Repeat	Investigative Report Main- R	Dakhil Wash Repeat		4:30	5:30	6:30
22:00	3:00	4-Min News Update - الموجز								5:00	6:00	7:00
22:30	3:30	Existing Doc (2)- R	Existing Doc (3)-R	Existing Doc (4)-R	Existing Doc (5)-R	NEW DOC (A)-R	NEW DOC (B)-R	Existing Doc (1)-R	VA	5:30	6:30	7:30
23:00	4:00	4-Min News Update - الموجز								6:00	7:00	8:00
23:30	4:30	Alhurra Tonight - Show Cutdown							DXB	6:30	7:30	8:30
0:00	5:00	Al Yawm Morning Show Premiere برنامج اليوم					4-Min News Update - الموجز; Best of Al Yawm Premiere برنامج اليوم		DXB	7:00	8:00	9:00
0:30	5:30									7:30	8:30	9:30
1:00	6:00						4-Min News Update - الموجز; Debatable Repeat	Huna America Repeat	DXB	8:00	9:00	10:00
1:30	6:30									8:30	9:30	10:30
2:00	7:00	Alhurra Now - الحرة الآن							DXB	9:00	10:00	11:00
2:30	7:30	4-Min News Update - الموجز								9:30	10:30	11:30
3:00	8:00	Al Yawm Morning Show Cutdown برنامج اليوم				Huna America Repeat	Debatable Repeat		DXB	10:00	11:00	12:00
3:30	8:30									10:30	11:30	12:30
4:00	9:00	Alhurra Now - الحرة الآن				Alhurra - الحرة الآن Now			DXB	11:00	12:00	13:00
4:30	9:30	Investigative Report Main- R	Word of Truth Repeat	Dakhil Wash Repeat	Investigative Report Main- R	Hollywood News Repeat				11:30	12:30	13:30
5:00	10:00	Alhurra Now - الحرة الآن							DXB	12:00	13:00	14:00
5:30	10:30	4-Min News Update - الموجز								12:30	13:30	14:30
6:00	11:00	Decision Capital Repeat	Talk Is Syrian Repeat	Debatable Repeat	Huna America Repeat	Investigative Report Main- R; Post-2020 Election Repeat	Gulf Talk Repeat	Word of Truth Repeat; Hollywood News Repeat	DXB	13:00	14:00	15:00
6:30	11:30									13:30	14:30	15:30
7:00	12:00	Alhurra Now - الحرة الآن							VA	14:00	15:00	16:00
7:30	12:30	Hollywood News Repeat	Investigative Report Main- R	Sam & Ammar Repeat	Post-2020 Election - Repeat	Dakhil Wash Repeat	Hollywood News Repeat	Sam & Ammar Repeat		14:30	15:30	16:30
8:00	13:00	Alhurra Today - الحرة اليوم							VA	15:00	16:00	17:00
8:30	13:30									15:30	16:30	17:30
9:00	14:00	Alhurra Today - الحرة اليوم					4-Min News Update - الموجز; Talk Is Syrian Repeat	Gulf Talk Repeat	VA	16:00	17:00	18:00
9:30	14:30	Dakhil Wash Premiere	Sam & Ammar Repeat	Post-2020 Election - Repeat	Sam & Ammar Repeat	Hollywood News Premiere				16:30	17:30	18:30
10:00	15:00	Alhurra Today - الحرة اليوم							VA	17:00	18:00	19:00
10:30	15:30									17:30	18:30	19:30
11:00	16:00	4-Min News Update - الموجز								18:00	19:00	20:00
11:30	16:30	Existing Doc (3)- PRE	Existing Doc (4)- PRE	Existing Doc (5)- PRE	NEW DOC (A)- PRE	NEW DOC (B)- PRE	Existing Doc (1)- PRE	Existing Doc (2)- PRE	VA	18:30	19:30	20:30
12:00	17:00	الحرة اليوم - Alhurra Today	Post-2020 Election - Pre	Alhurra Today - الحرة اليوم					VA	19:00	20:00	21:00
12:50	17:50	Program Preview	Investigative Report Main- R	Program Preview						19:50	20:50	21:50
13:00	18:00	Alhurra Tonight News Analysis Premiere الحرة الليلة							VA	20:00	21:00	22:00
13:30	18:30									20:30	21:30	22:30
14:00	19:00	4-Min News Update - الموجز								21:00	22:00	23:00
14:30	19:30									21:30	22:30	23:30
15:00	20:00	Debatable Premiere	Huna America Premiere	Talk Is Syrian Premiere	Gulf Talk Premiere	Word of Truth Premiere; Sam & Ammar Premiere	Decision Capital Premiere	Investigative Report Main- R; Hollywood News Repeat	VA	22:00	23:00	0:00
15:30	20:30									22:30	23:30	0:30
16:00	21:00	North Africa News - 2100 GMT							VA	23:00	0:00	1:00
16:30	21:30									23:30	0:30	1:30
17:00	22:00	الحرة اليوم - Alhurra Now	From The Capital - من العاصمة					الحرة اليوم - Alhurra Now	VA	0:00	1:00	2:00
17:30	22:30									0:30	1:30	2:30
18:00	23:00	4-Min News Update - الموجز								1:00	2:00	3:00
18:30	23:30	Hollywood News Repeat; Word of Truth Repeat	Debatable Repeat	Huna America Repeat	Talk Is Syrian Repeat	Gulf Talk Repeat	Word of Truth Repeat; Sam & Ammar Repeat	Decision Capital Repeat	VA	1:30	2:30	3:30
19:00	0:00	Alhurra Main Program Schedule Grid								2:00	3:00	4:00

Programming Dept. for Alhurra Television

Revised: 11/05/2020

Effective Sunday, November 8, 2020

Alhurra Iraq Program Schedule Grid

Eastern Standard Time (EST)

الحرة عراق

Post-2020 Election Special; 30 minutes; premieres at 23:00 GMT on Mondays

Legend: In-house Main | In-house Iraq | News | Alhurra Tonight | Al Yawm | Documentary | Changes

EST	GMT	Washington	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Satellite	Cairo	BGD, KSA	Dubai
19:00	0:00	1:00	Alhurra Now - الحرة الآن							VA	2:00	3:00	4:00
19:30	0:30	1:30									2:30	3:30	4:30
20:00	1:00	2:00	Sports Studio Repeat; Word of Truth Repeat	Decision Capital Repeat	Huna America Repeat	Debatable Repeat	Dakhil Wash Repeat; Light Among Us Repeat	Existing Doc (3)-R	Existing Doc (4)-R	VA	3:00	4:00	5:00
20:30	1:30	2:30									3:30	4:30	5:30
21:00	2:00	3:00	Alhurra Now - الحرة الآن							VA	4:00	5:00	6:00
21:30	2:30	3:30	Sam & Ammar Repeat	From Irbil Repeat	Light Among Us Repeat	Post-2020 Election Repeat	Youth Talk Repeat	Investigative Report Iraq- R	Hollywood News Repeat		4:30	5:30	6:30
22:00	3:00	4:00	4-Min News Update - الموجز										
22:30	3:30	4:30	Existing Doc (2)- PRE	Existing Doc (3)- R	Existing Doc (4)- R	Existing Doc (5)- R	NEW DOC (A)- R	NEW DOC (B)- R	Existing Doc (1)- PRE	VA	5:00 5:30	6:00 6:30	7:00 7:30
23:00	4:00	5:00	4-Min News Update - الموجز										
23:30	4:30	5:30	Alhurra Tonight - Show Cutdown							DXB	6:00 6:30	7:00 7:30	8:00 8:30
0:00	5:00	6:00	Al Yawm Morning Show Premiere برنامج اليوم					4-Min News Update - الموجز; Best of Al Yawm Premiere برنامج اليوم		DXB	7:00	8:00	9:00
0:30	5:30	6:30									7:30	8:30	9:30
1:00	6:00	7:00						4-Min News Update - الموجز; Dakhil Wash Repeat; Youth Talk Repeat; Decision Capital Repeat		DXB	8:00	9:00	10:00
1:30	6:30	7:30									8:30	9:30	10:30
2:00	7:00	8:00	Alhurra Now - الحرة الآن							DXB	9:00	10:00	11:00
2:30	7:30	8:30									9:30	10:30	11:30
3:00	8:00	9:00	4-Min News Update - الموجز										
3:30	8:30	9:30	Al Yawm Morning Show Cutdown برنامج اليوم					Existing Doc (1)- PRE	Existing Doc (2)- PRE	DXB	10:00 10:30	11:00 11:30	12:00 12:30
4:00	9:00	10:00	Alhurra Now - الحرة الآن					Alhurra - الحرة الآن Now		DXB	11:00	12:00	13:00
4:30	9:30	10:30	Hollywood News Repeat	Youth Talk Repeat	Dakhil Wash Repeat	Sports Studio Repeat	Investigative Report Iraq- R				11:30	12:30	13:30
5:00	10:00	11:00	Alhurra Now - الحرة الآن							DXB	12:00	13:00	14:00
5:30	10:30	11:30									12:30	13:30	14:30
6:00	11:00	12:00	4-Min News Update - الموجز										
6:30	11:30	12:30	Decision Capital Repeat	Sports Studio Repeat; Light Among Us Repeat	Debatable Repeat	Huna America Repeat	Youth Talk Repeat; Sports Studio Repeat	Gulf Talk Repeat	Post-2020 Election Repeat; Word of Truth Repeat	DXB	13:00 13:30	14:00 14:30	15:00 15:30
7:00	12:00	13:00	Alhurra Now - الحرة الآن							VA	14:00	15:00	16:00
7:30	12:30	13:30	Youth Talk Repeat	Investigative Report Iraq- R	Sports Studio Repeat	From Irbil Repeat	Post-2020 Election Repeat	Hollywood News Repeat	DakhilWash Repeat		14:30	15:30	16:30
8:00	13:00	14:00	Iraq Today - العراق اليوم							VA	15:00	16:00	17:00
8:30	13:30	14:30									15:30	16:30	17:30
9:00	14:00	15:00	Alhurra Today - الحرة اليوم					4-Min News Update - الموجز; Talk Is Syrian Repeat	Gulf Talk Repeat	VA	16:00	17:00	18:00
9:30	14:30	15:30	Dakhil Wash Premiere	Word of Truth Repeat	Post-2020 Election - Repeat	Youth Talk Repeat	Hollywood News Premiere				16:30	17:30	18:30
10:00	15:00	16:00	Iraq Today - العراق اليوم							VA	17:00	18:00	19:00
10:30	15:30	16:30									17:30	18:30	19:30
11:00	16:00	17:00	4-Min News Update - الموجز										
11:30	16:30	17:30	Existing Doc (3)- PRE	Existing Doc (4)- PRE	Existing Doc (5)- PRE	NEW DOC (A)- PRE	NEW DOC (B)- PRE	Sports Studio Premiere; Light Among Us Premiere	Youth Talk Premiere; From Irbil Premiere	VA	18:00 18:30	19:00 19:30	20:00 20:30
12:00	17:00	18:00	Iraq Today - العراق اليوم							VA	19:00	20:00	21:00
12:30	17:30	18:30									19:30	20:30	21:30
13:00	18:00	19:00	Alhurra Tonight News Analysis Premiere الحرة الليلة							VA	20:00	21:00	22:00
13:30	18:30	19:30									20:30	21:30	22:30
14:00	19:00	20:00									21:00	22:00	23:00
14:30	19:30	20:30									21:30	22:30	23:30
15:00	20:00	21:00	4-Min News Update - الموجز										
15:30	20:30	21:30	Debatable Premiere	Huna America Premiere	Talk Is Syrian Premiere	Gulf Talk Premiere	Word of Truth Premiere; Sam & Ammar Premiere	Decision Capital Premiere	Hollywood News Repeat; Investigative Report Iraq- Pre	VA	22:00 22:30	23:00 23:30	0:00 0:30
16:00	21:00	22:00	Iraq Today - العراق اليوم							VA	23:00	0:00	1:00
16:30	21:30	22:30	(Repeat of 20:00 BGD newscast) - Recorded Bug								23:30	0:30	1:30
17:00	22:00	23:00	الحرة اليوم - Alhurra Now	From The Capital - من العاصمة					الحرة اليوم - Alhurra Now	VA	0:00	1:00	2:00
17:30	22:30	23:30									0:30	1:30	2:30
18:00	23:00	0:00	4-Min News Update - الموجز										
18:30	23:30	0:30	Light Among Us Repeat; Investigative Report Iraq- R	Post-2020 Election - Pre; Dakhil Wash Repeat	Decision Capital Repeat	Talk Is Syrian Repeat	Gulf Talk Repeat	Word of Truth Repeat; Sam & Ammar Repeat	Huna America Repeat	VA	1:00 1:30	2:00 2:30	3:00 3:30
19:00	0:00	1:00	Alhurra Iraq Program Schedule Grid								2:00	3:00	4:00

الحرة

GENERAL PROGRAMS

	Program Name (Eng.)	Type of Content	Program Name (Ar.)	Target Audience	Presenter/Anchor	Location	Brief	Day	Time- GMT
	Investigative Report	Original	الحرة تتحرى	MENA	-	Springfield, VA	Investigative reporting into regional issues that are a result of corrupt governance, environmental neglect, and social injustices. Programs unveil the bad actors and actions of wrong doing with the objective of promoting accountability and leading to policy changes.	Saturday	20:00
	Today	Original	اليوم	MENA	Basl Sabry, Rouaa Rayan and Leen Albudeiry	Dubai, UAE	Today balances hard hitting content with segments that inspire the audience to live their best life. State-of-the-art audio and visual content helps the viewer experience the stories that are happening around the world and understand the untold angles of economic issues, medical advancements, and humanitarian crises. Interviews range from newsmakers to the stars of modern culture, showcasing "first looks" at films and art projects. Today gives a voice to individuals experiencing violence and human rights injustice and supports these voices with a spectrum of ideas, opinions, and perspectives.	Sunday - Thursday	5:00
	Decision Capital	Original	عاصمة القرار	MENA	Michel Ghandour	Virginia, USA	Spirited debates by the insiders who shape and influence U.S. foreign policy. Guests offer different view-points on the five-pillars that contribute to decision making: Executive, Legislative, Judicial, Press & Social media, and Think Tanks.	Friday	20:00
	Debatable Resumes 4/12/2021	Original	مختلف عليه	MENA	Ibrahim Issa	Cairo, Egypt	Debatable analyzes the radical policies that are meant to control lives and attack individual freedoms. The host puts these very ideas forward for criticism.	Sunday	20:00
	Two Dollars Launch Date Monday 1/11/2021	Original	دولار 2	MENA	Rima Karaki	Beirut, Lebanon	The show aims to understand the causes and effects of poverty in the Middle East by analyzing all angles to this humanitarian crisis. Real people are the subjects and their struggle is the focus as the host travels to some of the most destitute areas of the Arab world. Once highlighted, the host discusses issues and solutions with specialists.	Monday	20:00
	Word of Truth	Original	كلمة حق	MENA	Joumana Haddad	Beirut, Lebanon	A current affairs talk-show that blends the personal and the "bigger picture" with compelling conversations on human rights abuse, racism, women's rights, culture, and the infringements that happen on a daily basis. The host gives viewers an up-close and personal look at the suffering and abuse of victims and presents the "bigger picture" of the situation and ends each program with a call to action.	Thursday	20:00

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HOLLYWOOD	Hollywood News	Acquired with MBN Supervision	أخبار هوليوود	MENA	Dima Tayeh	California, USA	Program features entertainment news and events from Hollywood California: Box Office Results, Red Carpet Premieres, "Behind-The-Scenes" Exclusives, Celebrity Interviews and Headlines.	Thursday	14:30
	Documentaries	Acquired with some presales	أفلام وثائقية	MENA	NA	Springfield, VA	Nonfiction long-form content from the most respected filmmakers, producers, and networks in the world; highly relevant to MBN's mission and customized for our audience. These documentaries consist of compelling stories that are complementary to our internally produced content. Among our program suppliers : PBS, Fremantle, ZDF, ATRE, BBC, A&E, History, Dogwoof, All3media among numerous boutique production houses.	Wednesdays and Thursdays	16:00

REGIONAL PROGRAMS

Logo	Program Name (Eng.)		Program Name (AR)	Target Audience	Presenter/Anchor	Location	Brief	Day	Time GMT
	The Talk is Syrian	Original	الحكي سوري	Syria & Levant	Rouchan Bouzo	Springfield, VA	In-depth program into the ongoing conflicts and crisis in Syria. The show monitors political situations by covering and analyzing developments through discussion and with visual elements.	Tuesday	20:00
حديث الخليج	Gulf Talks	Original	حديث الخليج	Gulf Region & Yamen	Sakinah Almushaykhis	Dubai, UAE	Program that analyzes what contributes to the economic power of the Gulf and offers the audience programming on Gulf issues of politics and society: women's rights, religious tolerance, ethnic abuses, religious tolerance, and political extremism.	Wednesday	20:00
TBD 	Lebanese scene Launch Date 12/14/2020	Original	المشهد اللبناني	Lebanon & Levant	Layal Al Ekhtiar	Beirut, Lebanon	Program that fills the ever expanding gap between what local Lebanese media covers and what is really happening on the Lebanese streets. The show uses alternative media platforms to target decision makers and features interviews directly from the movements that shape Lebanon's political and social landscape.	Monday	20:00
	Sam and Ammar	Original	بين سام وعمار	MENA	Samuel Tadros & Ammar Abdel Hamid	Springfield, VA	Two hosts share views on Washington's political and economic decisions that directly impact the MENA region. A relaxed and casual conversation with intellectual flourishes and rustic sets.	Thursday	20:30
	Inside Washington	Original	داخل واشنطن	Levant, Iraq, Sudan, Libya & Gulf	Robert Satloff	Washington DC, USA	Blue chip analysis of U.S. politics from current and former government officials: White House Officials, Congress, Supreme Court, FBI, DHS, CIA, and various cabinet secretaries.	Sunday	14:30
	Off the Beaten Path Planned for April 2021	Acquired with Supervision from MBN	خارج المسار	MENA	Tony Naddaf	USA via Third party under MBN	Bold and quirky storytelling that covers the American landscape by going "off the beaten path". Shows how the American character is born in uniqueness and determination to pursue impossible dreams.	TBD	20:00

NEWS PROGRAMS

Logo	Program Name Eng.		Program Name AR	Target Audience	Presenter/Anchor	Location	Brief	Day	Time-GMT
الحرة الليلة	Alhurra Tonight		الحرة الليلة	MENA	0	Springfield, VA	Program uses analytical news reports to facilitate debate on political and economic topics of the Arab region and world. Both sides of issues are deconstructed among government officials, analysts, and international study center representatives.	Daily	18:00 19:00
21 GMT	North Africa (21GMT)		نشرة المغاربية	North Africa	-	Springfield, VA	Highlights issues and subjects to North Africa interests. Segments o n political, economic, social and international issues that affect the region; interviews, social media fillout the program with expert analysis on the most relevant topics.	Daily	21:00 22:00
من العاصمة	US News		من العاصمة	MENA		Springfield, VA	Program monitors U.S. news, MENA events, and international issues from all corners of Washington: White House, State department, Department of Defence among other U.S agencies and federal departments.	Tuesday - Saturday	22:00 23:00

الحرة عراق

IRAQ PROGRAMS

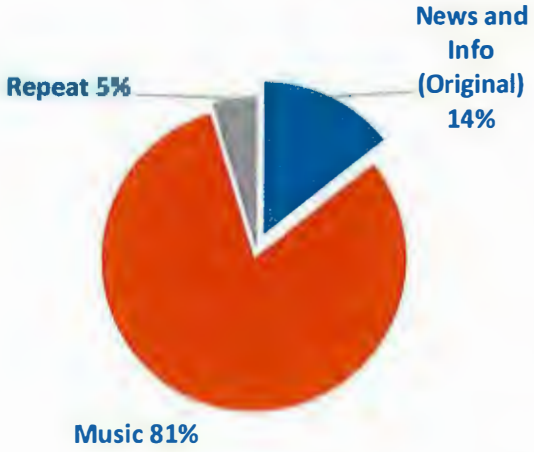
Logo	Program Name Eng.		Program Name AR	Target Audience	Presenter/Anchor	Location	Brief	Day	Time-GMT
بالعراقي	In Iraqi Launch Date 1/21/2021	Original	بالعراقي	Iraq	Aly Mahdi	Springfield VA	Hard-hitting and fast-paced program focused on the "major" story of the day. Analyses all angles with a cross-examination of guests.	Sunday - Thursday	20:00 - 21:00
من أربيل	From Erbil	Original	من أربيل	Iraq	Sheine Ahmed & Anwar Sabah	Erbil, Iraq	Program draws attention to the Kurdistan population by examining political and economic issues and cultural trends.	Saturday	16:30
حديث الشباب	Youth Talk season 2 Launch Date 1/02/2021	Original	حديث الشباب	Iraqi Youth 18-35	Layth Ghaleb & Manani Al Mouatasim	Baghdad, Iraq	Highlights the Iraqi youth and the generation's political aspirations and vision of a "new" Iraq, democratic and good-governed. Features advocates of civil rights and equality.	Saturday	16:00
استوديو الرياضة	Sport Studio	Original	استوديو الرياضة	Iraq	Husam Dhumed	Springfield VA	Fast-paced sports news program with reports on Iraqi league matches and Iraqi expat-leagues. Show engages fans directly during segments.	Friday	16:00
TBD	Chit Chat Target Date February/ March 2021	Original	سوالف	Iraq	Tina Al Tare	Dubai, UAE	Show takes the pulse of Iraqi citizens without censorship by featuring social media reaction to political issues. Influencers are interviewed on economic current affairs and social life in Iraq.	Sunday - Thursday	16:00 -17:00

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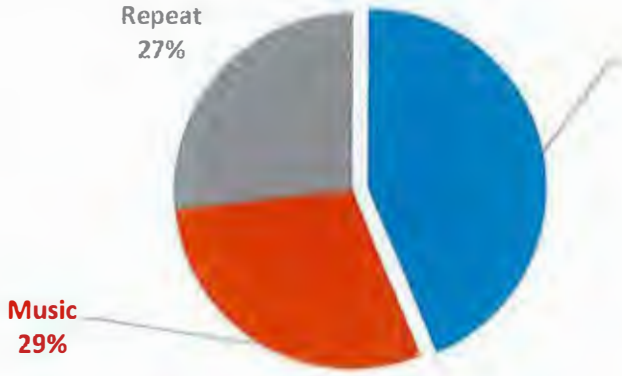
TAB 2: SAWA PROGRAMMING ELEMENTS OVER TIME

PRE 2019 PAN ARAB

Sawa from launch – Newscasts 24/7 with short news and info programs (Weekdays)



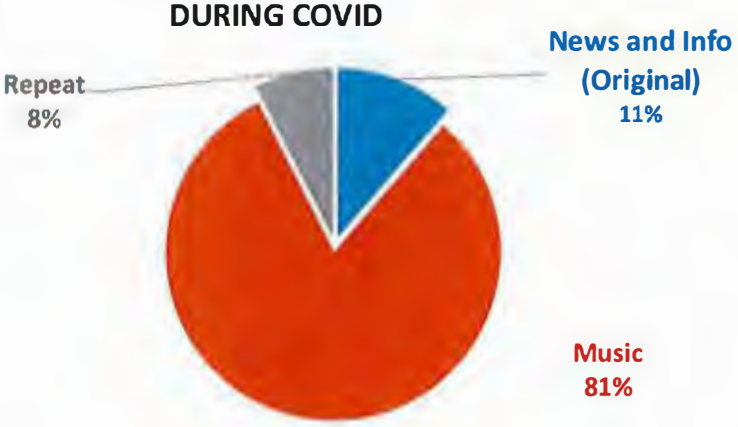
2019-2020 LEVANT (POST TRANSFORMATION)



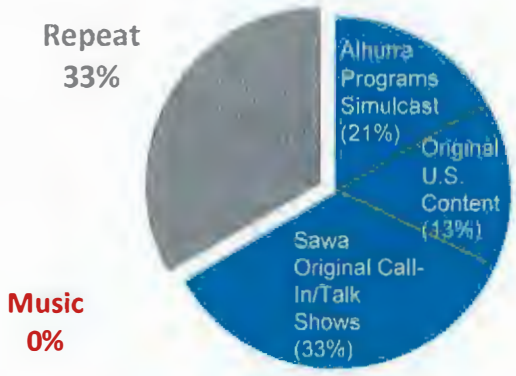
In July 2020 Sawa was transformed to include live, long-form talk shows (Weekdays)

2020 LEVANT
DURING COVID

Beginning in late-March 2020 the number of on-site personnel was reduced; reduced live news and information programming (Weekdays)



SAWA LEVANT - FUTURE



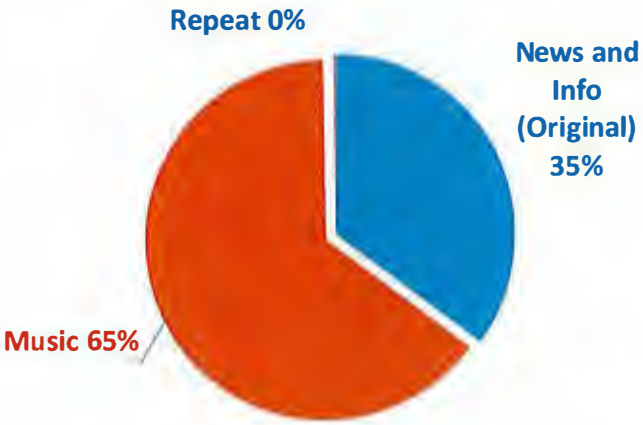
News and Info (Original) 67%

The future plan for the Sawa Levant stream calls for:

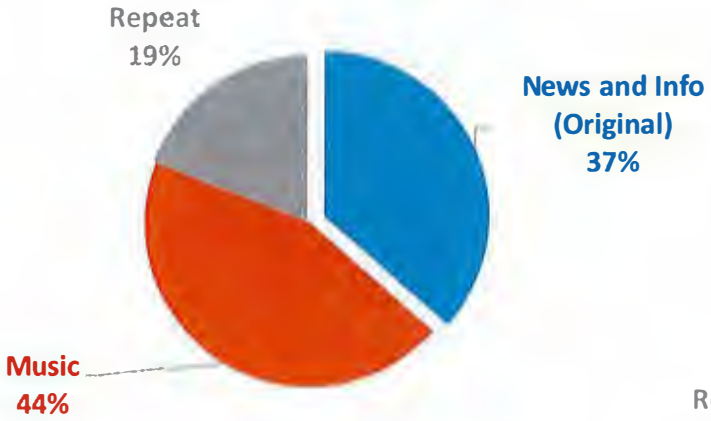
- The reformatting of three existing programs (*Jawlat Assabah, Sawa Al Hawa* and *Sawa Tonight*) to make them more interactive and engaging
- Introduction of a new, regionally produced morning program *Sawa Today*
- Creation of multiple U.S. focused programs
- The addition of Alhurra programming – news and current affairs programs
- This grid reflects weekday programming

PRE-2018 IRAQ

Consisting of newscasts, short news/feature programs and music (Weekdays) Added in two long-form call-in/talk programs – Shino Raayak and Morning Papers (2015) (Weekdays)



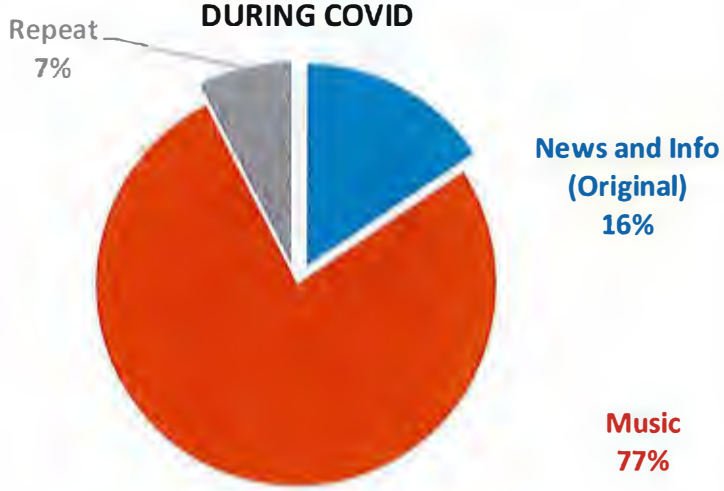
2018-2020 IRAQ



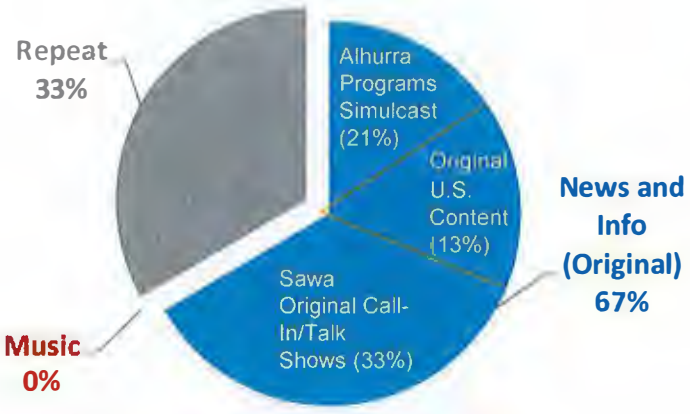
Added in one additional long-form call-in/talk program – Iraq Al Leyla (Weekdays)

2020 IRAQ
DURING COVID

Beginning in late-March 2020 the number of on-site personnel was reduced; reduced live news and information programming (Weekdays)



SAWA IRAQ - FUTURE



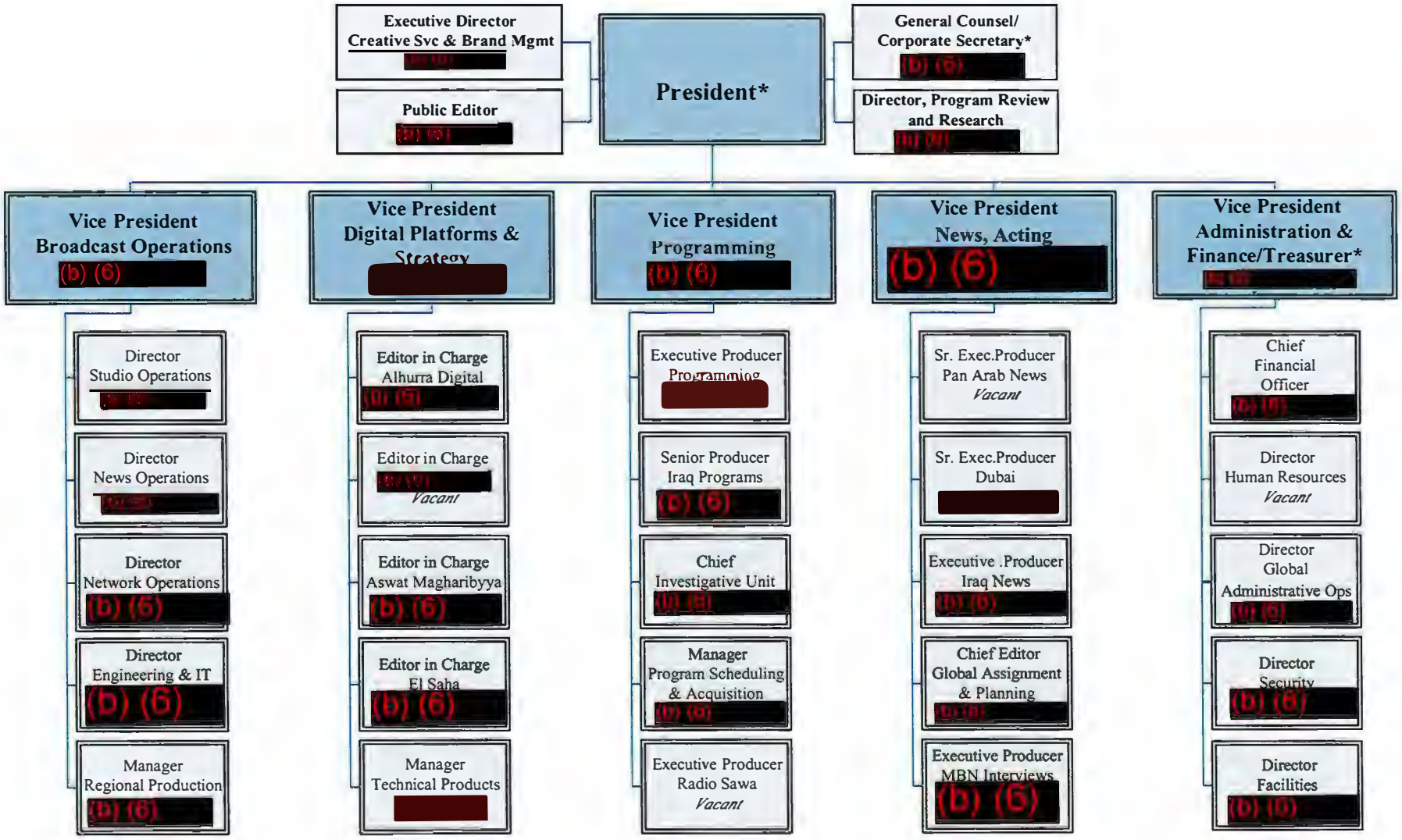
-Sawa Iraq Future Grid (Weekdays)

- The future plan for the Sawa Iraq stream calls for:
  - The reformatting of three existing programs (*Morning Papers, Shino Raayak* and *Iraq Tonight*) to make them more interactive and engaging
  - Introduction of a new, regionally produced morning program, *Iraq Today*
  - Creation of multiple U.S. focused programs
  - The addition of certain Alhurra and Alhurra Iraq news and current affairs programs

TAB 3: *A. ORGANIZATIONAL CHART*
B. RESOURCE INFORMATION
C. MBN REACH ESTIMATES

MBN, Inc.

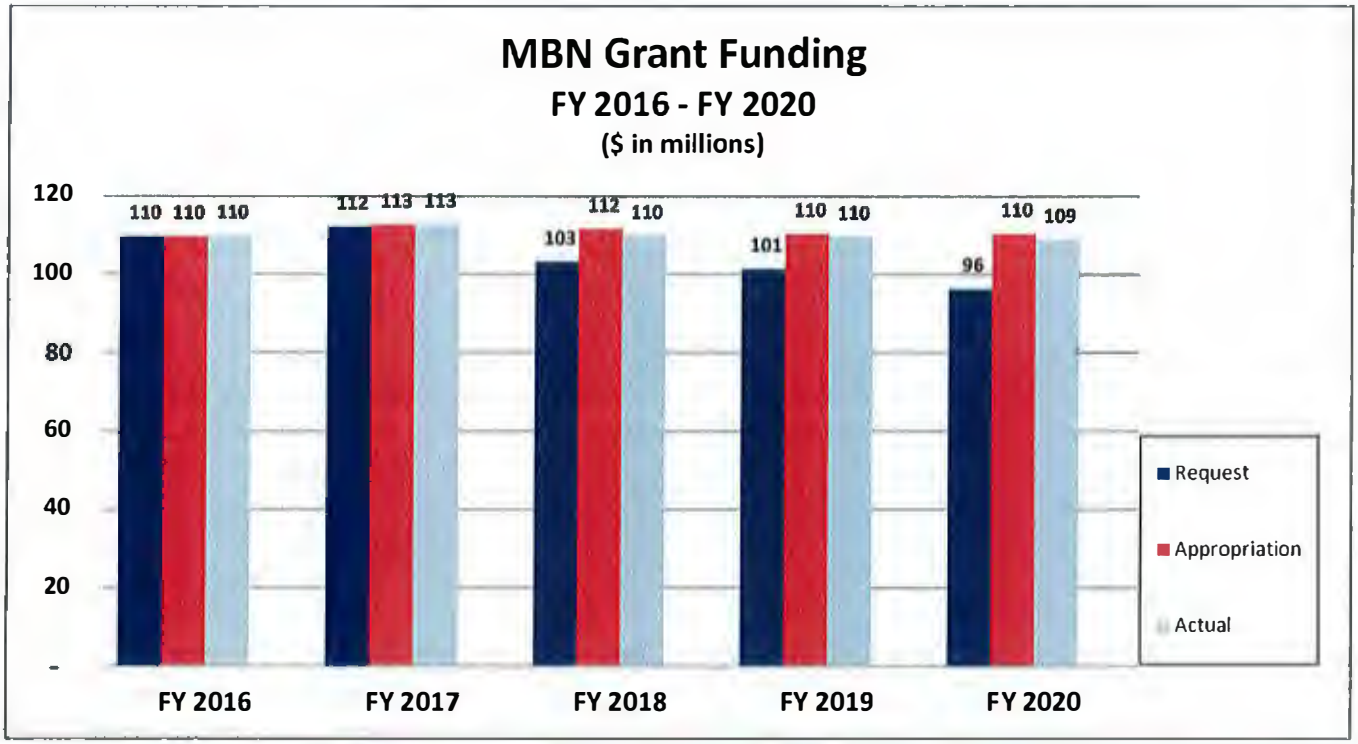
2020



* - Corporate Officers

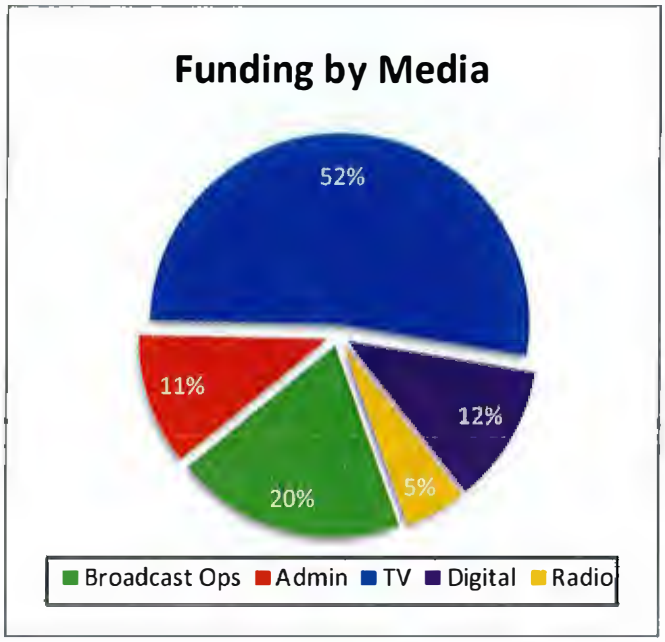
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MBN Funding Overview



Use of Prior Year Recovereies

FY16	FY17	FY18	FY19	FY20
$2.1M	$1.5M	$2.5M	$3.3M	$3.2M





MBN ESTIMATED REACH - DECEMBER 2020

Reach as of 12/7/20	Survey Date	Population 15+ Covered in Survey	Alhurra Past week audience (% total population)	Alhurra Past week audience	Radio Sawa past week audience (% of total population)	Radio Sawa past week reach	MBN Digital past week reach	MBN Digital Past week audience	Past week unduplicated reach (%)	Past week unduplicated audience
Algeria	Aug-18	30,317,000	1.9%	576,023	NA	NA	0.4%	121,268	2.2%	666,974
Iraq	Aug-19	16,724,744	37.2%	6,221,605	27.7%	4,632,754	29.3%	4,900,350	64.5%	10,787,460
Egypt	Aug-16	63,353,730	3.3%	2,090,673	NA	NA	0.7%	443,476	3.8%	2,407,442
Morocco	Oct-19	26,317,656	9.8%	2,579,130	NA	NA	13.1%	3,447,613	20.1%	5,289,849
Yemen	Oct-16	16,500,000	10.1%	1,666,500	NA	NA	1.1%	181,500	10.5%	1,732,500
Libya	Jan-16	4,410,000	14.5%	639,450		NA	7.2%	317,520	18.5%	815,850
Israel	Sep-20	6,624,000	6.0%	397,440	3.3%	218,592	5.3%	351,072	10.2%	675,648
Kuwait	May-19	1,649,340	6.1%	100,610	NA	NA	8.8%	145,142	12.2%	201,219
Tunisia	Apr-18	8,816,000	7.5%	661,200	NA	NA	1.6%	141,056	8.7%	766,992
Jordan	May-16	5,166,000	13.0%	671,580	18.7%	966,042	5.6%	289,296	27.7%	1,430,982
UAE	Oct-15	1,816,080	6.1%	110,781	NA	NA	10.2%	185,240	11.5%	208,849
Palestinian Territories	Jan-19	3,050,000	26.6%	811,300	28.6%	872,300	22.0%	671,000	50.2%	1,531,100
Qatar	Apr-19	1,091,340	6.3%	68,754	NA	NA	13.8%	150,605	16.5%	180,071
Lebanon	Sep-19	5,106,000	7.6%	388,056	6.7%	342,102	6.9%	352,314	16.2%	827,172
Mali	Aug-17	7,567,560	0.5%	37,838	NA	NA		0	0.5%	37,838
Saudi Arabia	Sep-19	18,314,100	8.3%	1,520,070	NA	NA	5.8%	1,062,218	11.1%	2,032,865
Somalia	Feb-16	2,734,956	0.2%	5,470	NA	NA			0.2%	5,470
				18,546,480		**7,031,790**		**12,759,670**		***29,598,281***

NA - As of 2020, reach for Radio Sawa radio broadcasters were removed from non-Levant country surveys due to the subsequent cessation of FM transmissions to these countries.

Note Iraq population includes only non-Kurdish, Arabic speaking areas.

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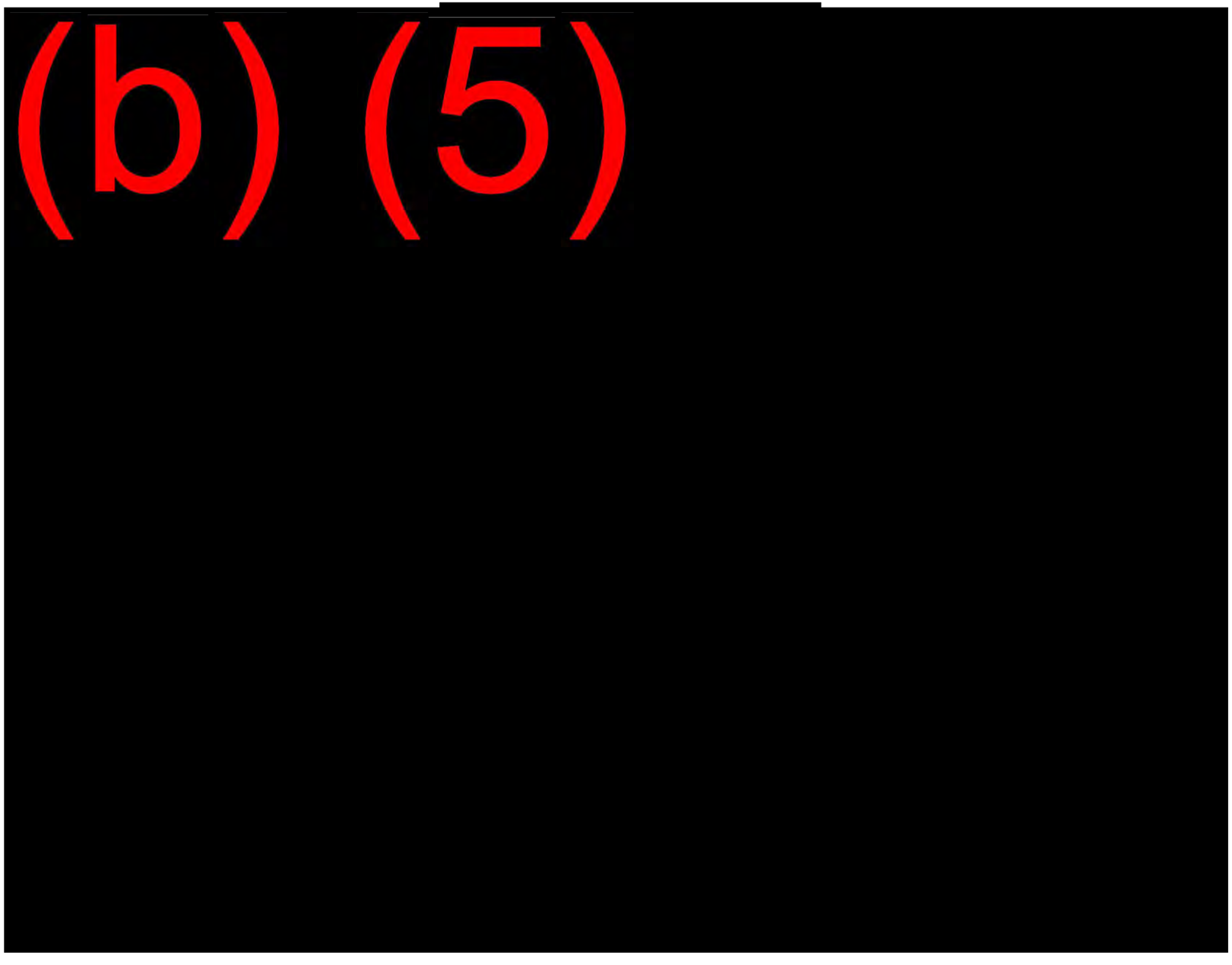
TAB 4: EEO PROFILE – 2018 DATA

Most Recent EEO Report (2018 Data)

Total Male	317
Percent Male	75.8%
Total Female	101
Percent Male	24.2%
Total White	354
Percent White	84.7%
Total Black or African American	39
Percent Black or African American	9.3%
Total Hispanic	6
Percent Hispanic	1.4%
Total Asian	19
Percent Asian	4.5%

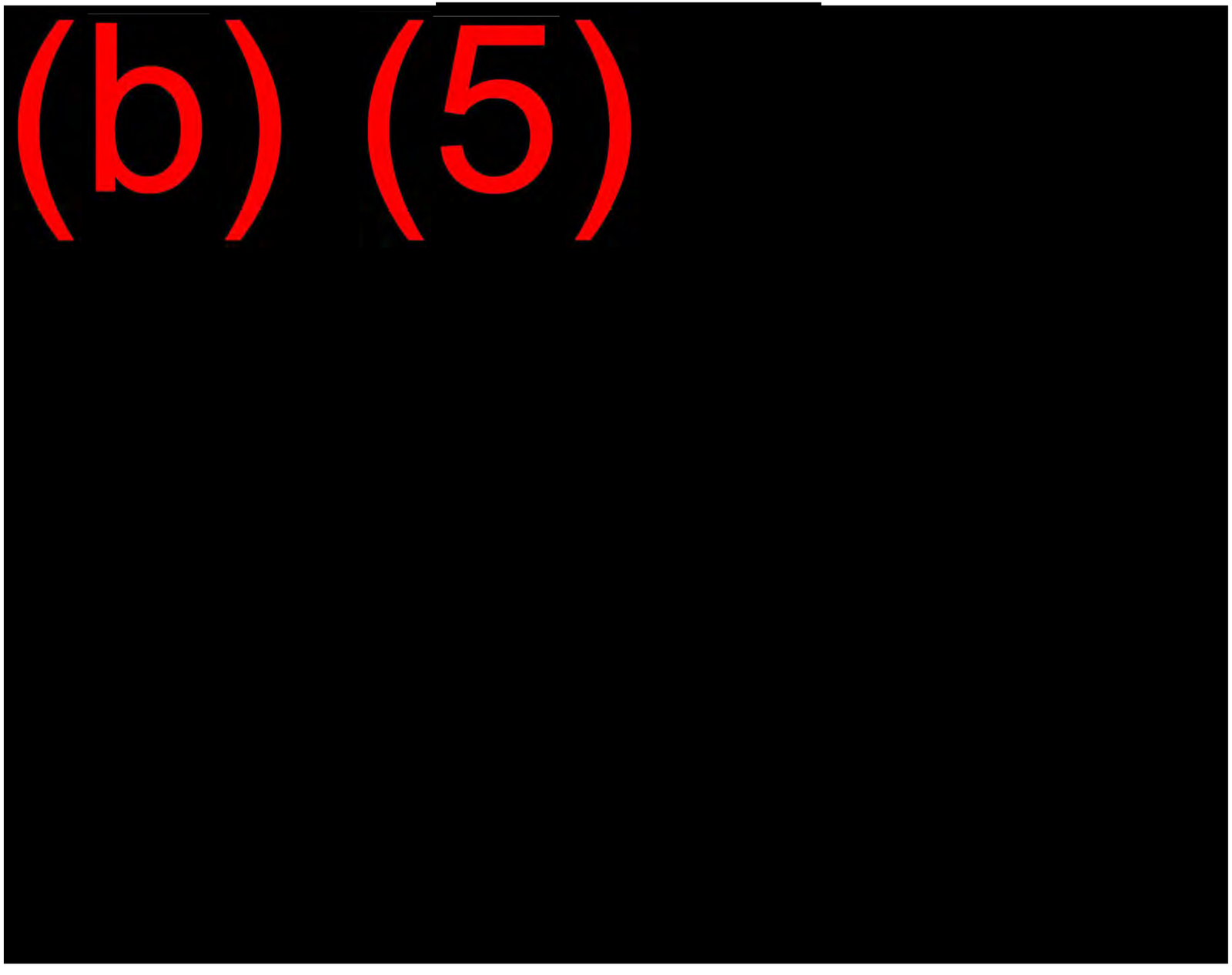
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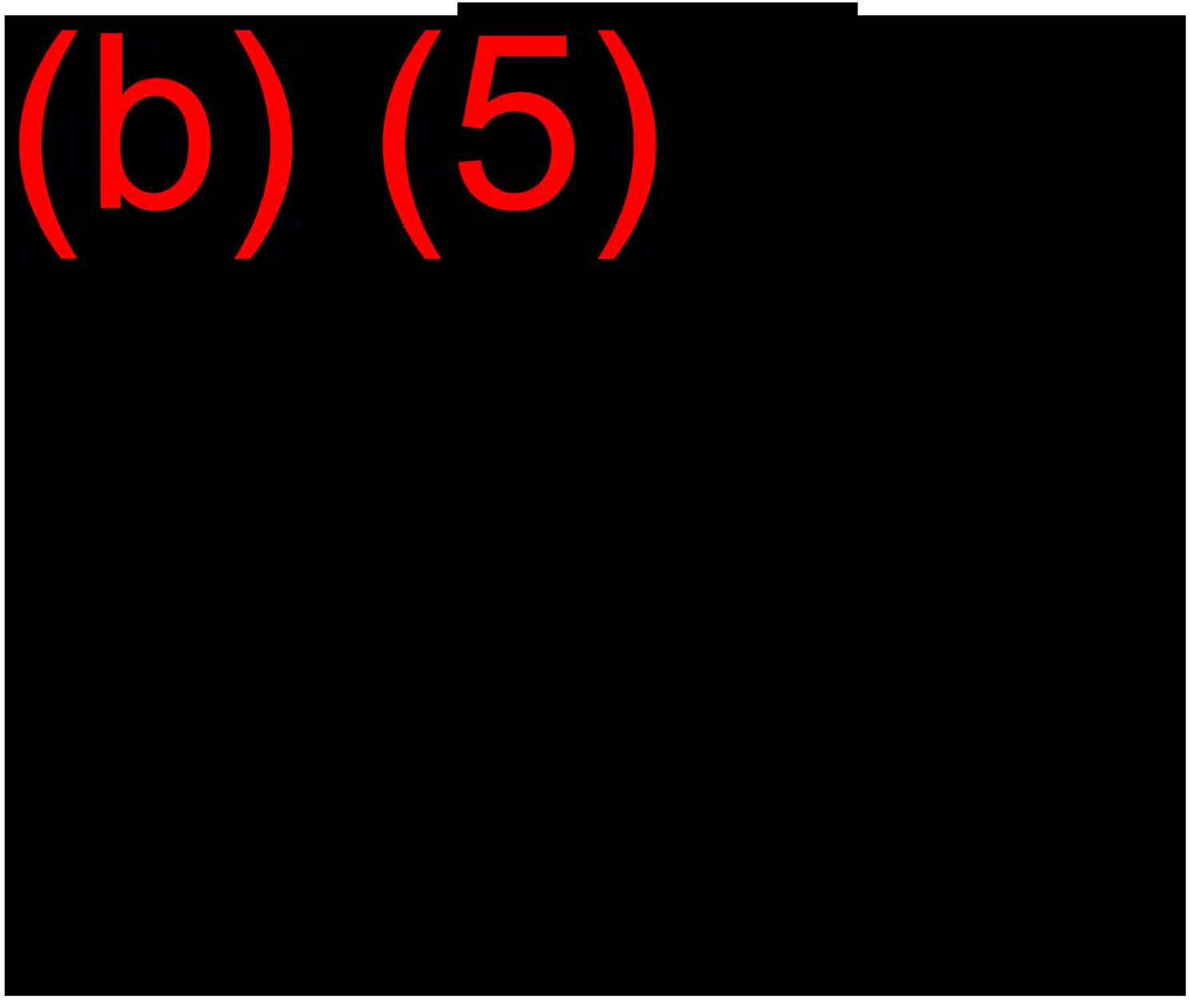
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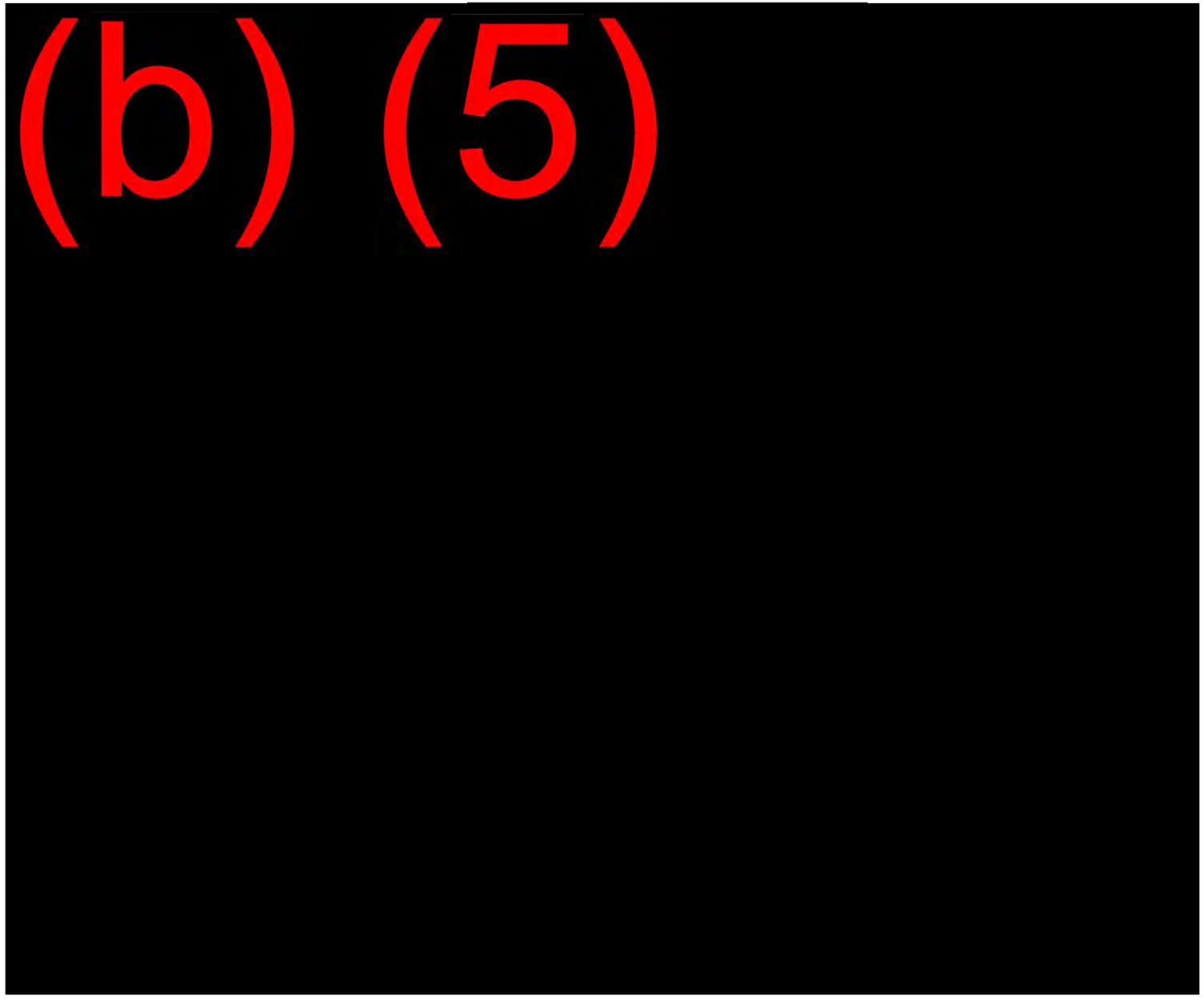
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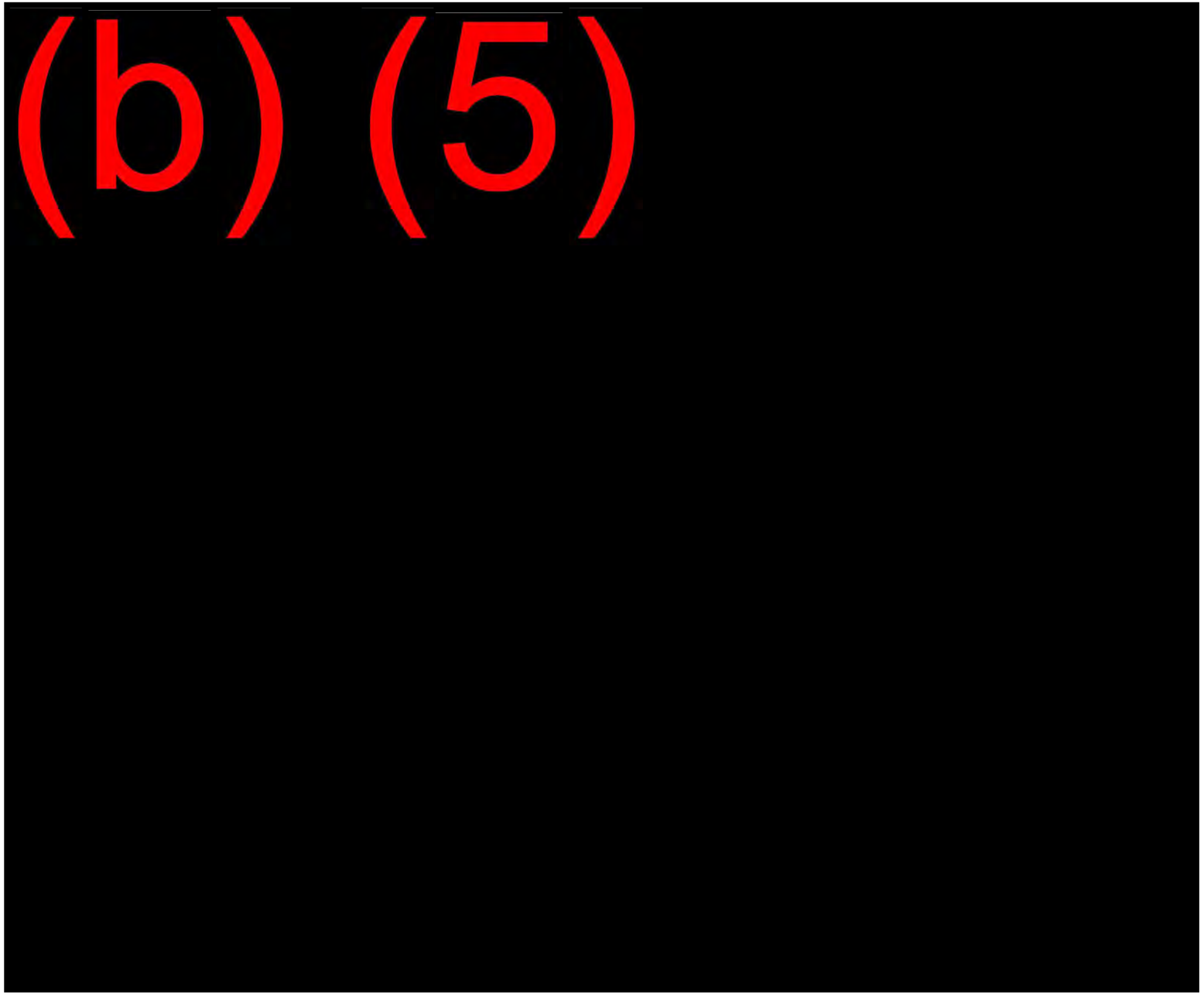
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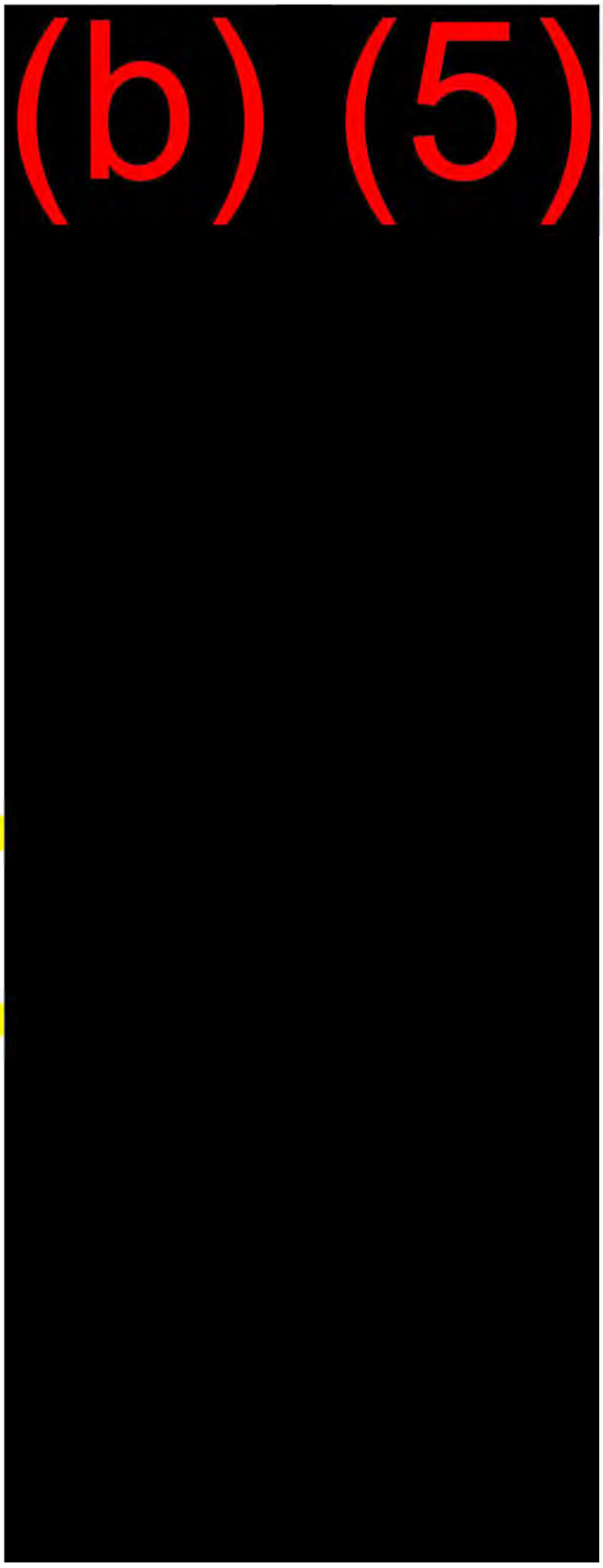


(b) (5)

Language	REGION	station	COUNTRY
any	AFR	any	Benin
any	AFR	any	Botswana
any	AFR	any	Burundi
any	AFR	any	Central African Re
any	AFR	any	Cote d'Ivoire
any	AFR	any	DR Congo
any	AFR	any	Ethiopia
any	AFR	any	Gabon
any	AFR	any	Ghana
any	AFR	any	Kenya
any	AFR	any	Liberia
any	AFR	any	Madagascar
any	AFR	any	Malawi
any	AFR	any	Mali
any	AFR	any	Mozambique
any	AFR	any	Nigeria
any	AFR	any	Somalia
any	AFR	any	South Africa
any	AFR	any	South Sudan
any	AFR	any	Tanzania
any	AFR	any	Uganda
any	AFR	any	Zambia
any	AFR	any	Zimbabwe
any	CAS	any	Kazakhstan
any	CAS	any	Kyrgyzstan
any	CAS	any	Tajikistan
any	CAS	any	Turkmenistan
any	CAS	any	Uzbekistan
any	EAS	any	China
any	EAS	any	Hong Kong
any	EEUR	any	Albania
any	EEUR	any	Bosnia
any	EEUR	any	Estonia
any	EEUR	any	Kosovo
any	EEUR	any	Latvia
any	EEUR	any	Lithuania
any	EEUR	any	Macedonia
any	EEUR	any	Moldova
any	EEUR	any	Montenegro
any	EEUR	any	Serbia
any	EURA	any	Armenia
any	EURA	any	Azerbaijan
any	EURA	any	Belarus
any	EURA	any	Crimea
any	EURA	any	Georgia
any	EURA	any	Nagorno-Karabakh

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any	EURA	any	Russia
any	EURA	any	Ukraine
any	LAM	any	Argentina
any	LAM	any	Bolivia
any	LAM	any	Chile
any	LAM	any	Colombia
any	LAM	any	Costa Rica
any	LAM	any	Cuba
any	LAM	any	Dominican Repu
any	LAM	any	Ecuador
any	LAM	any	El Salvador
any	LAM	any	Guatemala
any	LAM	any	Haiti
any	LAM	any	Honduras
any	LAM	any	Mexico
any	LAM	any	Nicaragua
any	LAM	any	Panama
any	LAM	any	Paraguay
any	LAM	any	Peru
any	LAM	any	Uruguay
any	LAM	any	Venezuela
any	MENA	any	Algeria
any	MENA	any	Egypt
any	MENA	any	Iraq
any	MENA	any	Iraqi Kurdistan
any	MENA	any	Jordan
any	MENA	any	Kuwait
any	MENA	any	Lebanon
any	MENA	any	Libya
any	MENA	any	Morocco
any	MENA	any	Palestinian Terr
any	MENA	any	Qatar
any	MENA	any	Saudi Arabia
any	MENA	any	Tunisia
any	MENA	any	UAE
any	MENA	any	Yemen
any	SAS	any	Bangladesh
any	SAS	any	Pakistan
any	SEAS	any	Burma
any	SEAS	any	Cambodia
any	SEAS	any	Indonesia
any	SEAS	any	Laos
any	SEAS	any	Thailand
any	SEAS	any	Vietnam
any	WAS	any	Afghanistan
any	WAS	any	Iran
any	WAS	any	Turkey



WEIGHT USE, NAME	TOTAL POPULATION (In millions)	% 15+	ADULT POPULATION	POPULATION SOURCE	% ADULT POPULATION COVERED BY SURVEY
weight (age, gender, urbanicity)	11.5	57%	6,555,000	PRB 2018	100
wgt (weighting details unavailable)	2.2	67%	1,474,000	PRB 2016	100
weight (age, gender, education, region)	10.7	54%	5,778,000	PRB 2015	100
wgt (weighting details unavailable)	5.0	61%	3,050,000	PRB 2016	60
weight (age, gender, education and reg	23.9	58%	13,862,000	PRB 2016	100
PROJWGHT (age, gender, education,	86.8	54%	46,872,000	PRB 2018	84.5
weight (sex, age, education, region)	107.5	59%	63,425,000	PRB 2018	96.5
wgt (weighting details unavailable)	1.8	63%	1,134,000	PRB 2016	100
weight (age, gender, education)	29.5	61%	17,995,000	PRB 2018	99
weight (age, education, gender, and reg	45.4	58%	26,332,000	PRB 2016	100
wgt (weighting details unavailable)	4.6	58%	2,668,000	PRB 2016	100
wgt (weighting details unavailable)	23.7	59%	13,983,000	PRB 2016	78
weight (Age, gender, urbanicity)	19.1	56%	10,696,000	PRB 2018	100
weight (age, gender, education and reg	18.9	52%	9,828,000	PRB 2017	77
wgt (weighting details unavailable)	25.7	55%	14,135,000	PRB 2015	100
weight (age, gender, region, education)	195.9	56%	109,704,000	PRB 2018	93
weight (age, gender, education, region)	na	na	2,734,956	PA (2014)	100
wgt (weighting details unavailable)	55.7	70%	38,990,000	PRB 2016	100
wgt (weighting details unavailable)	12.2	58%	7,076,000	PRB 2015	63
weight (age, gender, education)	52.3	55%	28,765,000	PRB 2015	100
wgt (weighting details unavailable)	36.6	52%	19,032,000	PRB 2016	96
weight (age, gender, urban/rural, educa	15.9	54%	8,586,000	PRB 2016	100
weight (age, gender, urbanicity)	14.0	61%	8,540,000	PRB 2018	100
weight (age, gender, education and reg	17.8	75%	13,350,000	PRB 2016	99.26
RAKEDWGT1 (Gender, Age Group, Et	6.1	68%	4,148,000	PRB 2018	100
weight (age, sex, education, nationality	8.8	65%	5,720,000	PRB 2017	100
weight (sex, age, education, stratum, u	5.9	69%	4,071,000	PRB 2019	98.09
weight (age, gender, education, and url	31.9	71%	22,649,000	PRB 2016	100
POPWEIGHT_ADD (age, gender, urba	1386.8	83%	1,151,044,000	PRB 2017	92
wgt (weighting details unavailable)	7.4	89%	6,586,000	PRB 2016	100
wgt (weighting details unavailable)	2.9	82%	2,378,000	PRB 2016	100
FinalWgt2 (Gender, AgeGrp, Canton, U	3.5	86%	3,010,000	PRB 2018	67.8
weight (sex, age, nationality, settlement	1.3	84%	1,092,000	PRB 2019	100
weight (Gender, Age, Urban/Rural, Reg	1.8	76%	1,368,000	PRB 2018	100
weight (age, gender, region and nationa	1.9	84%	1,596,000	PRB 2019	99
weight (sex, age, region)	2.8	85%	2,380,000	PRB 2019	100
weight (Gender, AgeGrp, Region, Urba	2.1	83%	1,743,000	PRB 2018	98.6
WEIGHT_2 (see technical report)	3.5	84%	2,940,000	PRB 2019	87
FinalWgt1 (Gender, AgeGrp, Region, E	0.6	82%	492,000	PRB 2018	100
weight (Gender, AgeGrp, Region, Educ	7.0	86%	6,020,000	PRB 2018	100
weight (age, gender, education and reg	3.0	80%	2,400,000	PRB 2018	98.49
weight (age, gender, education, region	9.7	78%	7,566,000	PRB 2015	86
weight (gender, education, region and s	9.5	84%	7,980,000	PRB 2016	95
weight (age, gender, region, and settler	1.993714	85%	1,694,657	contractor	100
weight (age, gender, education, region)	3.8	83%	3,154,000	PRB 2015	90
weight (age, gender, education and reg	na	na	na	Kantar	97.38

weight (age, gender, education and reg	144.9	82%	118,818,000	PRB 2018	86.5
weight (age, gender, region, and settler	42.0	85%	35,700,000	PRB 2019	99.28
wgt (weighting details unavailable)	43.6	75%	32,700,000	PRB 2016	100
wgt (weighting details unavailable)	11.0	67%	7,370,000	PRB 2016	100
wgt (weighting details unavailable)	18.2	80%	14,560,000	PRB 2016	100
wgt (weighting details unavailable)	48.8	73%	35,624,000	PRB 2016	100
wgt (weighting details unavailable)	4.9	77%	3,773,000	PRB 2016	100
none	11.2			PRB 2016	100
wgt (weighting details unavailable)	10.6	70%	7,420,000	PRB 2016	100
wgt (weighting details unavailable)	16.5	71%	11,715,000	PRB 2016	100
wgt (weighting details unavailable)	6.4	73%	4,672,000	PRB 2016	100
wgt (weighting details unavailable)	16.6	60%	9,960,000	PRB 2016	100
wgt (weighting details unavailable)	11.0	65%	7,150,000	PRB 2016	100
wgt (weighting details unavailable)	8.2	68%	5,576,000	PRB 2016	100
none (quota sampling	130.8	68%	89,074,800	PRB 2018	99.6
wgt (weighting details unavailable)	6.3	70%	4,410,000	PRB 2016	100
wgt (weighting details unavailable)	4.0	73%	2,920,000	PRB 2016	100
wgt (weighting details unavailable)	7.0	68%	4,760,000	PRB 2016	100
wgt (weighting details unavailable)	31.5	72%	22,680,000	PRB 2016	100
wgt (weighting details unavailable)	3.5	79%	2,765,000	PRB 2016	100
wght (sample and non-response adjust	28.5	72%	20,520,000	PRB 2019	81.5
weight (age, gender, education and reg	42.7	71%	30,317,000	PRB 2018	100
weight (age, gender, education, region	93.5	69%	64,515,000	PRB 2016	98.2
WGHT (Gender, Age, Region, Urbanici	39.3	55%	21,497,100	PRB 2019	77.8
FinalWgt1 (age, gender, urbanicity)	6.9	na	3,867,314	ıical report	100
wgt (weighting details unavailable)	8.2	63%	5,166,000	PRB 2016	100
Weight (governate)	4.2	77%	3,234,000	PRB 2018	51
FINALWGT2 (urbanity, gender, educati	6.9	74%	5,106,000	PRB 2019	100
weight (age, gender, region and educat	6.3	70%	4,410,000	PRB 2016	100
, gender, region, urbanicity, nationality)	35.6	74%	26,344,000	PRB 2019	99.9
WEIGHT_EDUC (age, gender, educati	0.5	61%	291,656	17 Census	100
weight (region)	2.7	86%	2,322,000	PRB 2018	47
WGHT (province, gender, age)	34.2	75%	25,650,000	PRB 2019	71.4
weight (age, gender, education, urbanic	11.6	76%	8,816,000	PRB 2018	100
wgt (weighting details unavailable)	2.2	84%	1,816,080	f Migration	100
wgt (weighting details unavailable)	27.5	60%	16,500,000	PRB 2016	100
weight (age, gender, education and urb	164.7	71%	116,937,000	PRB 2017	98.9
weight (age, gender, education, urbanic	200.6	67%	134,402,000	PRB 2018	96.96
WEIGHT (age, gender, education, urba	53.9	73%	39,347,000	PRB 2018	92
NATIONAL_WEIGHT (Age, Gender, E	16.5	69%	11,385,000	PRB 2019	100
MAINWEIGHT (age, gender, education	265.2	72%	190,944,000	PRB 2018	94.7
weight (age, gender, education, URBAI	7.1	65%	4,615,000	PRB 2016	90
wgt (weighting details unavailable)	65.3	82%	53,546,000	PRB 2016	100
weight (age, gender, education, urbanic	92.7	76%	70,452,000	PRB 2016	85
weight (education, age group, province	36.5	56%	20,440,000	PRB 2018	74
weight (Age, gender, urbanicity)	80.6	76%	61,256,000	PRB 2017	100
PostStra_Wgt	82.6	77%	63,602,000	PRB 2019	88

COVERED POPULATION	SURVEY DATE	SURVEY TYPE	SURVEY SOURCE	SAMPLE SIZE	OWN TV	OWN SATELLITE DISH	OWN CABLE ACCESS	OWN RADIO	OWN PC
6,555,000	Jul 2019	Nationwide	Omnibus	1,000	na	na	na	na	na
1,474,000	May 2016	Nationwide	WP	1,000	na	na	na	na	na
5,778,000	Jan 2016	Nationwide	BBG	2,000	7%	2%	na	75%	2%
1,830,000	Jul 2016	Nationwide	WP	1,000	na	na	na	na	na
13,862,000	Feb 2017	Nationwide	BBG	2,112	60%	22%	15%	64%	12%
39,606,840	Mar 2020	Nationwide	USAGM	2,960	36%	17%	na	65%	11%
61,205,125	Apr 2018	Nationwide	BBG	2,028	17%	16%	<1%	48%	1%
1,134,000	Jun 2016	Nationwide	WP	1,000	na	na	na	na	na
17,815,050	Jul 2018	Nationwide	BBG	2,469	72%	37%	2%	71%	14%
26,332,000	Feb 2017	Nationwide	BBG	2,000	40%	7%	10%	81%	8%
2,668,000	May 2016	Nationwide	WP	1,000	na	na	na	na	na
10,906,740	Mar 2016	Nationwide	WP	1,000	na	na	na	na	na
10,696,000	Jul 2019	Nationwide	Omnibus	1,015	na	na	na	na	na
7,567,560	Aug 2017	Nationwide	BBG	1,547	53%	28%	17%	82%	20%
14,135,000	Oct 2015	Nationwide	WP	1,000	37%	na	na	na	na
102,024,720	Jul 2018	Nationwide	BBG	3,000	68%	18%	na	67%	9%
2,734,956	May 2016	Regional	BBG	1,000	46%	35%	23%	42%	16%
38,990,000	Aug 2016	Nationwide	WP	1,000	na	na	na	na	na
4,457,880	Dec 2015	Nationwide	WP	1,000	8%	na	na	na	na
28,765,000	Feb 2016	Nationwide	BBG	2,000	24%	6%	3%	81%	4%
18,270,720	Aug 2016	Nationwide	WP	1,000	na	na	na	na	na
8,586,000	Jul 2016	Nationwide	BBC	2,059	42%	16%	5%	55%	9%
8,540,000	Jun 2019	Nationwide	Omnibus	1,000	na	na	na	na	na
13,251,210	Nov 2016	Nationwide	BBG	2,000	98%	40%	29%	27%	58%
4,148,000	Oct 2018	Nationwide	BBG	2,000	96%	9%	7%	19%	27%
5,720,000	Jun 2017	Nationwide	BBG	2,006	98%	40%	16%	27%	na
3,993,244	Jun 2019	Nationwide	BBG	2,000	100%	83%	25%	29%	36%
22,649,000	May 2017	Nationwide	BBG	2,000	98%	12%	24%	34%	33%
1,058,960,480	Aug 2017	Nationwide	BBG	5,240	92%	12%	56%	29%	61%
6,586,000	Jun 2016	Nationwide	WP	1,005	na	na	na	na	na
2,378,000	Jun 2016	Nationwide	WP	999	na	na	na	na	na
2,040,780	Nov 2018	Nationwide	Omnibus	1,000	na	na	na	na	na
1,092,000	Nov 2019	Nationwide	Omnibus	1,019	na	na	na	na	na
1,368,000	Dec 2018	Nationwide	BBG	2,000	100%	9%	89%	18%	55%
1,580,040	Oct 2019	Nationwide	Omnibus	1,001	na	na	na	na	na
2,380,000	Oct 2019	Nationwide	Omnibus	1,103	na	na	na	na	na
1,718,598	May 2019	Nationwide	Omnibus	1,208	na	na	na	na	na
2,557,800	Nov 2019	Nationwide	BBG	1,503	94%	14%	47%	42%	57%
492,000	Jul 2019	Nationwide	Omnibus	1,006	na	na	na	na	na
6,020,000	Jul 2019	Nationwide	Omnibus	1,014	na	na	na	na	na
2,363,760	Nov 2018	Nationwide	BBG	2,011	99%	10%	35%	15%	76%
6,506,760	Dec 2015	Nationwide	BBG	2,000	100%	59%	12%	25%	41%
7,581,000	Nov 2016	Nationwide	BBG	2,039	99%	10%	48%	43%	69%
1,694,657	Jan 2020	Republic	BBG	1,043	96%	24%	30%	19%	70%
2,838,600	Feb 2016	Nationwide	BBG	2,000	99%	45%	19%	12%	65%
106,364	Nov 2018	Republic	BBG	1,010	98%	50%	14%	9%	76%

102,777,570	May 2018	Nationwide	BBG	5,002	96%	21%	38,5%	31%	63%
35,442,960	May 2019	Nationwide	BBG	2,628	93%	24%	28%	23%	53%
32,700,000	Jun 2016	Nationwide	WP	1,000	na	na	na	na	na
7,370,000	Aug 2016	Nationwide	WP	1,000	na	na	na	na	na
14,560,000	Jul 2016	Nationwide	WP	1,008	na	na	na	na	na
35,624,000	May 2016	Nationwide	WP	1,000	na	na	na	na	na
3,773,000	Mar 2016	Nationwide	WP	1,000	na	na	na	na	na
8,900,000	Mar 2017	Nationwide	BBG	1,478	na	11%	3%	77%	46%
7,420,000	Jul 2016	Nationwide	WP	1,000	na	na	na	na	na
11,715,000	Jul 2016	Nationwide	WP	1,000	na	na	na	na	na
4,672,000	Apr 2016	Nationwide	WP	1,000	na	na	na	na	na
9,960,000	Apr 2016	Nationwide	WP	1,000	na	na	na	na	na
7,150,000	May 2016	Nationwide	WP	504	na	na	na	na	na
5,576,000	Apr 2016	Nationwide	WP	1,000	na	na	na	na	na
88,718,501	Aug 2018	Nationwide	Omnibus	1,205	na	na	na	na	na
4,410,000	Apr 2016	Nationwide	WP	1,000	na	na	na	na	na
2,920,000	Apr 2016	Nationwide	WP	1,000	na	na	na	na	na
4,760,000	Jul 2016	Nationwide	WP	1,000	na	na	na	na	na
22,680,000	Jul 2016	Nationwide	WP	1,000	na	na	na	na	na
2,765,000	Aug 2016	Nationwide	WP	1,000	na	na	na	na	na
16,723,800	Feb 2020	Nationwide	BBG	1,252	92%	9%	51%	64%	na
30,317,000	Aug 2018	Nationwide	BBG	1,500	96%	90%	na	24%	44%
63,353,730	Jun 2016	Nationwide	BBG	2,000	99%	99%	na	34%	47%
16,724,744	Aug 2019	Nationwide	Omnibus	2,000	na	na	na	na	na
3,867,314	Oct 2019	Regional	Omnibus	750	na	na	na	na	na
5,166,000	May 2016	Nationwide	WP	1,000	na	na	na	na	na
1,649,340	May 2019	Nationwide	Omnibus	1,024	na	na	na	na	na
5,106,000	Sep 2019	Nationwide	Omnibus	1,005	na	na	na	na	na
4,410,000	Jan 2016	Nationwide	BBG	2,014	99%	95%	na	45%	67%
26,317,656	Sep 2019	Nationwide	Omnibus	1,010	na	na	na	na	na
291,656	Jan 2019	Regional	Omnibus	1,048	na	na	na	na	na
1,091,340	Apr 2019	Nationwide	Omnibus	1,027	na	na	na	na	na
18,314,100	Sep 2019	Nationwide	Omnibus	1,010	na	na	na	na	na
8,816,000	Apr 2018	Nationwide	BBG	1,016	99%	98%	na	53%	42%
1,816,080	Oct 2015	Nationwide	WP	519	96%	na	na	na	na
16,500,000	Oct 2016	Nationwide	WP	1,000	na	na	na	na	na
115,650,693	Aug 2017	Nationwide	BBG	3,000	57%	1%	50%	4%	9%
130,316,179	Jan 2019	Nationwide	BBG	3,000	75%	25%	39%	7%	12%
36,199,240	May 2018	Nationwide	BBG	2,500	61%	30%	21%	32%	8%
11,385,000	Sep 2019	Nationwide	BBG	2,150	67%	21%	7%	20%	6%
180,823,968	Jan 2018	Nationwide	BBG	3,360	97%	17%	11%	1790%	8%
4,153,500	Sep 2016	Nationwide	BBG	1,504	86%	78%	4%	20%	13%
53,546,000	May 2016	Nationwide	WP	1,000	na	na	na	na	na
59,884,200	Jul 2016	Nationwide	BBG	3,040	98%	39%	28%	13%	33%
15,125,600	Jul 2018	Nationwide	BBG	3,146	75%	45%	9%	63%	15%
61,256,000	Sep 2017	Nationwide	BBG	2,001	98%	34%	na	41%	64%
55,969,760	Oct 2019	Nationwide	Omnibus	1,505	na	na	na	na	na

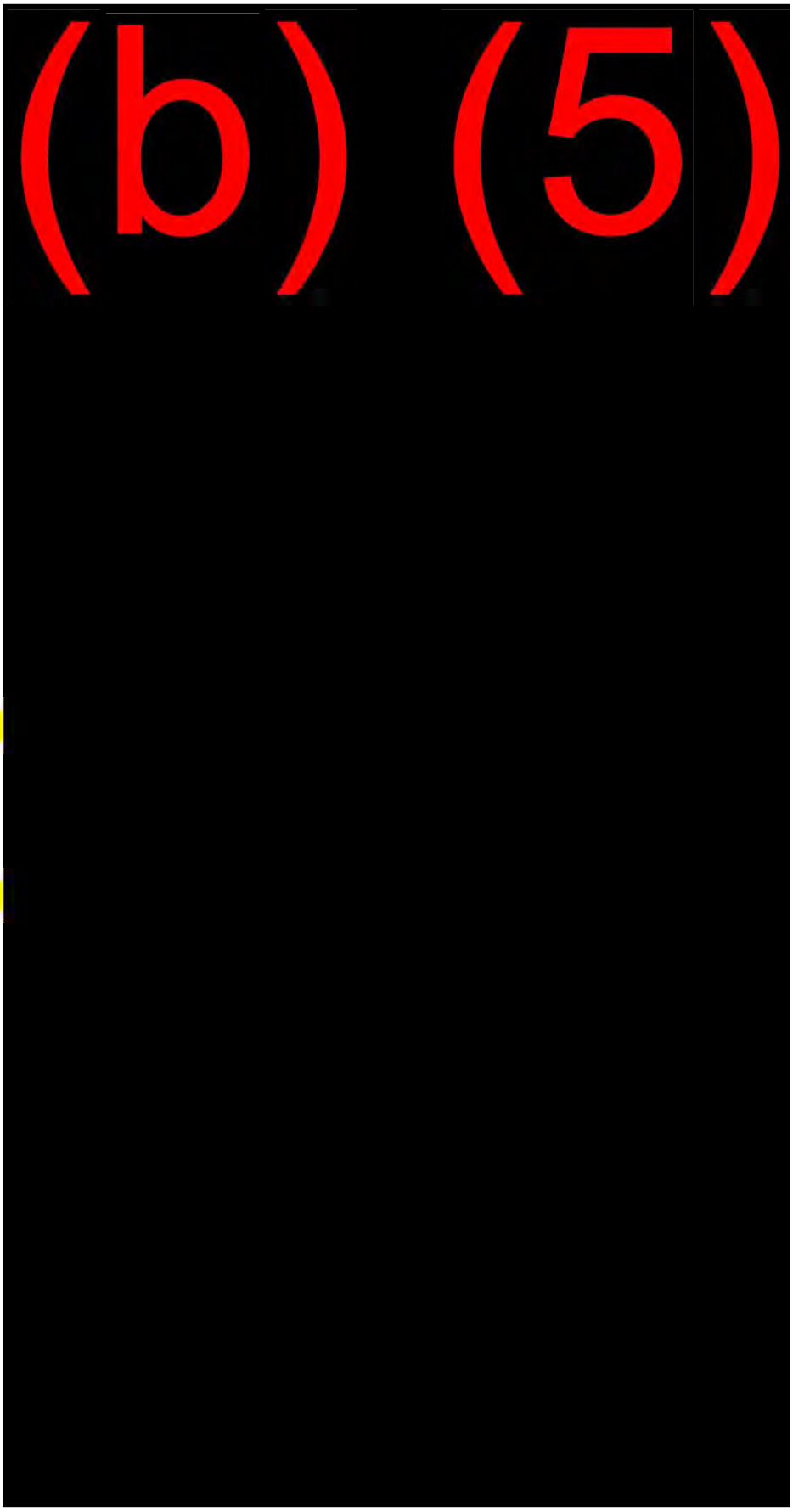
OWN household INTERNET ACCESS	OWN personal CELL PHONE	DAILY TV USE	WEEKLY TV USE (%)	MONTHLY TV USE	DAILY RADIO USE	WEEKLY RADIO USE (%)	MONTHLY RADIO USE	WEEKLY FM USE (%)	WEEKLY MW USE (%)	WEEKLY SW USE (%)	Weekly radio listening via mobile (%)
na	na	na	na	na	na	na	na	na	na	na	na
na	87%	na	na	na	na	na	na	na	na	na	na
7%	26%	6%	11%	18%	54%	75%	83%	49%	3%	3%	22%
na	na	na	na	na	na	na	na	na	na	na	na
30%	79%	54%	75%	83%	38%	61%	73%	37%	4%	3%	34%
24%	51%	24%	48%	64%	38%	67%	82%	40%	7%	4%	26%
6%	47%	13%	31%	48%	21%	46%	62%	15%	6%	5%	15%
na	na	na	na	na	na	na	na	na	na	na	na
30%	84%	54%	74%	84%	55%	77%	87%	71%	1%	1%	31%
35%	85%	41%	61%	73%	65%	84%	91%	61%	8%	6%	33%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
27%	58%	35%	56%	69%	48%	71%	82%	38%	8%	6%	21%
8%	na	na	na	na	na	na	na	na	na	na	na
35%	78%	34%	58%	71%	47%	71%	83%	56%	15%	12%	41%
13%	82%	34%	46%	54%	30%	42%	51%	28%	8%	7%	20%
na	na	na	na	na	na	na	na	na	na	na	na
5%	na	na	na	na	na	na	na	na	na	na	na
13%	55%	24%	44%	59%	53%	80%	89%	75%	15%	7%	27%
na	na	na	na	na	na	na	na	na	na	na	na
6%	45%	30%	44%	52%	33%	52%	63%	50%	1%	4%	24%
na	na	na	na	na	na	na	na	na	na	na	na
63%	87%	71%	94%	96%	17%	37%	46%	21%	3%	3%	13%
68%	92%	70%	88%	94%	16%	33%	42%	19%	1%	1%	8%
27%	60%	69%	91%	96%	14%	29%	35%	16%	1%	1%	8%
82%	93%	96%	100%	100%	11%	36%	56%	32%	3%	8%	12%
33%	90%	83%	94%	95%	19%	34%	39%	11%	1%	2%	na
68%	93%	63%	88%	93%	9%	23%	32%	13%	4%	2%	5%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
85%	94%	84%	97%	99%	10%	21%	31%	12%	3%	na	5%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
69%	80%	74%	86%	91%	29%	41%	49%	16%	3%	2%	4%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
89%	93%	81%	94%	96%	15%	28%	35%	20%	1%	1%	4%
56%	85%	83%	98%	99%	10%	30%	38%	29%	1%	1%	11%
69%	88%	75%	91%	96%	24%	46%	59%	39%	5%	2%	8%
77%	95%	50%	76%	88%	12%	25%	34%	18%	4%	1%	6%
58%	85%	87%	97%	98%	7%	16%	21%	16%	<1%	1%	5%
87%	84%	77%	93%	95%	7%	16%	22%	10%	1%	1%	2%

69%	96%	80%	90%	93%	27%	43%	48%	26%	2%	1%	7%
69%	91%	64%	82%	85%	13%	25%	32%	17%	2%	1%	4%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	72%	91%	94%	28%	51%	63%	na	39%	12%	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
60%	65%	84%	91%	94%	44%	62%	71%	na	na	na	na
50%	70%	59%	77%	85%	7%	15%	25%	7%	na	1%	12%
35%	85%	87%	96%	98%	21%	27%	30%	18%	8%	1%	5%
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
67%	89%	na	na	na	na	na	na	na	na	na	na
67%	89%	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
75%	98%	89%	96%	98%	37%	55%	64%	39%	8%	11%	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
70%	89%	89%	97%	98%	39%	63%	72%	41%	na	8%	na
84%	na	72%	89%	92%	54%	70%	75%	na	na	na	na
na	na	na	na	na	na	na	na	na	na	na	na
29%	66%	53%	76%	83%	3%	12%	19%	5%	<1%	1%	13%
34%	56%	52%	76%	82%	4%	12%	16%	3%	1%	1%	7%
60%	59%	49%	66%	74%	18%	32%	39%	17%	3%	2%	7%
63%	73%	49%	68%	74%	16%	25%	31%	7%	2%	1%	6%
44%	64%	93%	97%	98%	12%	19%	24%	14%	3%	1%	5%
39%	66%	62%	85%	89%	13%	21%	26%	17%	3%	<1%	9%
na	na	na	na	na	na	na	na	na	na	na	na
49%	78%	80%	98%	99%	14%	25%	28%	11%	6%	2%	7%
23%	62%	53%	71%	81%	33%	58%	67%	46%	24%	13%	25%
74%	95%	83%	94%	96%	21%	43%	55%	na	na	na	8%
na	na	na	na	na	na	na	na	na	na	na	na

Weekly radio listening via	DAILY INTERNET USE	WEEKLY INTERNET USE (%)	MONTHLY INTERNET USE	WEEKLY USE SMS (%)	WEEKLY USE MOBILE INTERNET (%)	DAILY TV FOR NEWS	WEEKLY TV FOR NEWS	DAILY RADIO FOR NEWS	WEEKLY RADIO FOR NEWS	DAILY INTERNET FOR NEWS	WEEKLY INTERNET FOR NEWS
na	na	na	na	na	na	34%	58%	39%	62%	38%	50%
na	na	na	na	na	na	37%	49%	39%	54%	18%	25%
2%	4%	8%	11%	22%	5%	6%	11%	62%	83%	4%	6%
na	na	na	na	na	na	11%	19%	49%	68%	3%	7%
na	13%	23%	29%	62%	18%	45%	70%	37%	59%	14%	23%
2%	14%	21%	28%	na	20%	20%	46%	39%	66%	14%	23%
<1%	2%	4%	5%	na	4%	16%	28%	33%	49%	3%	4%
na	na	na	na	na	na	63%	79%	20%	34%	29%	39%
2%	19%	25%	31%	na	24%	40%	67%	49%	72%	14%	20%
7%	25%	34%	38%	na	25%	38%	55%	61%	77%	18%	25%
na	na	na	na	na	na	8%	15%	44%	60%	7%	10%
na	na	na	na	na	na	12%	15%	35%	58%	2%	3%
na	na	na	na	na	na	28%	43%	52%	72%	16%	24%
2%	12%	18%	24%	35%	15%	33%	57%	50%	71%	10%	16%
na	na	na	na	na	na	28%	39%	27%	40%	7%	11%
3%	22%	30%	34%	61%	29%	29%	51%	49%	67%	22%	30%
5%	15%	19%	22%	na	na	31%	45%	30%	45%	16%	21%
na	na	na	na	na	na	71%	82%	49%	69%	32%	45%
na	na	na	na	na	na	6%	12%	21%	30%	2%	5%
1%	6%	11%	14%	56%	10%	21%	43%	55%	80%	6%	9%
na	na	na	na	na	na	21%	30%	64%	75%	8%	14%
1%	11%	15%	17%	52%	14%	27%	39%	30%	49%	9%	14%
na	na	na	na	na	na	27%	44%	41%	66%	25%	35%
4%	47%	64%	67%	62%	53%	81%	92%	17%	35%	48%	63%
4%	49%	58%	60%	na	56%	65%	86%	11%	20%	52%	59%
1%	15%	23%	26%	35%	19%	72%	88%	18%	29%	13%	20%
3%	46%	68%	69%	67%	67%	90%	98%	6%	20%	29%	46%
1%	17%	22%	25%	na	19%	78%	90%	22%	32%	18%	25%
4%	58%	71%	75%	na	67%	48%	77%	9%	21%	21%	42%
na	na	na	na	na	na	79%	91%	35%	50%	67%	77%
na	na	na	na	na	na	82%	92%	7%	11%	37%	43%
na	na	na	na	na	na	49%	70%	13%	29%	36%	52%
na	na	na	na	na	na	67%	81%	52%	69%	74%	85%
4%	76%	86%	88%	na	85%	85%	94%	6%	13%	62%	74%
na	na	na	na	na	na	59%	79%	38%	58%	65%	80%
na	na	na	na	na	na	71%	87%	47%	66%	57%	72%
na	na	na	na	na	na	68%	87%	11%	24%	49%	62%
3%	59%	63%	65%	na	57%	66%	81%	22%	29%	42%	52%
na	na	na	na	na	na	78%	93%	34%	57%	57%	76%
na	na	na	na	na	na	86%	95%	36%	58%	58%	67%
2%	63%	71%	72%	na	62%	72%	84%	9%	14%	56%	64%
2%	35%	49%	51%	63%	43%	82%	96%	9%	23%	31%	45%
7%	48%	61%	64%	55%	49%	70%	87%	21%	40%	36%	53%
2%	60%	75%	76%	na	58%	54%	76%	11%	19%	60%	74%
1%	42%	50%	53%	69%	31%	89%	95%	5%	11%	41%	48%
1%	56%	66%	68%	na	49%	71%	89%	3%	7%	51%	61%

7%	59%	65%	67%	69%	51%	73%	83%	18%	26%	51%	59%
3%	52%	64%	66%	na	55%	61%	78%	13%	22%	42%	56%
na	na	na	na	na	na	75%	92%	37%	60%	43%	57%
na	na	na	na	na	na	77%	91%	39%	60%	33%	48%
na	na	na	na	na	na	77%	95%	41%	62%	50%	60%
na	na	na	na	na	na	77%	90%	36%	54%	36%	47%
na	na	na	na	na	na	76%	89%	30%	46%	53%	63%
na	18%	38%	47%	na	na	67%	88%	32%	55%	15%	34%
na	na	na	na	na	na	61%	84%	24%	40%	37%	50%
na	na	na	na	na	na	76%	88%	29%	44%	39%	50%
na	na	na	na	na	na	68%	85%	24%	38%	24%	37%
na	na	na	na	na	na	66%	83%	41%	58%	21%	31%
na	na	na	na	na	na	22%	39%	44%	63%	12%	27%
na	na	na	na	na	na	74%	82%	29%	40%	20%	31%
na	na	na	na	na	na	63%	85%	30%	47%	44%	56%
na	na	na	na	na	na	62%	79%	30%	46%	13%	21%
na	na	na	na	na	na	73%	84%	32%	55%	35%	44%
na	na	na	na	na	na	69%	92%	42%	65%	23%	37%
na	na	na	na	na	na	68%	87%	39%	62%	24%	33%
na	na	na	na	na	na	77%	91%	43%	57%	44%	57%
na	47%	60%	na	na	53%	63%	83%	34%	50%	38%	53%
na	35%	44%	50%	na	49%	62%	76%	92%	16%	38%	49%
na	30%	38%	39%	53%	31%	64%	79%	10%	15%	26%	33%
na	na	na	na	na	na	79%	99%	18%	46%	25%	47%
na	na	na	na	na	na	63%	91%	14%	42%	13%	28%
na	na	63%	na	na	na	58%	74%	19%	30%	44%	53%
na	na	63%	na	na	na	30%	51%	21%	31%	78%	86%
na	na	na	na	na	na	75%	92%	15%	30%	73%	81%
na	50%	64%	69%	71%	56%	na	90%	na	36%	na	66%
na	na	na	na	na	na	56%	79%	30%	49%	46%	59%
na	na	na	na	na	na	57%	74%	22%	39%	67%	76%
na	na	na	na	na	na	37%	58%	25%	41%	91%	96%
na	na	na	na	na	na	34%	54%	18%	29%	65%	74%
na	25%	29%	30%	na	27%	64%	83%	27%	43%	47%	55%
na	85%	92%	94%	na	na	na	na	na	na	na	na
na	na	na	na	na	na	37%	56%	12%	24%	12%	16%
1%	14%	21%	24%	52%	20%	55%	73%	5%	12%	14%	19%
1%	16%	25%	28%	na	24%	60%	75%	5%	9%	15%	20%
1%	24%	33%	35%	21%	32%	24%	57%	15%	34%	15%	22%
4%	46%	55%	57%	na	53%	27%	53%	9%	15%	27%	38%
1%	37%	41%	42%	54%	40%	81%	93%	7%	13%	30%	37%
<1%	18%	23%	24%	7%	21%	62%	82%	12%	20%	15%	19%
na	na	na	na	na	na	76%	91%	16%	25%	33%	39%
2%	36%	49%	51%	62%	42%	64%	89%	7%	15%	32%	45%
3%	12%	24%	27%	28%	23%	63%	75%	40%	61%	12%	21%
3%	59%	69%	72%	na	55%	70%	88%	14%	27%	52%	64%
na	na	na	na	na	na	70%	87%	20%	37%	73%	82%

DAILY SMS FOR NEWS	WEEKLY SMS FOR NEWS	DAILY SN FOR NEWS	WEEKLY SN FOR NEWS	Blank	FY entered into MOAS
22%	34%	na	na		
44%	56%				
15%	23%				
13%	18%				
na	na				
na	na	13%	23%		Jul-20
na	na	4%	6%		
44%	53%				
na	na	15%	21%		
na	na				
9%	16%				
4%	9%				
7%	16%	na	na		
12%	24%	9%	14%		
26%	32%				
na	na	na	na		
20%	28%				
31%	52%				
5%	11%				
27%	48%				
20%	30%				
18%	30%				
21%	34%	na	na		
26%	51%				
na	na	30%	38%		
na	na	9%	14%		
30%	51%	28%	42%		
na	na				
na	na	52%	68%		
25%	36%				
na	na				
na	na	25%	42%		
na	na	45%	63%		
na	na	47%	59%		
na	na	53%	71%		
na	na	44%	60%		
na	na	41%	57%		
na	na	35%	45%		
na	na	48%	63%		
na	na	46%	56%		
na	na	50%	56%		
9%	20%				
14%	28%				
na	na	49%	64%		Jun-20
26%	35%				
na	na	39%	46%		


(b) (5)

Language	REGION	STATION	COUNTRY	DATASET NAME	WEIGHT USE, NAME
any	AFR	VOA	Ethiopia	(b) (5)	wght (age, gen
any	AFR	USIB	Ethiopia		wght (age, gen
any	AFR	VOA	Kenya		ation, location)
any	AFR	USIB	Kenya		ation, location)
any	AFR	VOA	Zambia		n, urban/rural)
any	AFR	USIB	Zambia		n, urban/rural)
any	AFR	VOA	Zimbabwe		der, education)
any	AFR	USIB	Zimbabwe		der, education)
any	AFR	VOA	Kenya		ils unavailable)
any	AFR	USIB	Kenya		ils unavailable)
any	AFR	SAWA	Mali		ucation, strata)
any	AFR	VOA	Mali		ucation, strata)
any	AFR	USIB	Mali		ucation, strata)
any	AFR	ALHURRA	Cote d'Ivoire		none
any	AFR	MBN	Cote d'Ivoire		none
any	AFR	VOA	Cote d'Ivoire		none
any	AFR	USIB	Cote d'Ivoire		none
any	AFR	USIM	Nigeria		der, education
any	AFR	VOA	Nigeria		der, education
any	AFR	VOA	Niger		ils unavailable)
any	AFR	USIM	Niger		ils unavailable)
any	AFR	VOA	Angola		a of residence)
any	AFR	USIM	Angola		a of residence)
any	AFR	VOA	Ethiopia		wgt (weighting
any	AFR	USIM	Ethiopia		wgt (weighting
any	AFR	VOA	South Africa		ils unavailable)
any	AFR	USIM	South Africa		ils unavailable)
any	AFR	VOA	Zambia		ils unavailable)
any	AFR	USIM	Zambia		ils unavailable)
any	AFR	SAWA	Somalia		cation, region)
any	AFR	ALHURRA	Somalia		cation, region)
any	AFR	MBN	Somalia		cation, region)
any	AFR	VOA	Somalia		cation, region)
any	AFR	USIM	Somalia		cation, region)
any	AFR	VOA	Rwanda		ge, education)
any	AFR	USIM	Rwanda		ge, education)
any	AFR	VOA	DR Congo - na		wgt (weighting
any	AFR	USIM	DR Congo - na		wgt (weighting
any	AFR	VOA	Ethiopia		weight (age, ge
any	AFR	USIM	Ethiopia		weight (age, ge
any	AFR	VOA	Angola		weight (age ge
any	AFR	USIM	Angola		weight (age ge
any	AFR	VOA	Guinea		n, urban/rural)
any	AFR	USIM	Guinea		n, urban/rural)
any	AFR	VOA	Burkina Faso		wgt (weighting
any	AFR	USIM	Burkina Faso		wgt (weighting
any	AFR	VOA	Senegal		wgt (weighting
any	AFR	USIM	Senegal		wgt (weighting
any	AFR	VOA	Nigeria		der, education

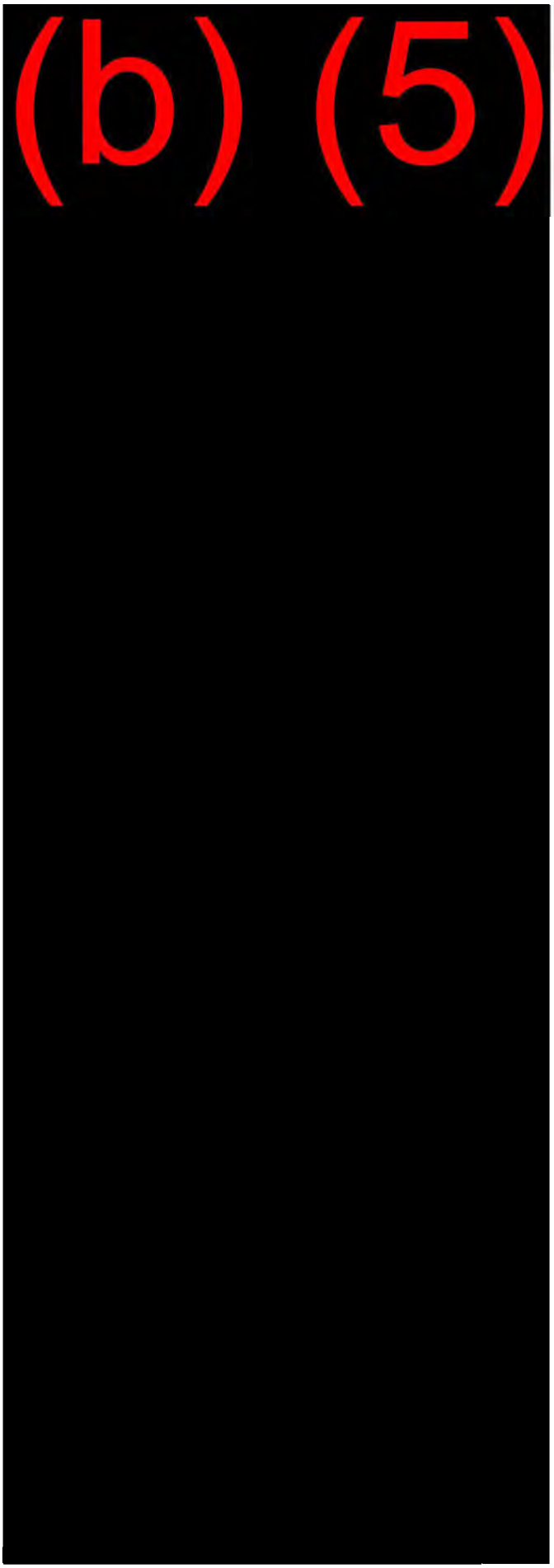
any	AFR	USIM	Nigeria	r, education
any	AFR	VOA	Kenya	ight (age, ge
any	AFR	USIM	Kenya	ight (age, ge
any	AFR	VOA	Sierra Leone	ndeducation
any	AFR	USIM	Sierra Leone	ndeducation
any	AFR	VOA	Tanzania	, education)
any	AFR	USIM	Tanzania	, education)
any	AFR	VOA	Burundi	T (Gender)
any	AFR	USIM	Burundi	T (Gender)
any	AFR	VOA	Zimbabwe	ight (age, ge
any	AFR	USIM	Zimbabwe	ight (age, ge
any	AFR	VOA	Cote d'Ivoire	ight (age, ge
any	AFR	USIM	Cote d'Ivoire	ight (age, ge
any	AFR	SAWA	Mali	t_projwt (age
any	AFR	ALHURRA	Mali	t_projwt (age
any	AFR	MBN	Mali	t_projwt (age
any	AFR	VOA	Mali	t_projwt (age
any	AFR	USIM	Mali	t_projwt (age
any	AFR	VOA	Uganda	, education)
any	AFR	USIM	Uganda	, education)
any	AFR	VOA	South Sudan	none
any	AFR	USIM	South Sudan	none
any	AFR	VOA	Nigeria	ight (age, ge
any	AFR	USIM	Nigeria	ight (age, ge
any	AFR	VOA	Burundi	t (weighting
any	AFR	USIM	Burundi	t (weighting
any	AFR	VOA	Tanzania	t (weighting
any	AFR	USIM	Tanzania	t (weighting
any	AFR	VOA	DR Congo - na	ender, edu)
any	AFR	USIM	DR Congo - na	ender, edu)
any	AFR	VOA	DRC-- 3 cities	ight_noed (a
any	AFR	USIM	DRC-- 3 cities	ight_noed (a
any	CAS	RFE/RL	Tajikistan	, education)
any	CAS	VOA	Tajikistan	, education)
any	CAS	USIM	Tajikistan	, education)
any	CAS	RFE/RL	Kyrgyzstan	r, education
any	CAS	VOA	Kyrgyzstan	r, education
any	CAS	USIM	Kyrgyzstan	r, education
any	EAS	RFA	China	ht (urban/rur
any	EAS	VOA	China	ht (urban/rur
any	EAS	USIM	China	ht (urban/rur
any	EAS	RFA	Taiwan	ne (quota sa
any	EAS	VOA	Taiwan	ne (quota sa
any	EAS	USIM	Taiwan	ne (quota sa
any	EEUR	RFE/RL	Albania	ender, edu)
any	EEUR	VOA	Albania	ender, edu)
any	EEUR	USIM	Albania	ender, edu)
any	EEUR	any	Albania	h (age, gend
any	EEUR	RFE/RL	Bosnia	ge, gender)
any	EEUR	VOA	Bosnia	ge, gender)
any	EEUR	USIM	Bosnia	ge, gender)
any	EEUR	RFE/RL	Macedonia	and Region)
any	EEUR	VOA	Macedonia	and Region)
any	EEUR	USIM	Macedonia	and Region)

(b) (5)

any	EEUR	RFE/RL	Serbia
any	EEUR	VOA	Serbia
any	EEUR	USIM	Serbia
any	EEUR	RFE/RL	Moldova
[redacted]	EEUR	VOA	Moldova
any	EEUR	USIM	Moldova
any	EEUR	RFE/RL	Kosovo
any	EEUR	VOA	Kosovo
any	EEUR	USIM	Kosovo
any	EEUR	RFE/RL	Montenegro
[redacted]	EEUR	VOA	Montenegro
any	EEUR	USIM	Montenegro
any	EEUR	RFE/RL	Moldova
any	EEUR	VOA	Moldova
any	EEUR	USIM	Moldova
any	EURA	RFE/RL	Russia
any	EURA	VOA	Russia
any	EURA	USIB	Russia
any	EURA	RFE/RL	Belarus
any	EURA	VOA	Belarus
any	EURA	USIB	Belarus
any	EURA	RFE/RL	Ukraine
any	EURA	VOA	Ukraine
any	EURA	USIB	Ukraine
any	EURA	RFE/RL	Abkhazia
any	EURA	VOA	Abkhazia
any	EURA	USIM	Abkhazia
any	EURA	RFE/RL	Chechnya
any	EURA	VOA	Chechnya
any	EURA	USIM	Chechnya
any	EURA	RFE/RL	Dagestan
any	EURA	VOA	Dagestan
any	EURA	USIM	Dagestan
any	EURA	RFE/RL	Armenia
any	EURA	VOA	Armenia
any	EURA	USIM	Armenia
any	EURA	RFE/RL	Kabar-Balkari
any	EURA	VOA	Kabar-Balkari
any	EURA	USIM	Kabar-Balkari
any	EURA	RFE/RL	Azerbaijan
any	EURA	VOA	Azerbaijan
any	EURA	USIM	Azerbaijan
any	EURA	RFE/RL	Russia
any	EURA	VOA	Russia
any	EURA	USIM	Russia
any	EURA	RFE/RL	Georgia
any	EURA	VOA	Georgia
any	EURA	USIM	Georgia
any	LAM	VOA	Venezuela
any	LAM	USIM	Venezuela
any	LAM	VOA	Chile
any	LAM	USIM	Chile
any	LAM	VOA	Paraguay
any	LAM	USIM	Paraguay

(b) (5)

any	LAM	VOA	Colombia
any	LAM	USIM	Colombia
any	LAM	VOA	Costa Rica
any	LAM	USIM	Costa Rica
any	LAM	VOA	Ecuador
any	LAM	USIM	Ecuador
any	LAM	VOA	Bolivia
any	LAM	USIM	Bolivia
any	LAM	VOA	El Salvador
any	LAM	USIM	El Salvador
any	LAM	VOA	Guatemala
any	LAM	USIM	Guatemala
any	LAM	VOA	Honduras
any	LAM	USIM	Honduras
any	LAM	VOA	Mexico
any	LAM	USIM	Mexico
any	LAM	VOA	Nicaragua
any	LAM	USIM	Nicaragua
any	LAM	VOA	Panama
any	LAM	USIM	Panama
any	LAM	VOA	Peru
any	LAM	USIM	Peru
any	LAM	VOA	Haiti
any	LAM	USIM	Haiti
any	LAM	VOA	Mexico
any	LAM	USIM	Mexico
any	LAM	VOA	Bolivia
any	LAM	USIM	Bolivia
any	MENA	SAWA	Jordan
any	MENA	ALHURRA	Jordan
any	MENA	MBN	Jordan
any	MENA	USIB	Jordan
any	MENA	SAWA	Egypt
any	MENA	ALHURRA	Egypt
any	MENA	MBN	Egypt
any	MENA	USIB	Egypt
any	MENA	SAWA	Lebanon
any	MENA	ALHURRA	Lebanon
any	MENA	MBN	Lebanon
any	MENA	VOA	Lebanon
any	MENA	RFE/RL	Lebanon
any	MENA	USIB	Lebanon
any	MENA	SAWA	Egypt
any	MENA	ALHURRA	Egypt
any	MENA	MBN	Egypt
any	MENA	USIB	Egypt
any	MENA	SAWA	Morocco
any	MENA	ALHURRA	Morocco
any	MENA	MBN	Morocco
any	MENA	USIB	Morocco
any	MENA	SAWA	Kuwait
any	MENA	ALHURRA	Kuwait
any	MENA	MBN	Kuwait
any	MENA	RFE/RL	Kuwait



any	MENA	VOA	Kuwait	[redacted]	none
any	MENA	USIM	Kuwait		none
any	MENA	SAWA	Yemen		eight (age, ge
any	MENA	ALHURRA	Yemen		eight (age, ge
any	MENA	MBN	Yemen		eight (age, ge
any	MENA	USIM	Yemen		eight (age, ge
any	MENA	SAWA	Jordan		s unavailable)
any	MENA	ALHURRA	Jordan		s unavailable)
any	MENA	MBN	Jordan		s unavailable)
any	MENA	USIM	Jordan		s unavailable)
any	MENA	SAWA	Palestinian T		none
any	MENA	ALHURRA	Palestinian T		none
any	MENA	MBN	Palestinian T		none
any	MENA	RFE/RL	Palestinian T		none
any	MENA	VOA	Palestinian T		none
any	MENA	USIM	Palestinian T		none
any	MENA	SAWA	Tunisia		s unavailable)
any	MENA	ALHURRA	Tunisia		s unavailable)
any	MENA	MBN	Tunisia		s unavailable)
any	MENA	USIM	Tunisia		s unavailable)
any	MENA	SAWA	Lebanon		s unavailable)
any	MENA	ALHURRA	Lebanon		s unavailable)
any	MENA	MBN	Lebanon		s unavailable)
any	MENA	USIM	Lebanon		s unavailable)
any	MENA	SAWA	Iraq		er, education
any	MENA	ALHURRA	Iraq		er, education
any	MENA	MBN	Iraq		er, education
any	MENA	RFE/RL	Iraq		er, education
any	MENA	VOA	Iraq		er, education
any	MENA	USIM	Iraq		er, education
any	MENA	SAWA	Egypt		eight (age, ge
any	MENA	ALHURRA	Egypt		eight (age, ge
any	MENA	MBN	Egypt		eight (age, ge
any	MENA	USIM	Egypt		eight (age, ge
any	MENA	SAWA	Mauritania		eight (weightii
any	MENA	ALHURRA	Mauritania		eight (weightii
any	MENA	MBN	Mauritania		eight (weightii
any	MENA	VOA	Mauritania		eight (weightii
any	MENA	USIM	Mauritania		eight (weightii
any	MENA	RFE/RL	Iraq		eight (age, ge
any	MENA	SAWA	Syria		otWt (weightir
any	MENA	ALHURRA	Syria		otWt (weightir
any	MENA	MBN	Syria		otWt (weightir
any	MENA	VOA	Syria		otWt (weightir
any	MENA	USIM	Syria		otWt (weightir
any	MENA	RFE/RL	Kuwait		none
any	MENA	SAWA	Jordan		gt (weighting
any	MENA	ALHURRA	Jordan		gt (weighting
any	MENA	MBN	Jordan		gt (weighting
any	MENA	USIM	Jordan		gt (weighting
any	MENA	SAWA	Egypt		gt (weighting
any	MENA	ALHURRA	Egypt		gt (weighting
any	MENA	MBN	Egypt		gt (weighting
any	MENA	USIM	Egypt		gt (weighting

any	MENA	SAWA	Yemen	wgt (weighting
any	MENA	ALHURRA	Yemen	wgt (weighting
any	MENA	MBN	Yemen	wgt (weighting
any	MENA	USIM	Yemen	wgt (weighting
any	MENA	SAWA	UAE	none
any	MENA	ALHURRA	UAE	none
any	MENA	MBN	UAE	none
any	MENA	VOA	UAE	none
any	MENA	USIM	UAE	none
any	MENA	SAWA	ad N'Djamena	eight (age, ge
any	MENA	ALHURRA	ad N'Djamena	eight (age, ge
any	MENA	MBN	ad N'Djamena	eight (age, ge
any	MENA	VOA	ad N'Djamena	eight (age, ge
any	MENA	USIM	ad N'Djamena	eight (age, ge
any	MENA	SAWA	Sudan (Darfu	ght (Age withi
any	MENA	ALHURRA	Sudan (Darfu	ght (Age withi
any	MENA	AFIA DARFUR	Sudan (Darfu	ght (age withi
any	MENA	MBN	Sudan (Darfu	ght (age withi
any	MENA	VOA	Sudan (Darfu	ght (Age withi
any	MENA	USIM	Sudan (Darfu	ght (age withi
any	MENA	SAWA	Iraq	eight (age, ge
any	MENA	ALHURRA	Iraq	eight (age, ge
any	MENA	MBN	Iraq	eight (age, ge
any	MENA	VOA	Iraq	eight (age, ge
any	MENA	USIM	Iraq	eight (age, ge
any	MENA	SAWA	Morocco	nd education)
any	MENA	ALHURRA	Morocco	nd education)
any	MENA	MBN	Morocco	nd education)
any	MENA	USIM	Morocco	nd education)
any	SAS	VOA	Bangladesh	eight (age, ge
any	SAS	USIB	Bangladesh	eight (age, ge
any	SAS	RFE/RL	Pakistan	eight (Age, ge
any	SAS	VOA	Pakistan	eight (Age, ge
any	SAS	USIM	Pakistan	eight (Age, ge
any	SAS	RFE/RL	Pakistan FAT	cation, region)
any	SAS	VOA	Pakistan FAT	cation, region)
any	SAS	USIM	Pakistan FAT	cation, region)
any	SEAS	VOA	Indonesia	ral, education)
any	SEAS	USIM	Indonesia	ral, education)
any	SEAS	VOA	Burma	WEIGHT_NOE
any	SEAS	RFA	Burma	WEIGHT_NOE
any	SEAS	USIM	Burma	WEIGHT_NOE
any	SEAS	RFA	Cambodia	n/rural, region)
any	SEAS	VOA	Cambodia	n/rural, region)
any	SEAS	USIM	Cambodia	n/rural, region)
any	SEAS	RFA	Vietnam	n, urban/rural)
any	SEAS	VOA	Vietnam	n, urban/rural)
any	SEAS	USIM	Vietnam	n, urban/rural)
any	SEAS	VOA	Thailand	(age, gender)
any	SEAS	USIM	Thailand	(age, gender)
any	SEAS	RFA	Burma	eight (age, ge
any	SEAS	VOA	Burma	eight (age, ge
any	SEAS	USIM	Burma	eight (age, ge
any	SEAS	VOA	Indonesia	eight (age, ge

(b) (5)

any	SEAS	USIM	Indonesia	[redacted]	weight (age, ge
any	WAS	RFE/RL	Afghanistan		one (national s
any	WAS	VOA	Afghanistan		one (national s
any	WAS	USIB	Afghanistan		one (national s
any	WAS	VOA	Turkey		nd education)
any	WAS	USIB	Turkey		nd education)
any	WAS	RFE/RL	Iran		r, urban/rural)
any	WAS	VOA	Iran		r, urban/rural)
any	WAS	USIB	Iran		r, urban/rural)
any	WAS	RFE/RL	Afghanistan		er, education)
any	WAS	VOA	Afghanistan		er, education)
any	WAS	USIM	Afghanistan		er, education)
any	WAS	VOA	Turkey		weight (age, ge
any	WAS	USIM	Turkey		weight (age, ge
any	WAS	RFE/RL	Iran		weight (Age, ge
any	WAS	VOA	Iran		weight (Age, ge
any	WAS	USIM	Iran		weight (Age, ge
any	WAS	RFE/RL	Afghanistan		weight (age, ge
any	WAS	VOA	Afghanistan		weight (age, ge
any	WAS	USIM	Afghanistan		weight (age, ge
any	AFR	VOA	Botswana		wgt (weighting
any	AFR	USIM	Botswana		wgt (weighting
any	CAS	RFE/RL	Tajikistan		weight (age, ge
any	CAS	VOA	Tajikistan		weight (age, ge
any	CAS	USIM	Tajikistan		weight (age, ge
any	CAS	RFE/RL	Kyrgyzstan		weight (Household
any	CAS	VOA	Kyrgyzstan		weight (Household
any	CAS	USIM	Kyrgyzstan		weight (Household
any	AFR	VOA	Central Africa		ls unavailable)
any	AFR	USIM	Central Africa		ls unavailable)
any	AFR	VOA	Gabon		wgt (weighting
any	AFR	USIM	Gabon		wgt (weighting
any	AFR	VOA	South Africa		ls unavailable)
any	AFR	USIM	South Africa		ls unavailable)
any	MENA	SAWA	Egypt		weight (age, ge
any	MENA	ALHURRA	Egypt		weight (age, ge
any	MENA	MBN	Egypt		weight (age, ge
any	MENA	USIM	Egypt		weight (age, ge
any	MENA	SAWA	Lebanon		weight (age, ge
any	MENA	ALHURRA	Lebanon		weight (age, ge
any	MENA	MBN	Lebanon		weight (age, ge
any	MENA	USIM	Lebanon		weight (age, ge
any	MENA	SAWA	Libya		(gender, age)
any	MENA	ALHURRA	Libya		(gender, age)
any	MENA	MBN	Libya		(gender, age)
any	MENA	VOA	Libya		(gender, age)
any	MENA	USIM	Libya		(gender, age)
any	AFR	VOA	Ethiopia		wgt (weighting
any	AFR	USIM	Ethiopia		wgt (weighting
any	EAS	VOA	Hong Kong		Weight_Age_S
any	EAS	USIM	Hong Kong		Weight_Age_S
any	LAM	VOA	Argentina		e, sex, region)
any	LAM	USIM	Argentina		e, sex, region)
any	LAM	VOA	Bolivia		wgt (weighting

any	LAM	USIM	Bolivia	[redacted] gt (weighting
any	LAM	VOA	Chile	gt (weighting
any	LAM	USIM	Chile	gt (weighting
any	LAM	VOA	Colombia	gt (weighting
any	LAM	USIM	Colombia	gt (weighting
any	LAM	VOA	Costa Rica	gt (weighting
any	LAM	USIM	Costa Rica	gt (weighting
any	LAM	VOA	Ecuador	gt (weighting
any	LAM	USIM	Ecuador	gt (weighting
any	LAM	VOA	El Salvador	gt (weighting
any	LAM	USIM	El Salvador	gt (weighting
any	LAM	VOA	Guatemala	gt (weighting
any	LAM	USIM	Guatemala	gt (weighting
any	LAM	VOA	Honduras	gt (weighting
any	LAM	USIM	Honduras	gt (weighting
any	LAM	VOA	Mexico	gt (weighting
any	LAM	USIM	Mexico	gt (weighting
any	LAM	VOA	Nicaragua	gt (weighting
any	LAM	USIM	Nicaragua	gt (weighting
any	LAM	VOA	Panama	gt (weighting
any	LAM	USIM	Panama	gt (weighting
any	LAM	VOA	Uruguay	e, sex, region)
any	LAM	USIM	Uruguay	e, sex, region)
any	LAM	VOA	Haiti	gt (weighting
any	LAM	USIM	Haiti	gt (weighting
any	LAM	VOA	Peru	gt (weighting
any	LAM	USIM	Peru	gt (weighting
any	LAM	VOA	Venezuela	eight (age, ge
any	LAM	USIM	Venezuela	eight (age, ge
any	EEUR	RFE/RL	Bosnia	gt (weighting
any	EEUR	VOA	Bosnia	gt (weighting
any	EEUR	USIM	Bosnia	gt (weighting
any	EEUR	RFE/RL	Montenegro	gt (weighting
any	EEUR	VOA	Montenegro	gt (weighting
any	EEUR	USIM	Montenegro	gt (weighting
any	EEUR	RFE/RL	Serbia	gt (weighting
any	EEUR	VOA	Serbia	gt (weighting
any	EEUR	USIM	Serbia	gt (weighting
any	EURA	RFE/RL	Armenia	gt (weighting
any	EURA	VOA	Armenia	gt (weighting
any	EURA	USIM	Armenia	gt (weighting
any	EURA	RFE/RL	Belarus	VGHT (age, ge
any	EURA	VOA	Belarus	VGHT (age, ge
any	EURA	USIM	Belarus	VGHT (age, ge
any	CAS	RFE/RL	Kazakhstan	sex, urbanity)
any	CAS	VOA	Kazakhstan	sex, urbanity)
any	CAS	USIM	Kazakhstan	sex, urbanity)
any	EEUR	RFE/RL	Transnistria	m-FINAL for M
any	EEUR	VOA	Transnistria	m-FINAL for M
any	EEUR	USIM	Transnistria	m-FINAL for M
any	EURA	RFE/RL	Adygea	AM
any	EURA	VOA	Adygea	AM
any	EURA	USIM	Adygea	AM
any	EURA	RFE/RL	Kara-Cherkes	AM

any	EURA	VOA	Kara-Cherkess	(b) (5)	AM
any	EURA	USIM	Kara-Cherkess		AM
any	EURA	RFE/RL	Nagrno-Karabk		sex4555 (sex)
any	EURA	VOA	Nagrno-Karabk		sex4555 (sex)
any	EURA	USIM	Nagrno-Karabk		sex4555 (sex)
any	EURA	RFE/RL	Tatarstan		nd Nationality)
any	EURA	VOA	Tatarstan		nd Nationality)
any	EURA	USIM	Tatarstan		nd Nationality)
any	EURA	RFE/RL	Russia		eight (age, g
any	EURA	VOA	Russia		eight (age, g
any	EURA	USIM	Russia		eight (age, g
any	EURA	RFE/RL	Ukraine		ombinewt
any	EURA	VOA	Ukraine		ombinewt
any	EURA	USIM	Ukraine		ombinewt
any	EEUR	RFE/RL	Lithuania		gt (weighting
any	EEUR	VOA	Lithuania		gt (weighting
any	EEUR	USIM	Lithuania		gt (weighting
any	MENA	SAWA	h Sudan (Juba)		eight (age, ge
any	MENA	ALHURRA	h Sudan (Juba)		eight (age, ge
any	MENA	MBN	h Sudan (Juba)		eight (age, ge
any	MENA	VOA	h Sudan (Juba)		eight (age, ge
any	MENA	USIM	h Sudan (Juba)		eight (age, ge
any	SEAS	VOA	Thailand		gt (weighting
any	SEAS	USIM	Thailand		gt (weighting
any	EURA	RFE/RL	Dagestan		eight (age, ge
any	EURA	VOA	Dagestan		eight (age, ge
any	EURA	USIM	Dagestan		eight (age, ge
any	AFR	VOA	Uganda		gt (weighting
any	AFR	USIM	Uganda		gt (weighting
any	EURA	RFE/RL	Belarus		gt (weighting
any	EURA	VOA	Belarus		gt (weighting
any	EURA	USIM	Belarus		gt (weighting
any	EEUR	RFE/RL	Albania		gt (weighting
any	EEUR	VOA	Albania		gt (weighting
any	EEUR	USIM	Albania		gt (weighting
any	EEUR	RFE/RL	Estonia		gt (weighting
any	EEUR	VOA	Estonia		gt (weighting
any	EEUR	USIM	Estonia		gt (weighting
any	EEUR	RFE/RL	Kosovo		gt (weighting
any	EEUR	VOA	Kosovo		gt (weighting
any	EEUR	USIM	Kosovo		gt (weighting
any	EEUR	RFE/RL	Latvia		gt (weighting
any	EEUR	VOA	Latvia		gt (weighting
any	EEUR	USIM	Latvia		gt (weighting
any	EEUR	RFE/RL	Macedonia		gt (weighting
any	EEUR	VOA	Macedonia		gt (weighting
any	EEUR	USIM	Macedonia		gt (weighting
any	WAS	VOA	Turkey		gt (weighting
any	WAS	USIM	Turkey		gt (weighting
any	MENA	SAWA	Saudi Arabia		eight (age, ge
any	MENA	ALHURRA	Saudi Arabia		eight (age, ge
any	MENA	MBN	Saudi Arabia		eight (age, ge
any	MENA	USIM	Saudi Arabia		eight (age, ge
any	MENA	SAWA	Jordan		gt (weighting

any	MENA	ALHURRA	Jordan	[redacted]
any	MENA	MBN	Jordan	
any	MENA	USIM	Jordan	
any	MENA	SAWA	Tunisia	
any	MENA	ALHURRA	Tunisia	
any	MENA	MBN	Tunisia	
any	MENA	USIM	Tunisia	
any	SAS	RFE/RL	Pakistan	
any	SAS	VOA	Pakistan	
any	SAS	USIM	Pakistan	
any	SEAS	RFA	Vietnam	
any	SEAS	VOA	Vietnam	
any	SEAS	USIM	Vietnam	
any	WAS	RFE/RL	Afghanistan	
any	WAS	VOA	Afghanistan	
any	WAS	USIM	Afghanistan	
any	SEAS	RFA	Laos	
any	SEAS	VOA	Laos	
any	SEAS	USIM	Laos	
any	AFR	SAWA	Somalia	
any	AFR	ALHURRA	Somalia	
any	AFR	MBN	Somalia	
any	AFR	VOA	Somalia	
any	AFR	USIM	Somalia	
any	AFR	VOA	Liberia	
any	AFR	USIM	Liberia	
any	MENA	SAWA	Yemen	
any	MENA	ALHURRA	Yemen	
any	MENA	MBN	Yemen	
any	MENA	USIM	Yemen	
any	MENA	SAWA	Morocco	
any	MENA	ALHURRA	Morocco	
any	MENA	MBN	Morocco	
any	MENA	USIM	Morocco	
any	AFR	VOA	Zambia	
any	AFR	USIM	Zambia	
any	AFR	VOA	Kenya	
any	AFR	USIM	Kenya	
any	AFR	VOA	Cote d'Ivoire	
any	AFR	USIM	Cote d'Ivoire	
any	MENA	SAWA	Saudi Arabia	
any	MENA	ALHURRA	Saudi Arabia	
any	MENA	MBN	Saudi Arabia	
any	MENA	USIM	Saudi Arabia	
any	CAS	RFE/RL	Uzbekistan	
any	CAS	VOA	Uzbekistan	
any	CAS	USIM	Uzbekistan	
any	EURA	RFE/RL	South Ossetia	
any	EURA	VOA	South Ossetia	
any	EURA	USIM	South Ossetia	
any	CAS	RFE/RL	Turkmenistan	
any	CAS	VOA	Turkmenistan	
any	CAS	USIM	Turkmenistan	
any	LAM	VOA	Dominican Rep	

(b) (5)

any	LAM	USIM	Dominican Rep	[redacted] gt (weighting
any	LAM	VOA	Paraguay	gt (weighting
any	LAM	USIM	Paraguay	gt (weighting
any	LAM	VOA	Venezuela	gt (weighting
any	LAM	USIM	Venezuela	gt (weighting
any	LAM	VOA	Peru	gt (weighting
any	LAM	USIM	Peru	gt (weighting
any	LAM	VOA	Haiti	gt (weighting
any	LAM	USIM	Haiti	gt (weighting
any	CAS	RFE/RL	Tajikistan	gt (weighting
any	CAS	VOA	Tajikistan	gt (weighting
any	CAS	USIM	Tajikistan	gt (weighting
any	AFR	VOA	Mali	gt (weighting
any	AFR	USIM	Mali	gt (weighting
any	SEAS	RFA	Cambodia	gt (weighting
any	SEAS	VOA	Cambodia	gt (weighting
any	SEAS	USIM	Cambodia	gt (weighting
any	SAS	VOA	Bangladesh	eight (age, ge
any	SAS	USIM	Bangladesh	eight (age, ge
any	WAS	RFE/RL	Iran	eight (Age, ge
any	WAS	VOA	Iran	eight (Age, ge
any	WAS	USIM	Iran	eight (Age, ge
any	EAS	RFA	China	eight_final
any	EAS	VOA	China	eight_final
any	EAS	USIM	China	eight_final
any	SEAS	RFA	Burma	eight (age, ge
any	SEAS	VOA	Burma	eight (age, ge
any	SEAS	USIM	Burma	eight (age, ge
any	AFR	VOA	Ethiopia	gt (weighting
any	AFR	USIM	Ethiopia	gt (weighting
any	MENA	SAWA	Tunisia	gt (weighting
any	MENA	ALHURRA	Tunisia	gt (weighting
any	MENA	MBN	Tunisia	gt (weighting
any	MENA	USIM	Tunisia	gt (weighting
any	EURA	RFE/RL	Russia	eight (age, ge
any	EURA	VOA	Russia	eight (age, ge
any	EURA	USIM	Russia	eight (age, ge
any	AFR	VOA	Cameroon	s unavailable)
any	AFR	USIM	Cameroon	s unavailable)
any	AFR	VOA	Chad	s unavailable)
any	AFR	USIM	Chad	s unavailable)
any	AFR	VOA	Congo Brazzav	gt (weighting
any	AFR	USIM	Congo Brazzav	gt (weighting
any	AFR	VOA	Benin	gt (weighting
any	AFR	USIM	Benin	gt (weighting
any	MENA	SAWA	Algeria	eight (age, ge
any	MENA	ALHURRA	Algeria	eight (age, ge
any	MENA	MBN	Algeria	eight (age, ge
any	MENA	VOA	Algeria	eight (age, ge
any	MENA	USIM	Algeria	eight (age, ge
any	EAS	VOA	Mongolia	gt (weighting
any	EAS	USIM	Mongolia	gt (weighting
any	SAS	VOA	Nepal	gt (weighting
any	SAS	USIM	Nepal	gt (weighting

any	SAS	VOA	Sri Lanka	[redacted]	ils unavailable)
any	SAS	USIM	Sri Lanka		ils unavailable)
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any	SEAS	USIM	Philippines		ils unavailable)
any	EAS	VOA	South Korea		wgt (weighting
any	EAS	USIM	South Korea		wgt (weighting
any	MENA	SAWA	Iraq		weight (age, ge
any	MENA	ALHURRA	Iraq		weight (age, ge
any	MENA	MBN	Iraq		weight (age, ge
any	MENA	VOA	Iraq		weight (age, ge
any	MENA	USIM	Iraq		weight (age, ge
any	CAS	RFE/RL	Kyrgyzstan		wgt (weighting
any	CAS	VOA	Kyrgyzstan		wgt (weighting
any	CAS	USIM	Kyrgyzstan		wgt (weighting
any	MENA	SAWA	Palestinian Ter		wgt (weighting
any	MENA	ALHURRA	Palestinian Ter		wgt (weighting
any	MENA	MBN	Palestinian Ter		wgt (weighting
any	MENA	USIM	Palestinian Ter		wgt (weighting
any	AFR	VOA	Nigeria		weight (age, ge
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any	AFR	VOA	Ghana		weight (age, ge
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any	MENA	SAWA	Qatar		and education)
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any	MENA	MBN	Qatar		and education)
any	MENA	USIM	Qatar		and education)
any	MENA	SAWA	Kuwait		Weight (age, g
any	MENA	ALHURRA	Kuwait		Weight (age, g
any	MENA	MBN	Kuwait		Weight (age, g
any	MENA	USIM	Kuwait		Weight (age, g
any	LAM	VOA	Mexico		wgt (weighting
any	LAM	USIM	Mexico		wgt (weighting
any	SAS	RFE/RL	Pakistan		weight (age, ge
any	SAS	VOA	Pakistan		weight (age, ge
any	SAS	USIM	Pakistan		weight (age, ge
any	SEAS	VOA	Indonesia		weight (age, ge
any	SEAS	USIM	Indonesia		weight (age, ge
any	EEUR	RFE/RL	Kosovo		wgt (weighting
any	EEUR	VOA	Kosovo		wgt (weighting
any	EEUR	USIM	Kosovo		wgt (weighting
any	EEUR	RFE/RL	Bosnia		wgt (weighting
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any	EURA	RFE/RL	Armenia		wgt (weighting
any	EURA	VOA	Armenia		wgt (weighting
any	EURA	USIM	Armenia		wgt (weighting
any	WAS	RFE/RL	Afghanistan		weight (age, g
any	WAS	VOA	Afghanistan		weight (age, g
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any	EEUR	RFE/RL	Montenegro		wgt (weighting
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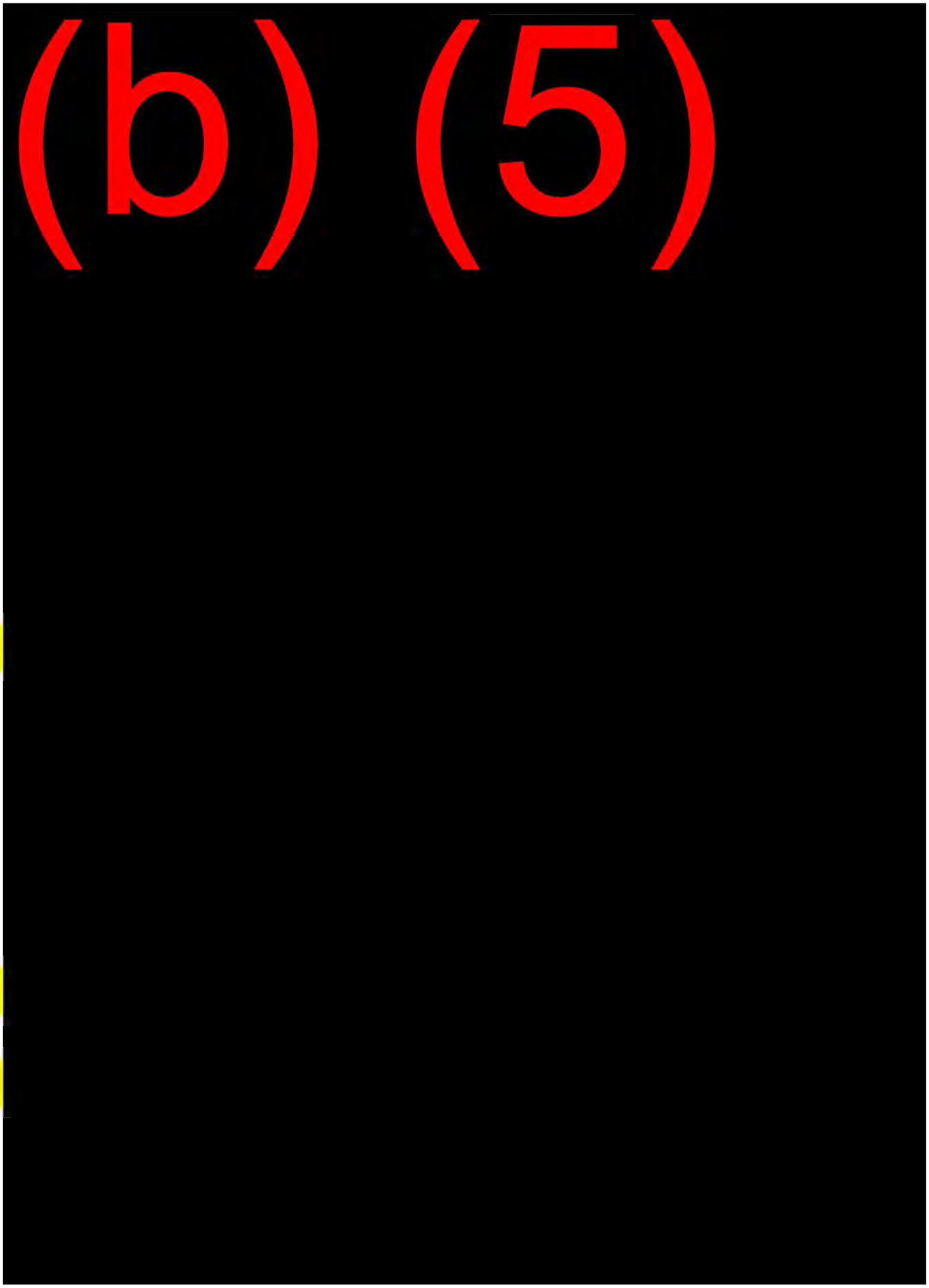
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any	AFR	USIM	Malawi		ils unavailable)
any	AFR	VOA	Zimbabwe		wgt (weighting
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any	AFR	VOA	Angola		wgt (WGT Wei
any	AFR	USIM	Angola		wgt (WGT Wei
any	AFR	VOA	Guinea		wgt (weighting
any	AFR	USIM	Guinea		wgt (weighting
any	AFR	SAWA	Niger		weight (age, ge
any	AFR	ALHURRA	Niger		weight (age, ge
any	AFR	MBN	Niger		weight (age, ge
any	AFR	VOA	Niger		weight (age, ge
any	AFR	USIM	Niger		weight (age, ge
any	AFR	VOA	Rwanda		wgt (weighting
any	AFR	USIM	Rwanda		wgt (weighting
any	MENA	ALHURRA	Lebanon		weight (age, ge
any	MENA	SAWA	Lebanon		weight (age, ge
any	MENA	MBN	Lebanon		weight (age, ge
any	MENA	USIM	Lebanon		weight (age, ge
any	MENA	SAWA	Iraq		weight (age, ge
any	MENA	ALHURRA	Iraq		weight (age, ge
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any	MENA	VOA	Iraq		weight (age, ge
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any	MENA	SAWA	Saudi Arabia		weight (age, ge
any	MENA	ALHURRA	Saudi Arabia		weight (age, ge
any	MENA	MBN	Saudi Arabia		weight (age, ge
any	MENA	USIM	Saudi Arabia		weight (age, ge
any	EURA	VOA	Ukraine		wgt (Region/Ur
any	EURA	USIM	Ukraine		wgt (Region/Ur
any	EURA	RFE/RL	Ukraine		wgt (Region/Ur
any	MENA	ALHURRA	Morocco		and education)
any	MENA	SAWA	Morocco		and education)
any	MENA	MBN	Morocco		and education)
any	MENA	USIM	Morocco		and education)
any	WAS	VOA	Turkey		weight (age, ge
any	WAS	USIM	Turkey		weight (age, ge
any	EEUR	RFE/RL	Latvia		wgt (weighting
any	EEUR	VOA	Latvia		wgt (weighting
any	EEUR	USIM	Latvia		wgt (weighting
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any	EEUR	RFE/RL	Estonia		wgt (weighting
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any	EEUR	RFE/RL	Moldova		weight (age, ge
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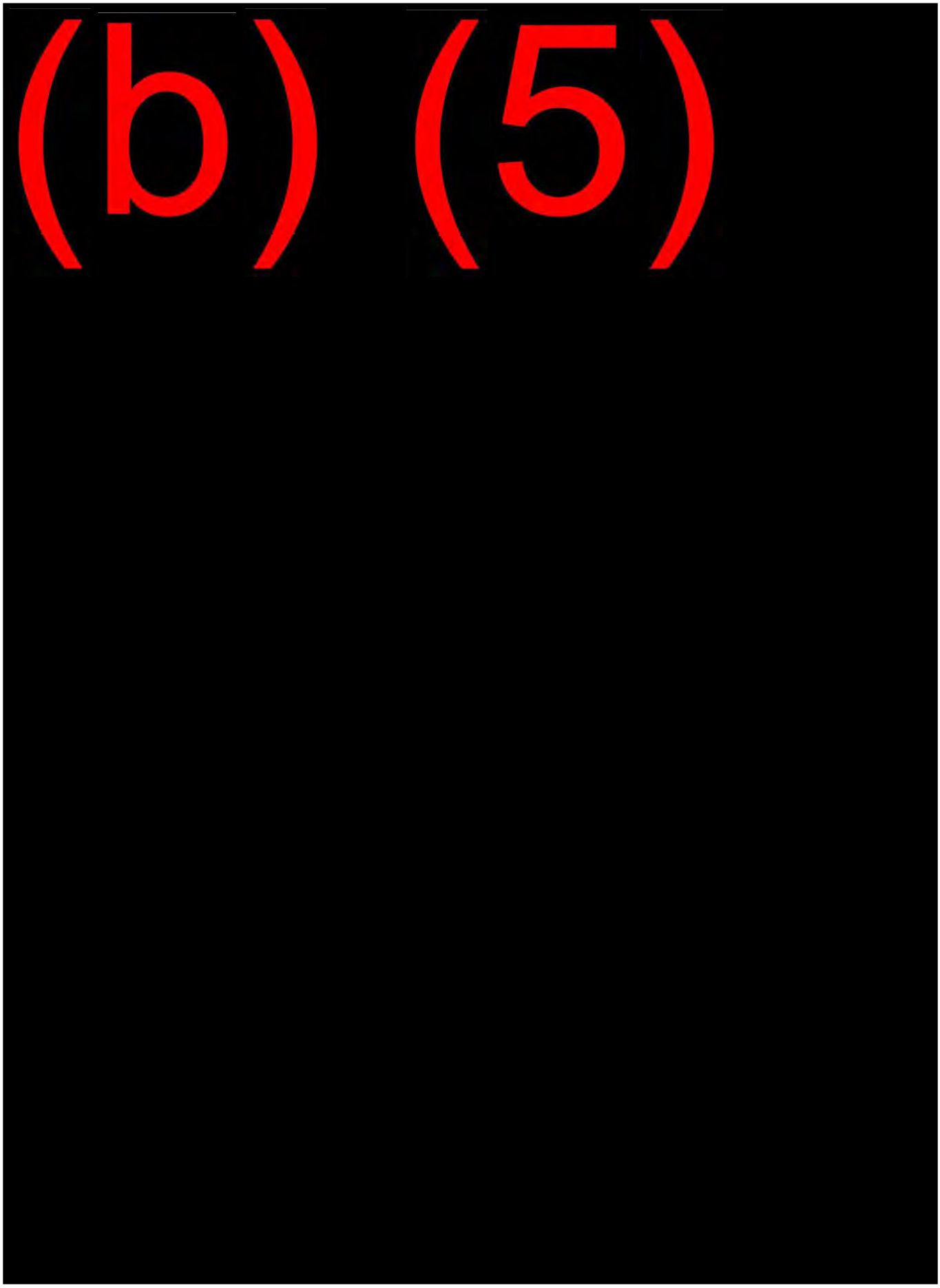
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any	AFR	VOA	DR Congo - na	
any	AFR	USAGM	DR Congo - na	
any	AFR	VOA	DRC-- 3 cities i	
any	AFR	USAGM	DRC-- 3 cities	
any	AFR	VOA	Burkina Faso	
any	AFR	USAGM	Burkina Faso	
any	AFR	VOA	Senegal	
any	AFR	USAGM	Senegal	
any	AFR	VOA	Sierra Leone	
any	AFR	USAGM	Sierra Leone	
any	EAS	RFA	Taiwan	
any	EAS	VOA	Taiwan	
any	EAS	USAGM	Taiwan	
any	EURA	RFE/RL	Abkhazia	
any	EURA	VOA	Abkhazia	
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any	EURA	RFE/RL	Chechnya	
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any	MENA	MBN	Bahrain	
any	MENA	USAGM	Bahrain	
any	MENA	SAWA	Syria	
any	MENA	ALHURRA	Syria	
any	MENA	MBN	Syria	
any	MENA	USAGM	Syria	
any	SAS	RFE/RL	Pakista	
any	SAS	VOA	Pakista	
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any	MENA	SAWA	Kuwait	
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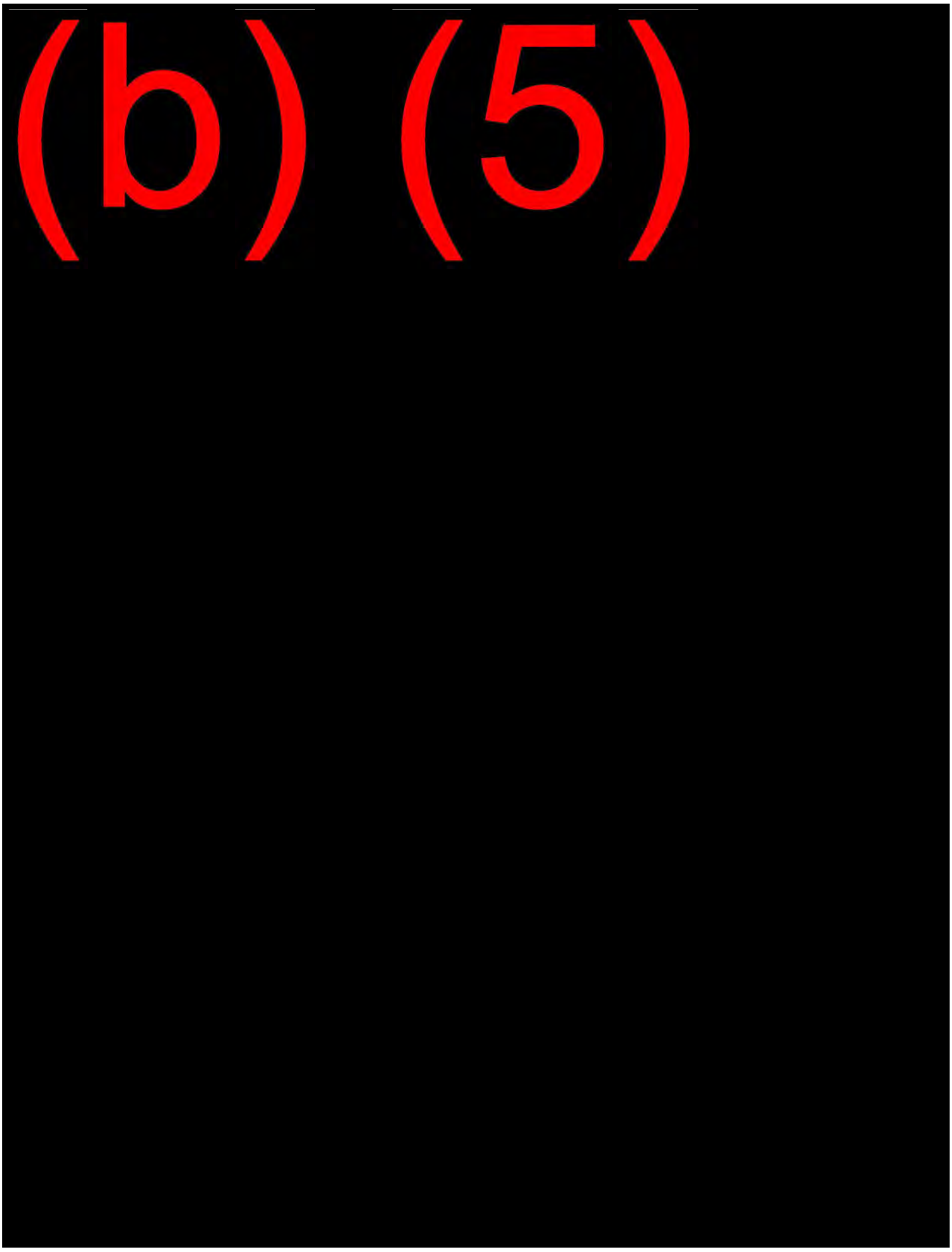
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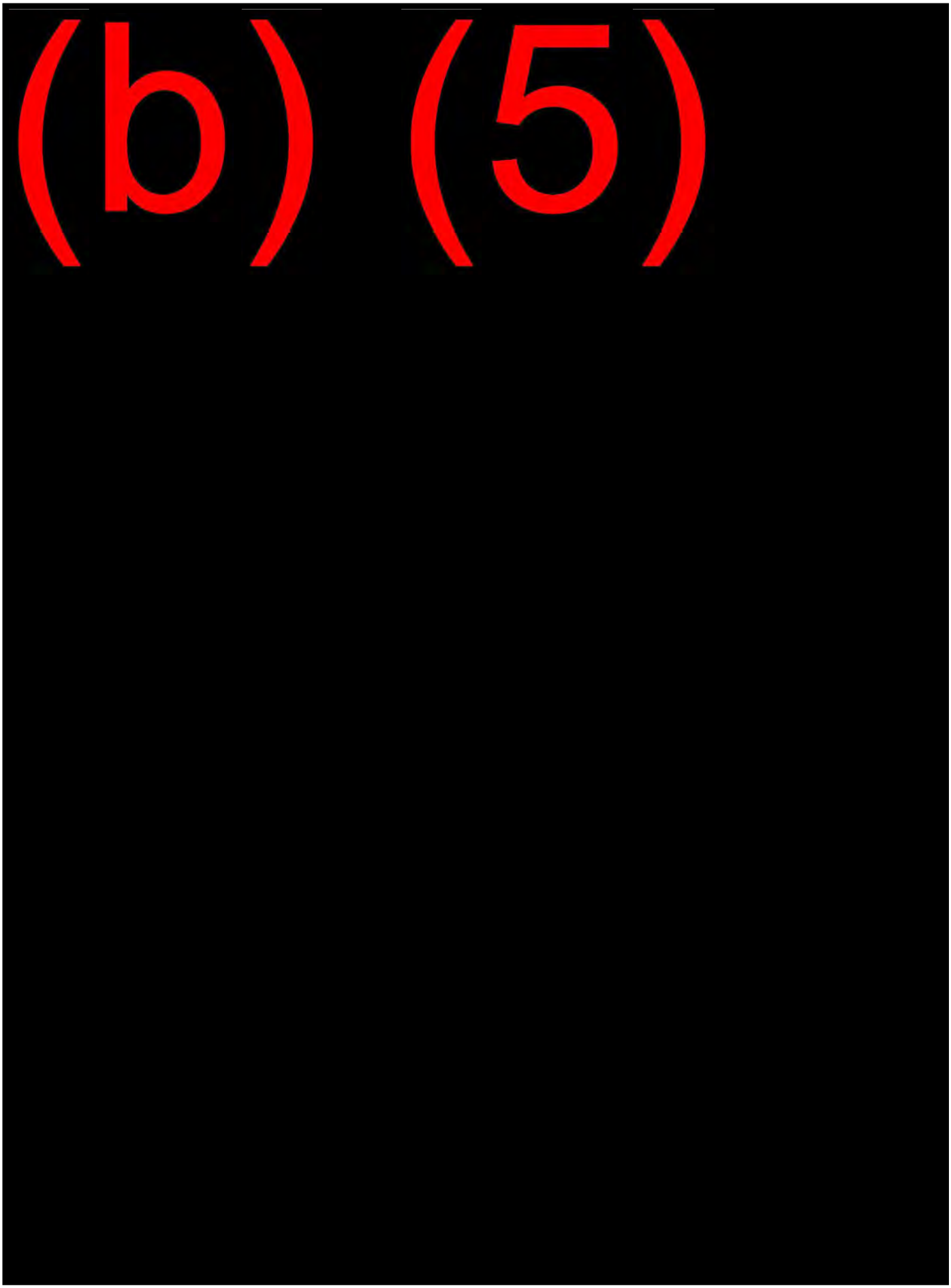
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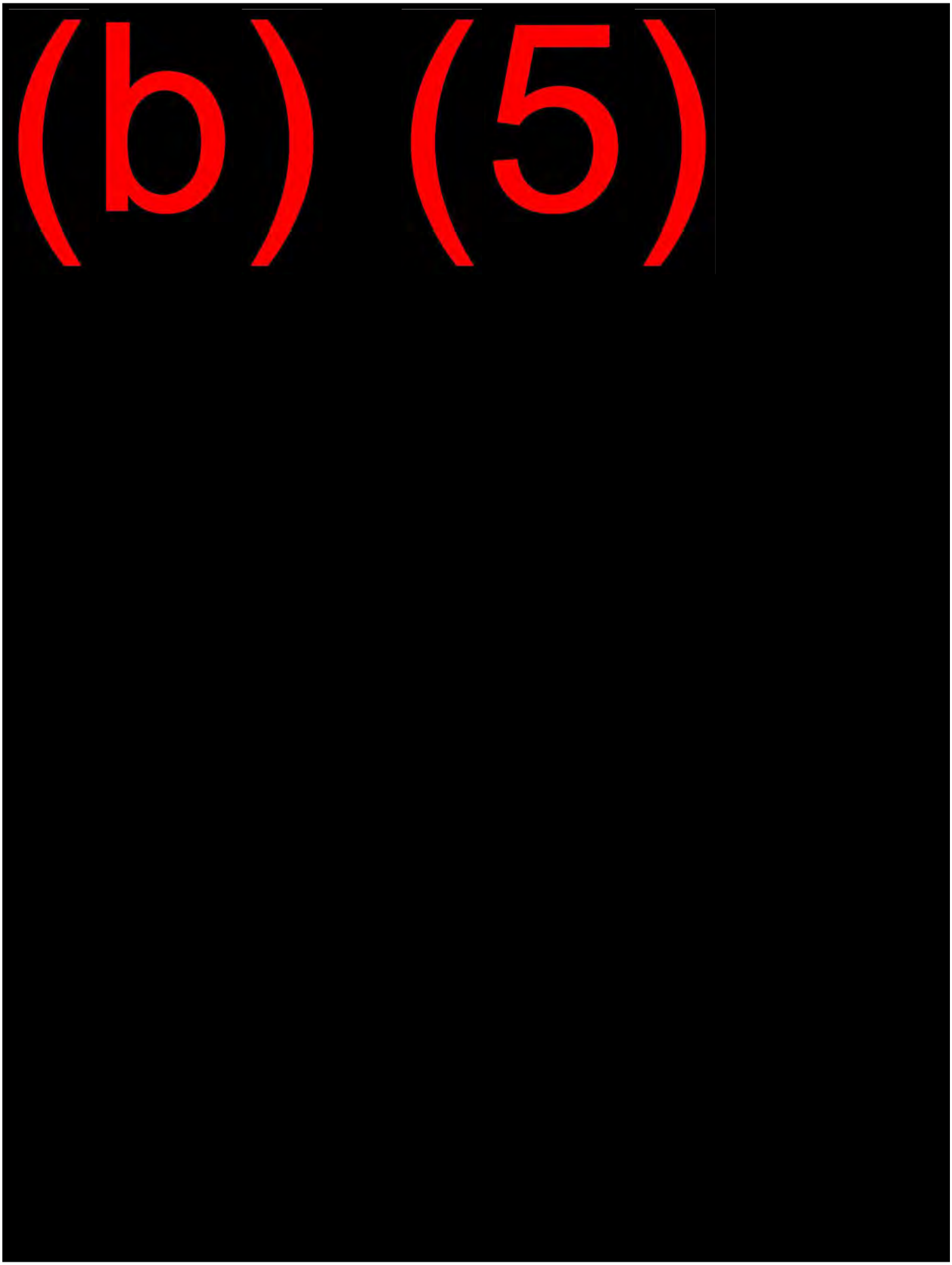
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any	MENA	USAGM	Qatar		weight (region)
any	MENA	SAWA	Egypt		weight (age, ge
any	MENA	ALHURRA	Egypt		weight (age, ge
any	MENA	MBN	Egypt		weight (age, ge
any	MENA	USAGM	Egypt		weight (age, ge
any	AFR	SAWA	Mali -		eight (age, ge
any	AFR	ALHURRA	Mali -		eight (age, ge
any	AFR	MBN	Mali -		eight (age, ge
any	AFR	VOA	Mali -		eight (age, ge
any	AFR	USAGM	Mali -		eight (age, ge
any	AFR	SAWA	Somal		eight (age, ge
any	AFR	ALHURRA	Somal		eight (age, ge
any	AFR	MBN	Somal		eight (age, ge
any	AFR	VOA	Somal		eight (age, ge
any	AFR	USAGM	Somal		eight (age, ge
any	MENA	SAWA	Yeme		gt (weighting
any	MENA	ALHURRA	Yeme		gt (weighting
any	MENA	MBN	Yeme		gt (weighting
any	MENA	USAGM	Yeme		gt (weighting
any	MENA	SAWA	UAE		gt (weighting
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any	MENA	MBN	UAE		gt (weighting
any	MENA	USAGM	UAE		gt (weighting

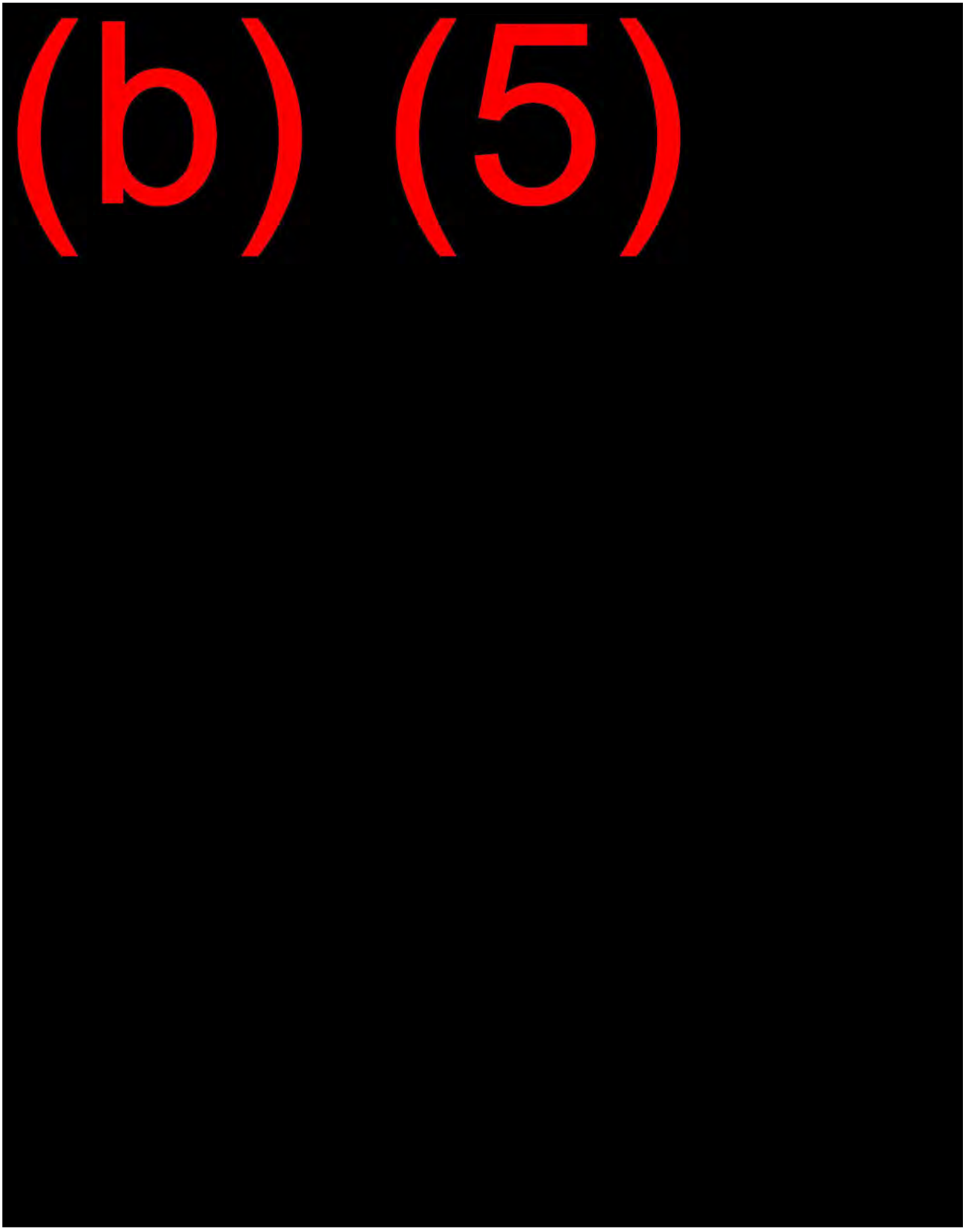

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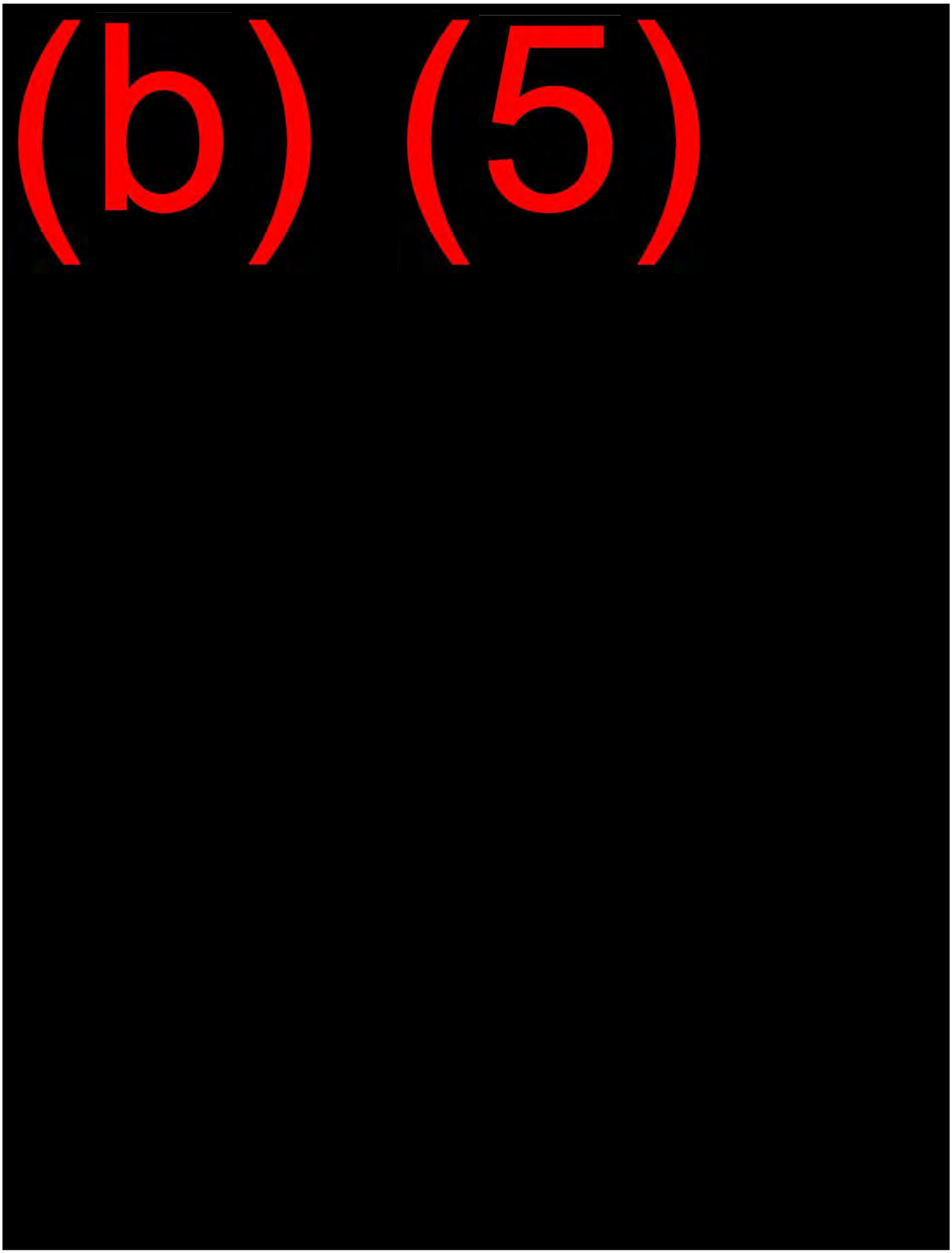

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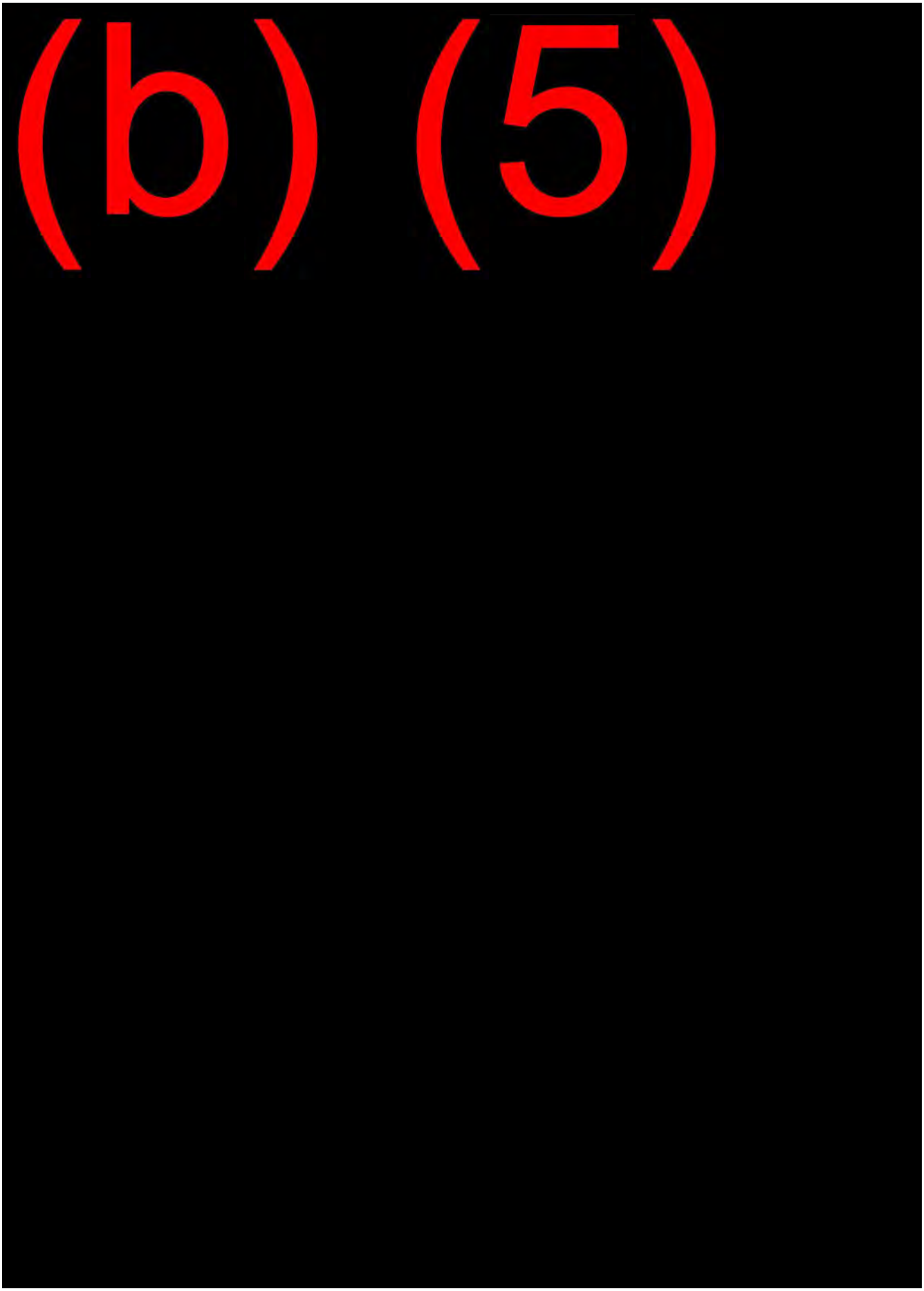

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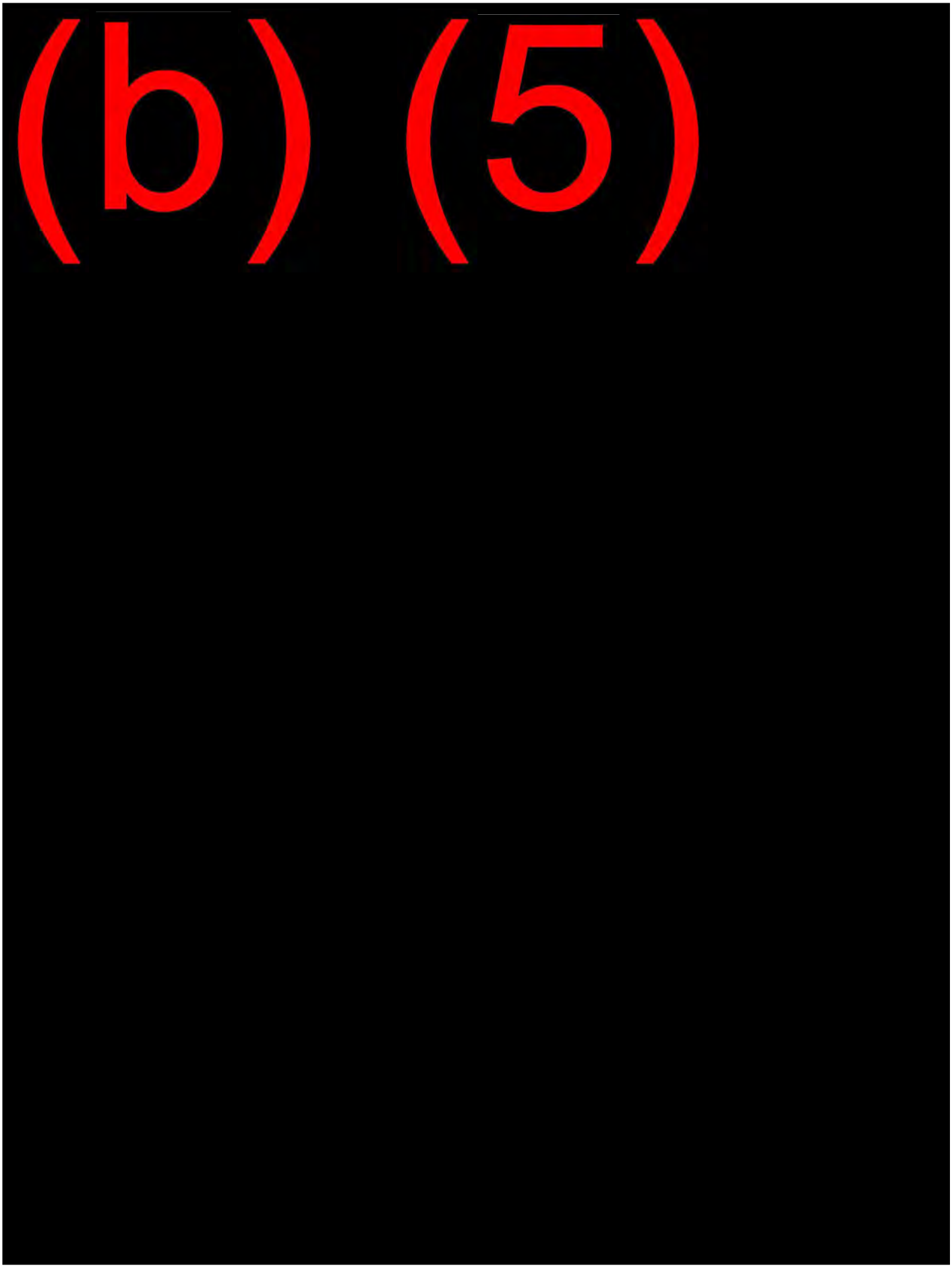

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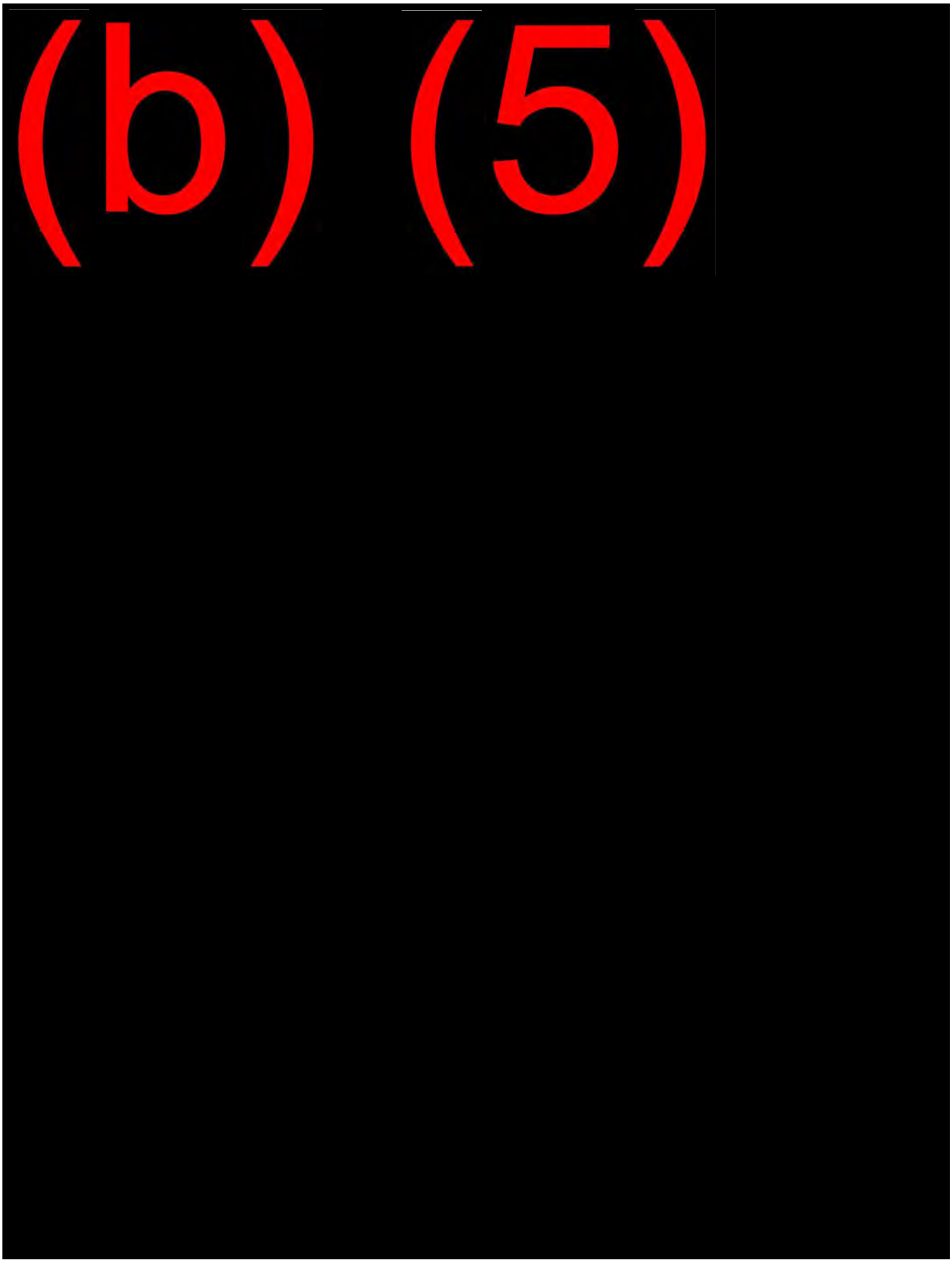

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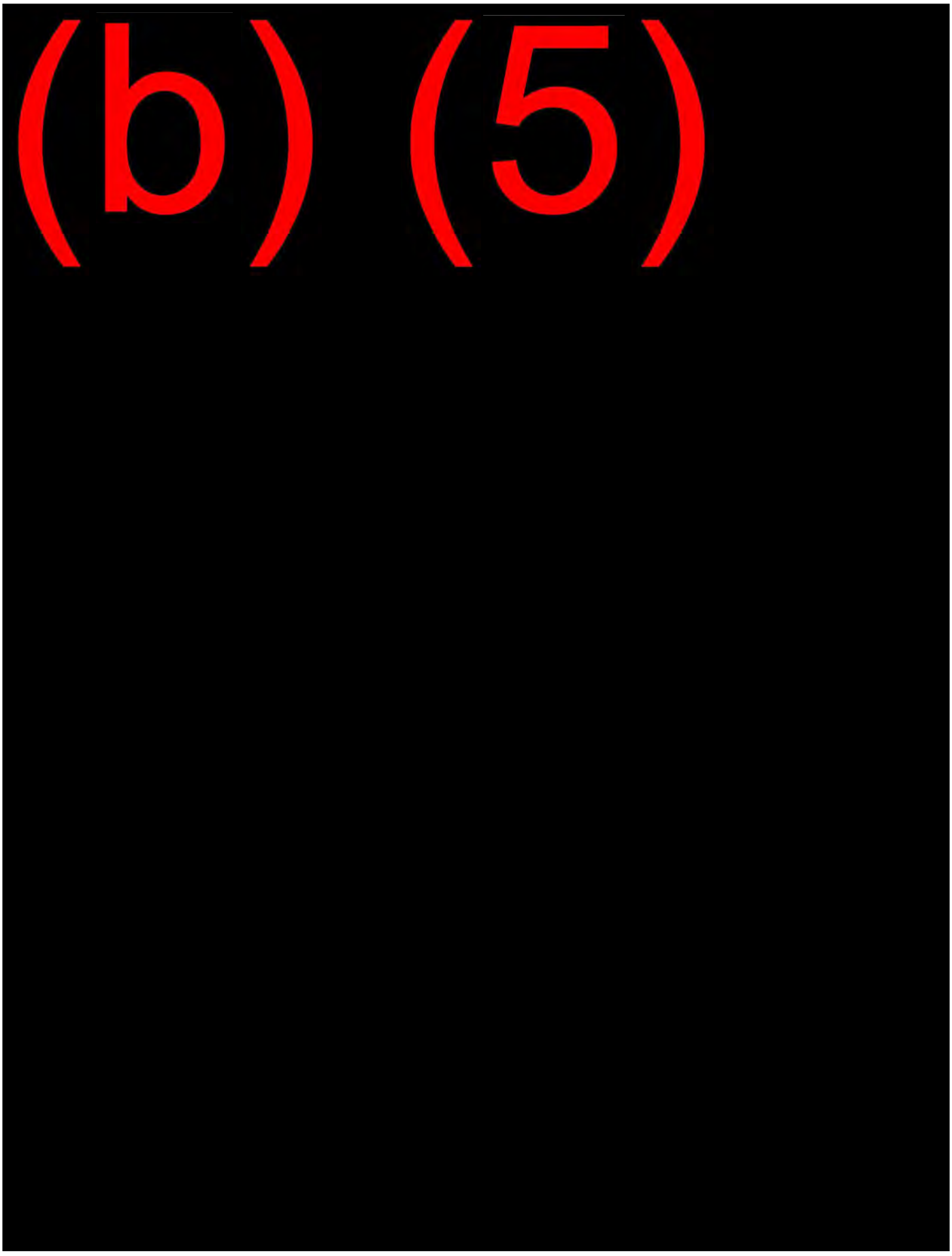

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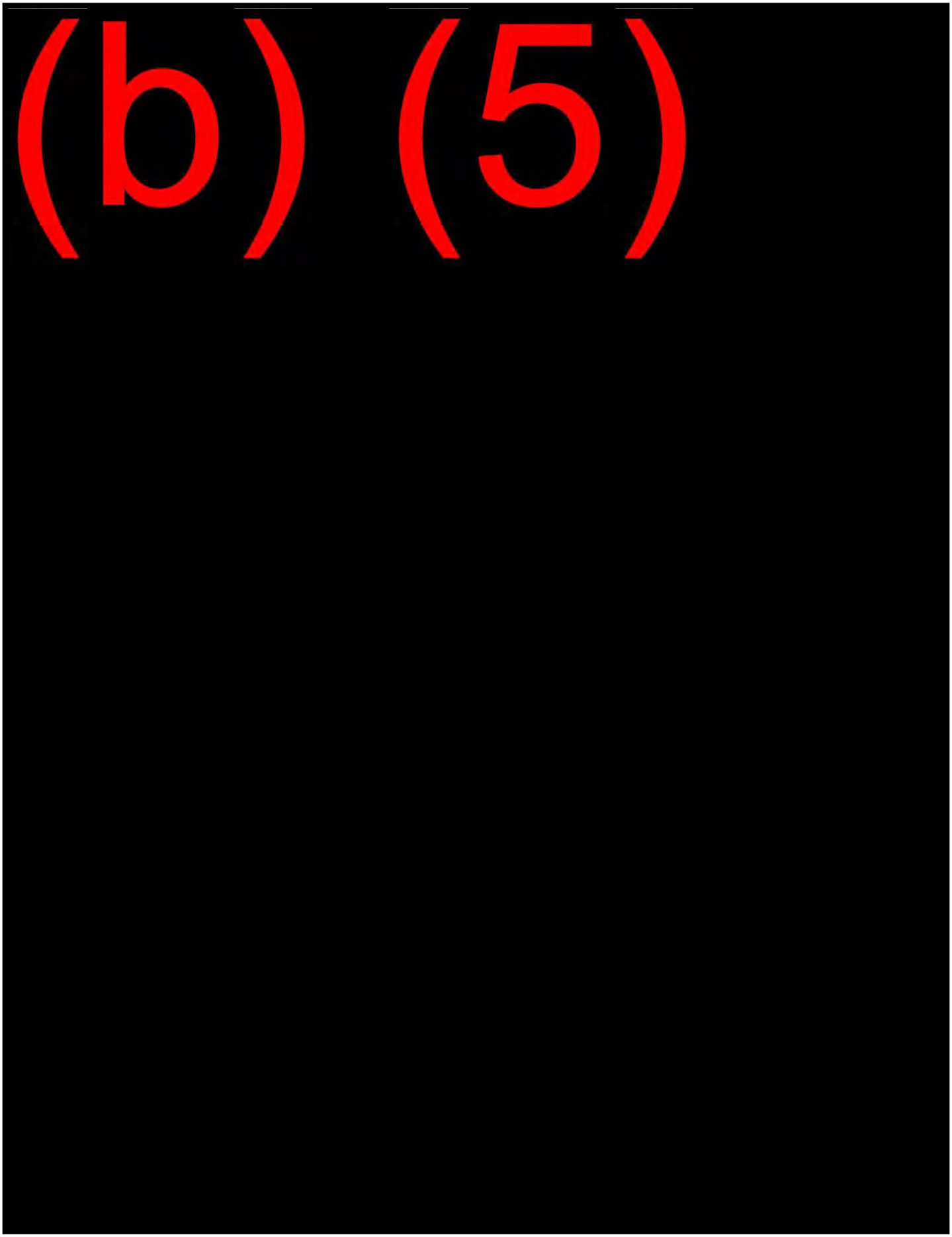

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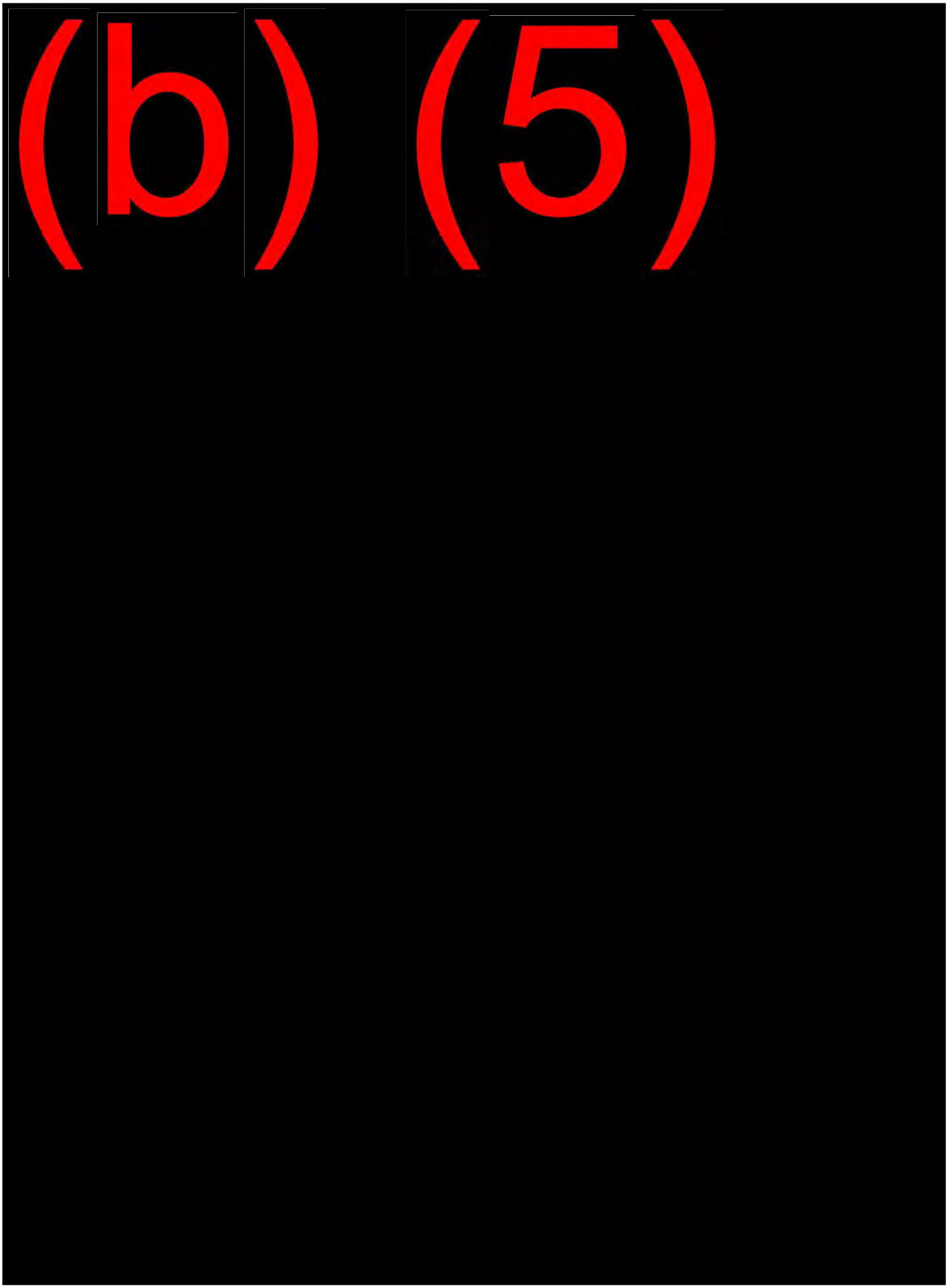

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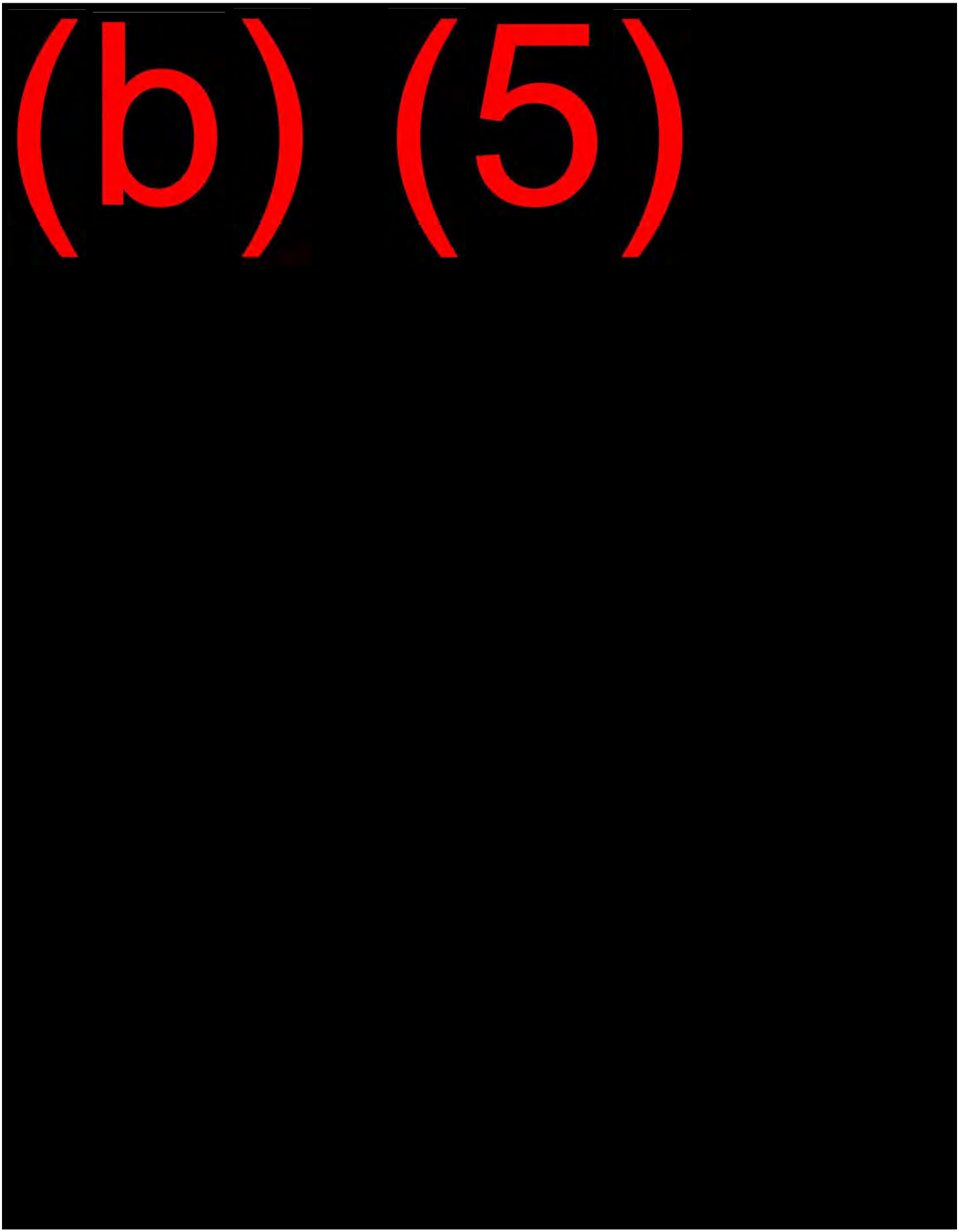

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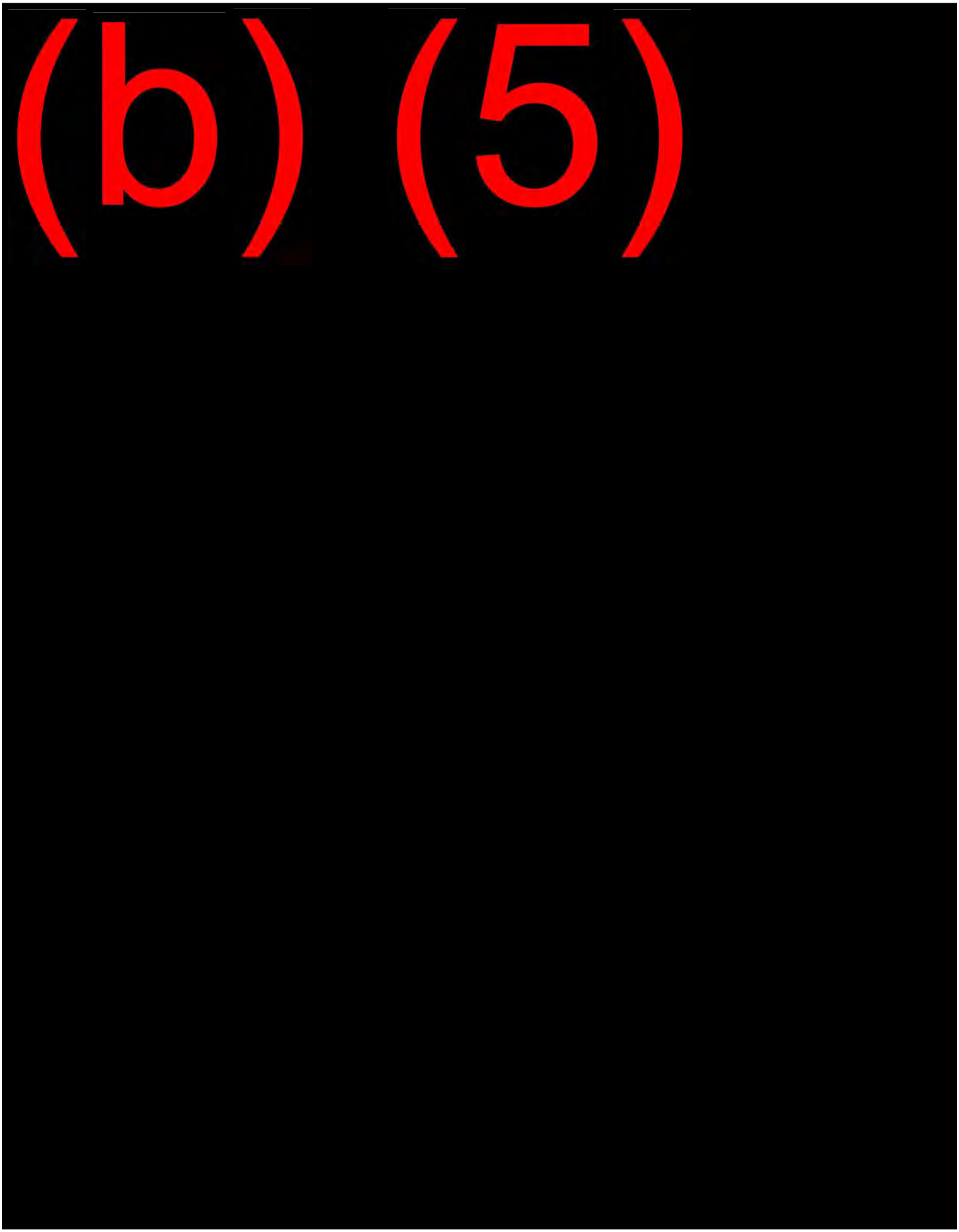

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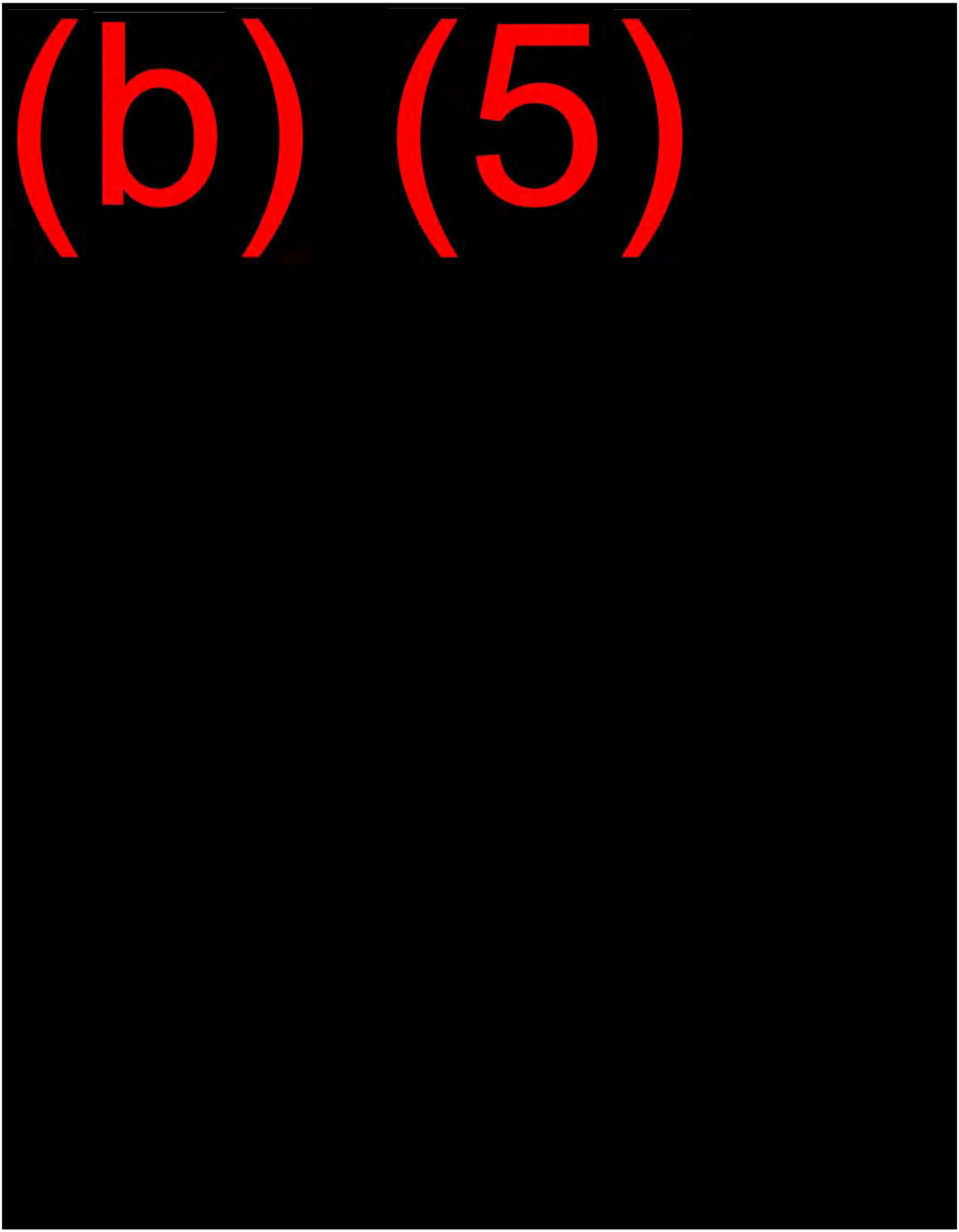

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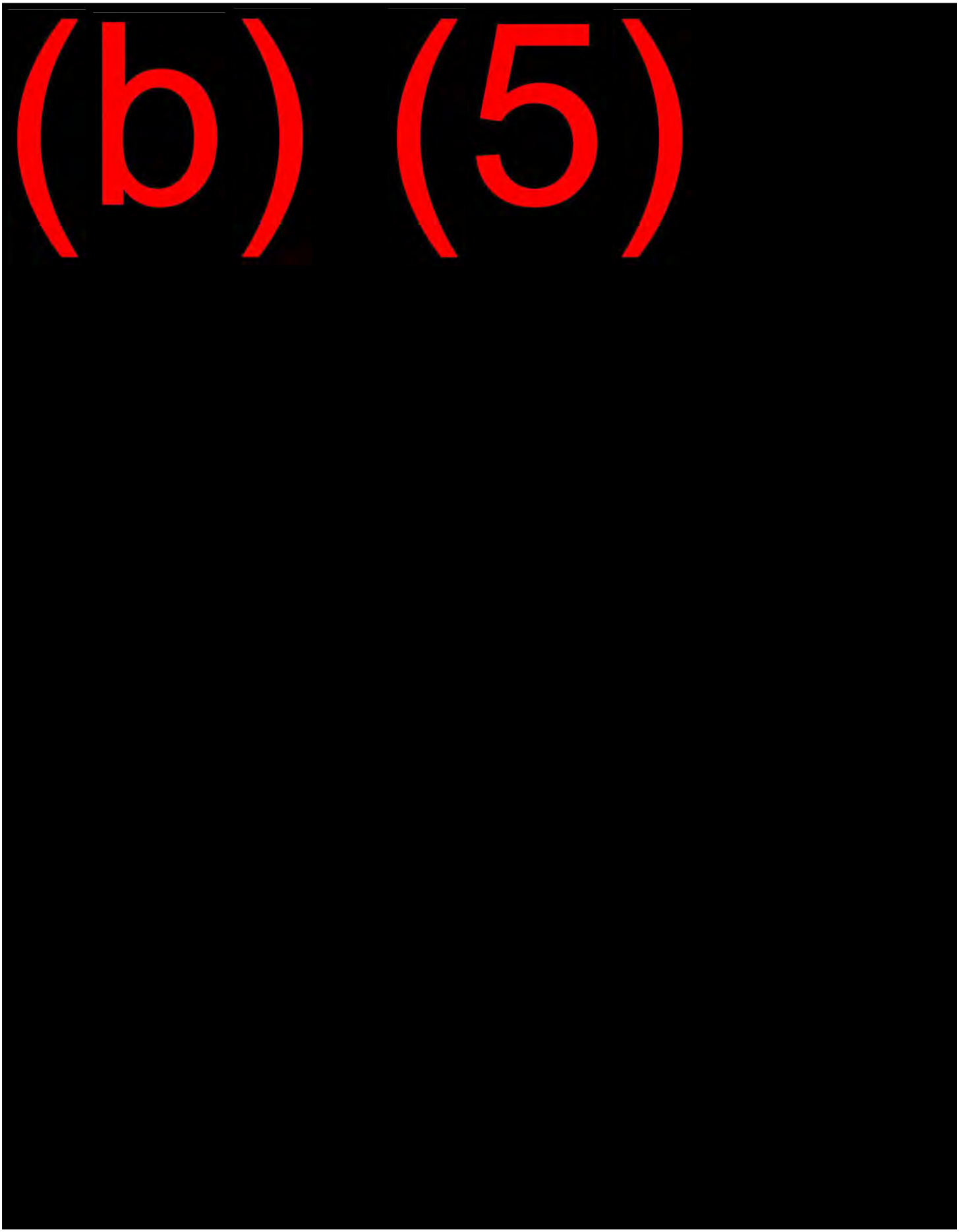

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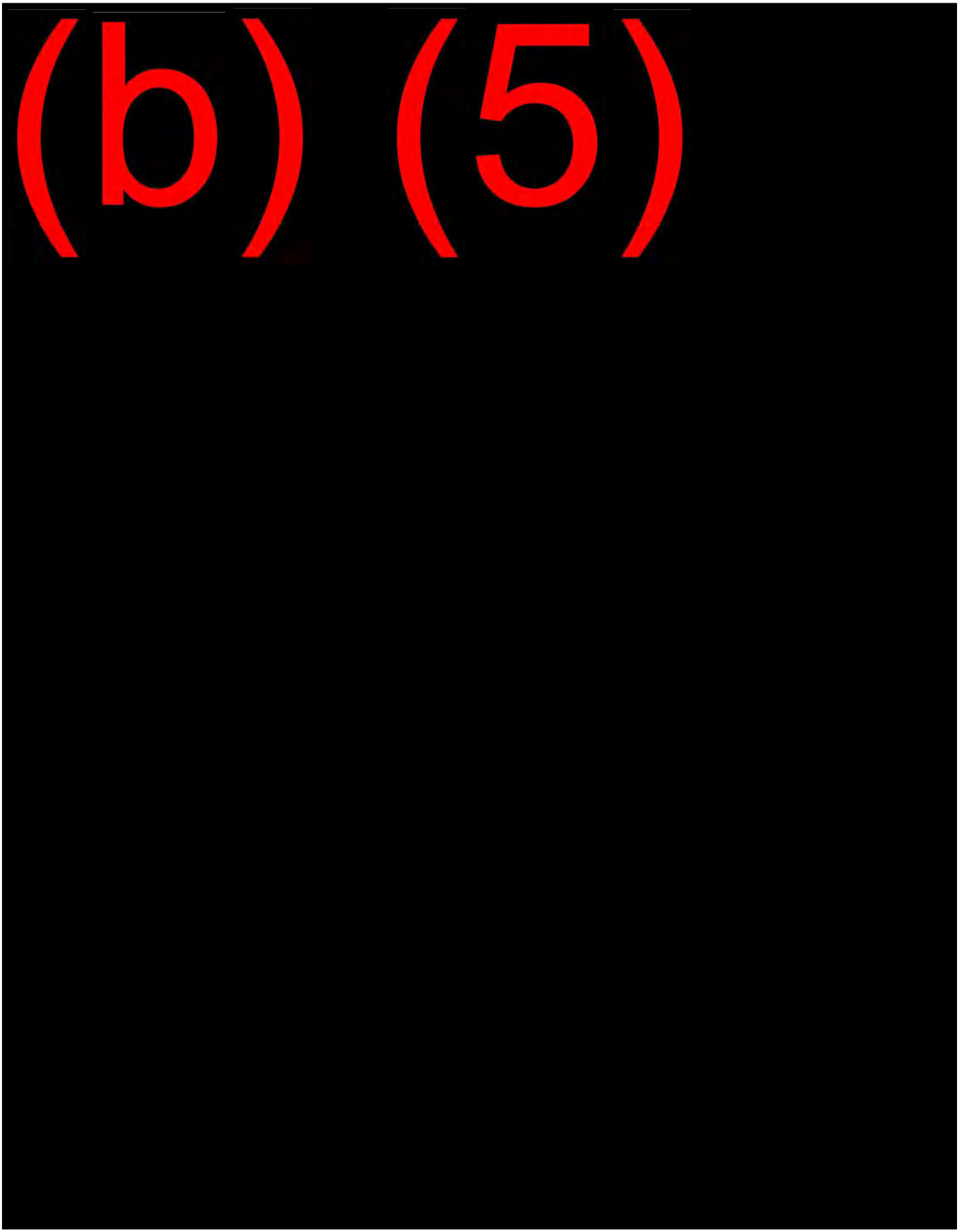

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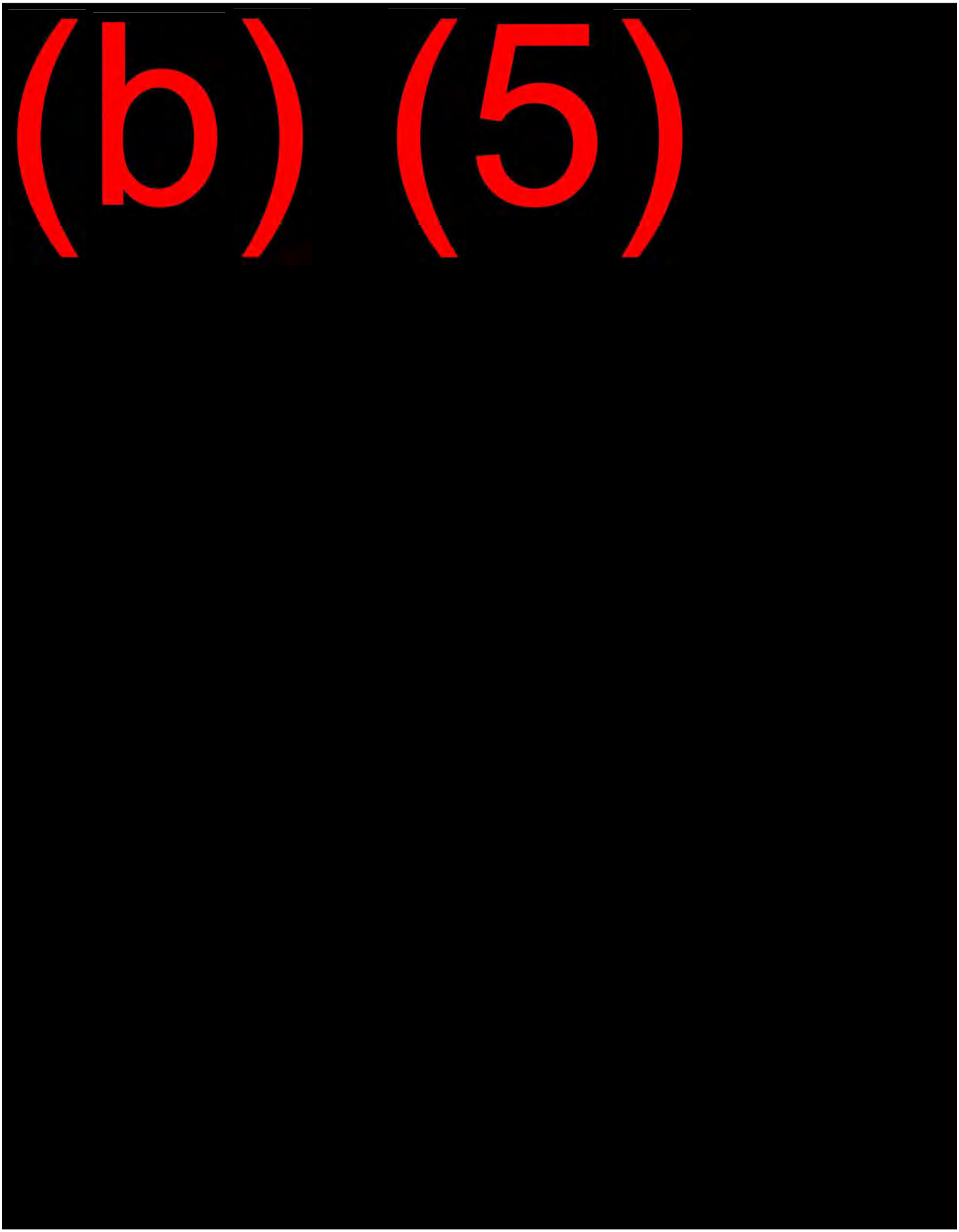

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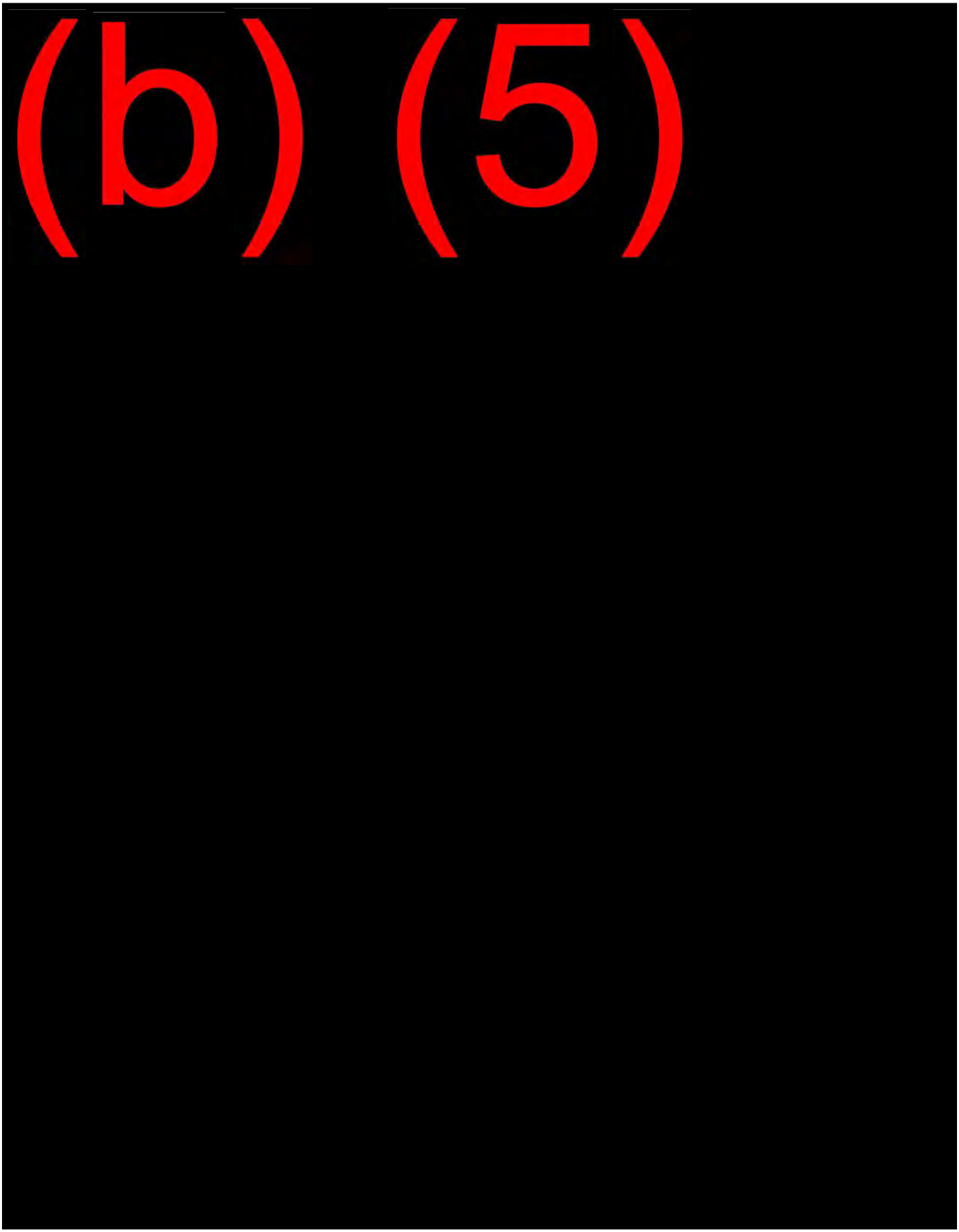

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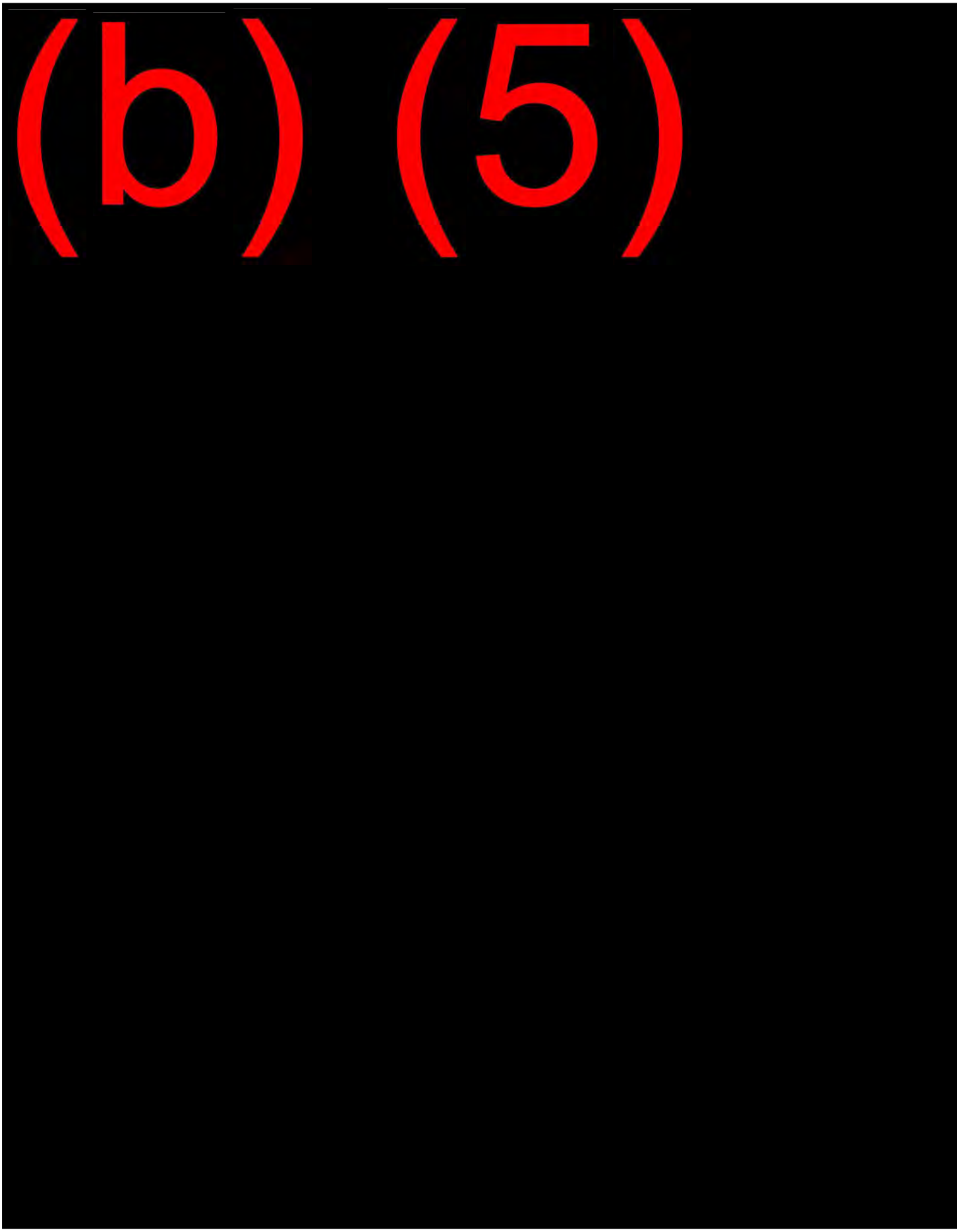

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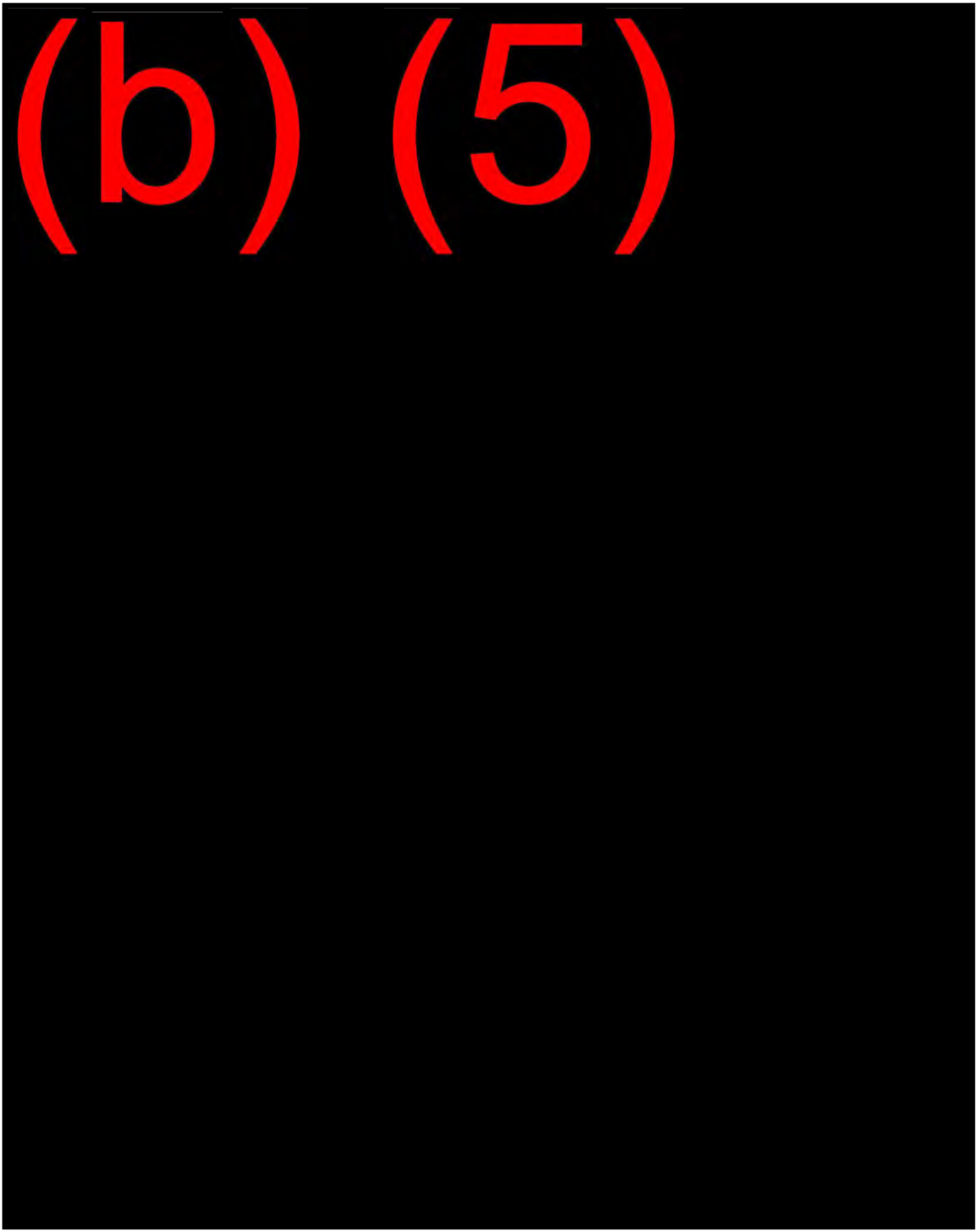

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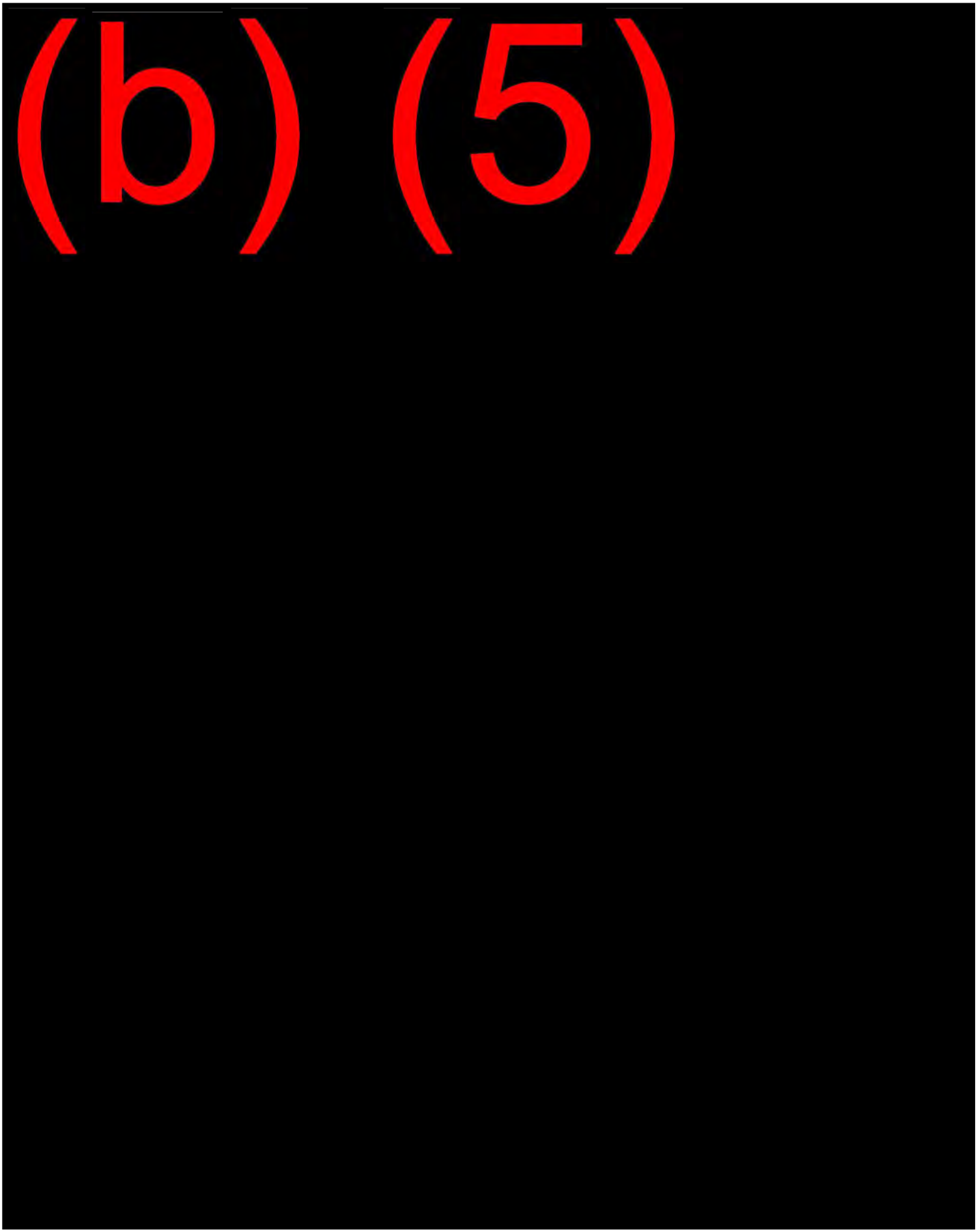

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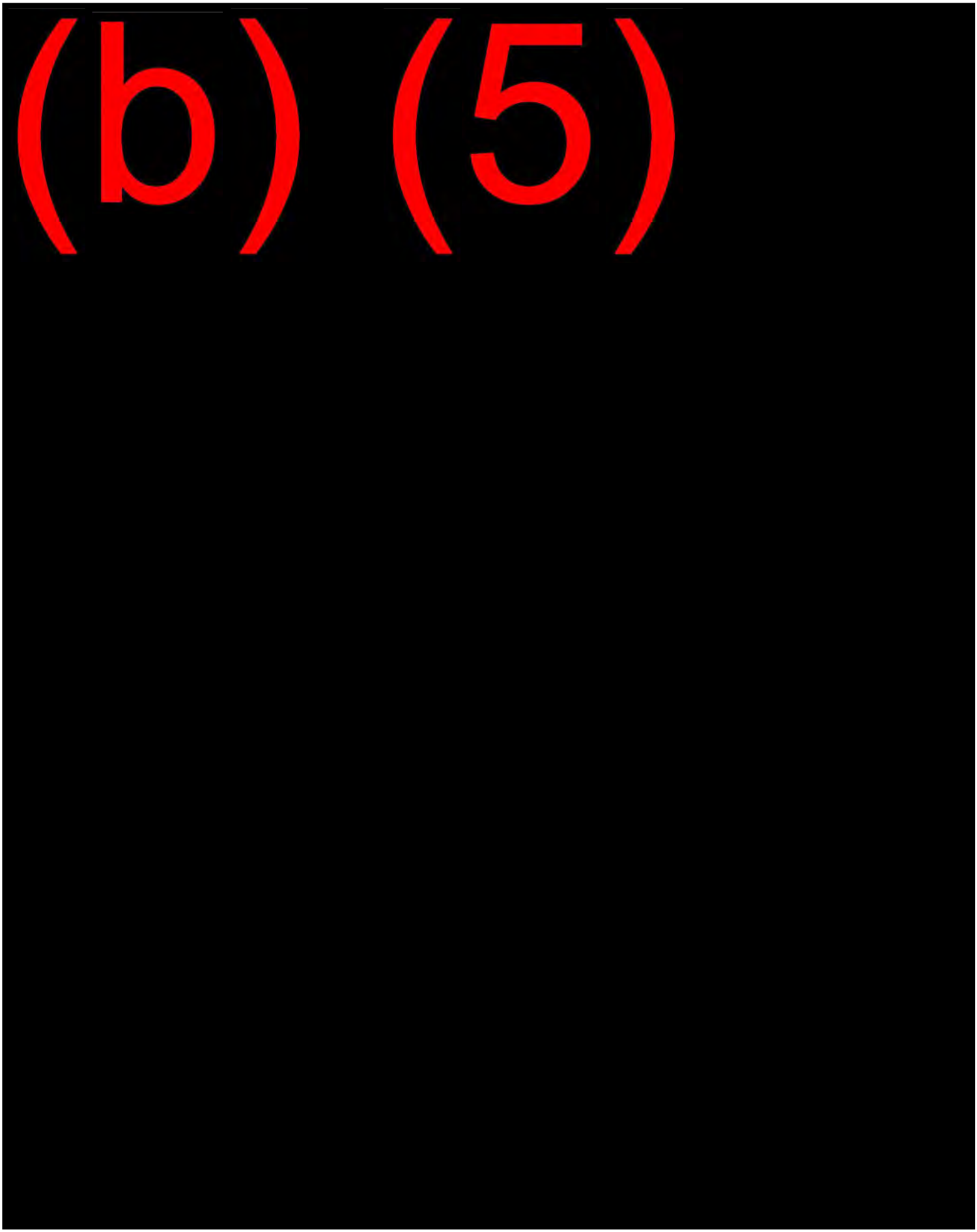

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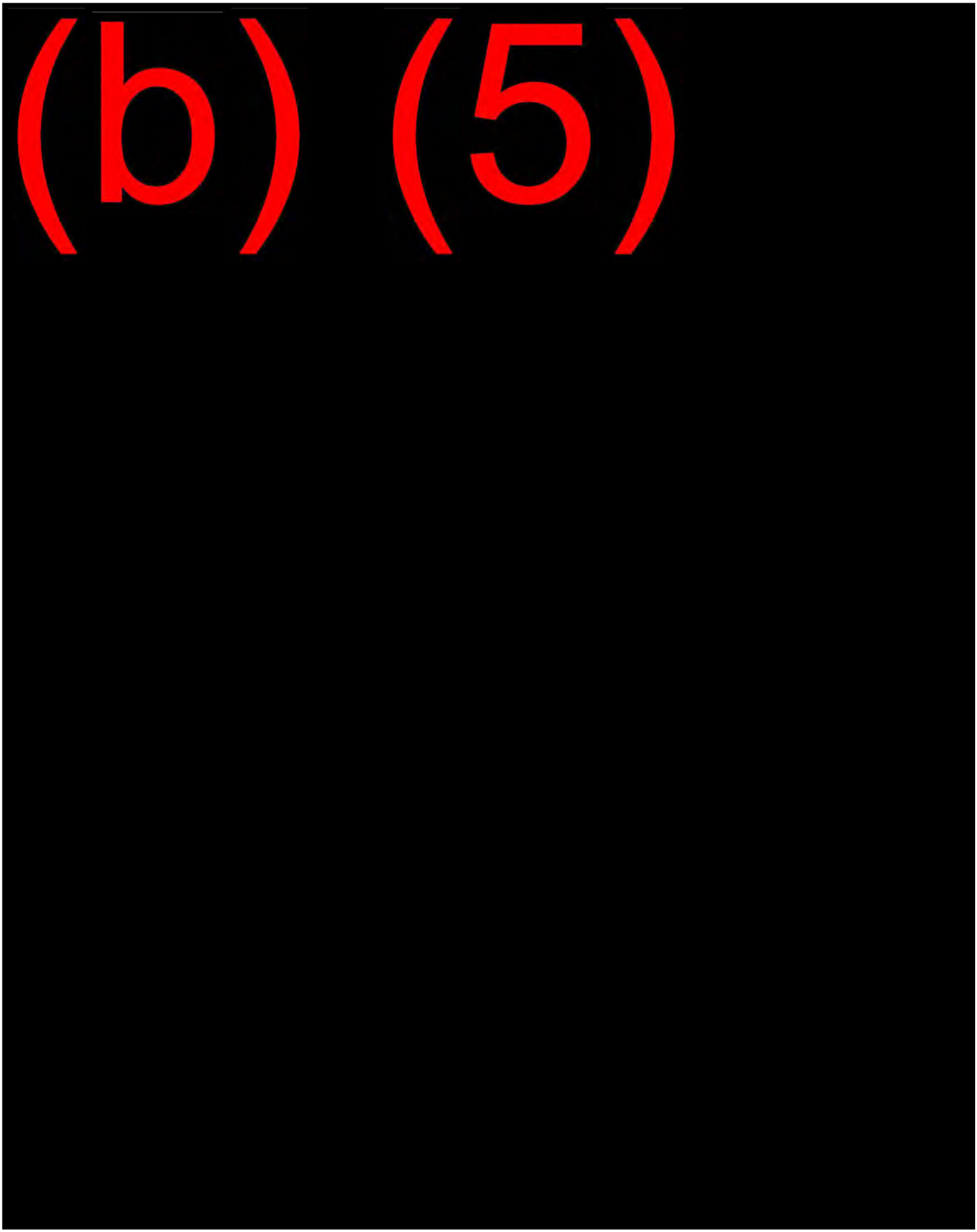

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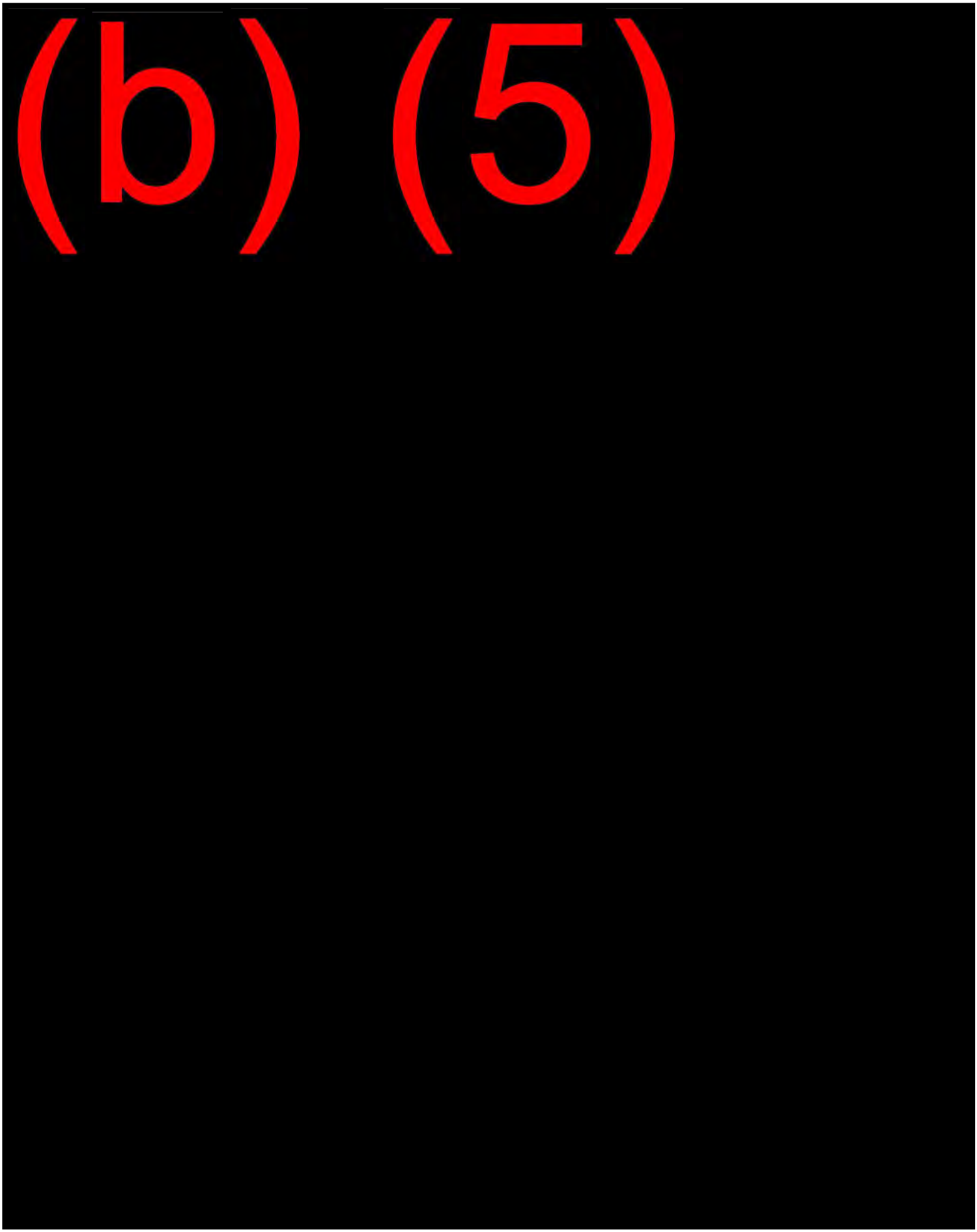

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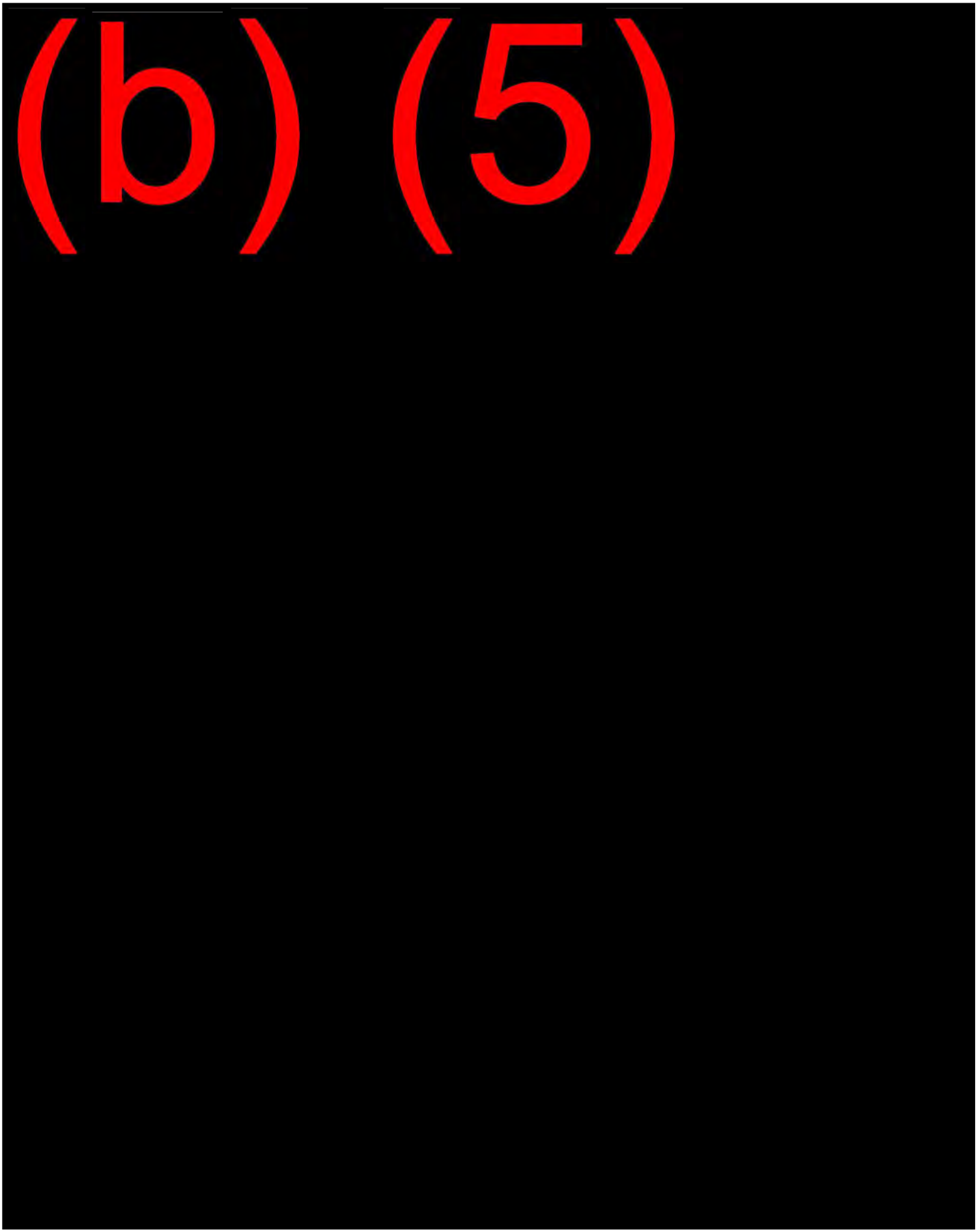

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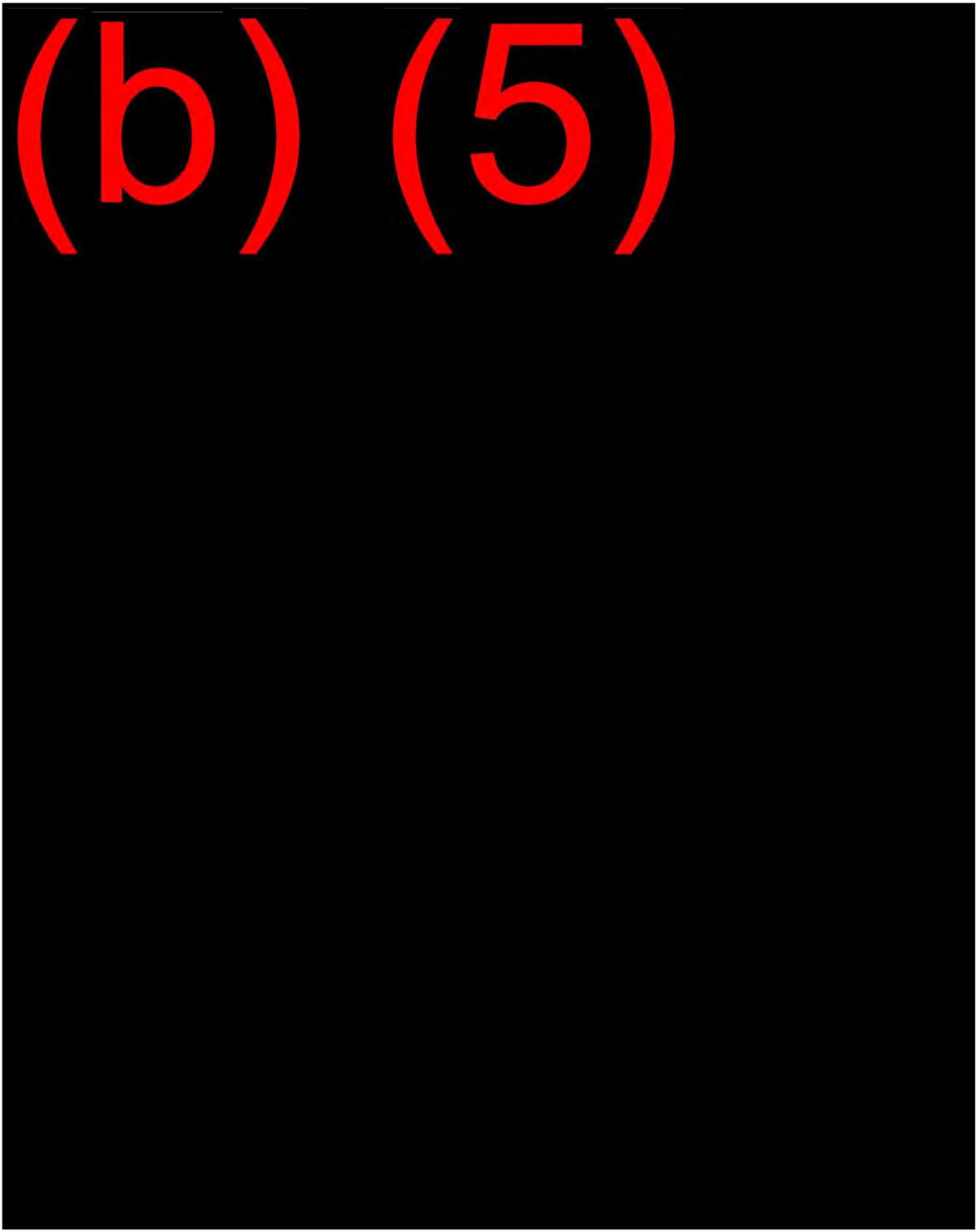

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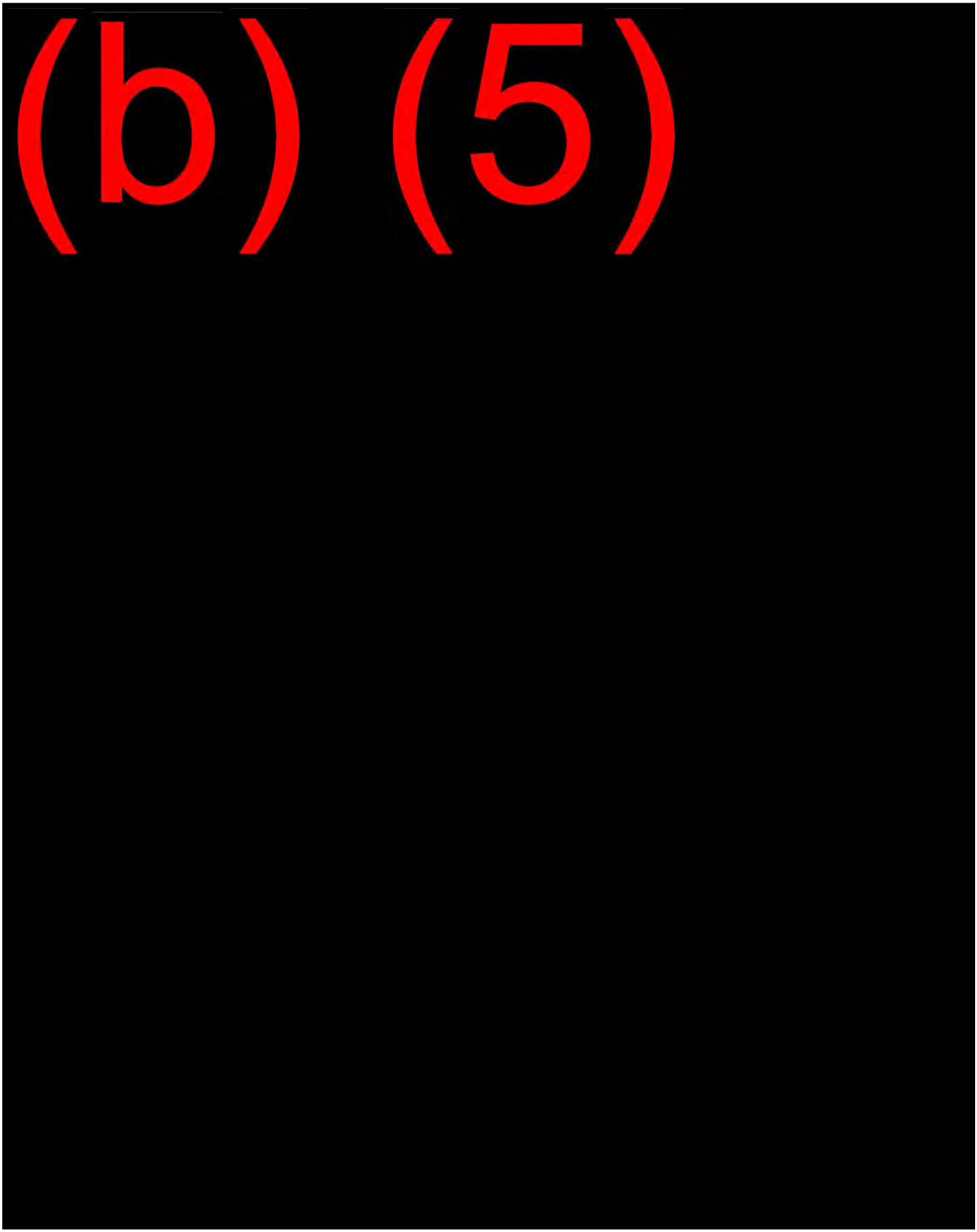

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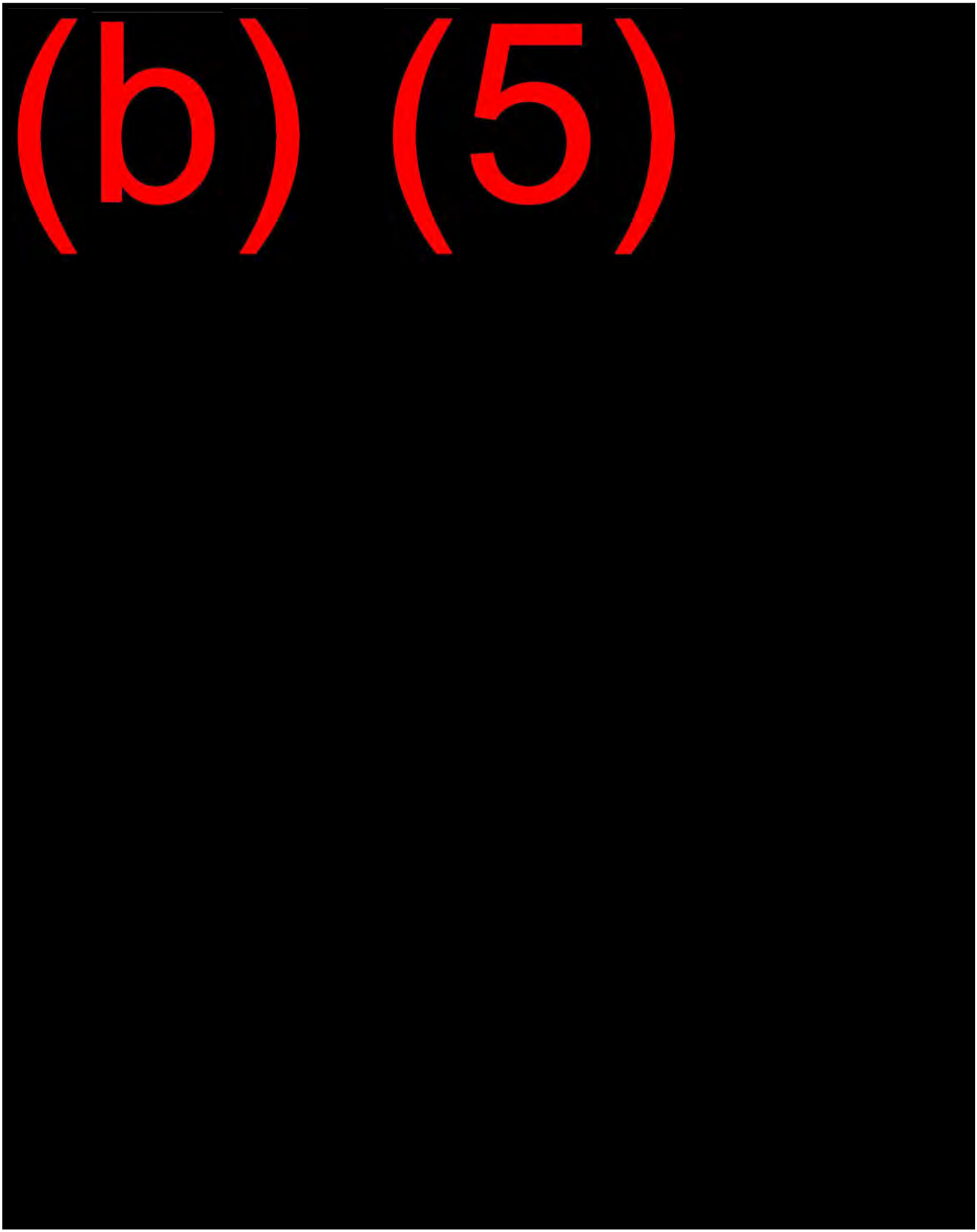

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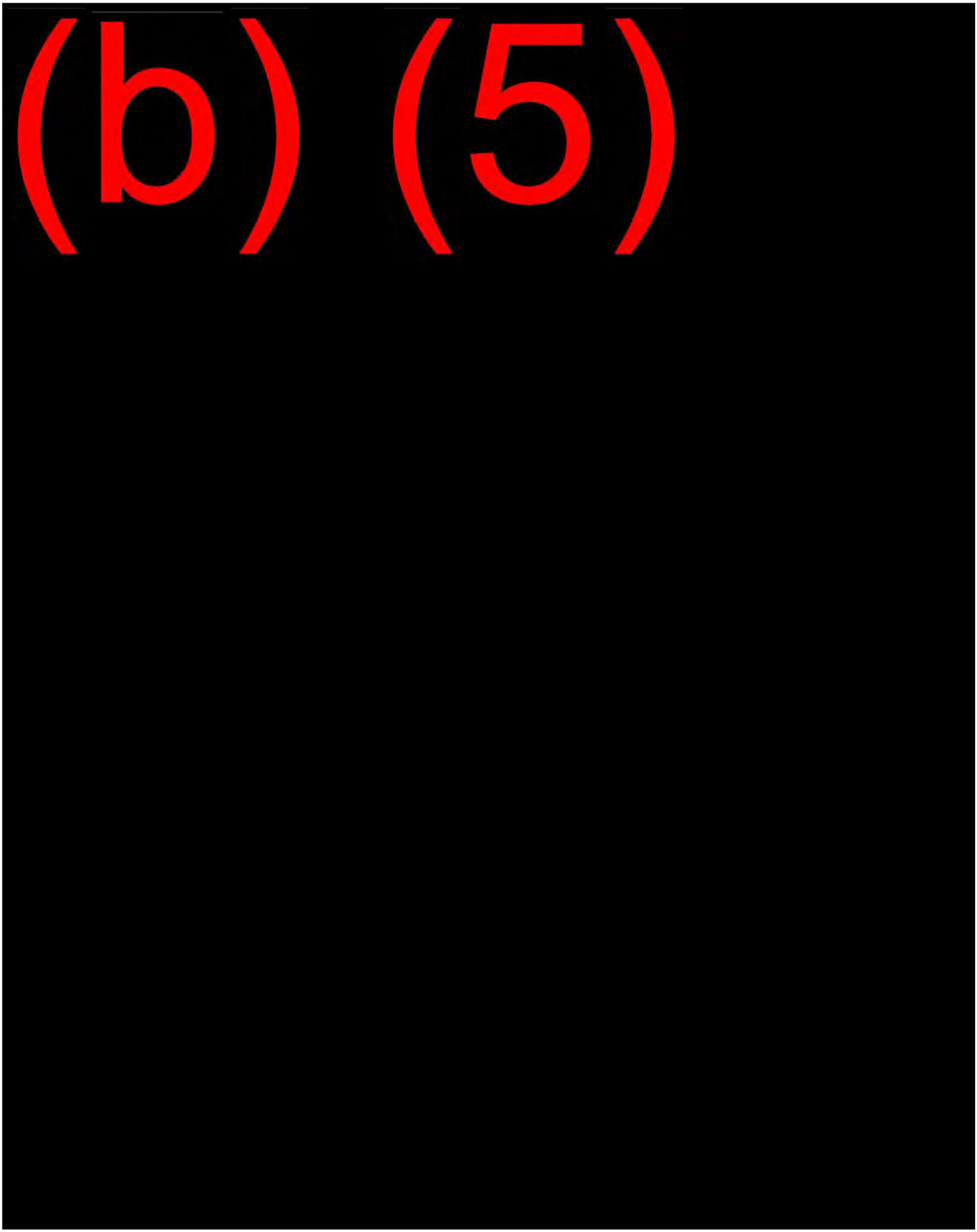

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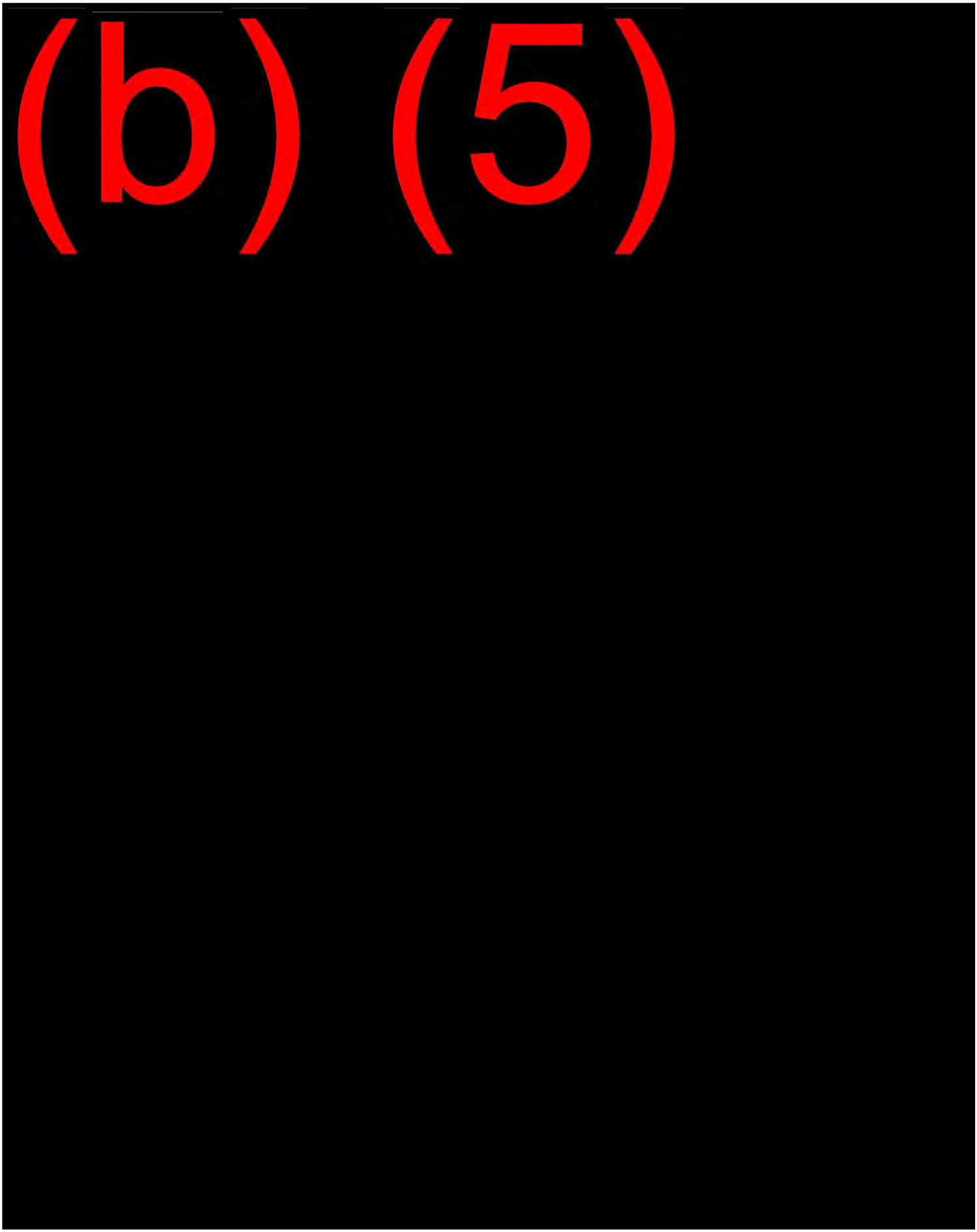

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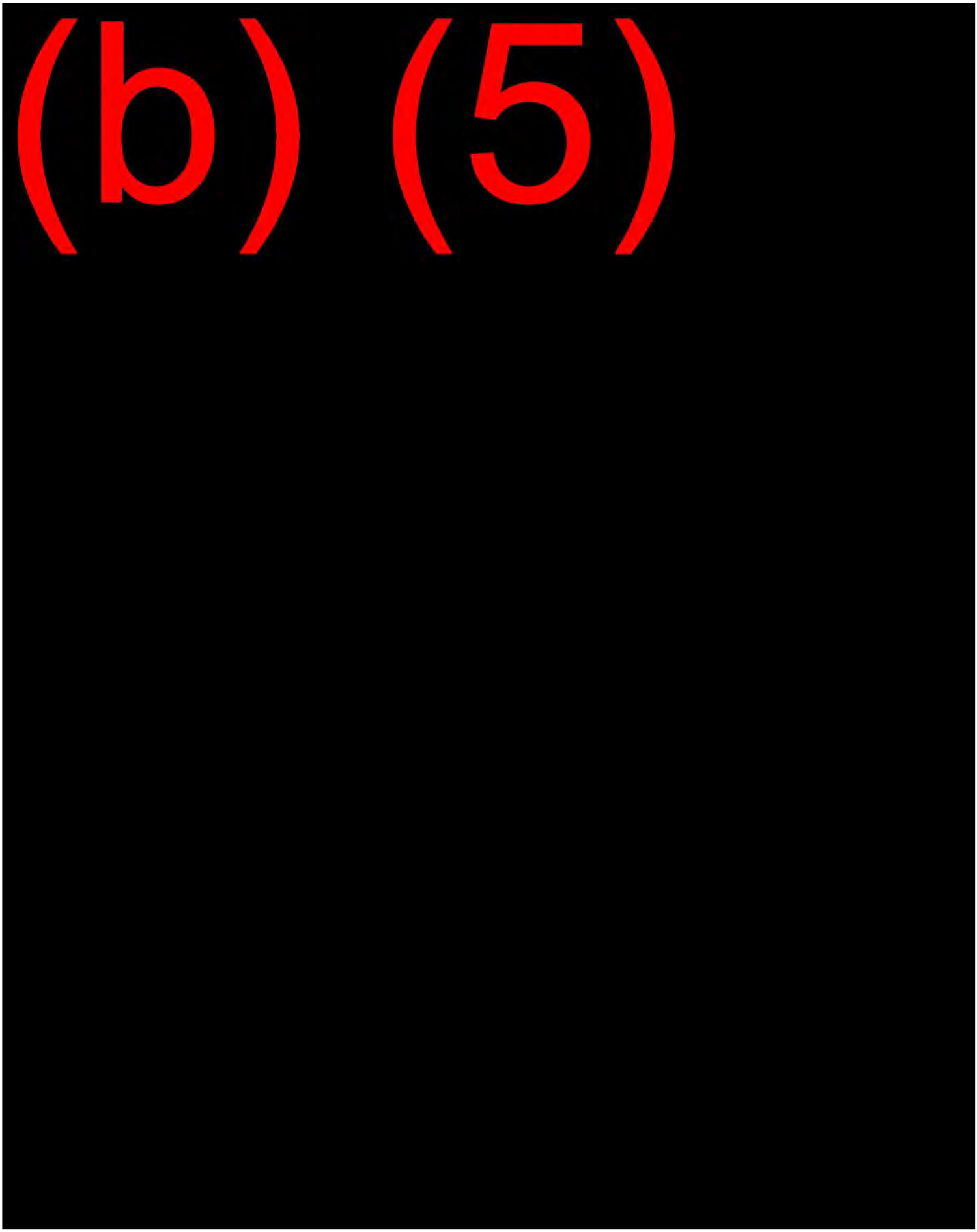

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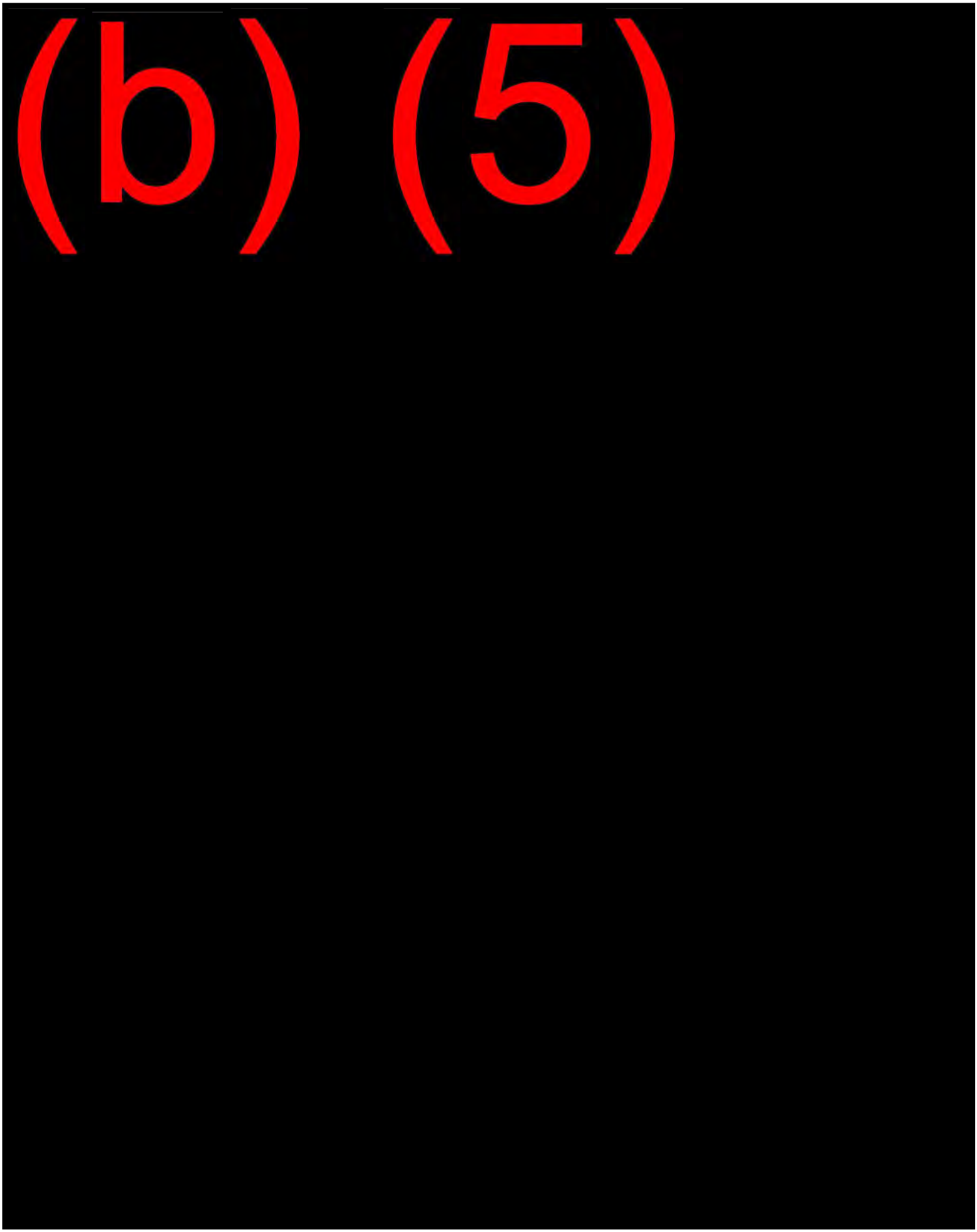

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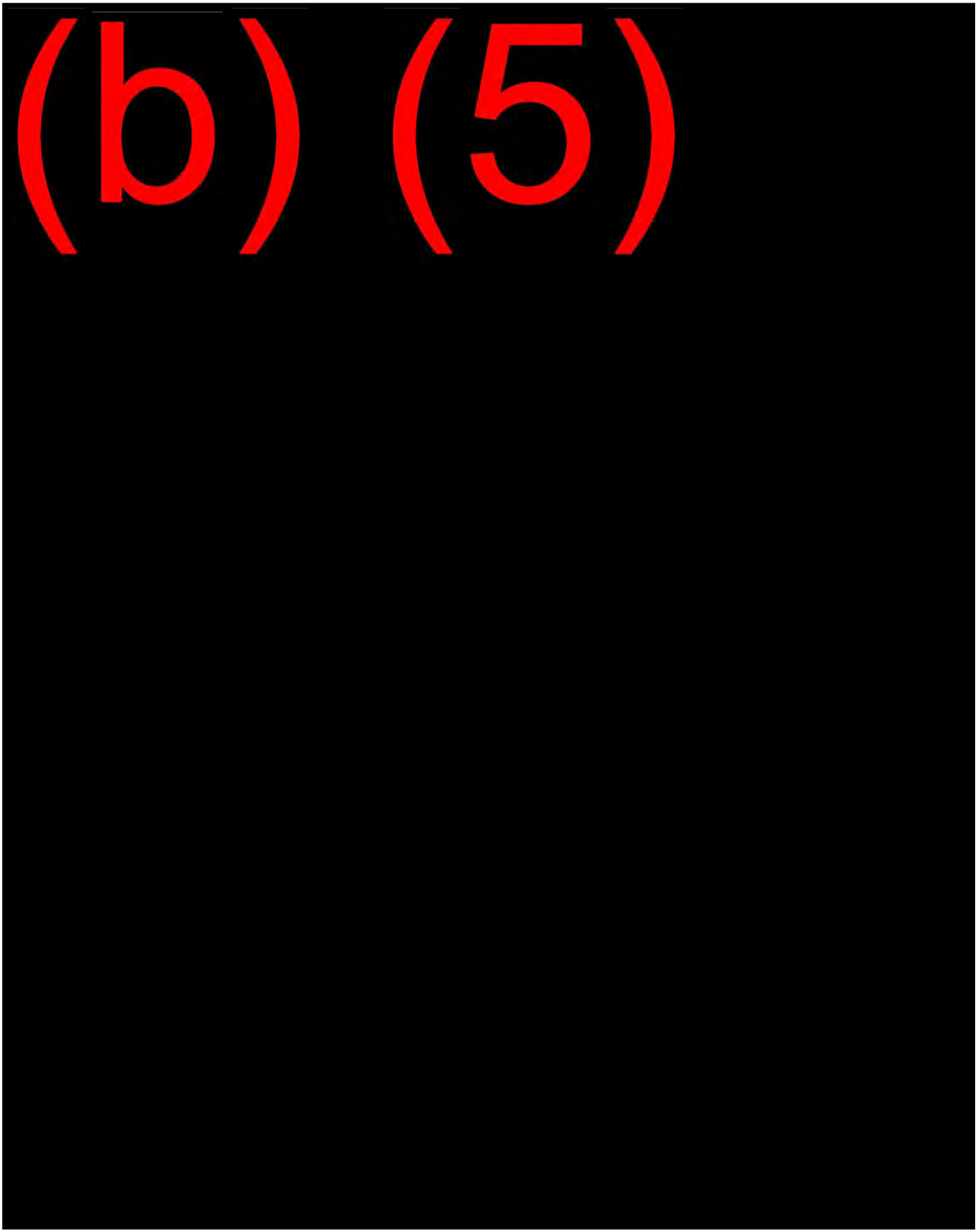

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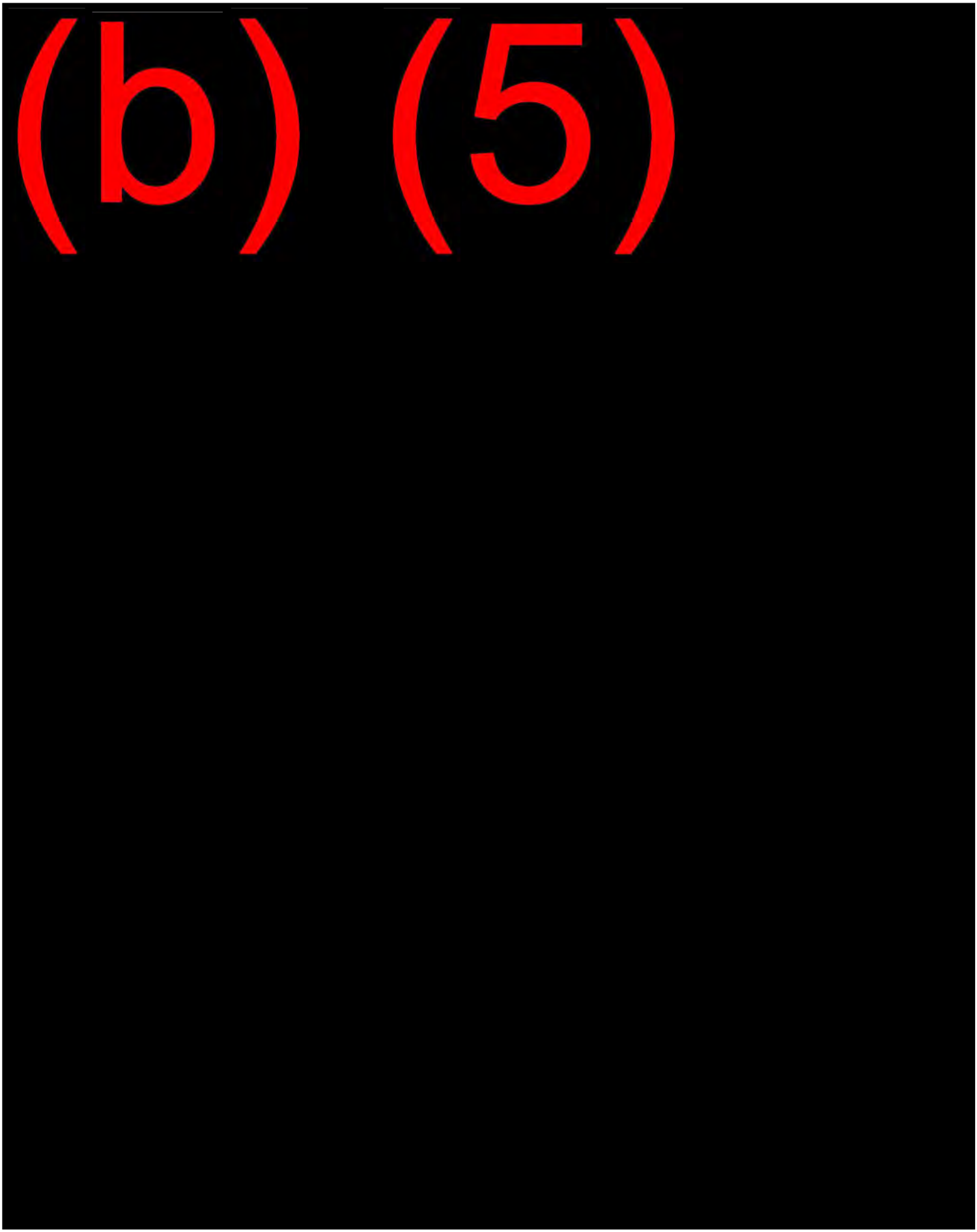

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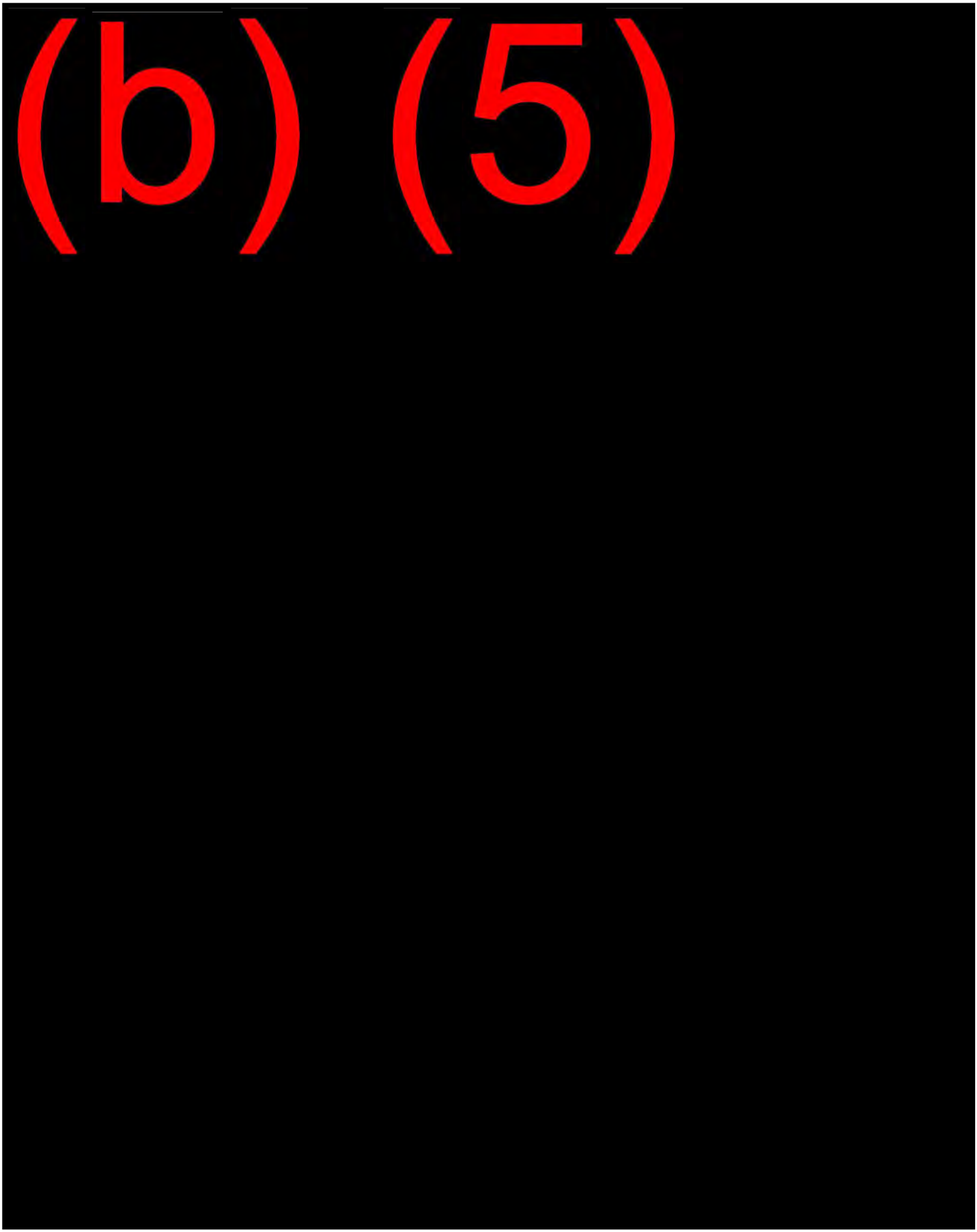

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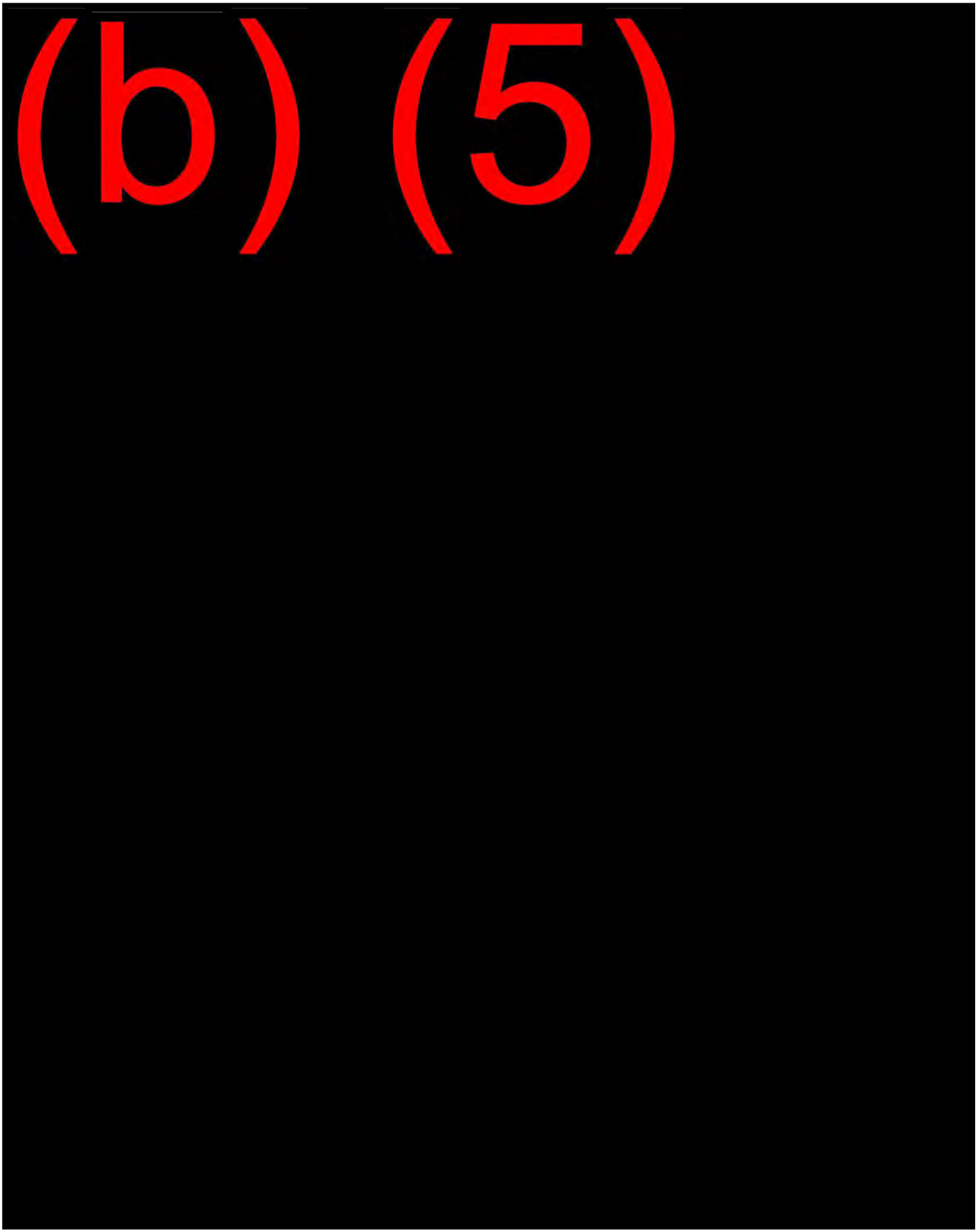

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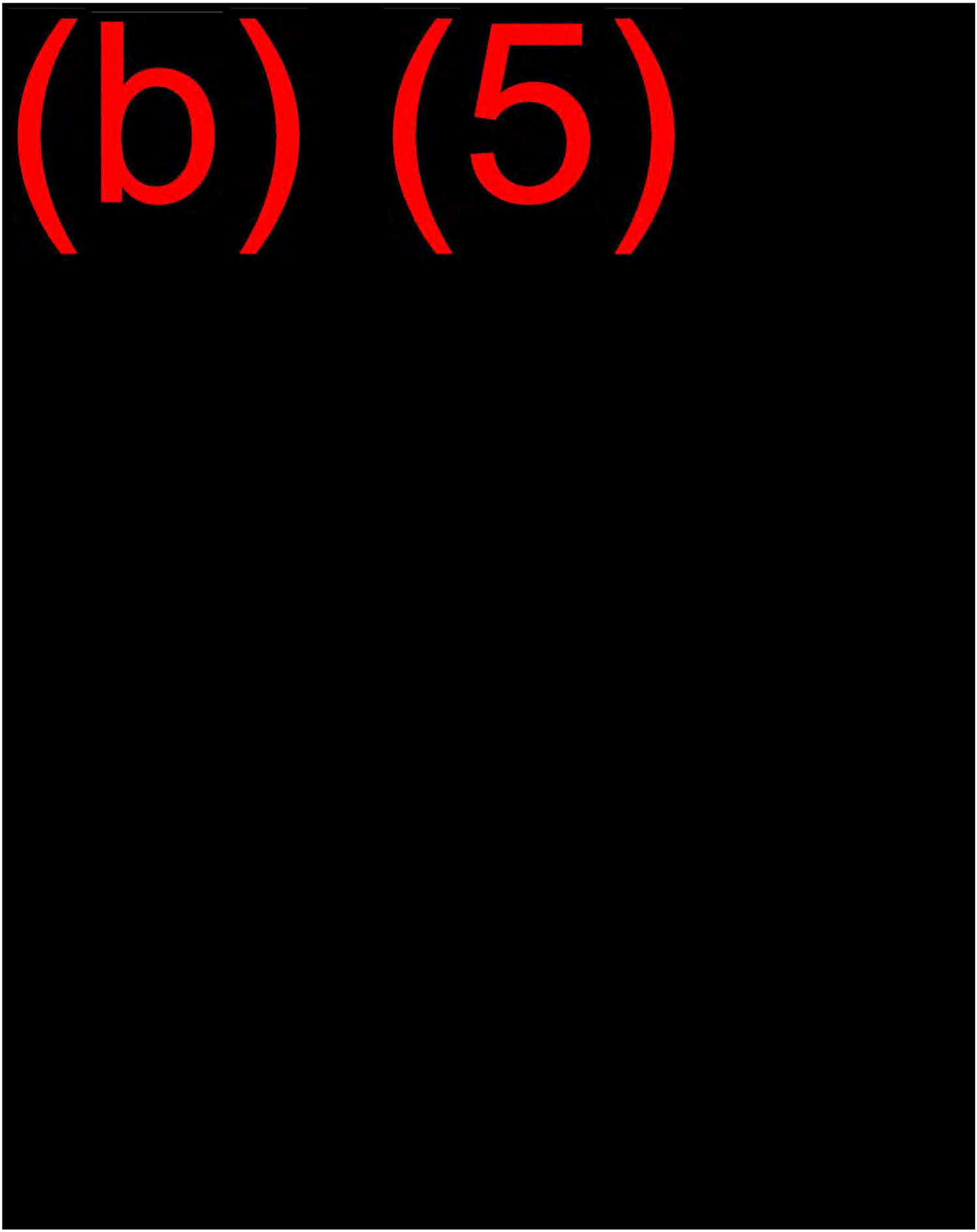

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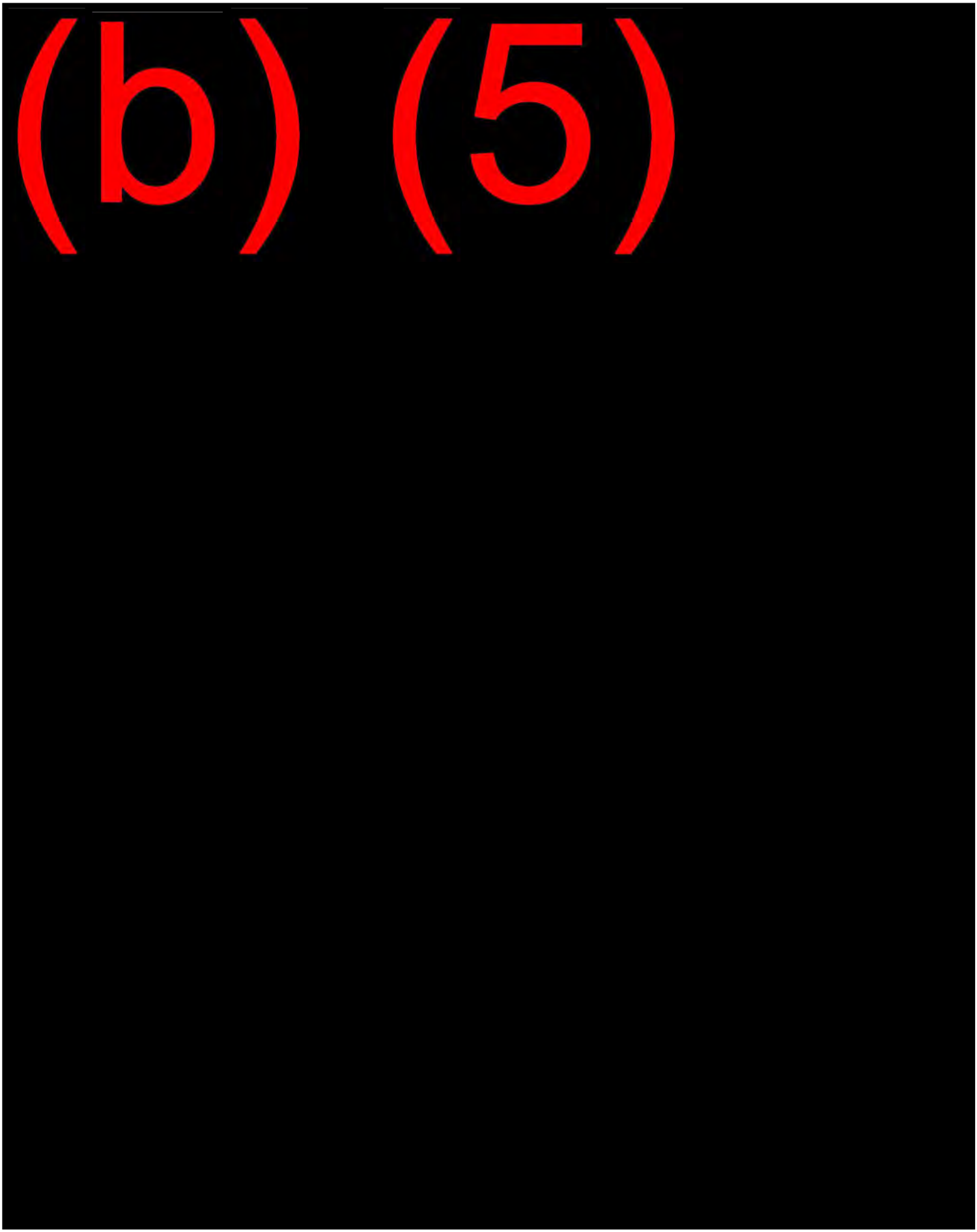

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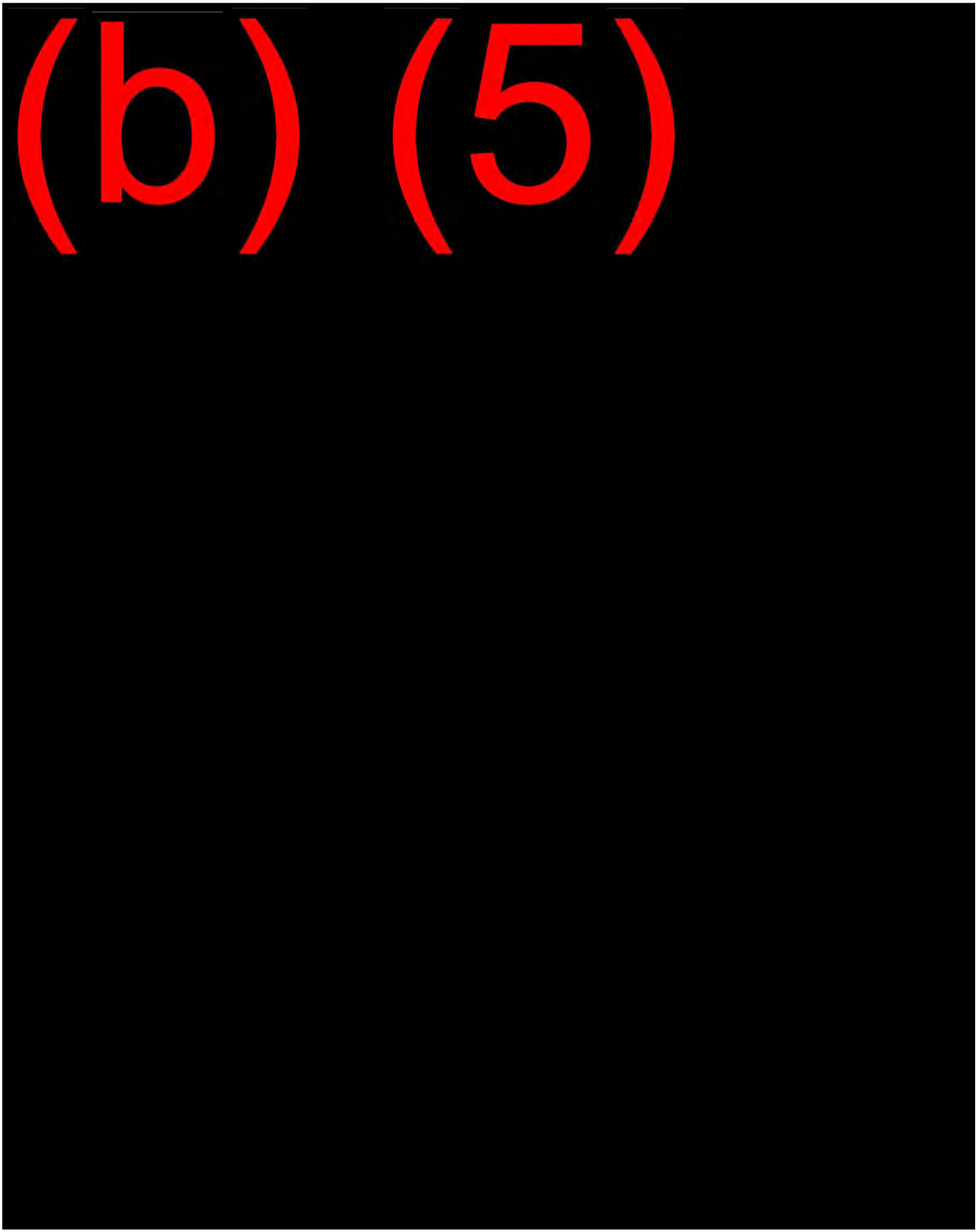

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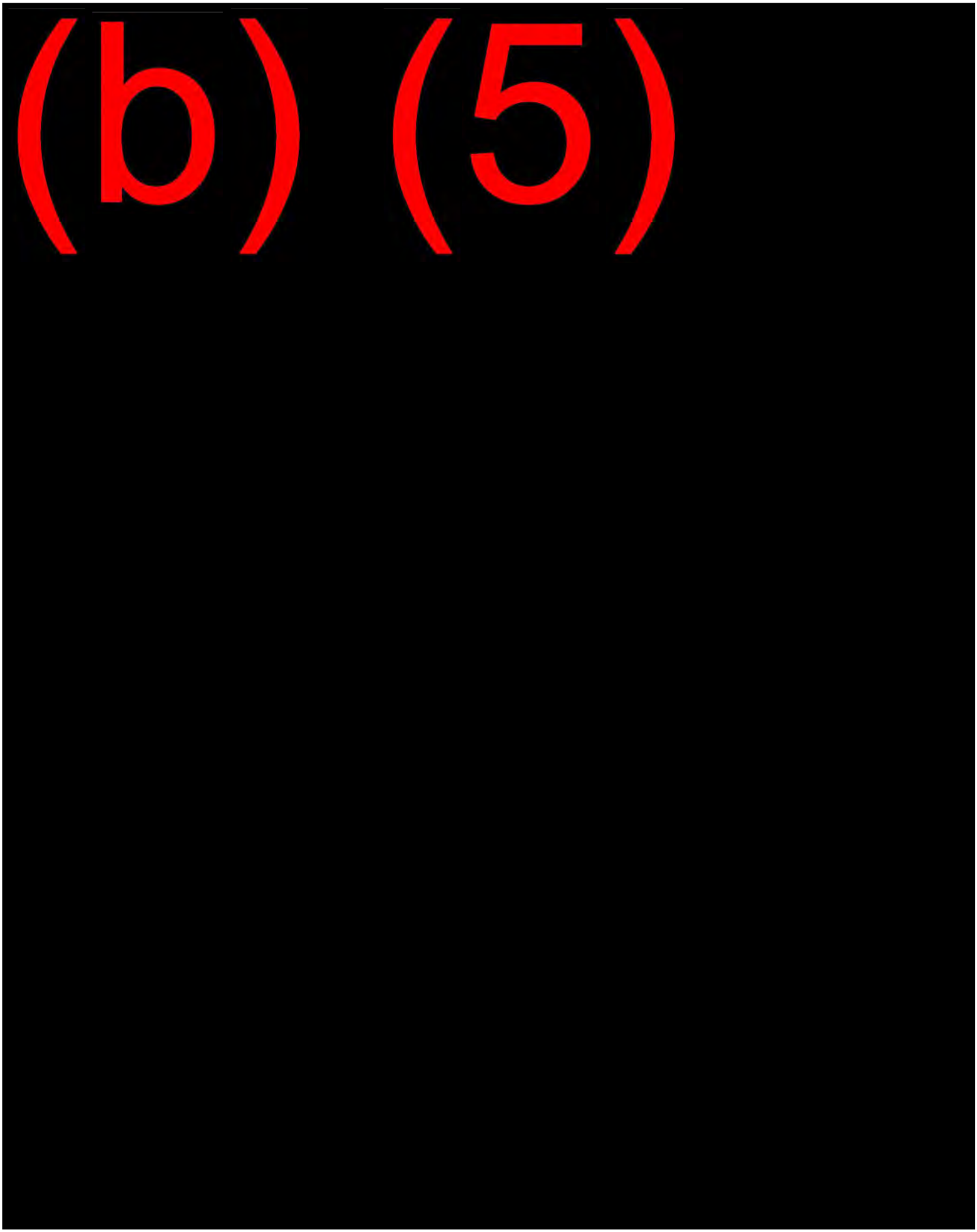

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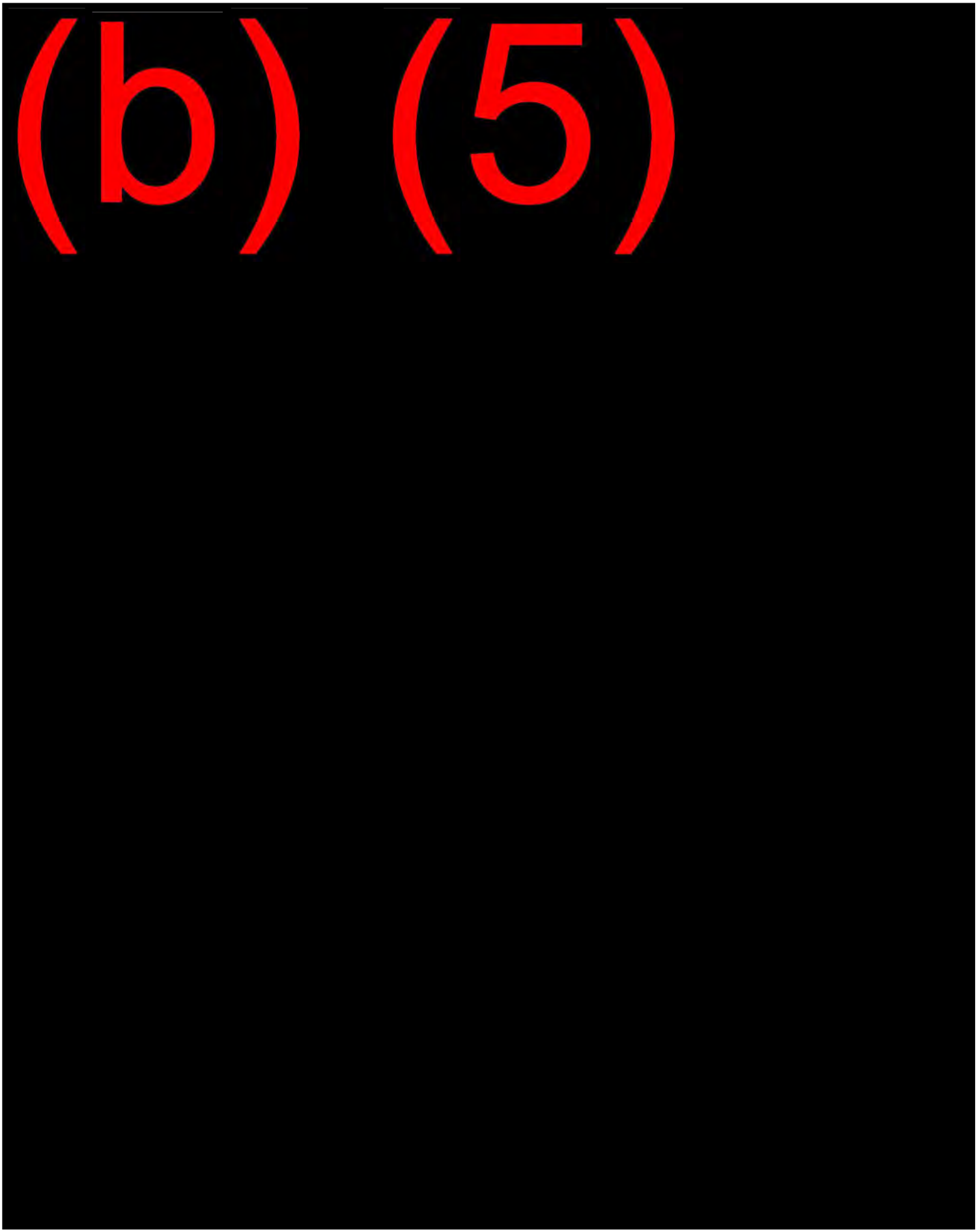

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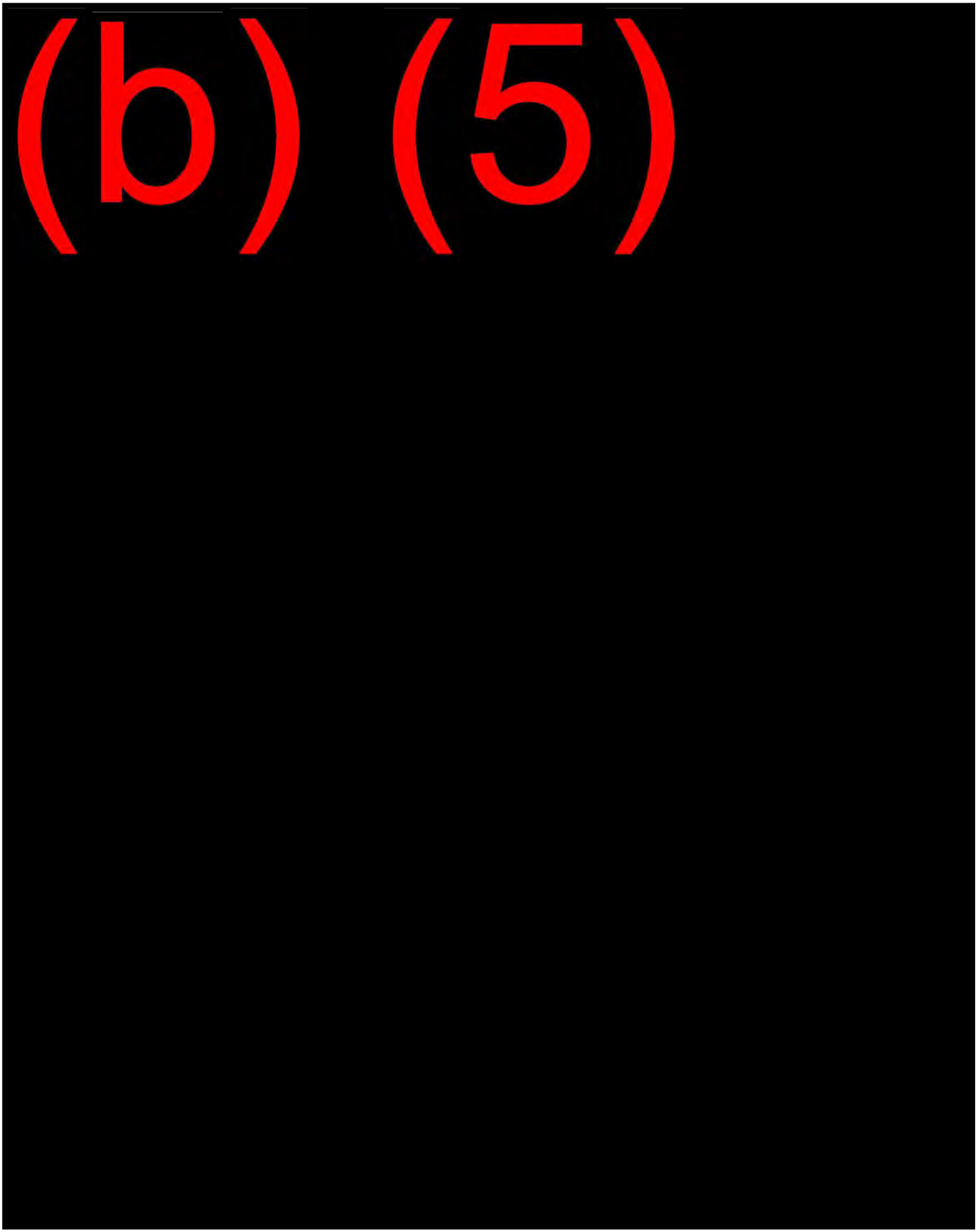

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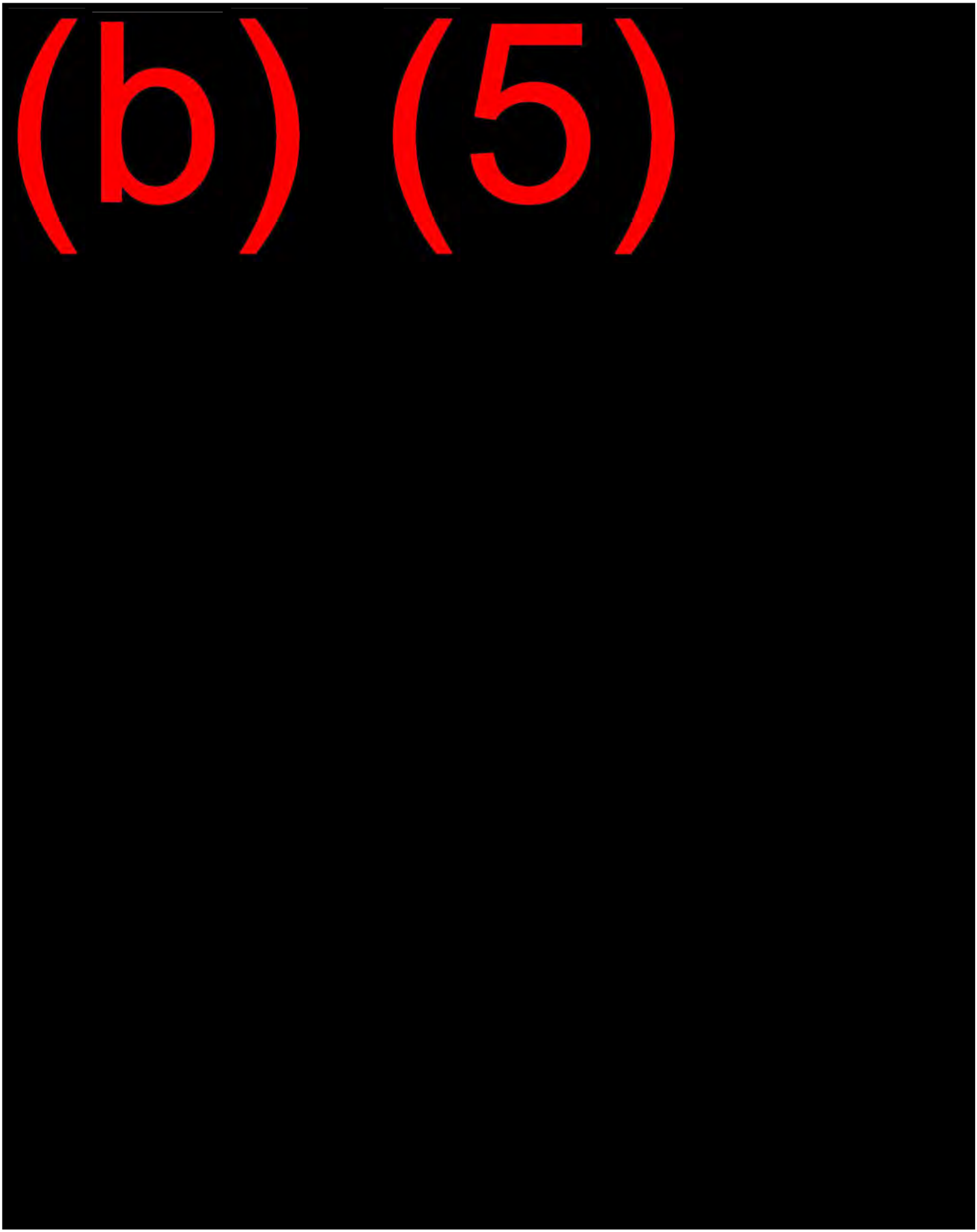
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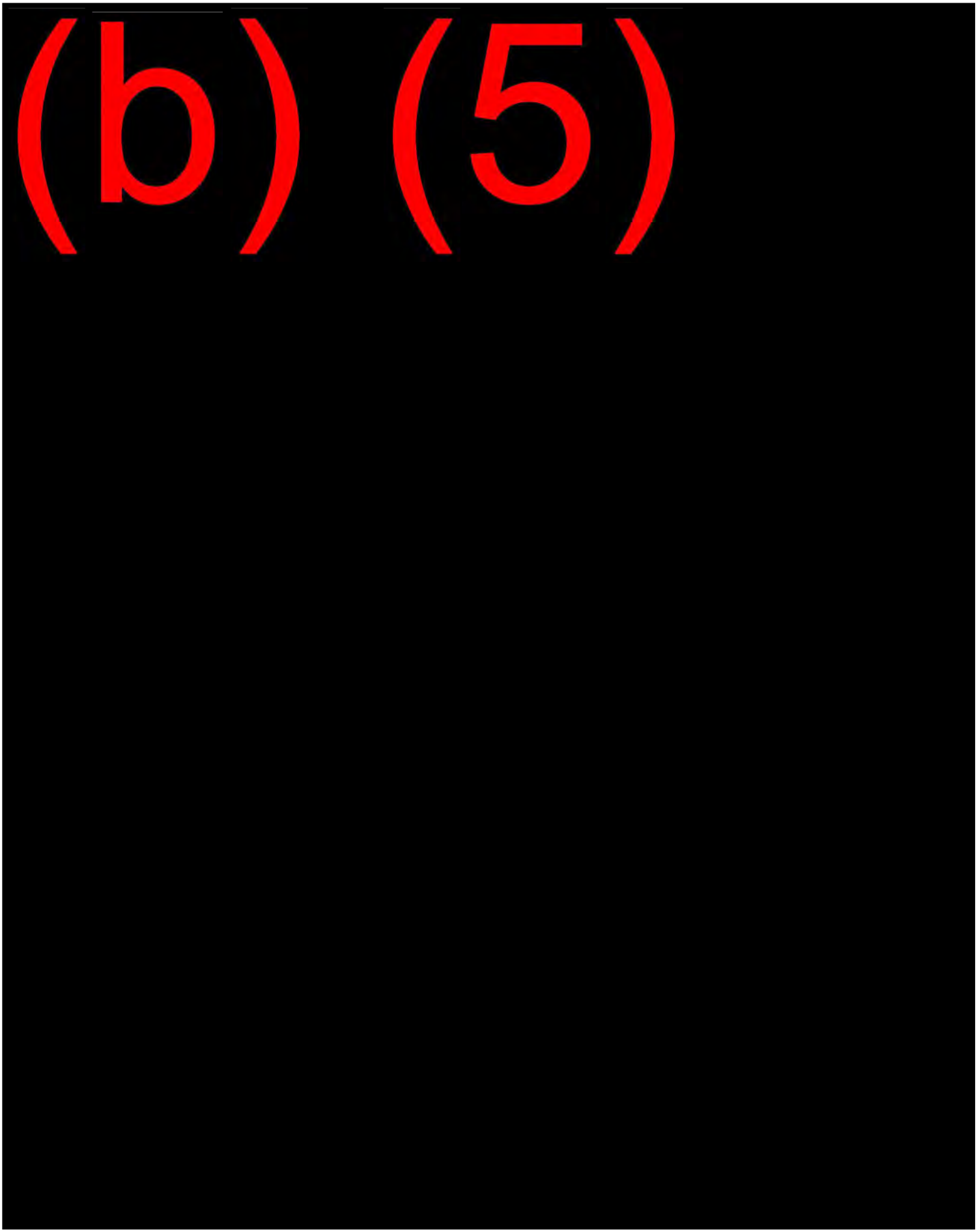

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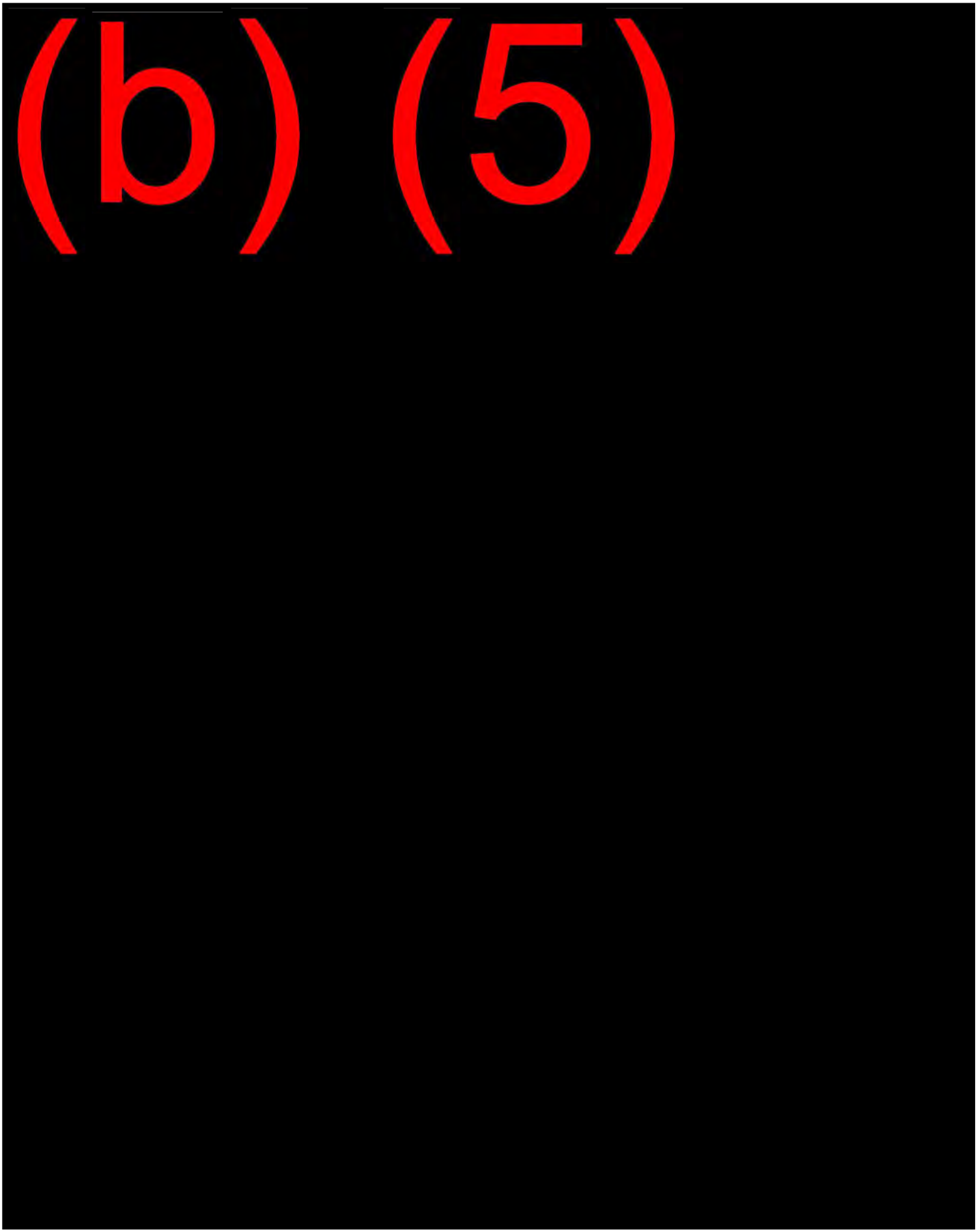

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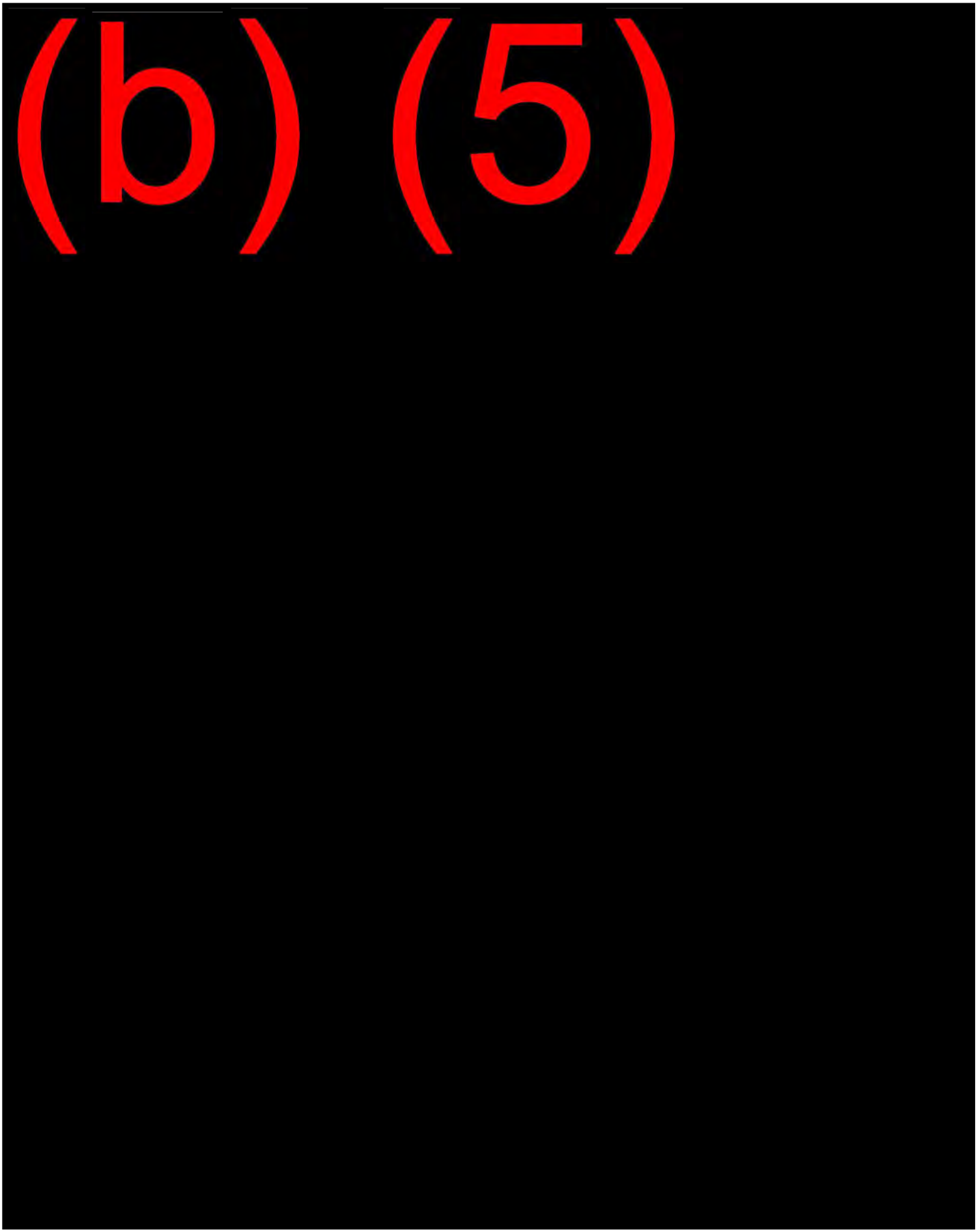

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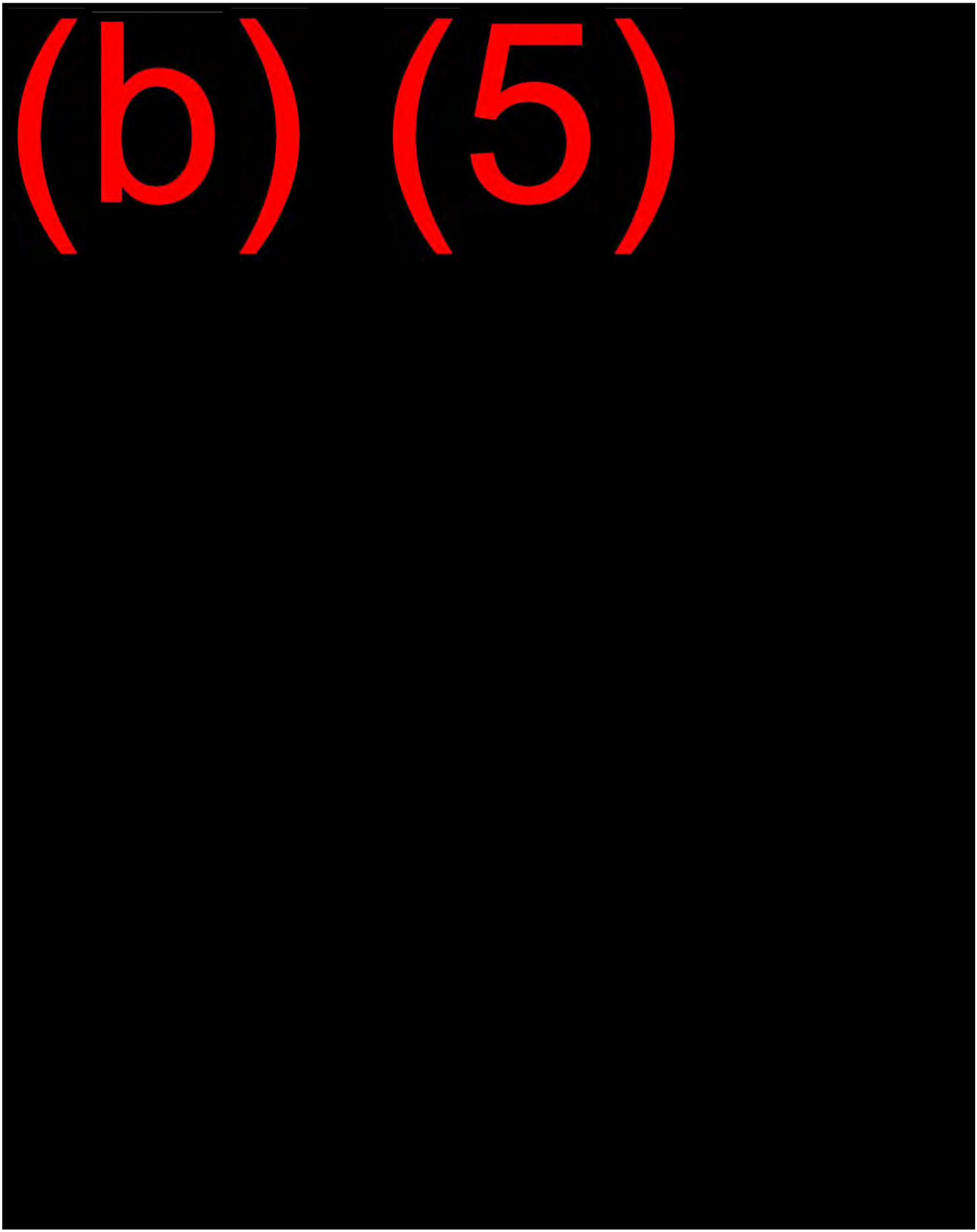

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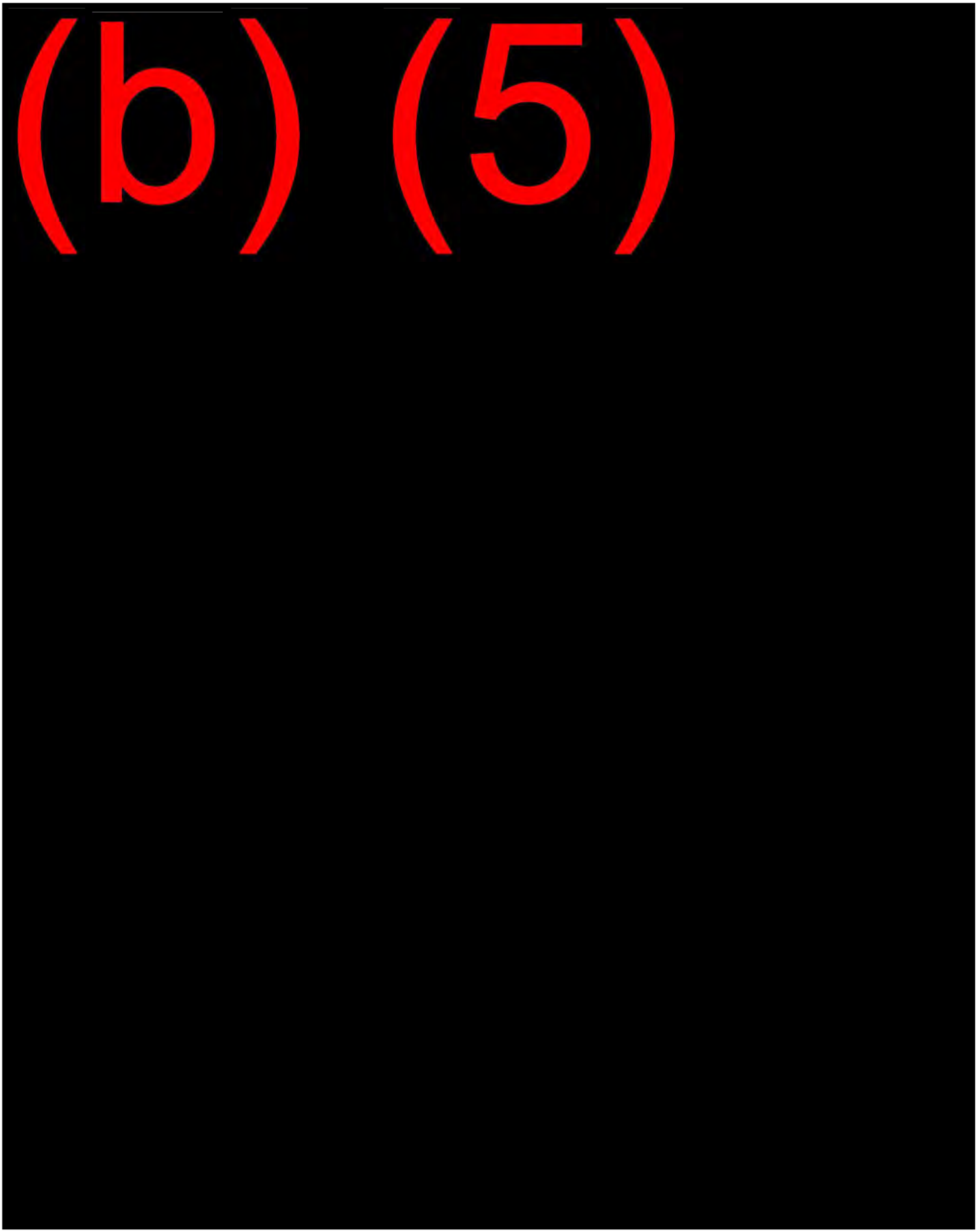

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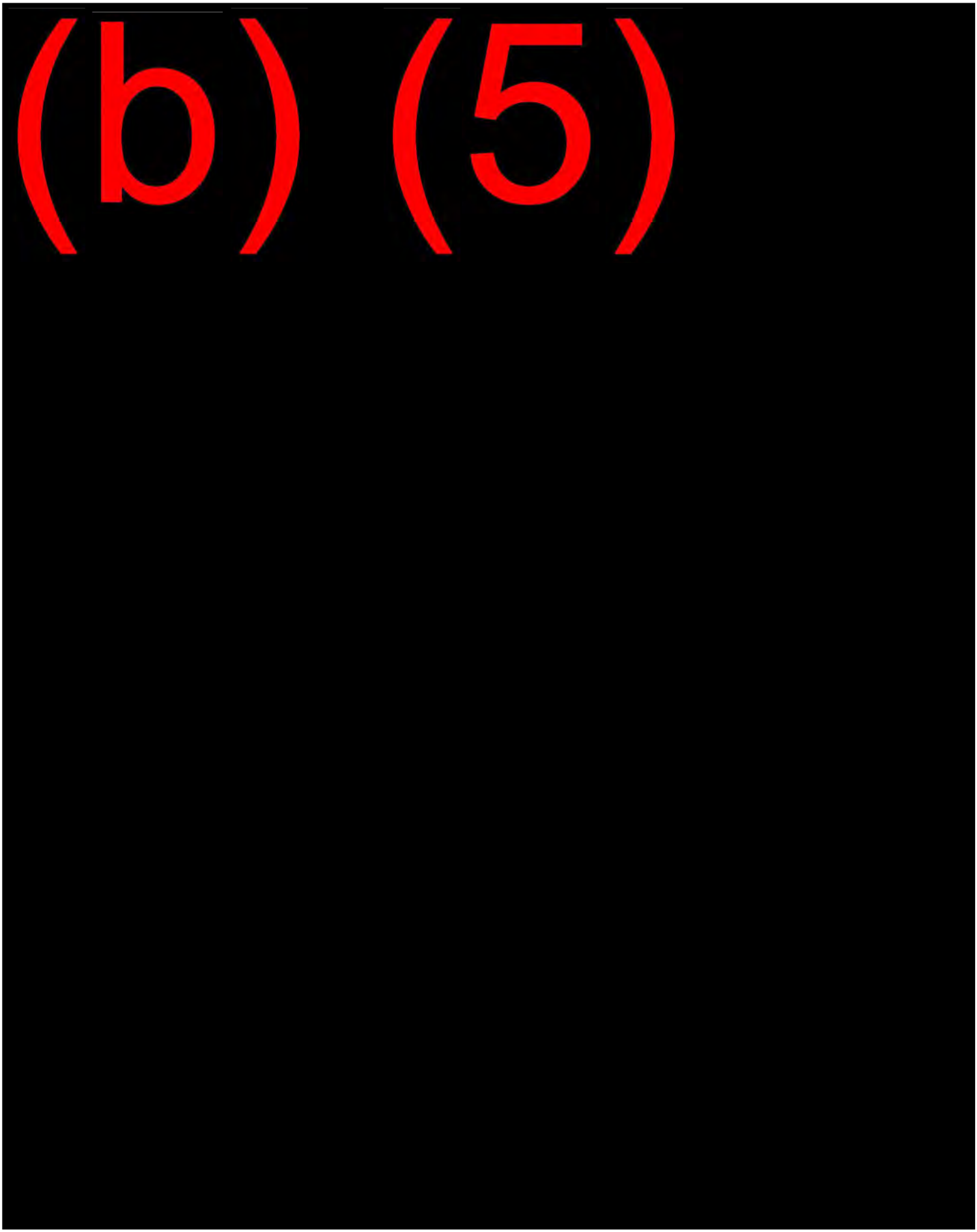

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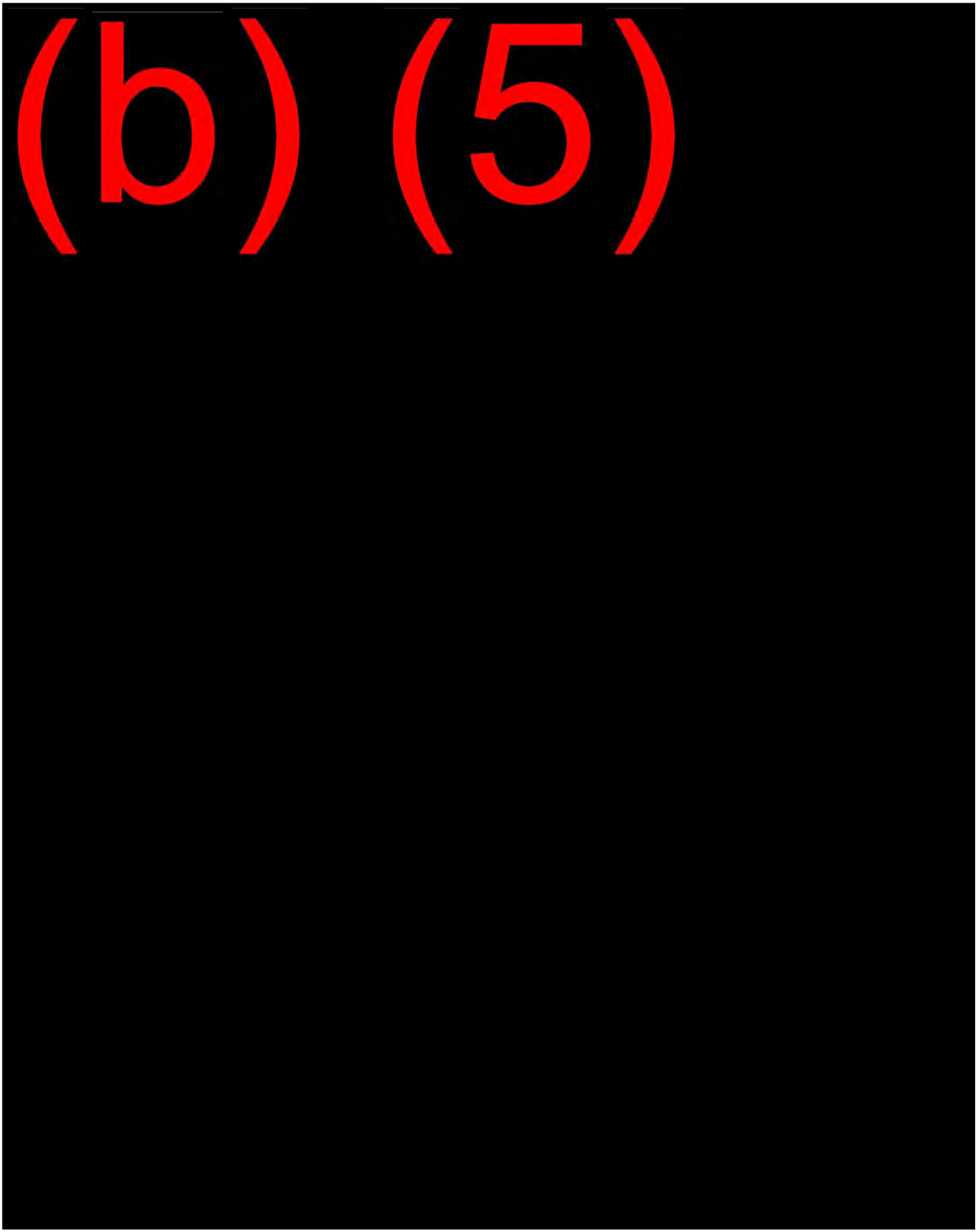

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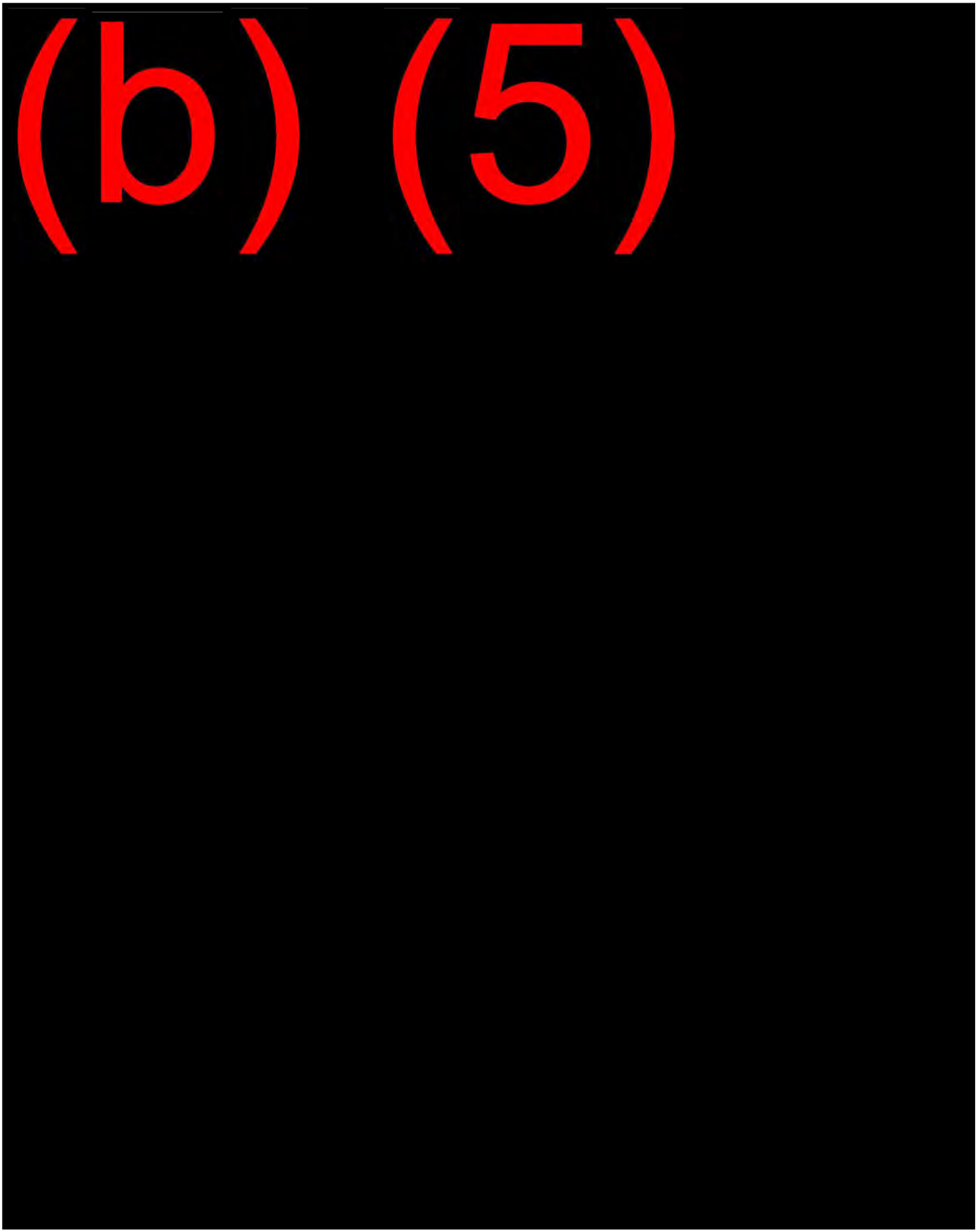

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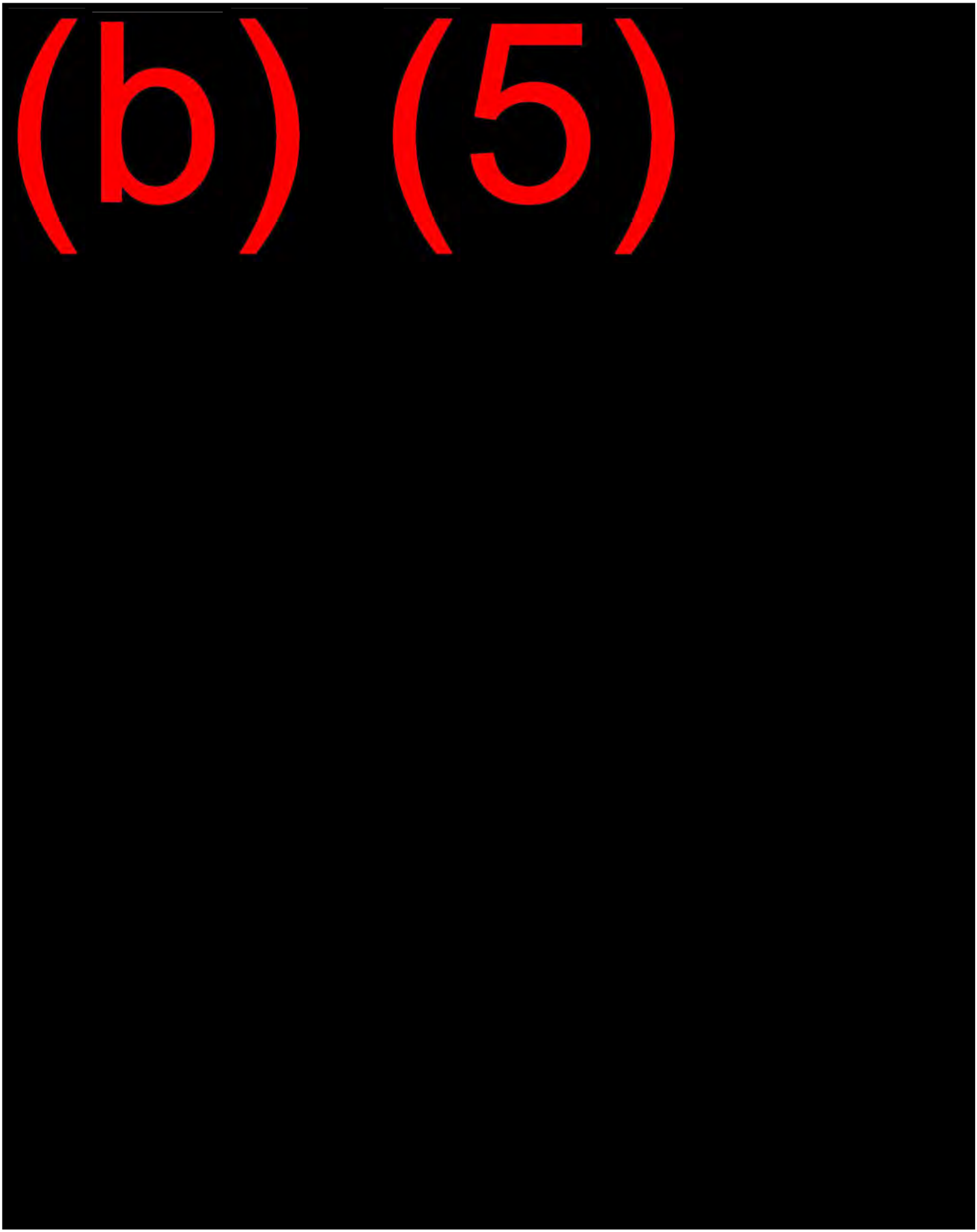

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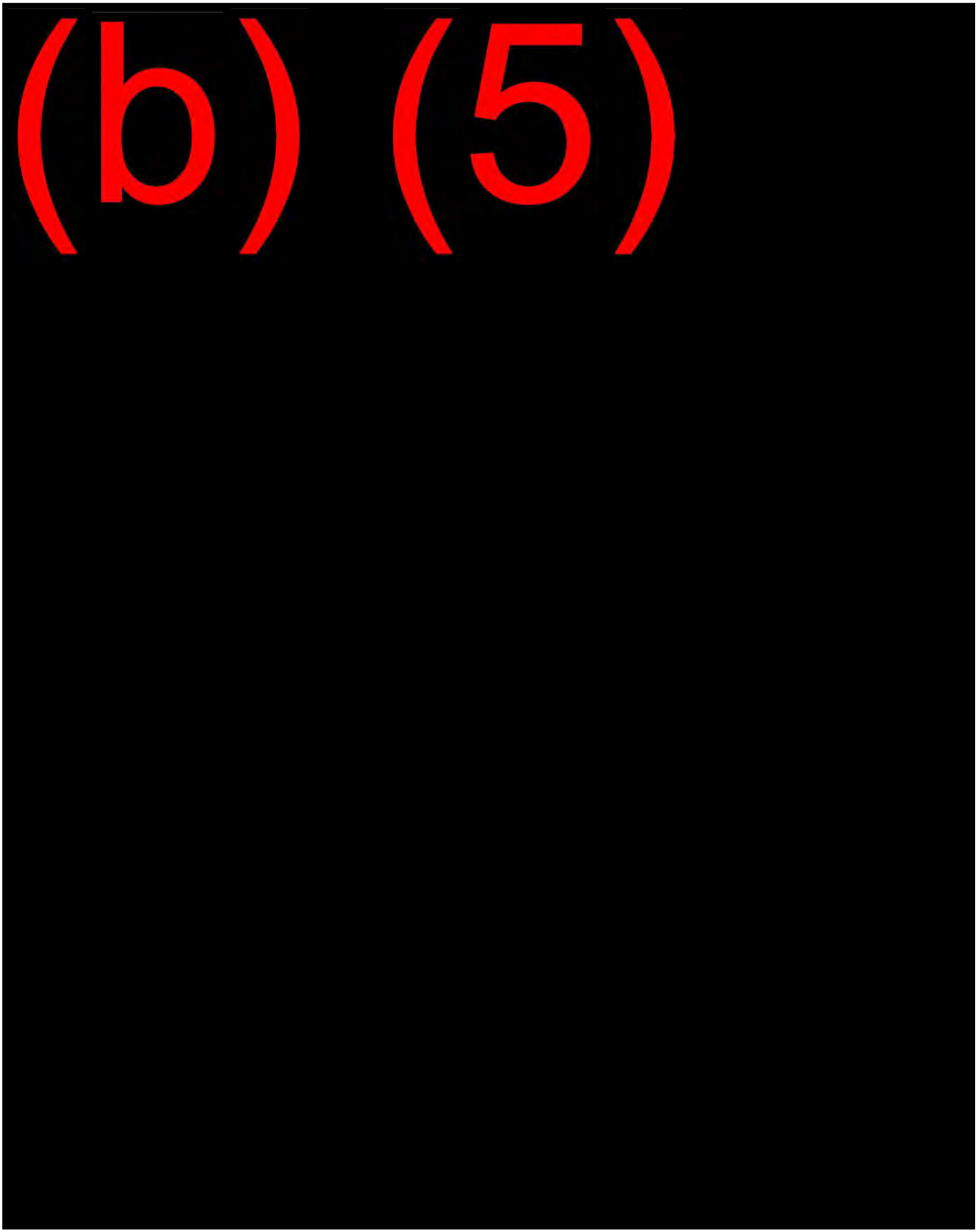

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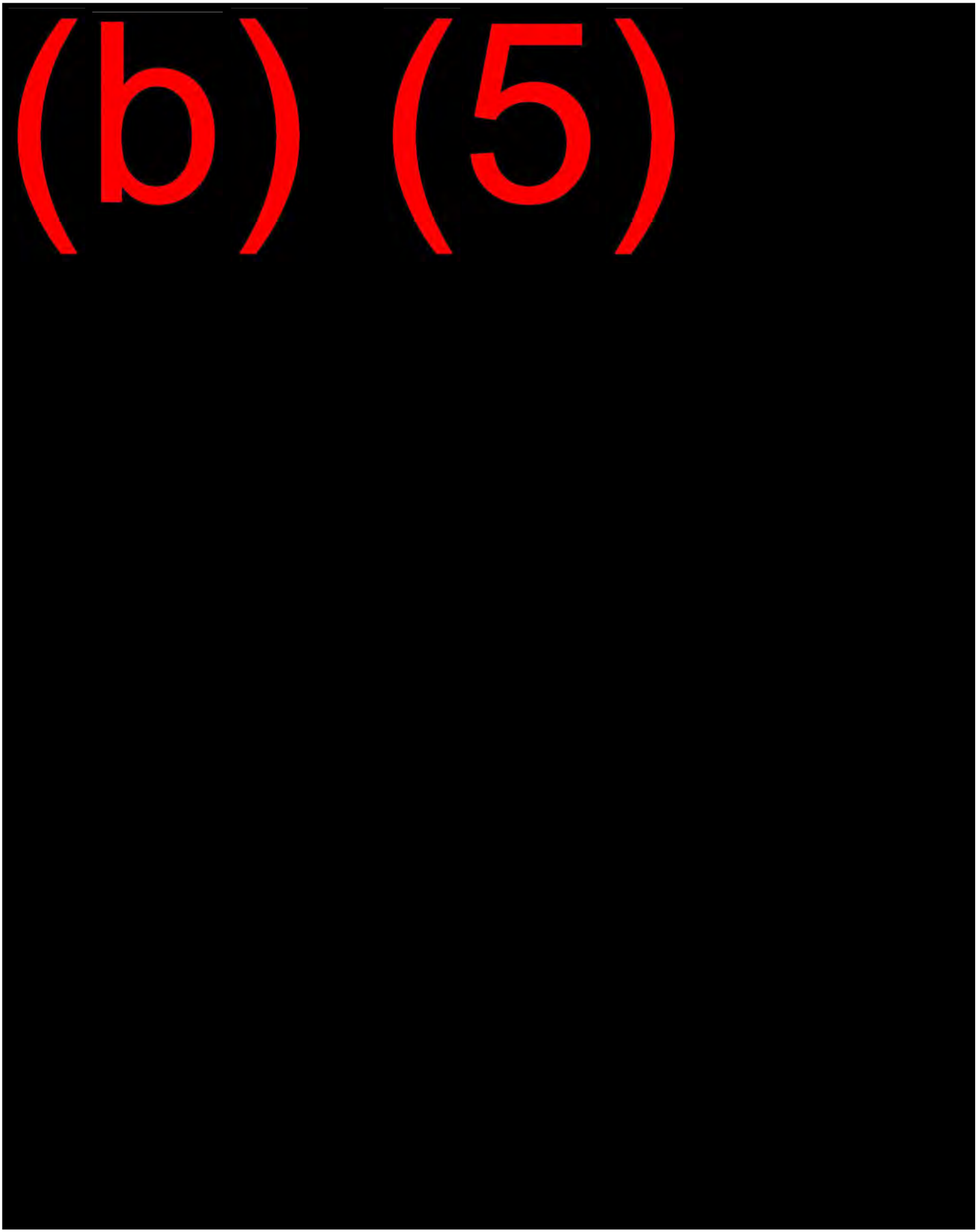

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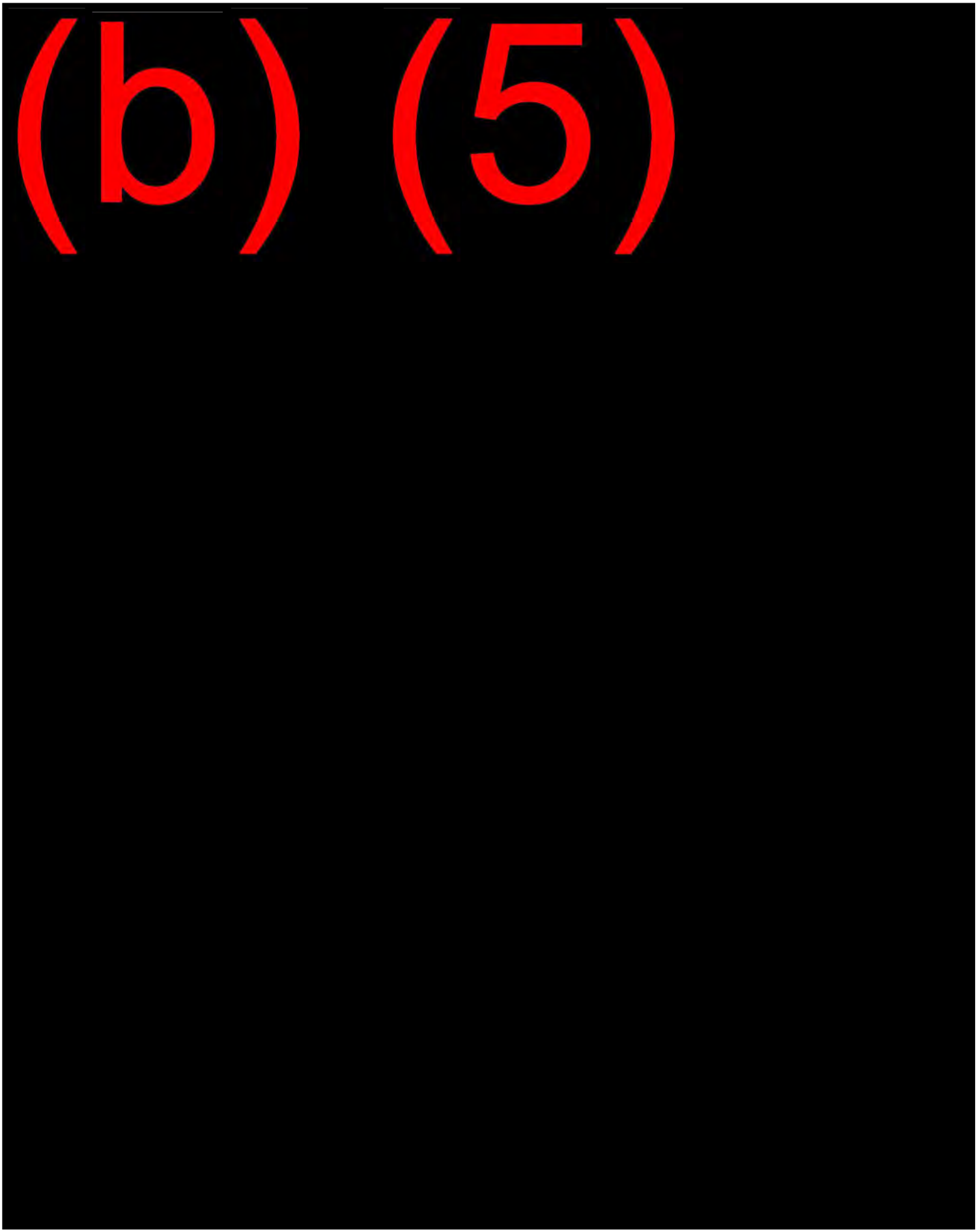

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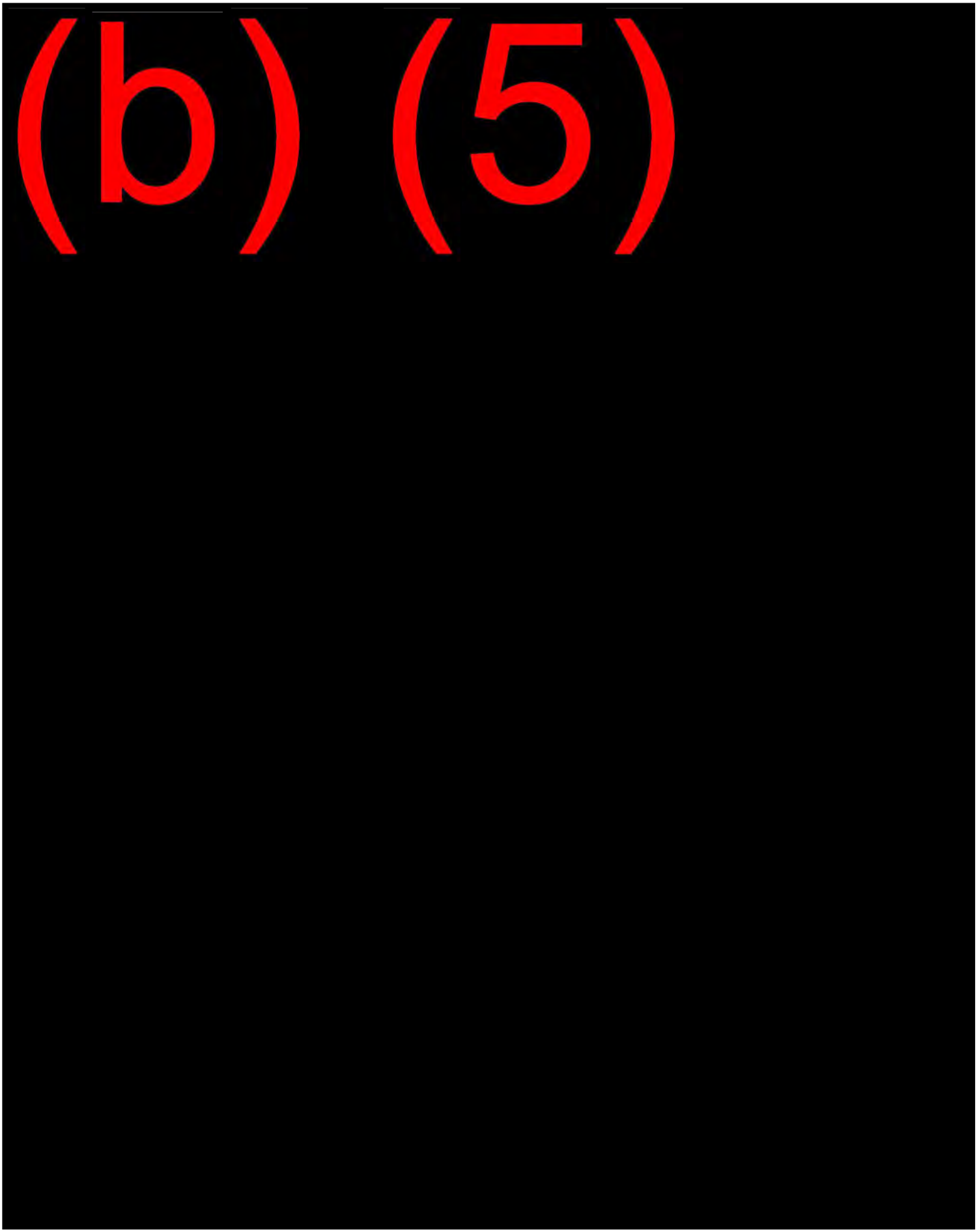

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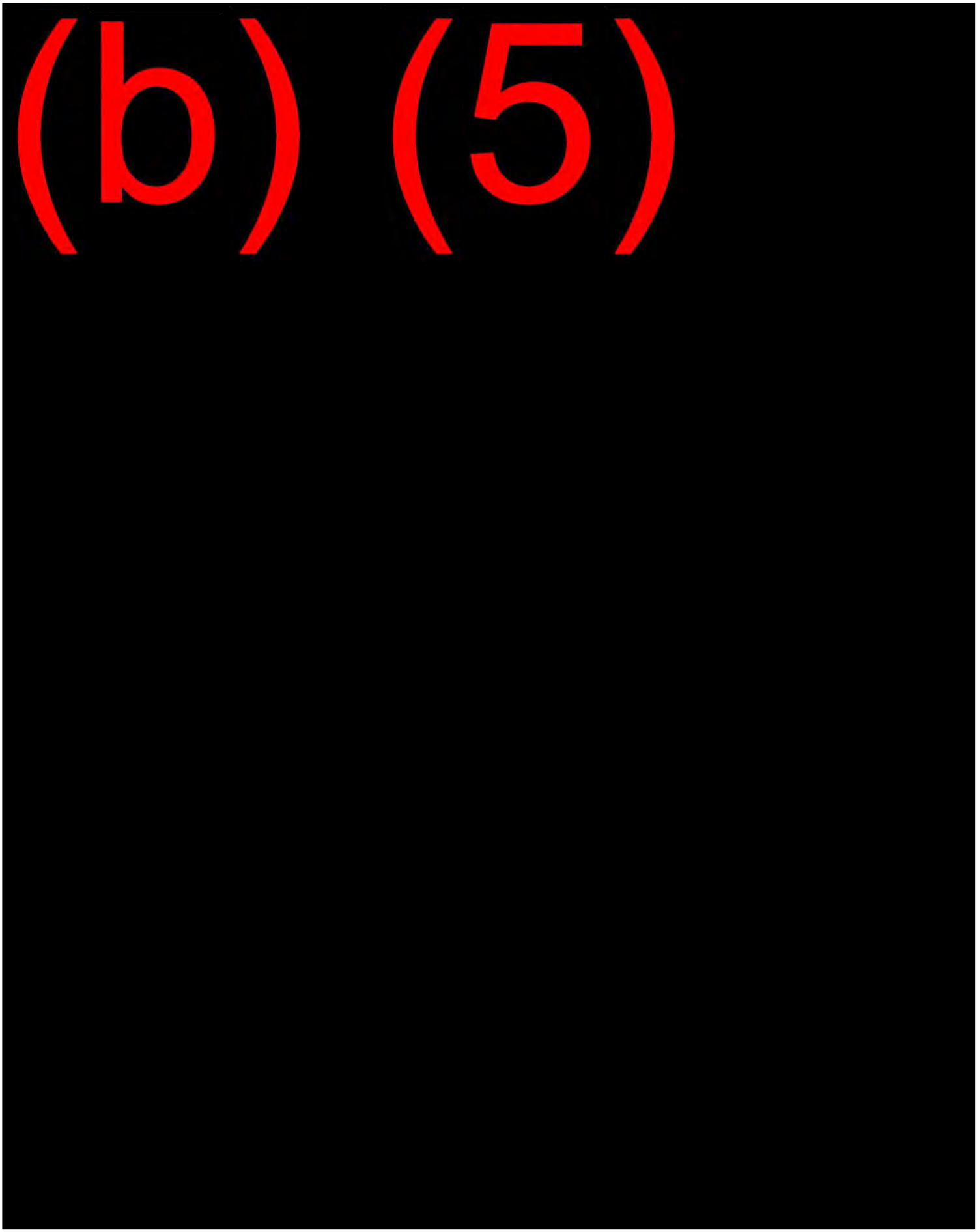

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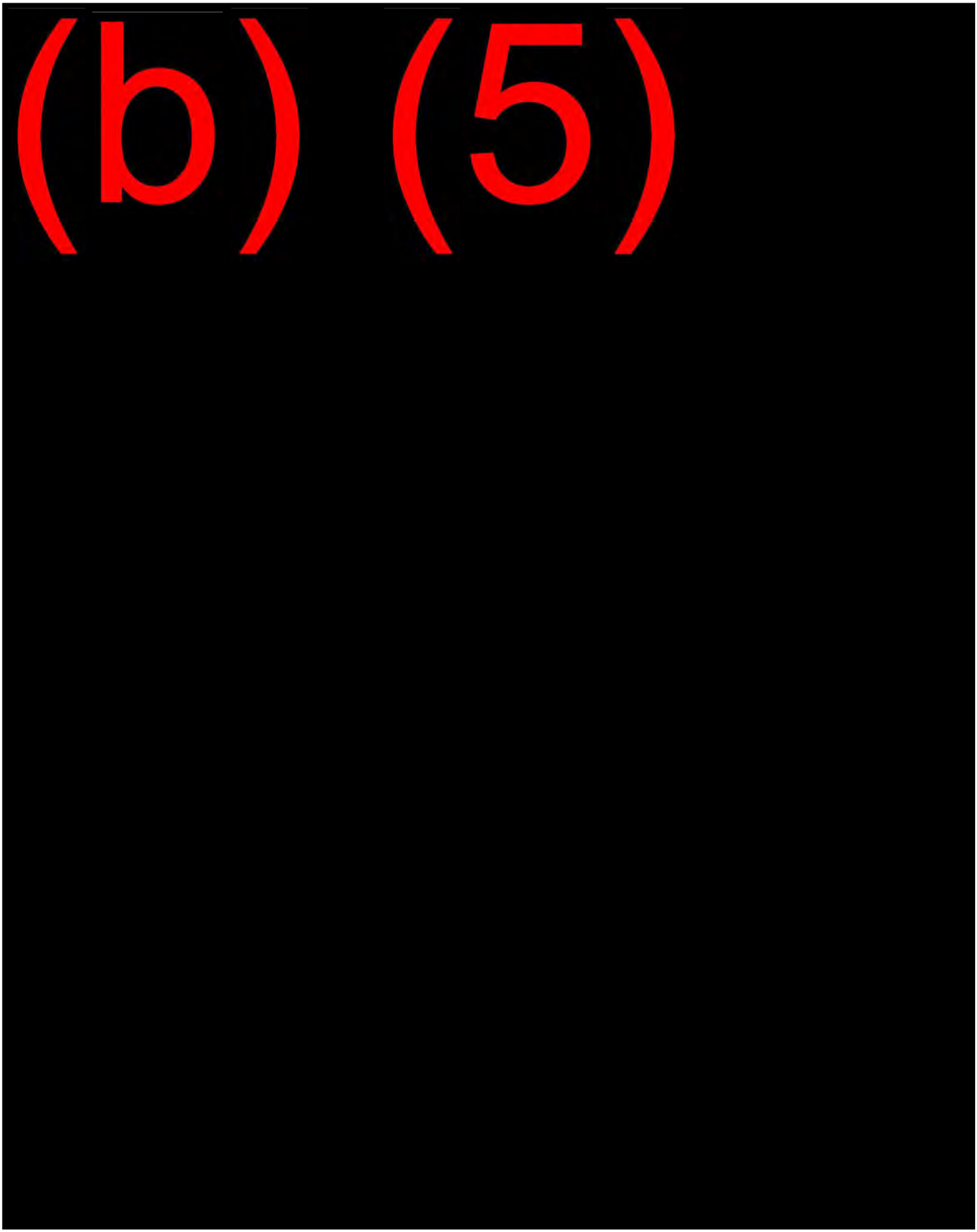

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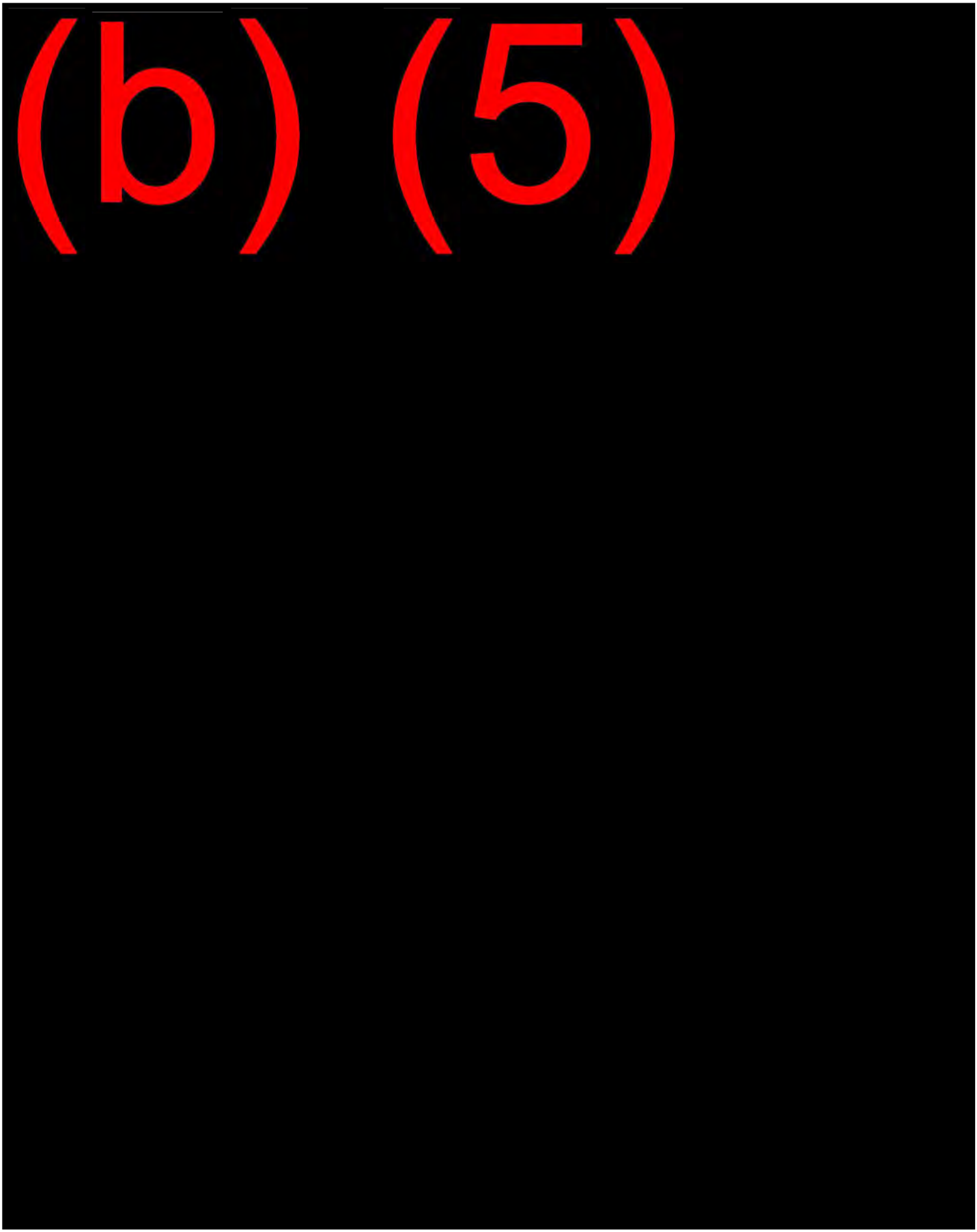

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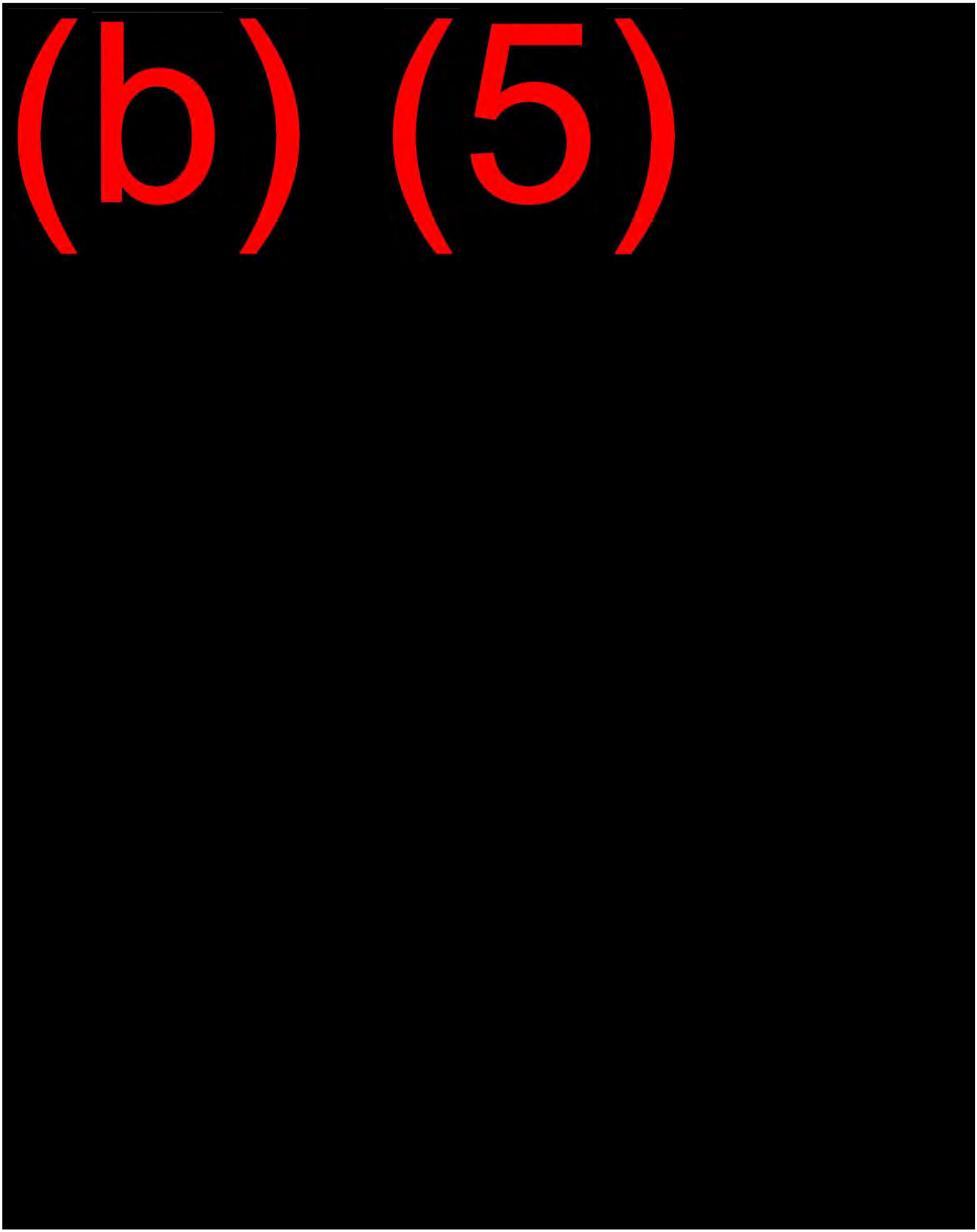

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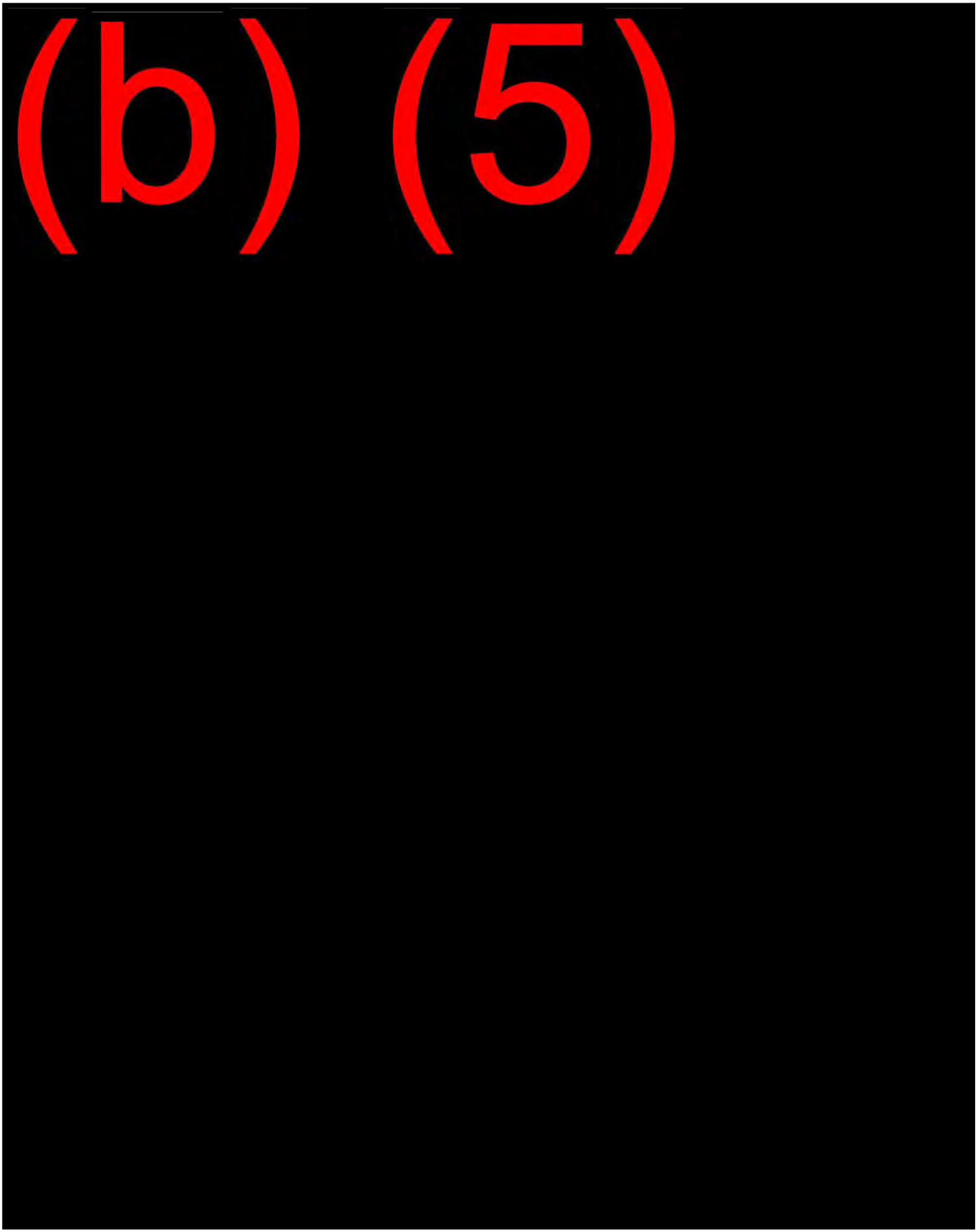

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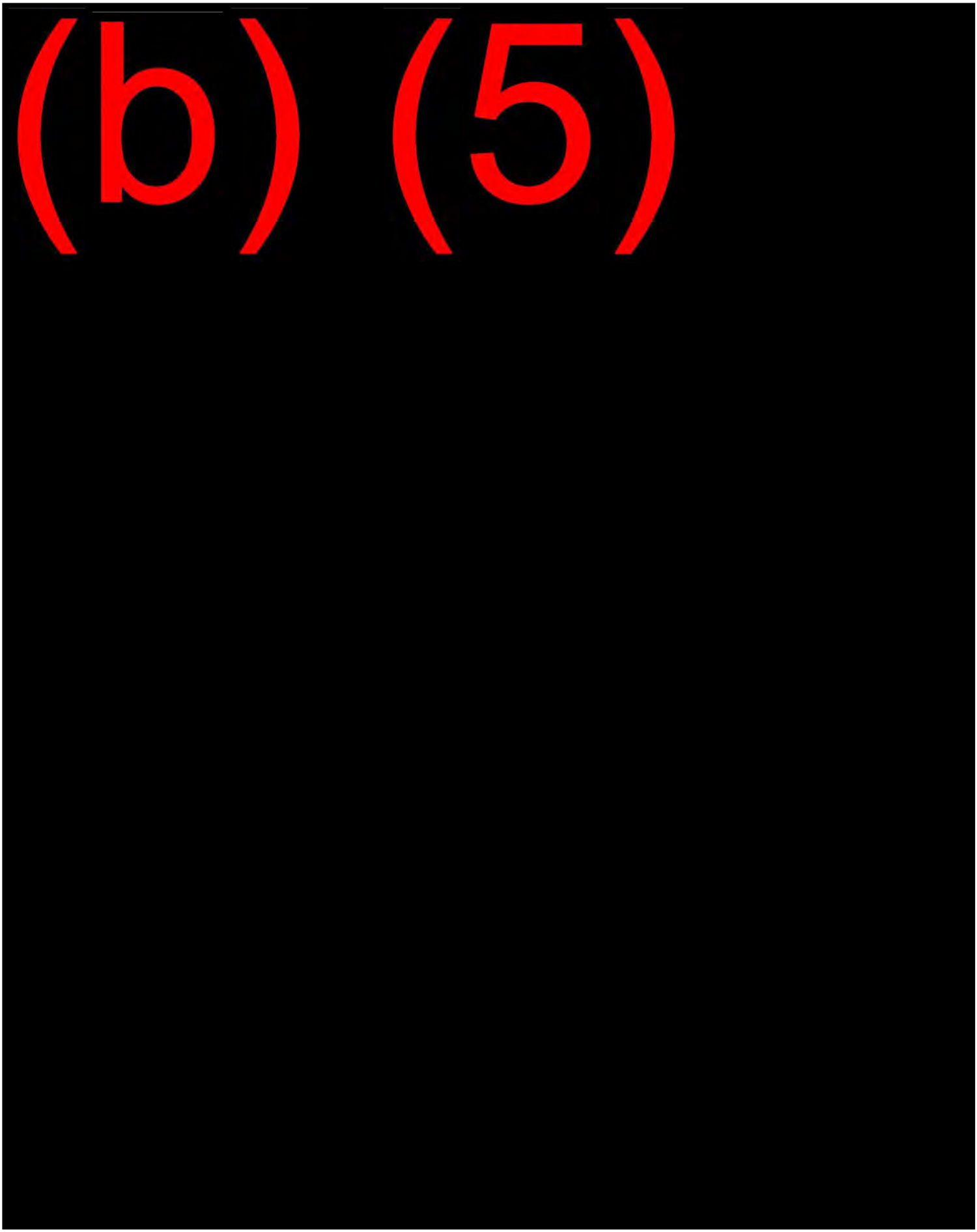

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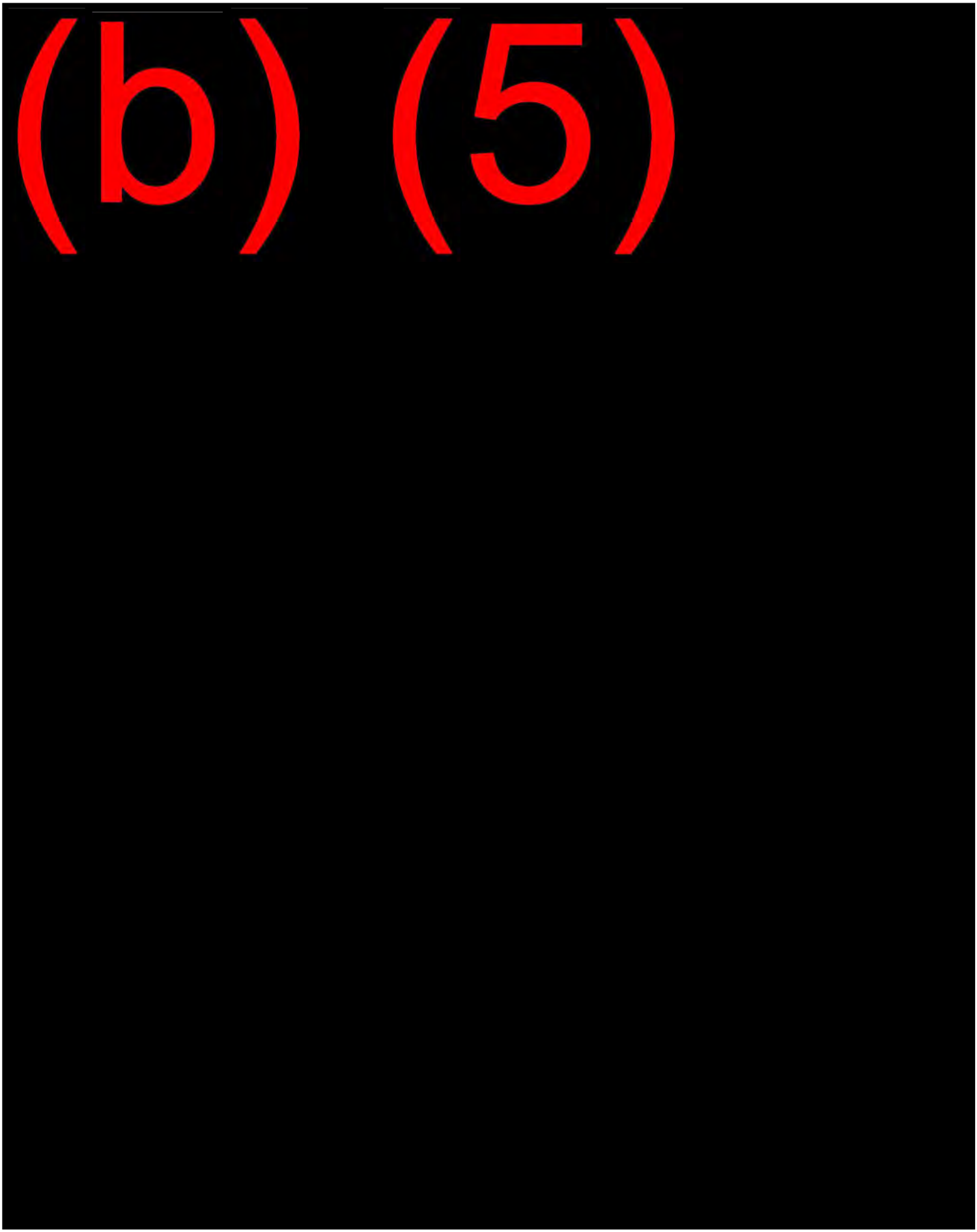

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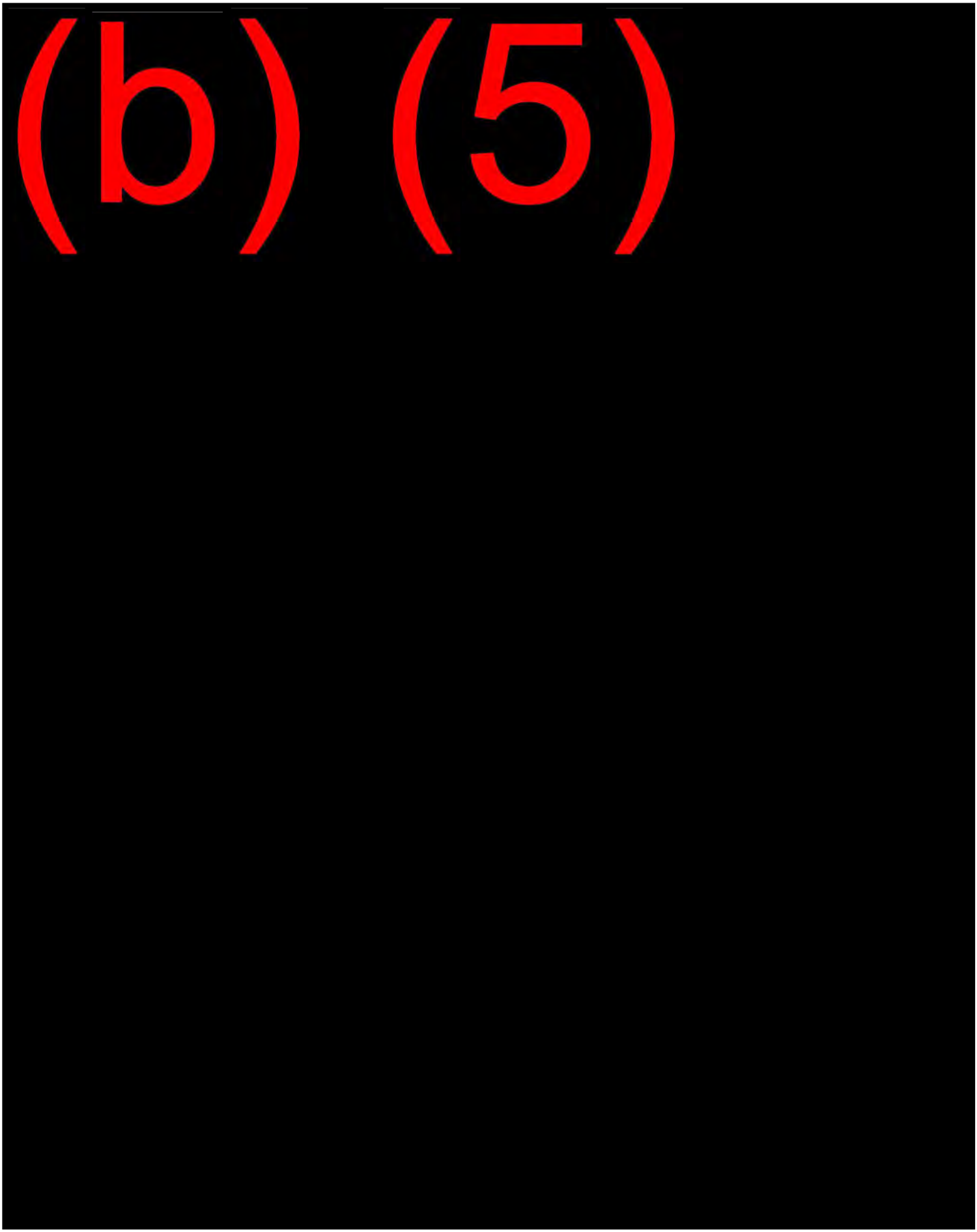

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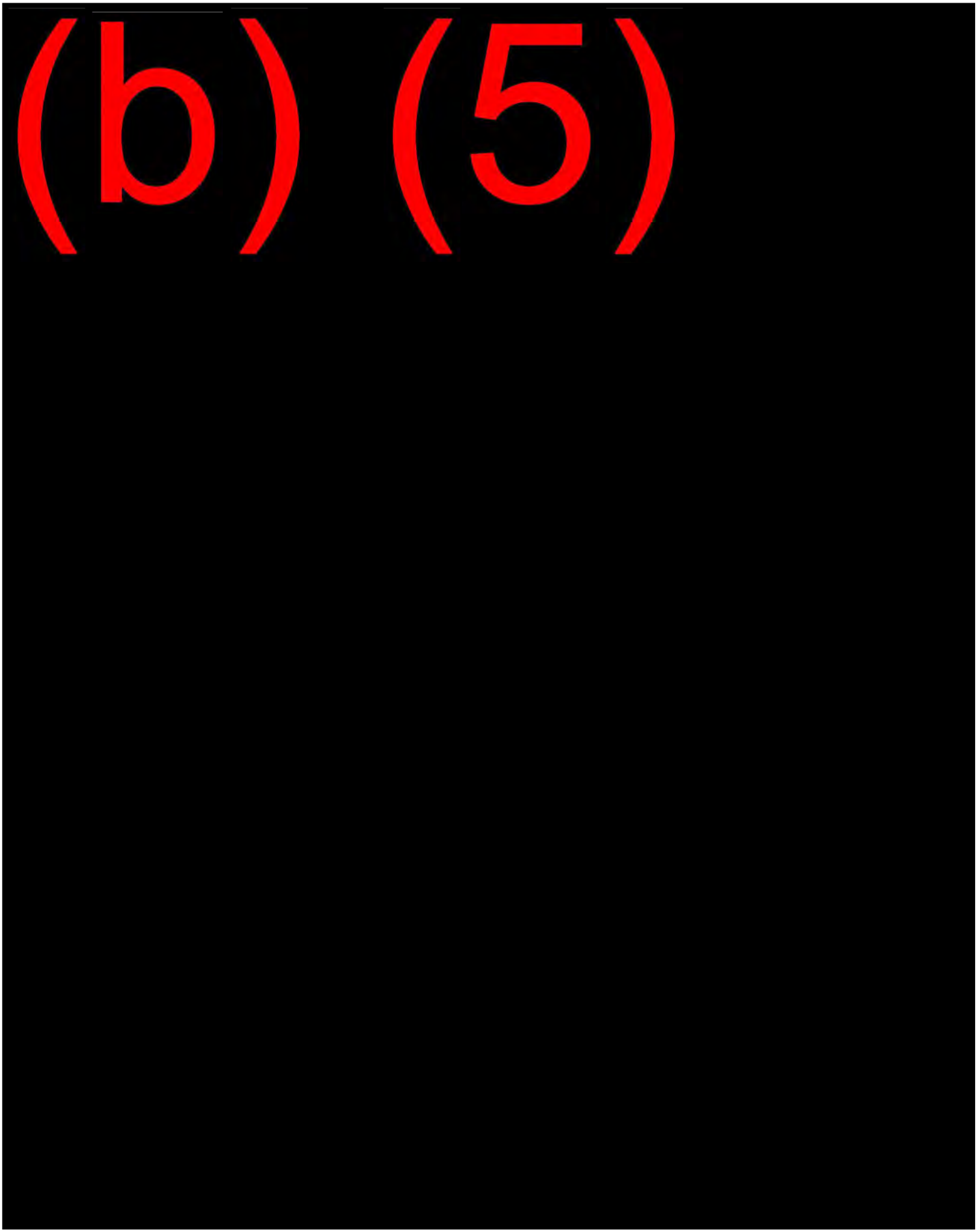

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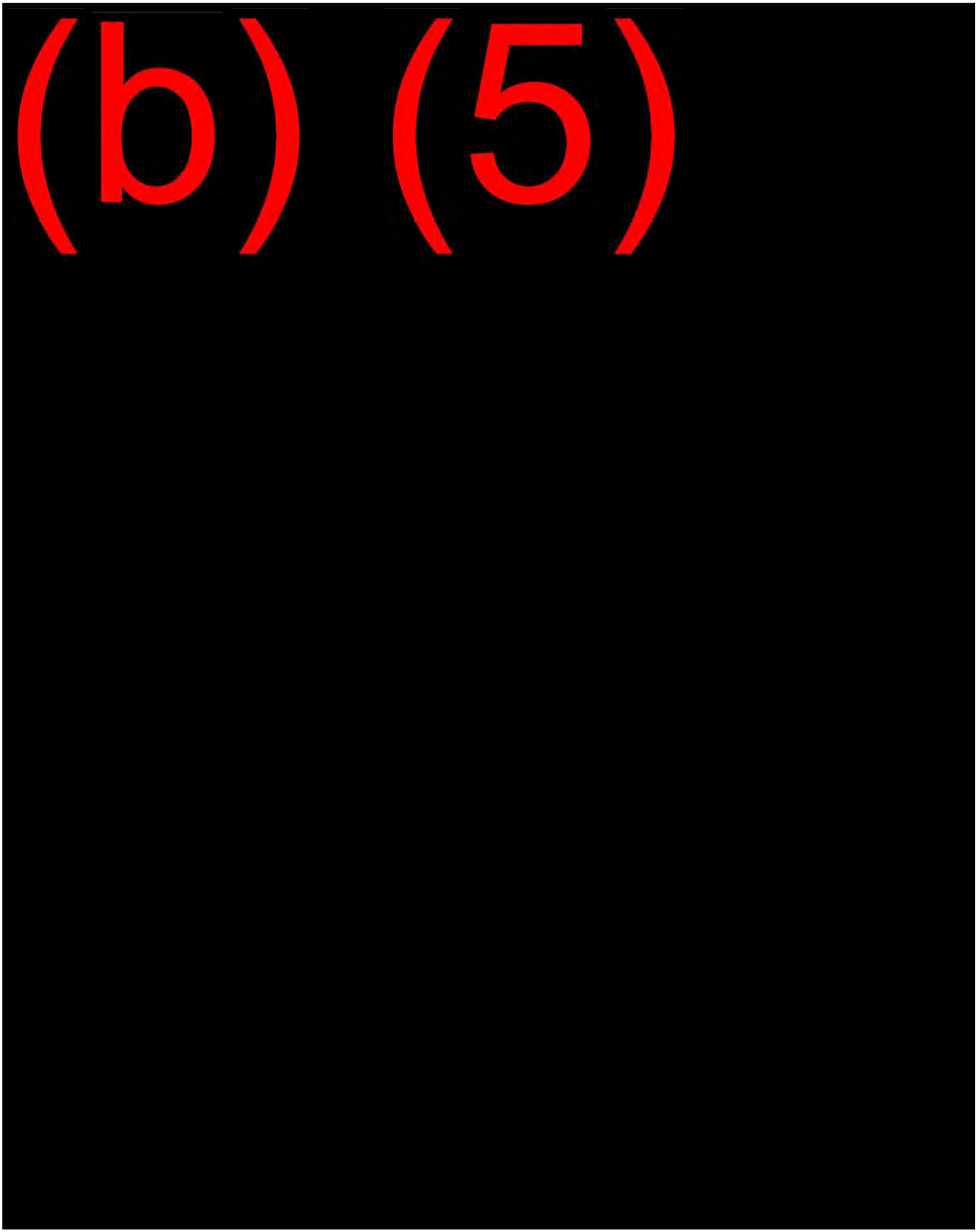

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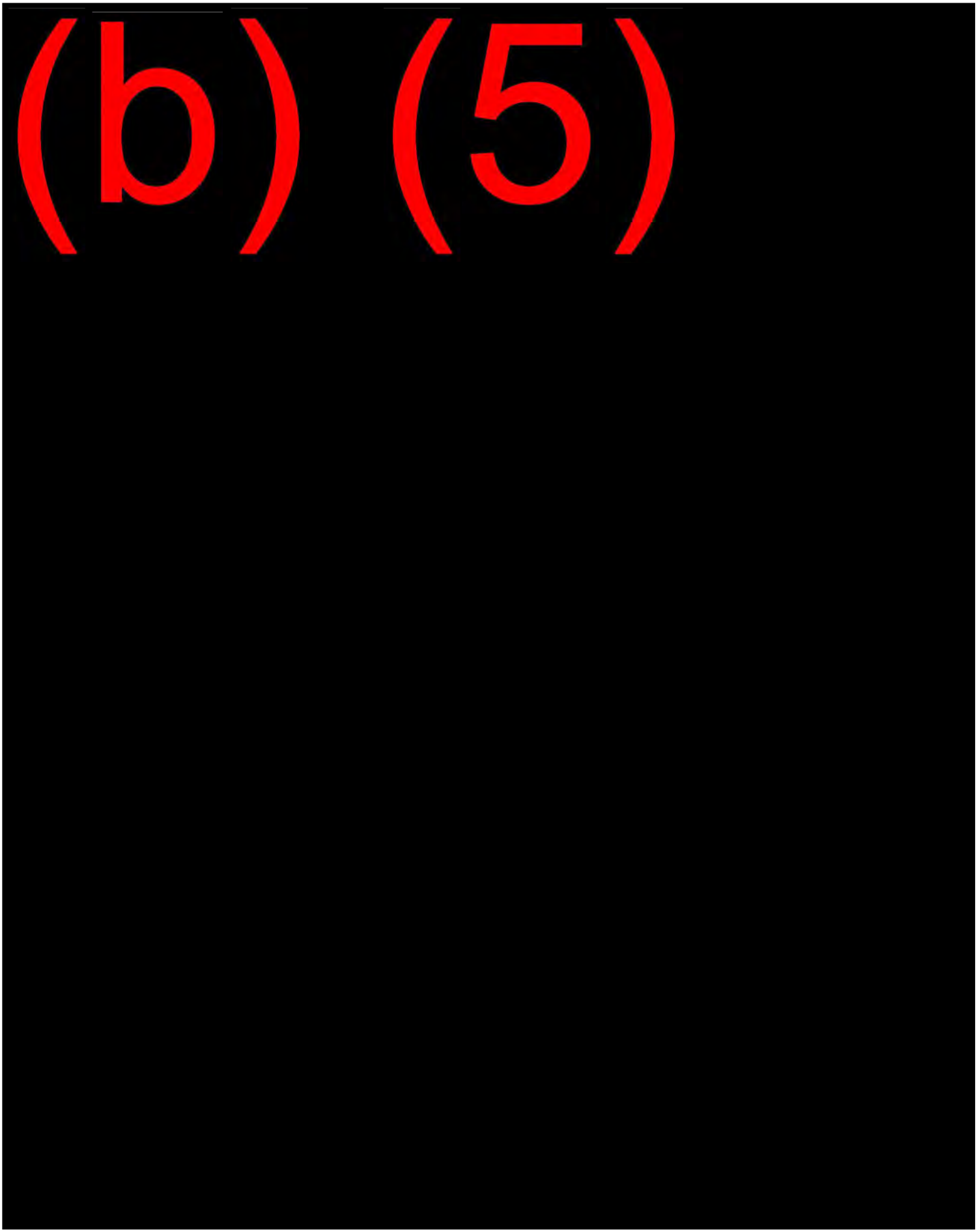

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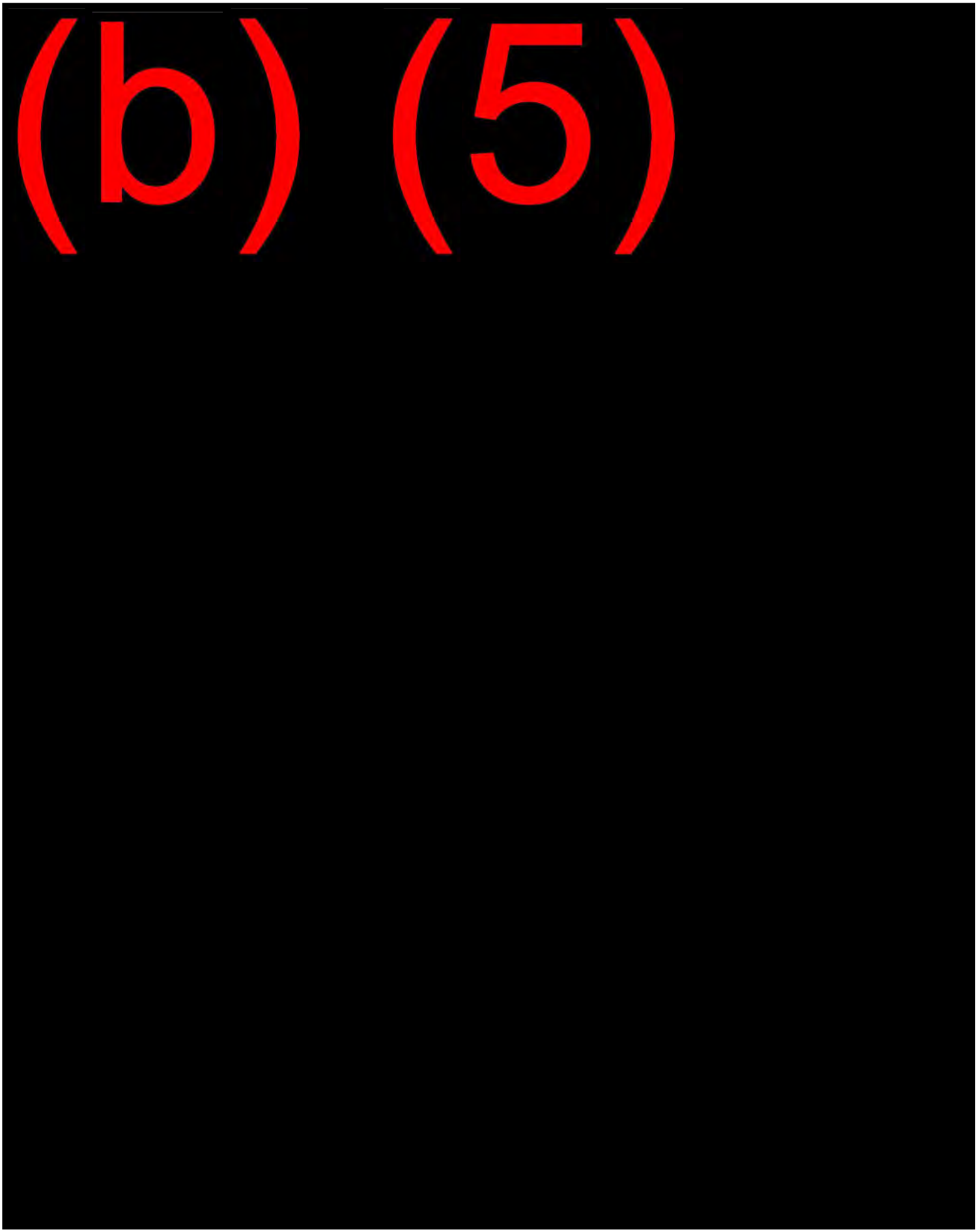

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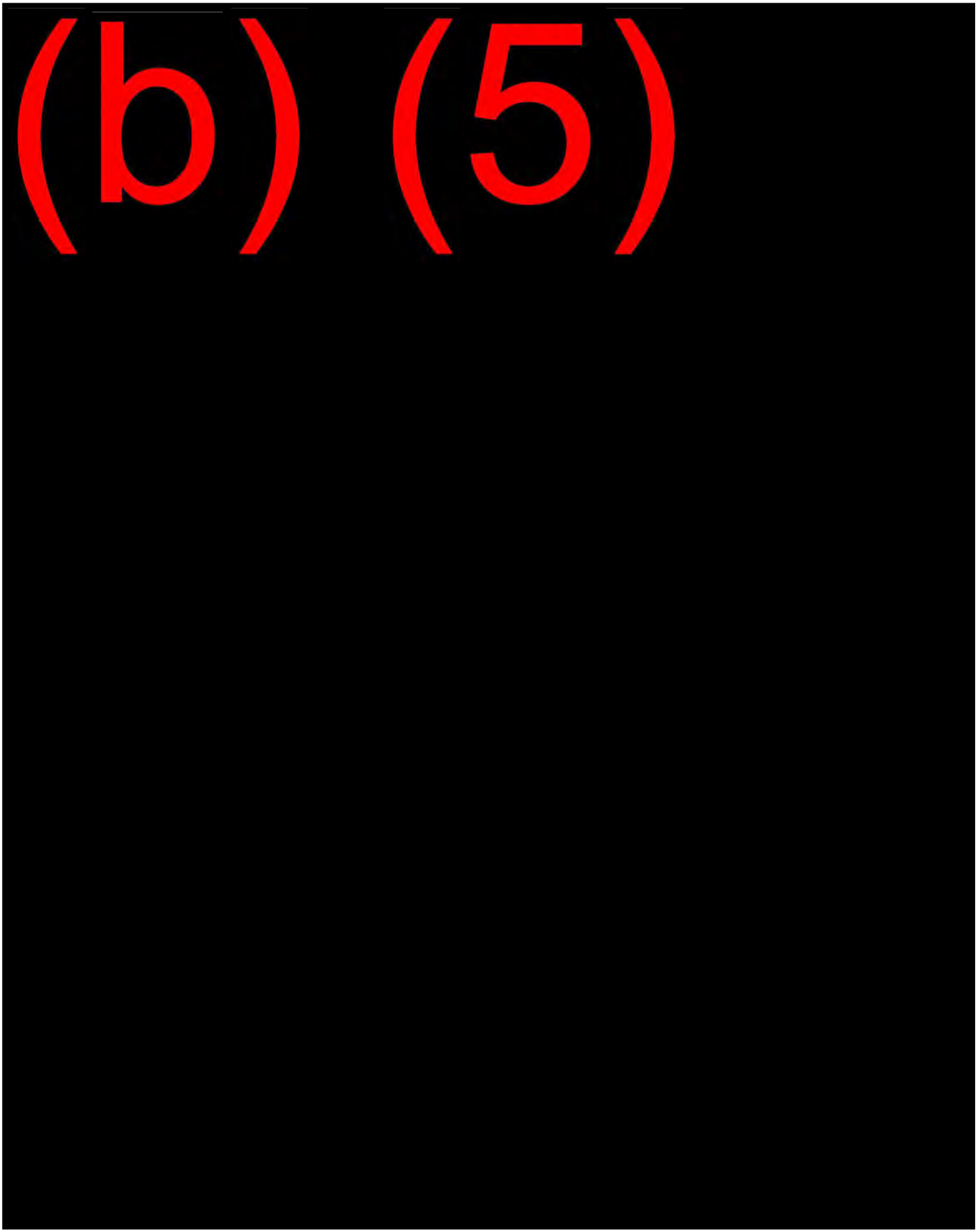

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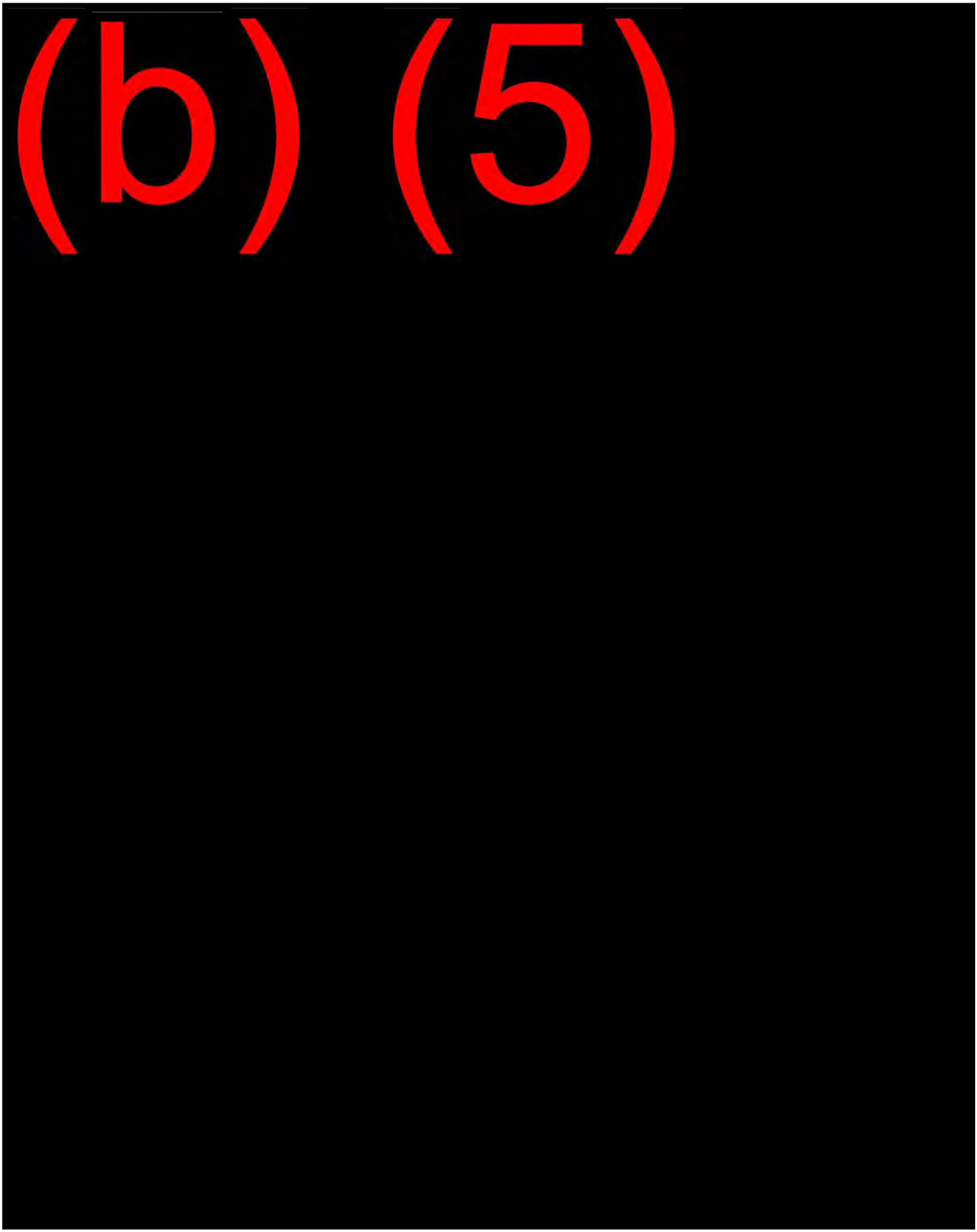

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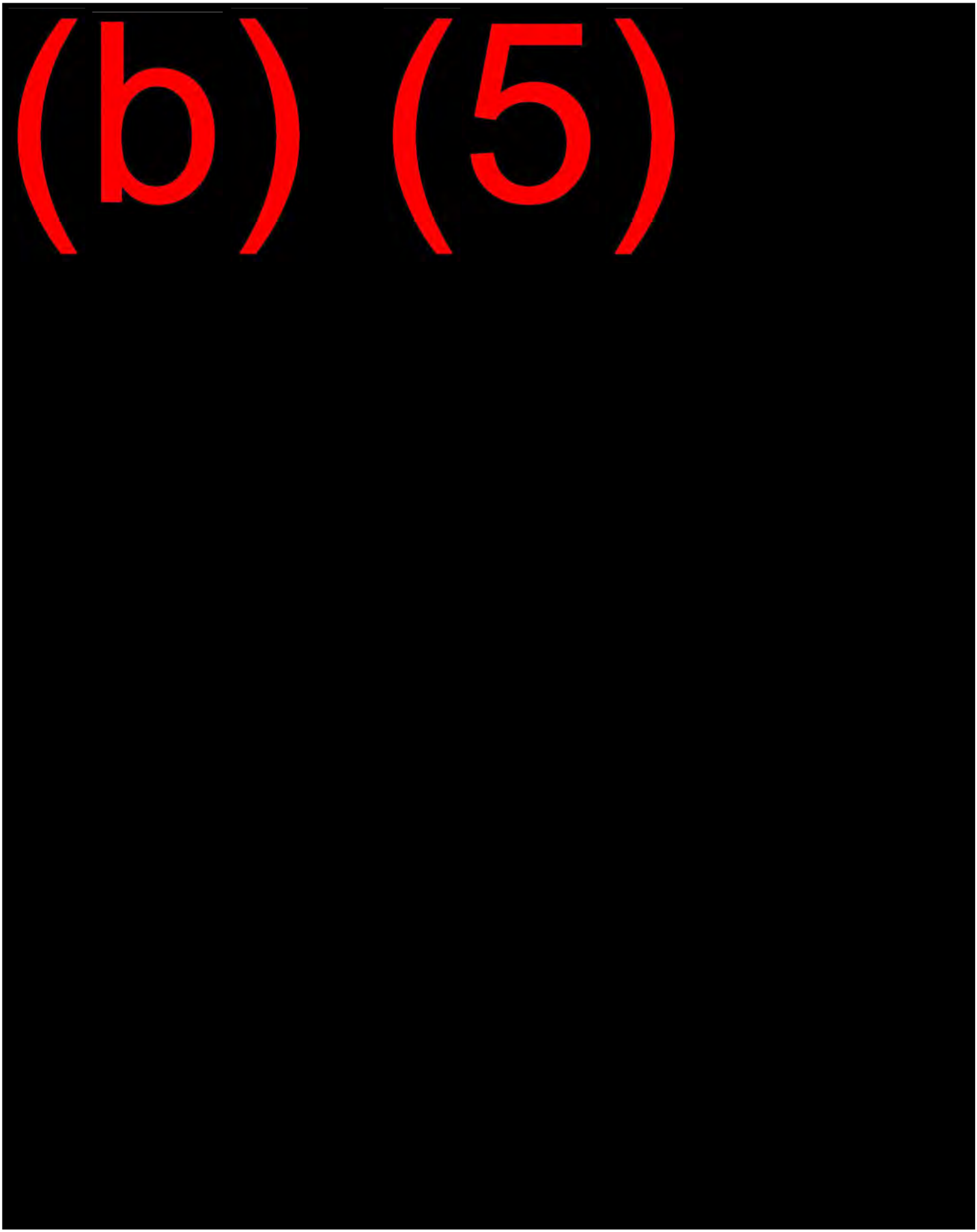

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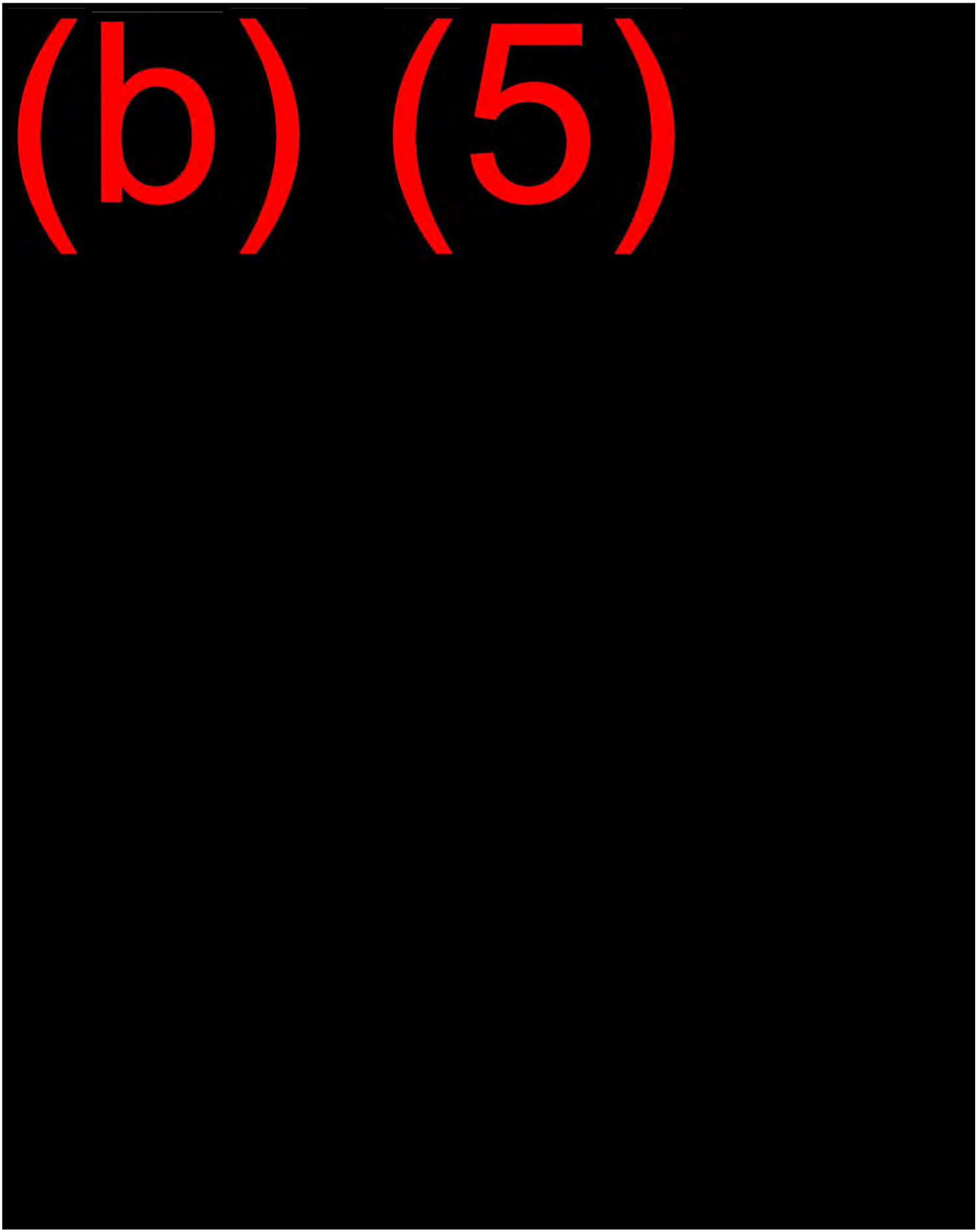

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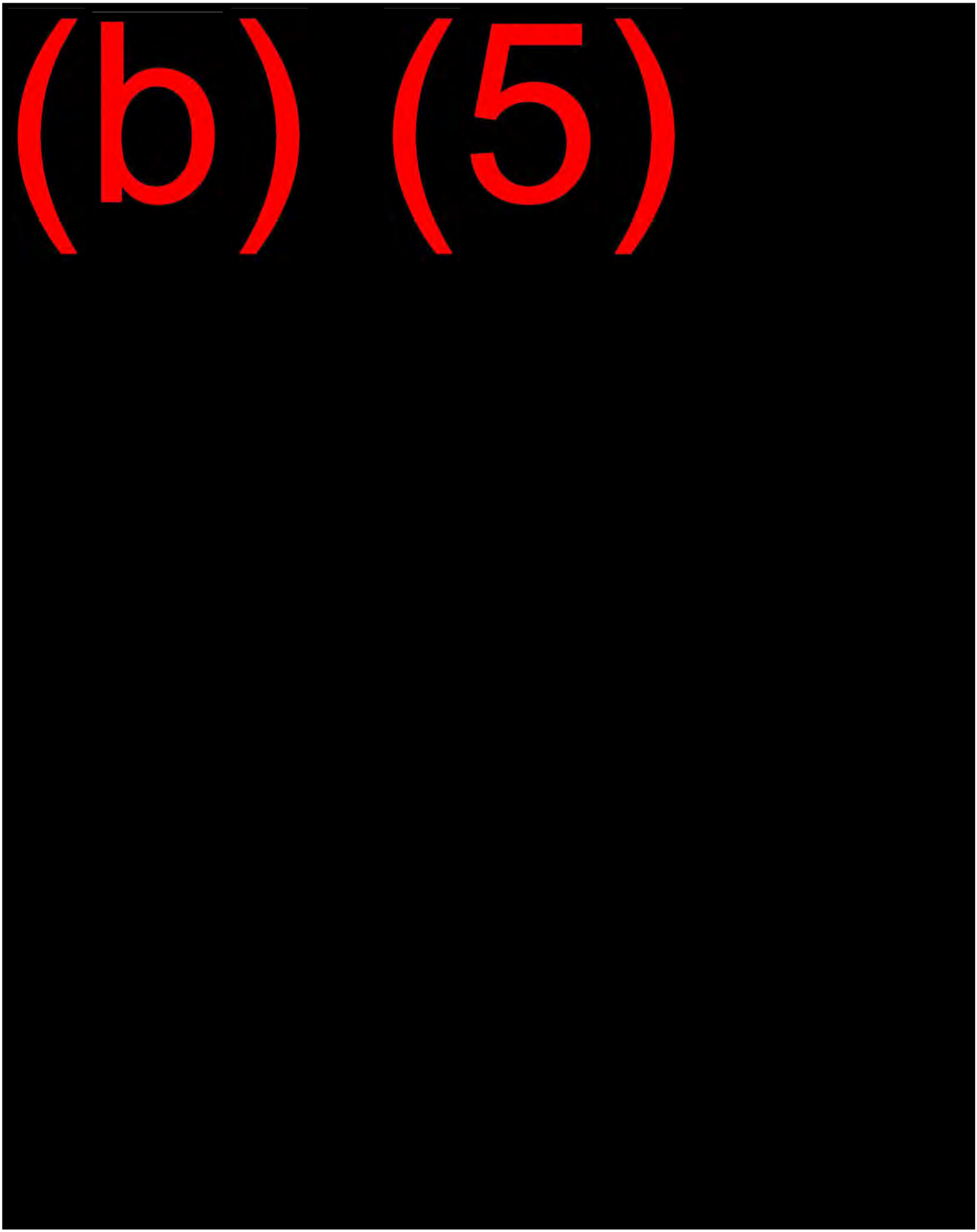

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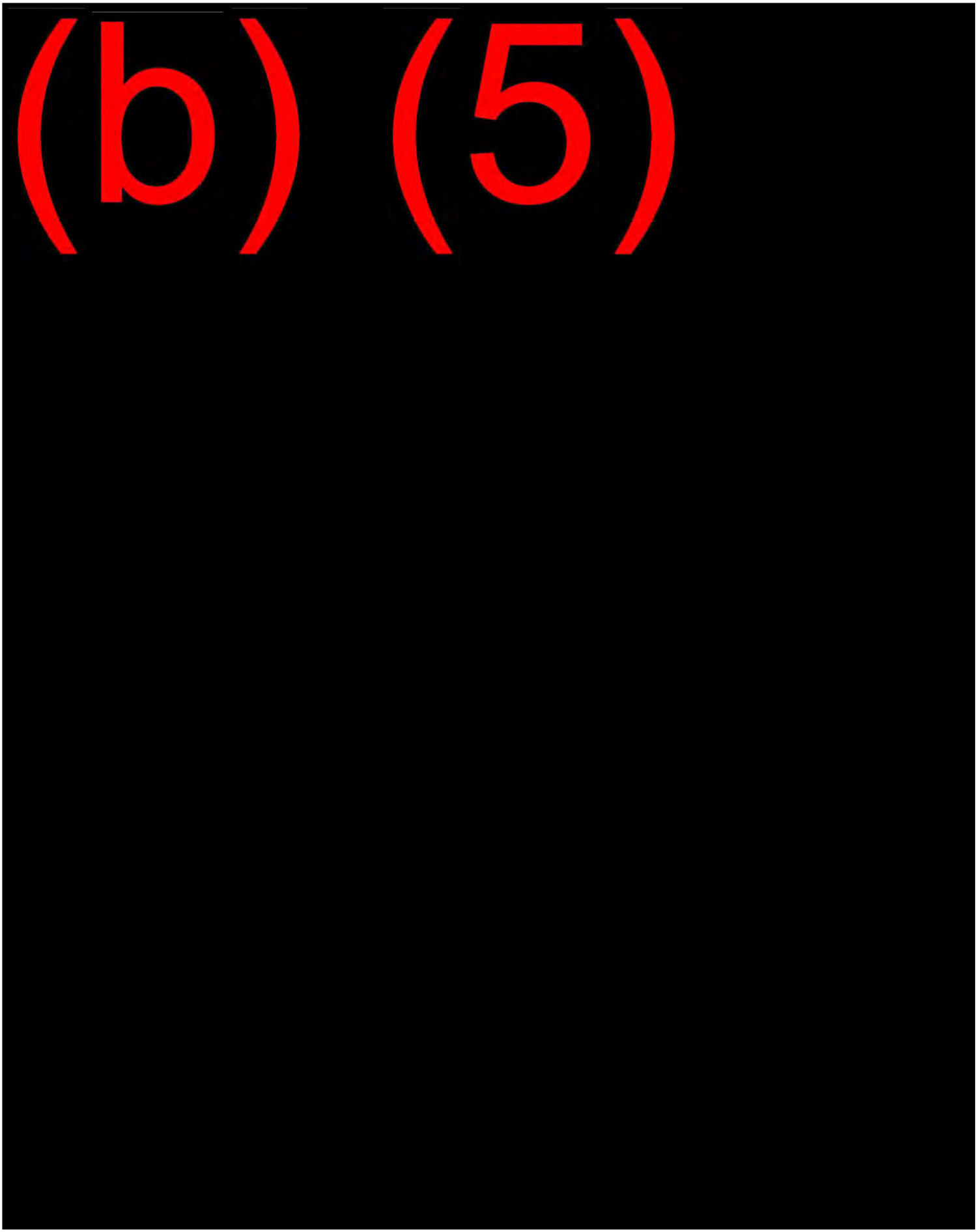

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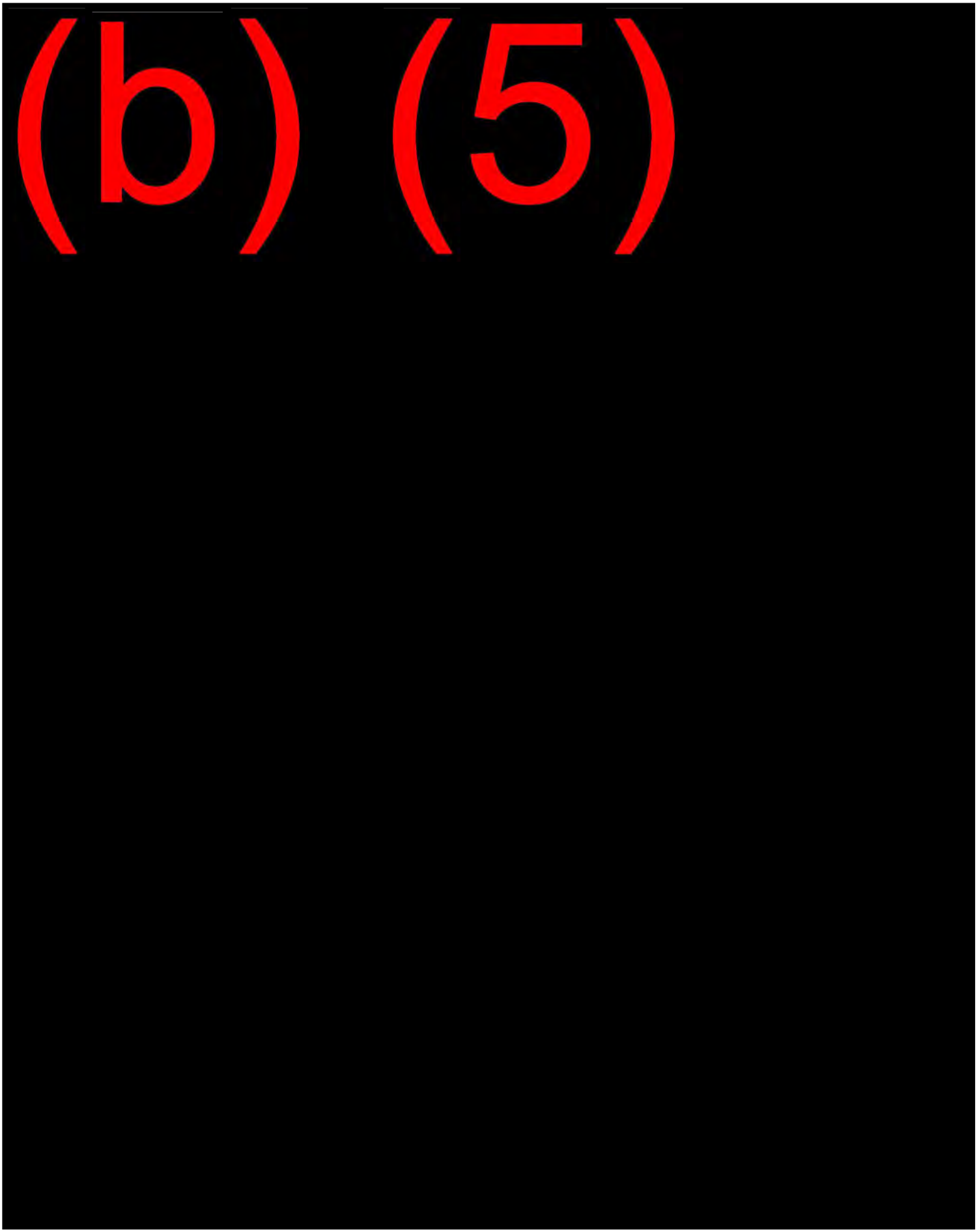
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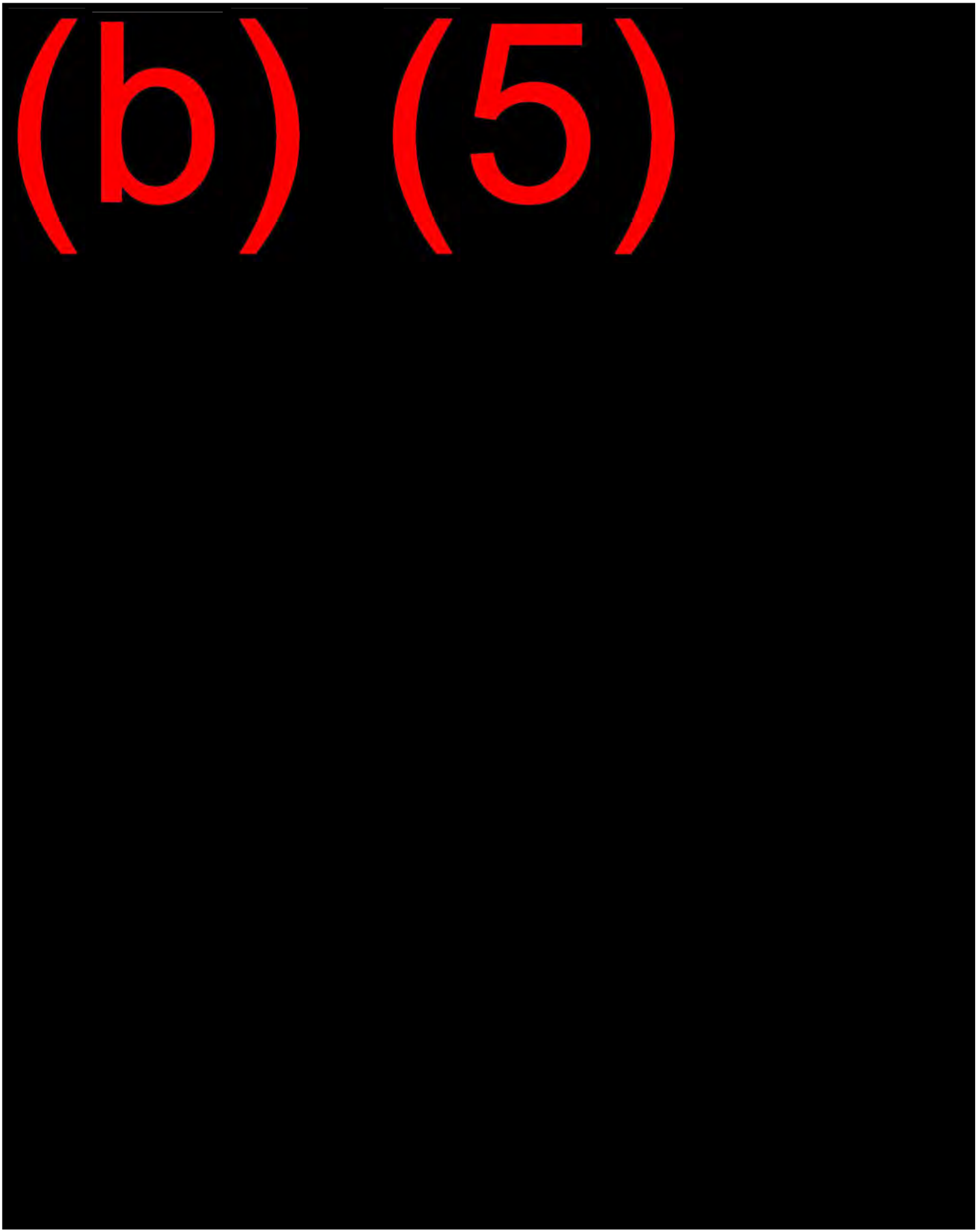

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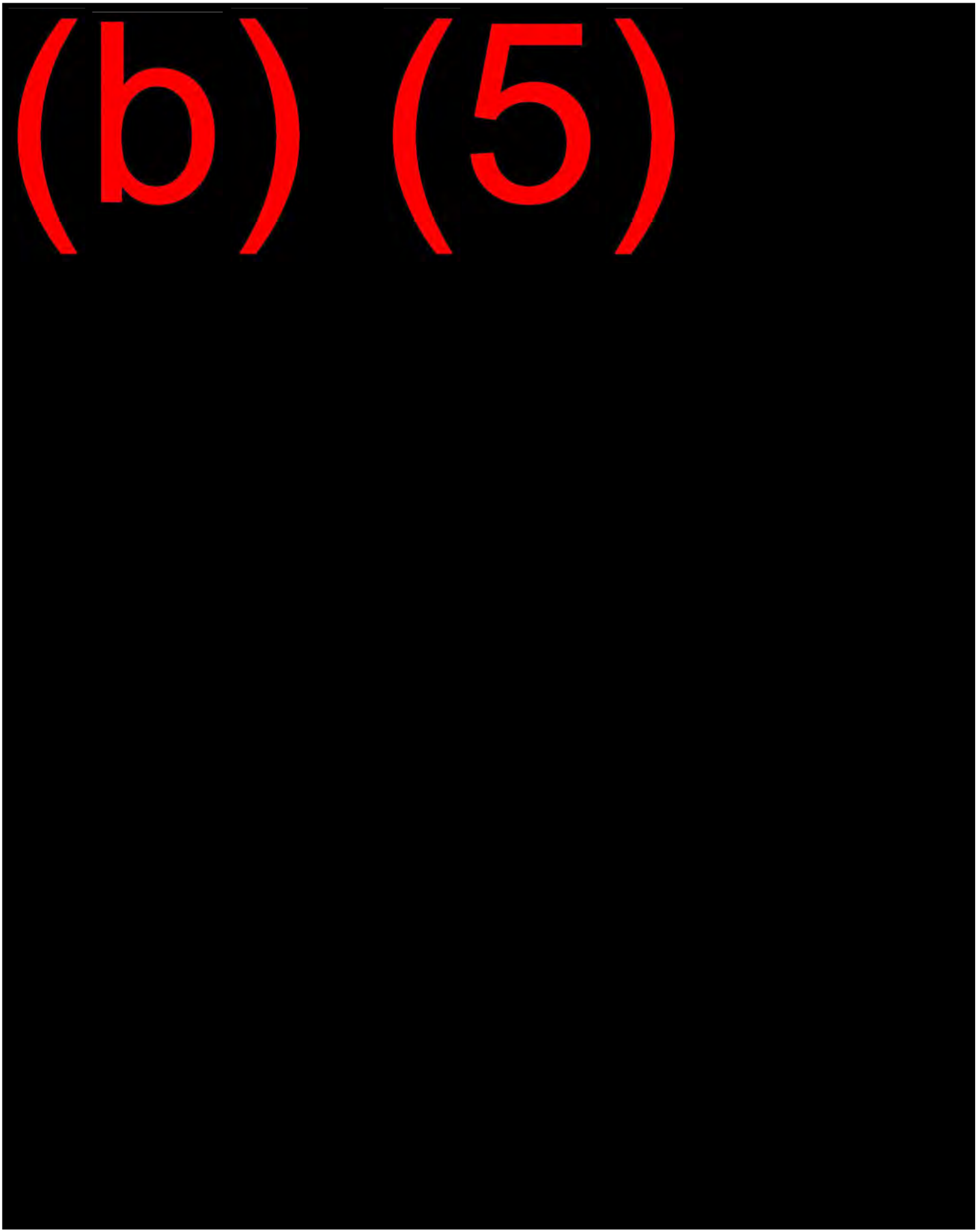

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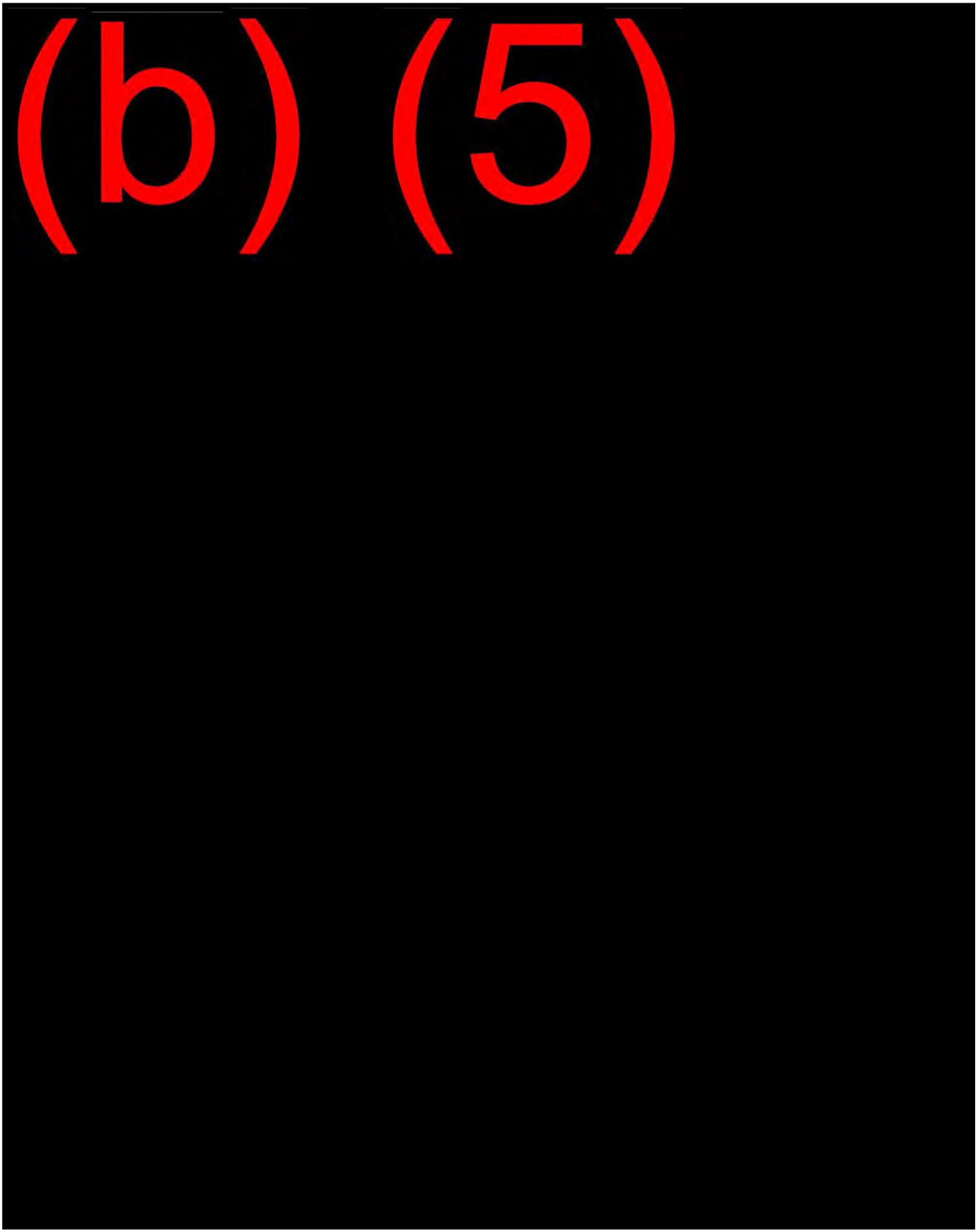

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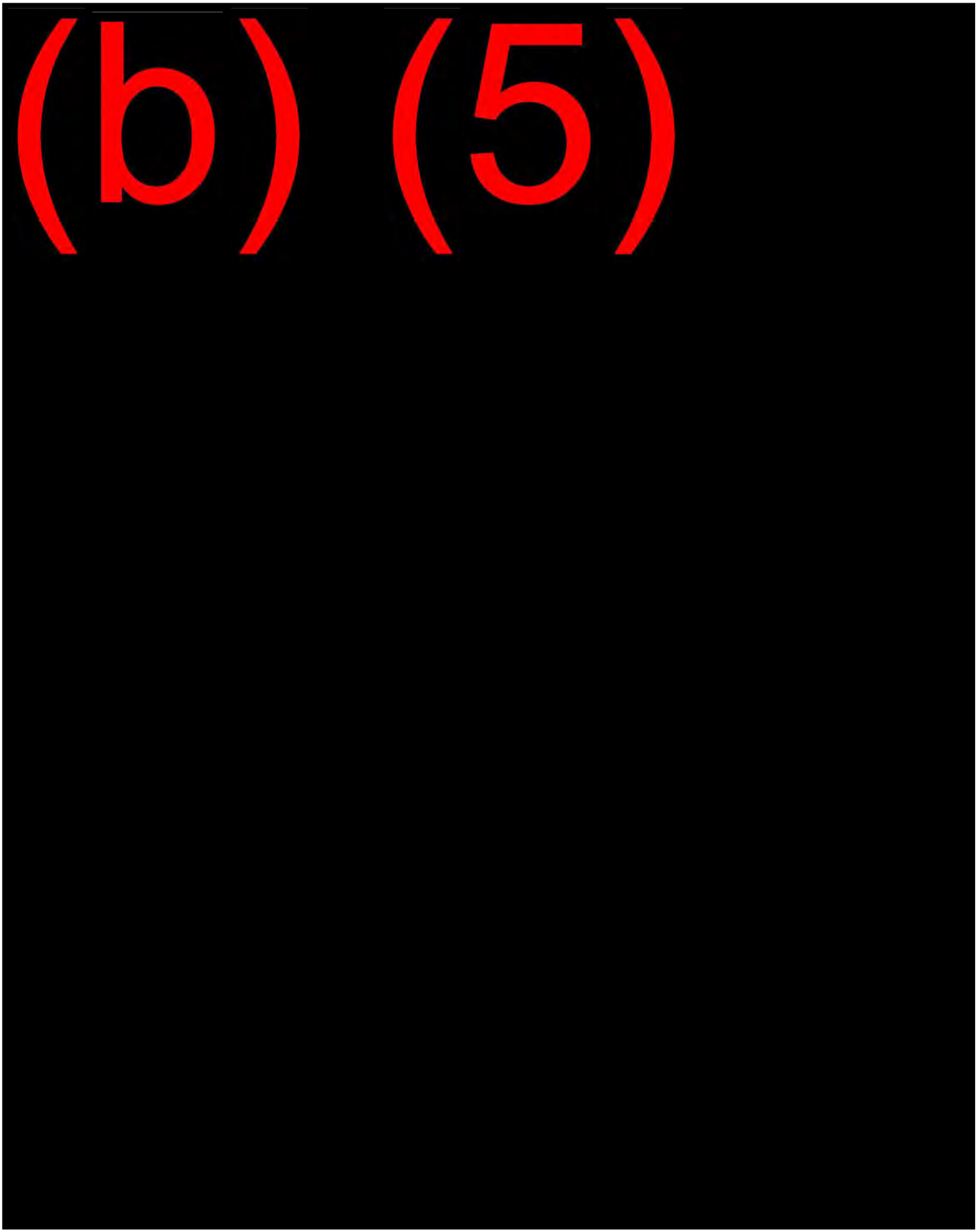

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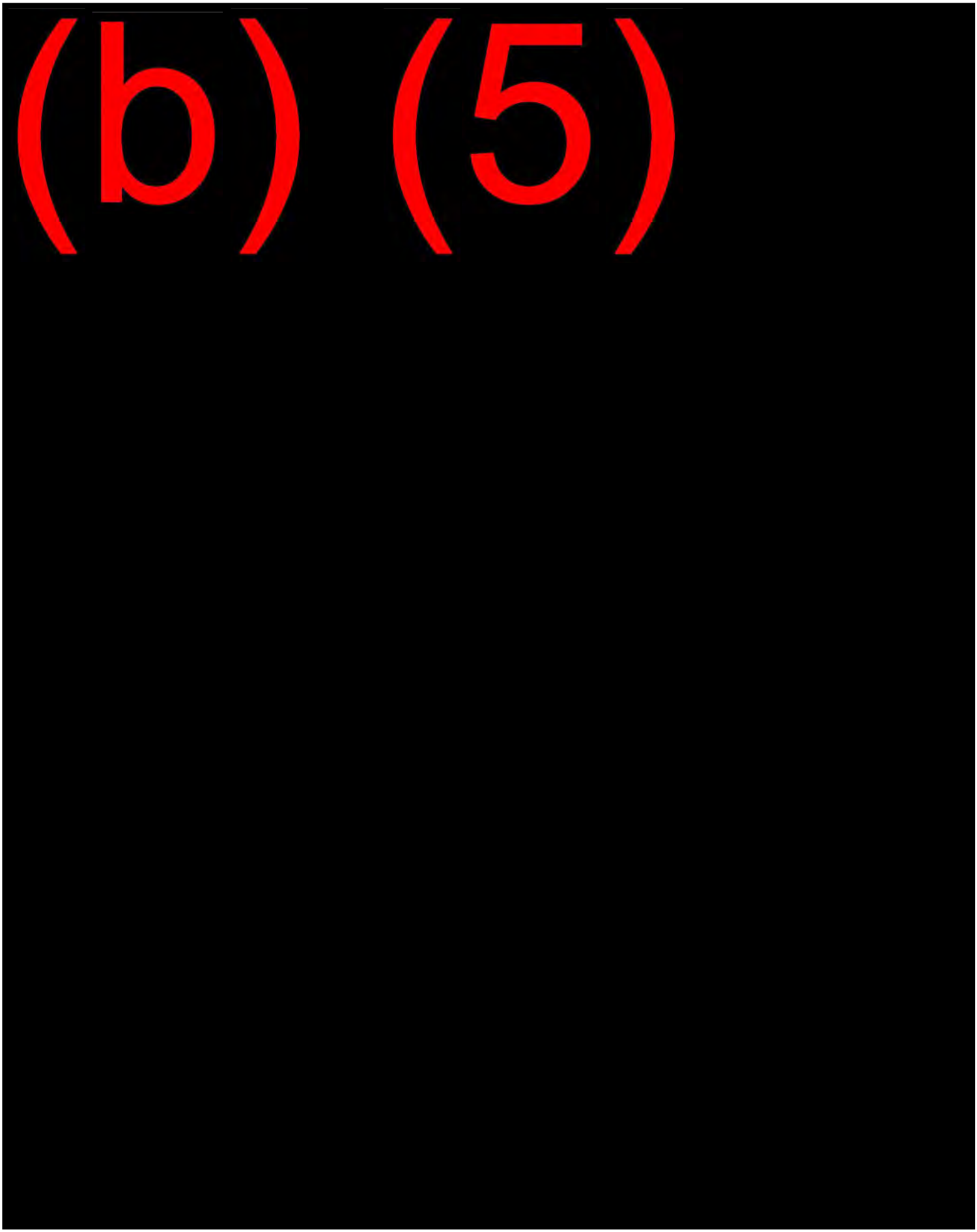

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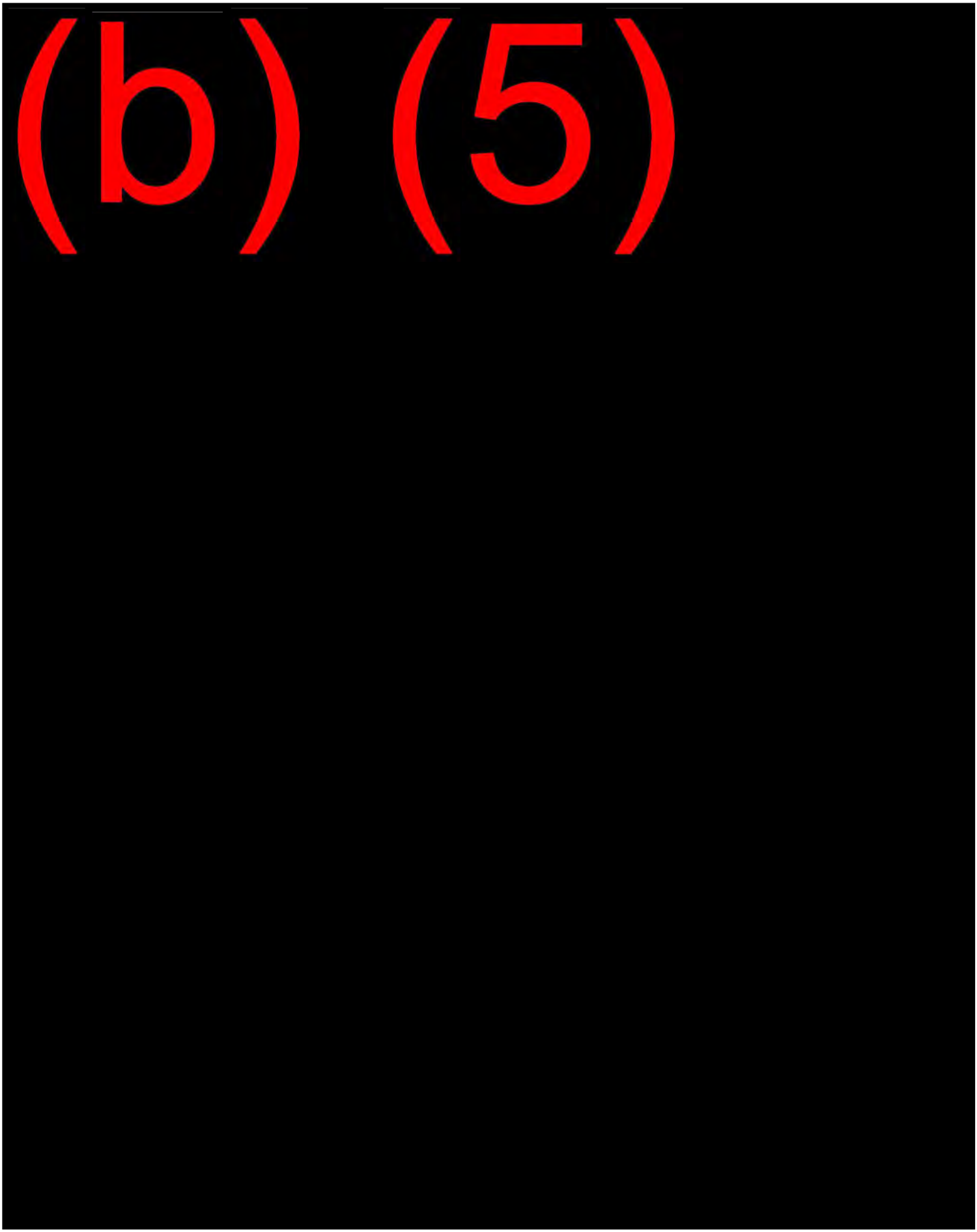

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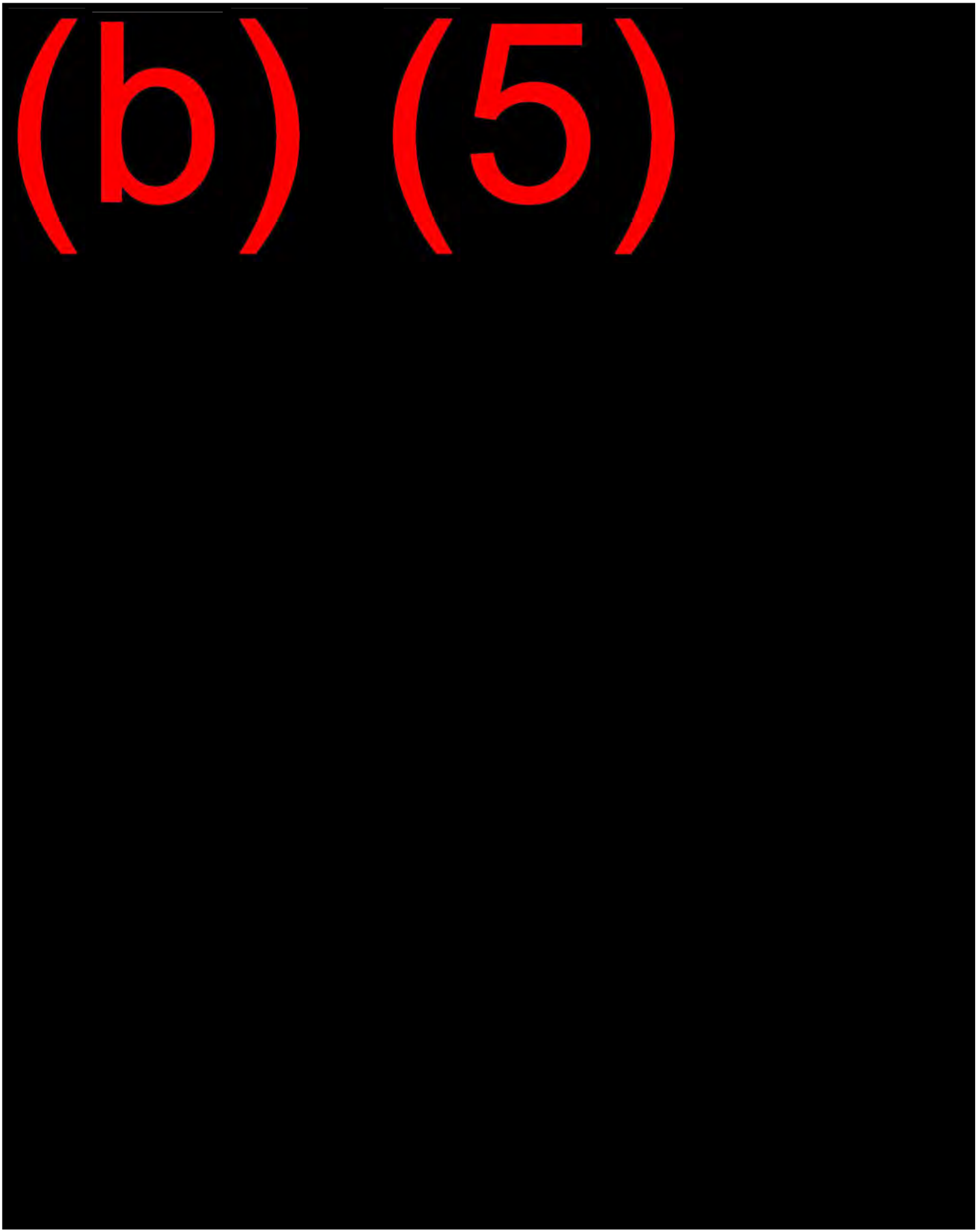

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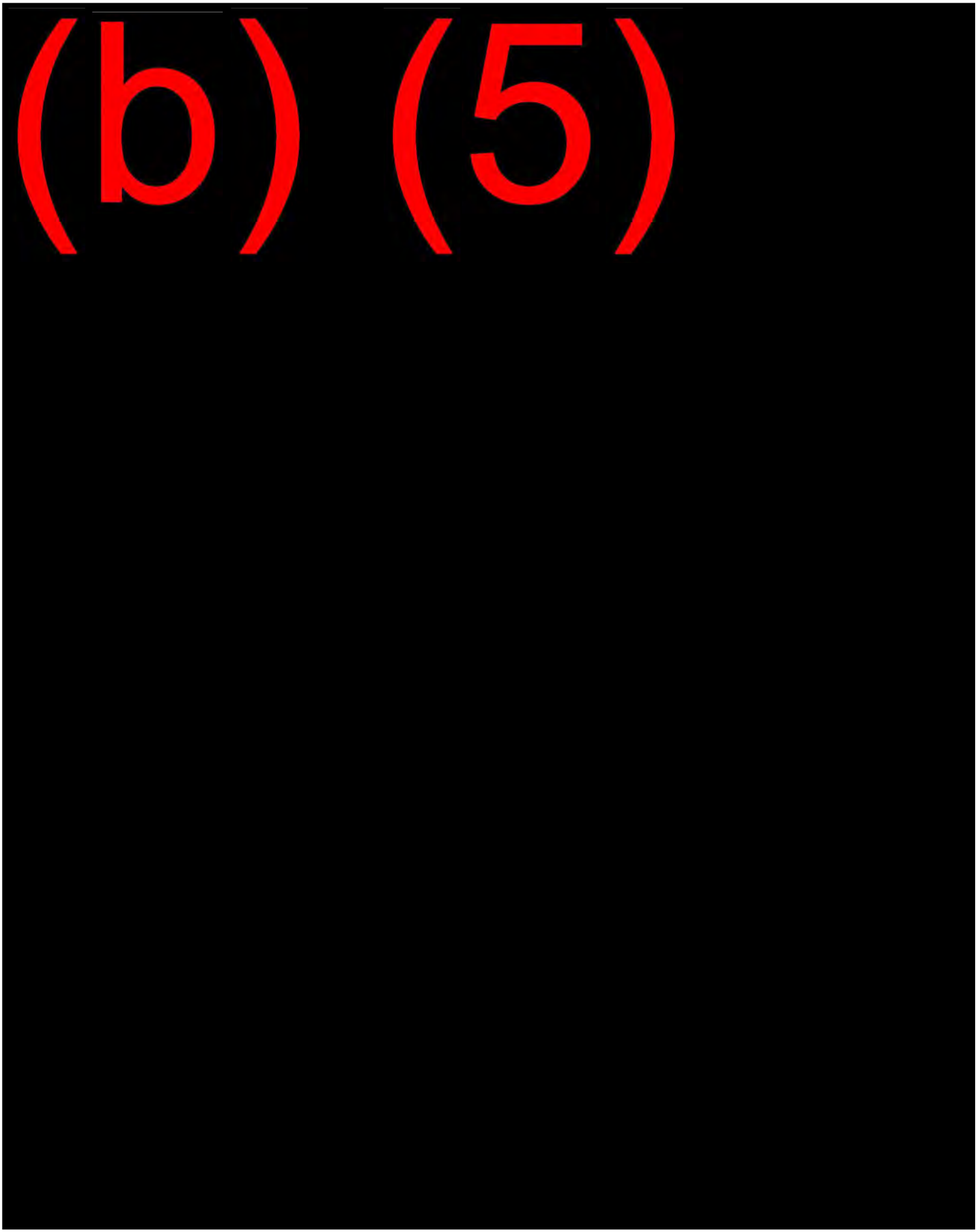

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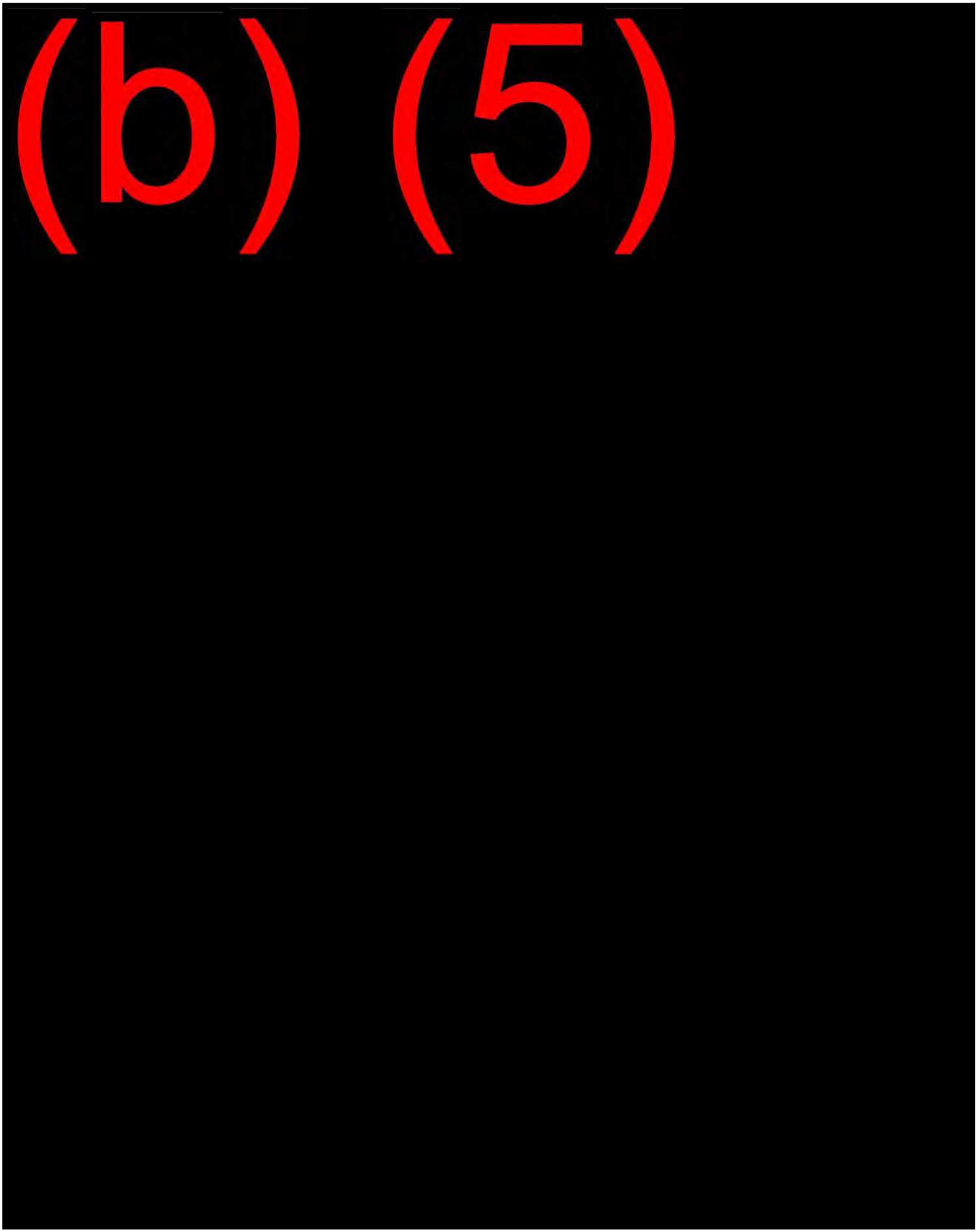

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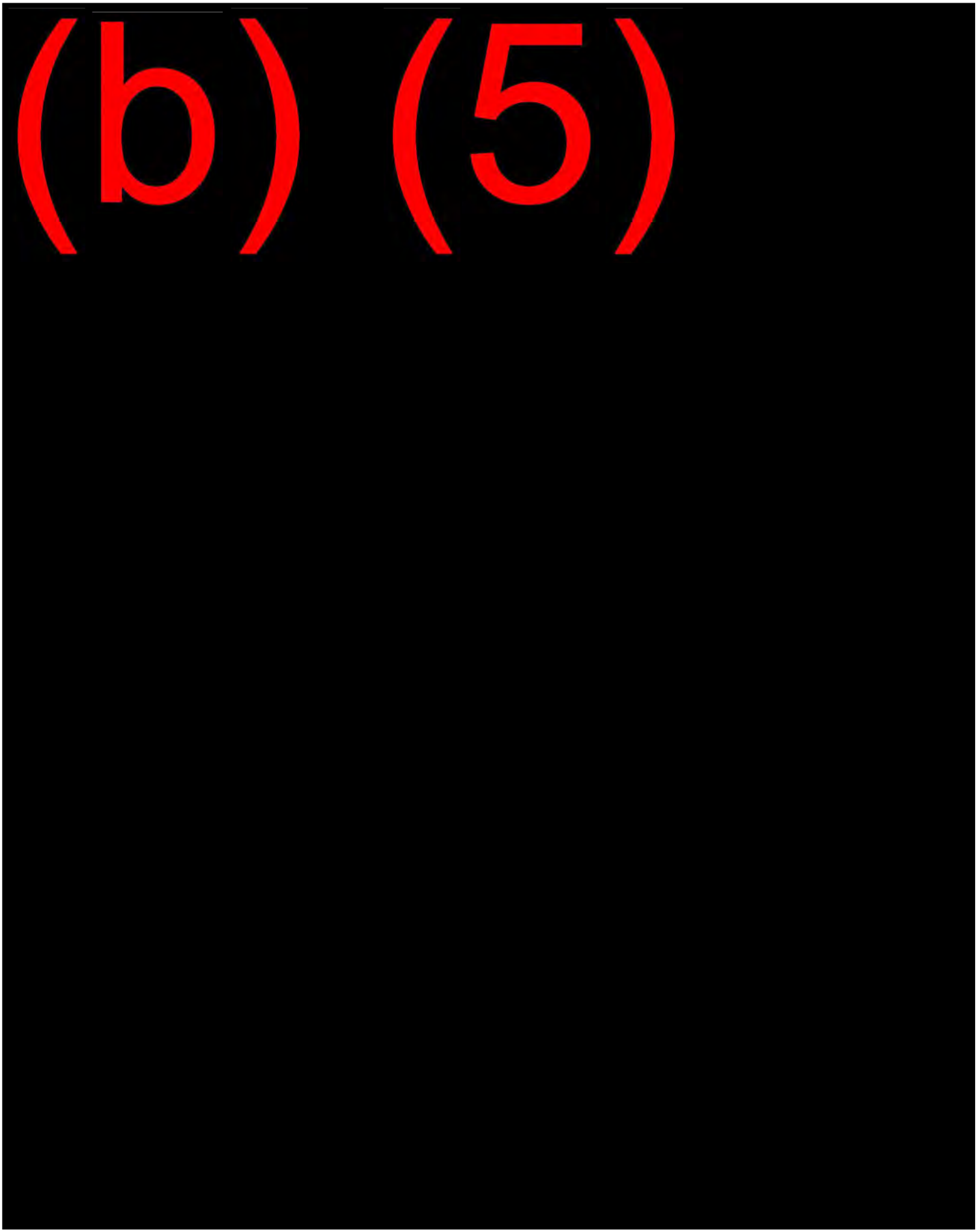
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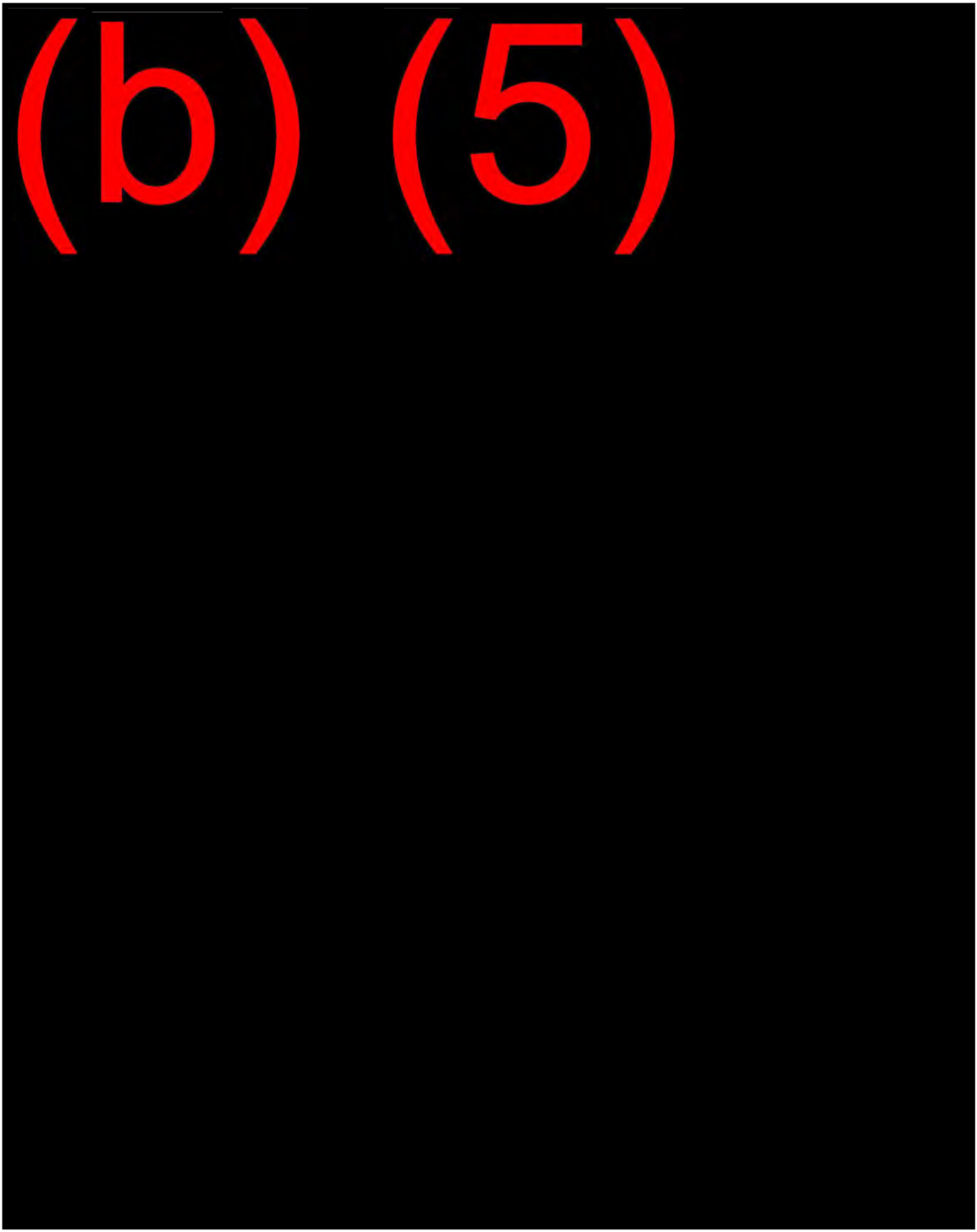

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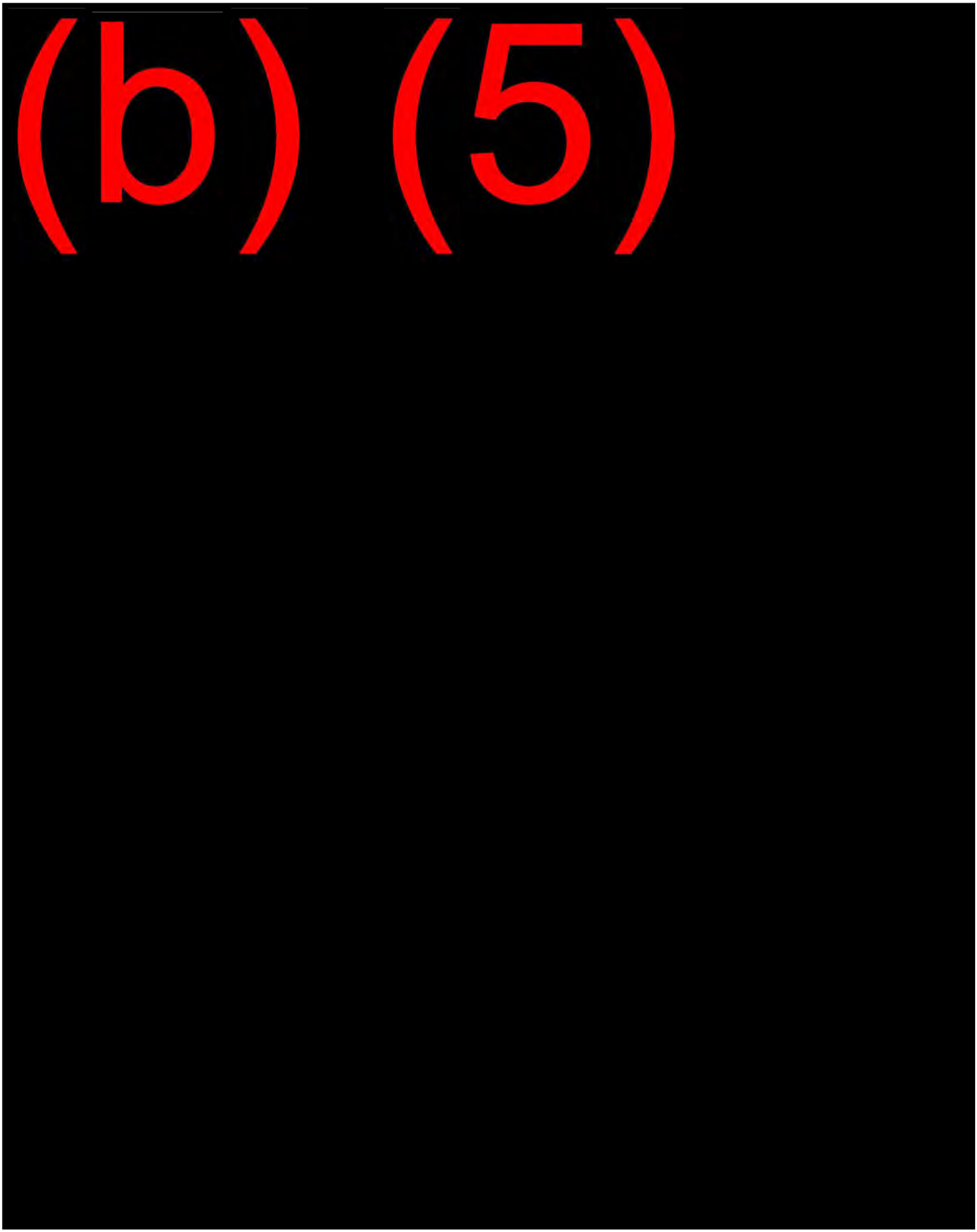

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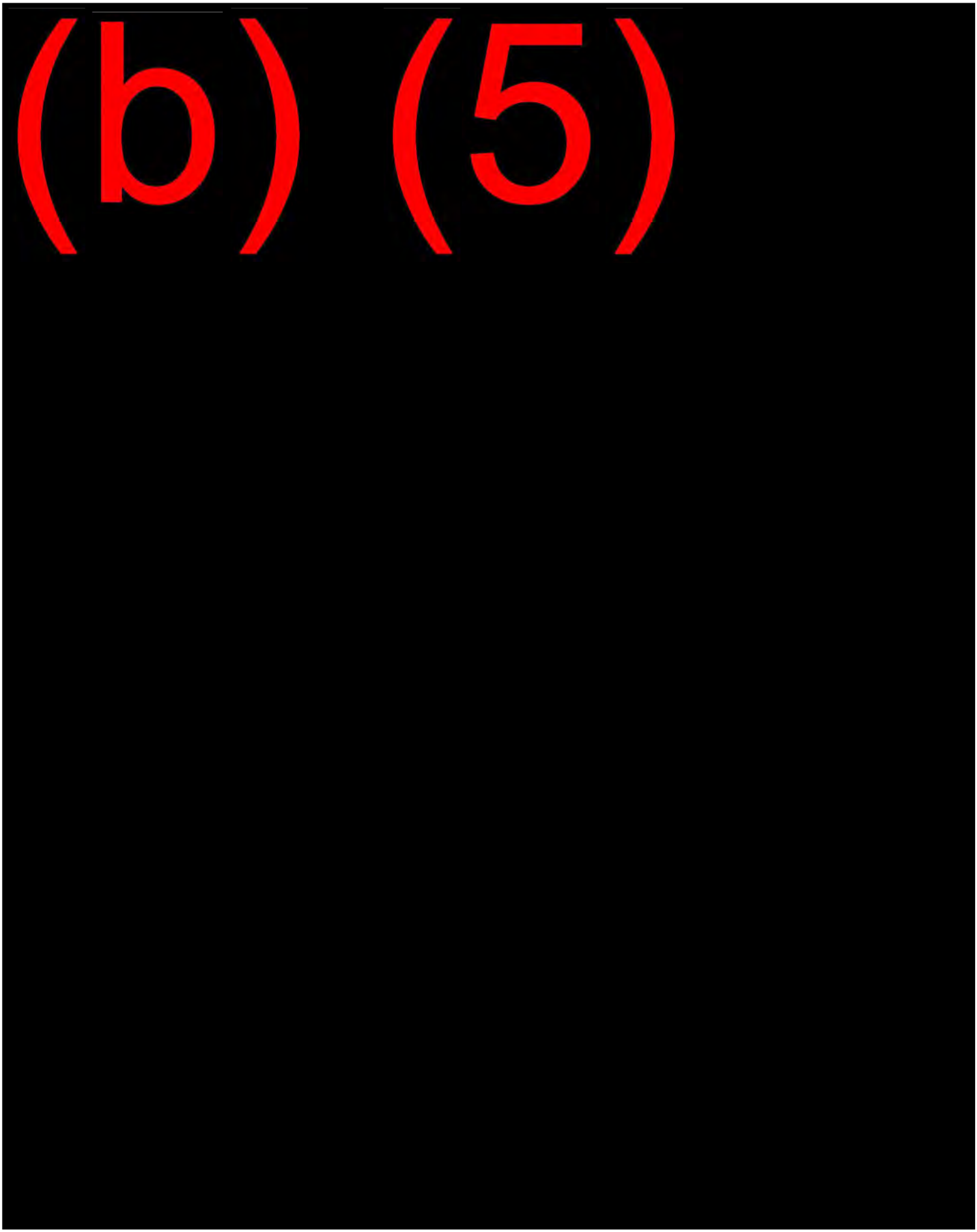
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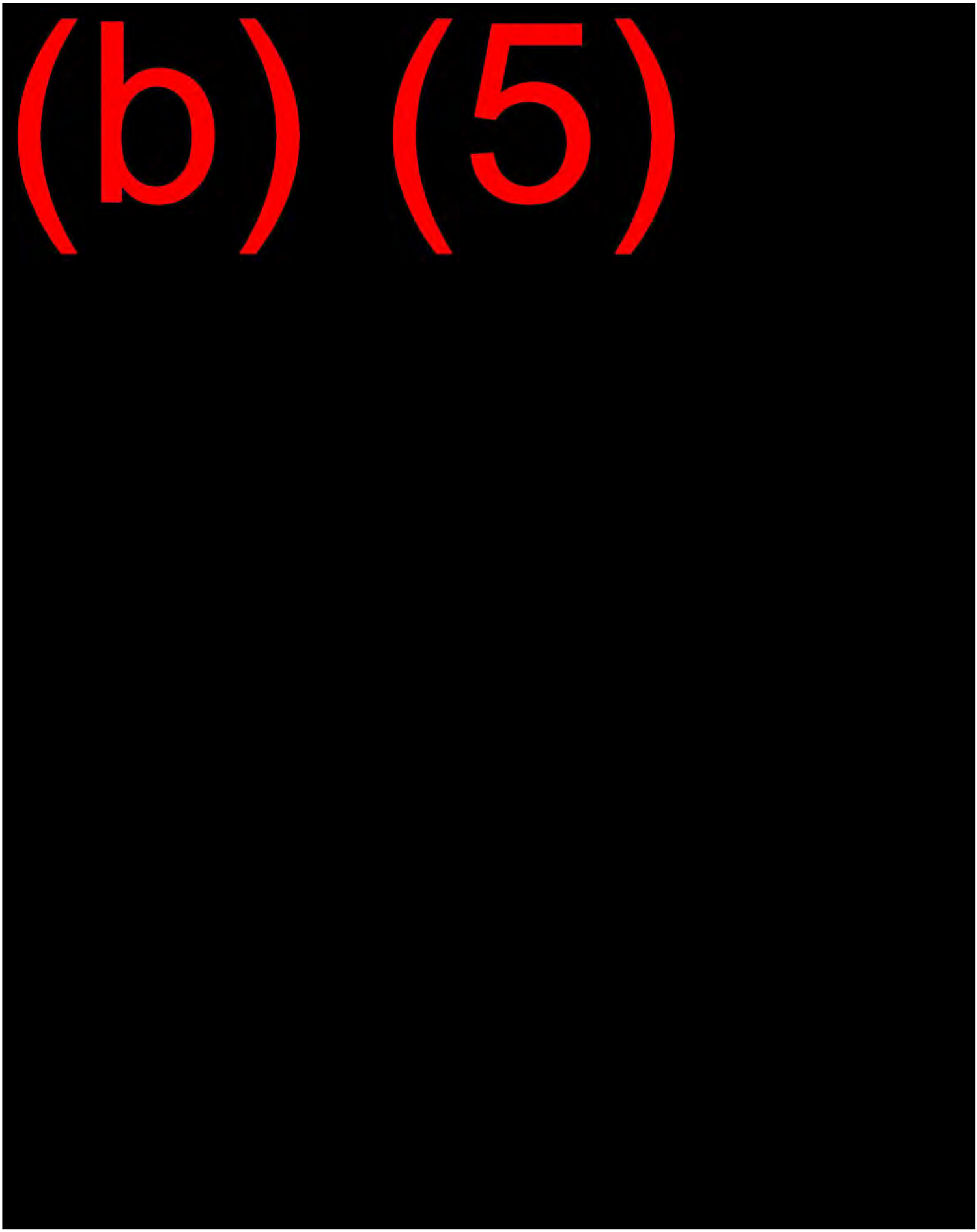

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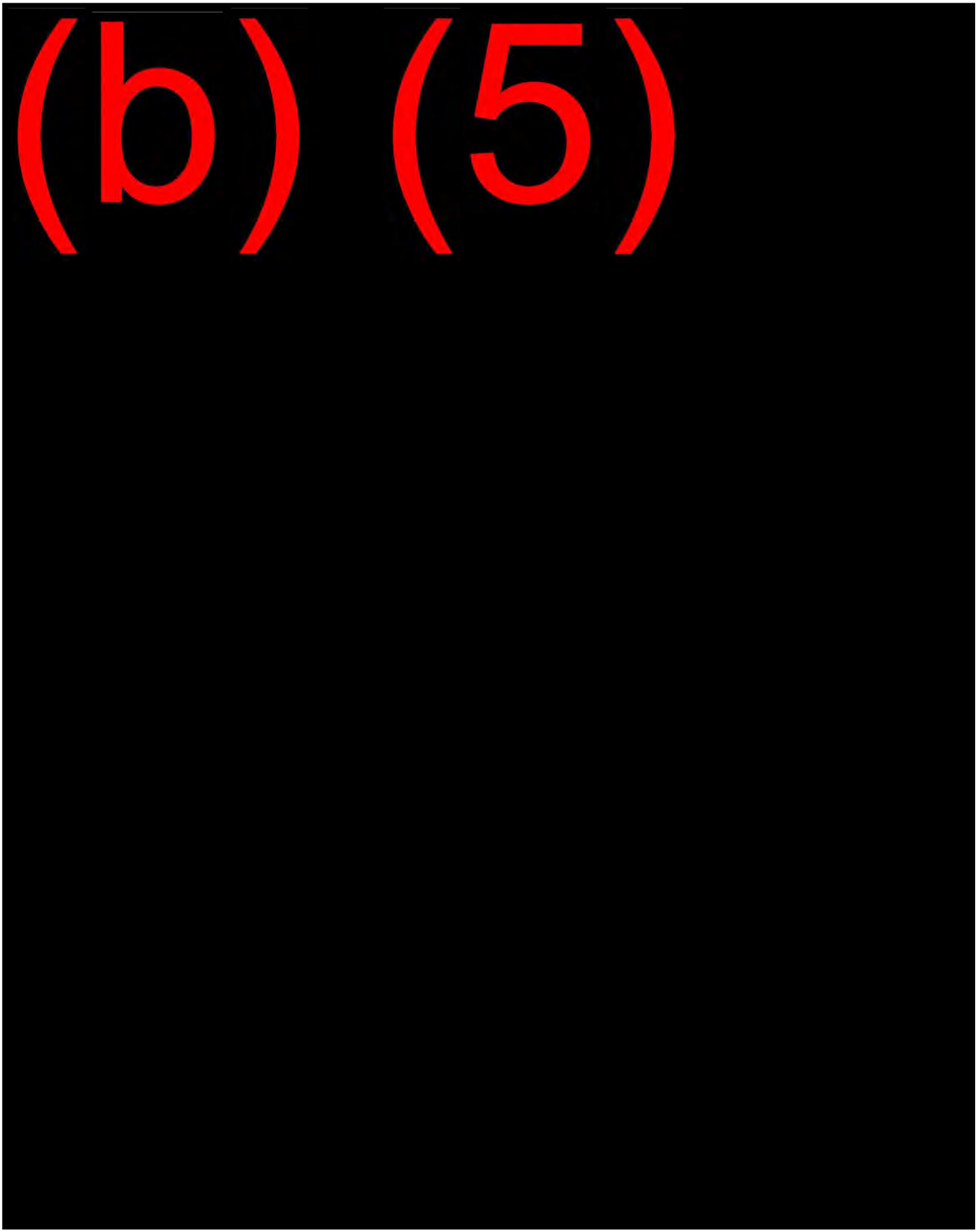

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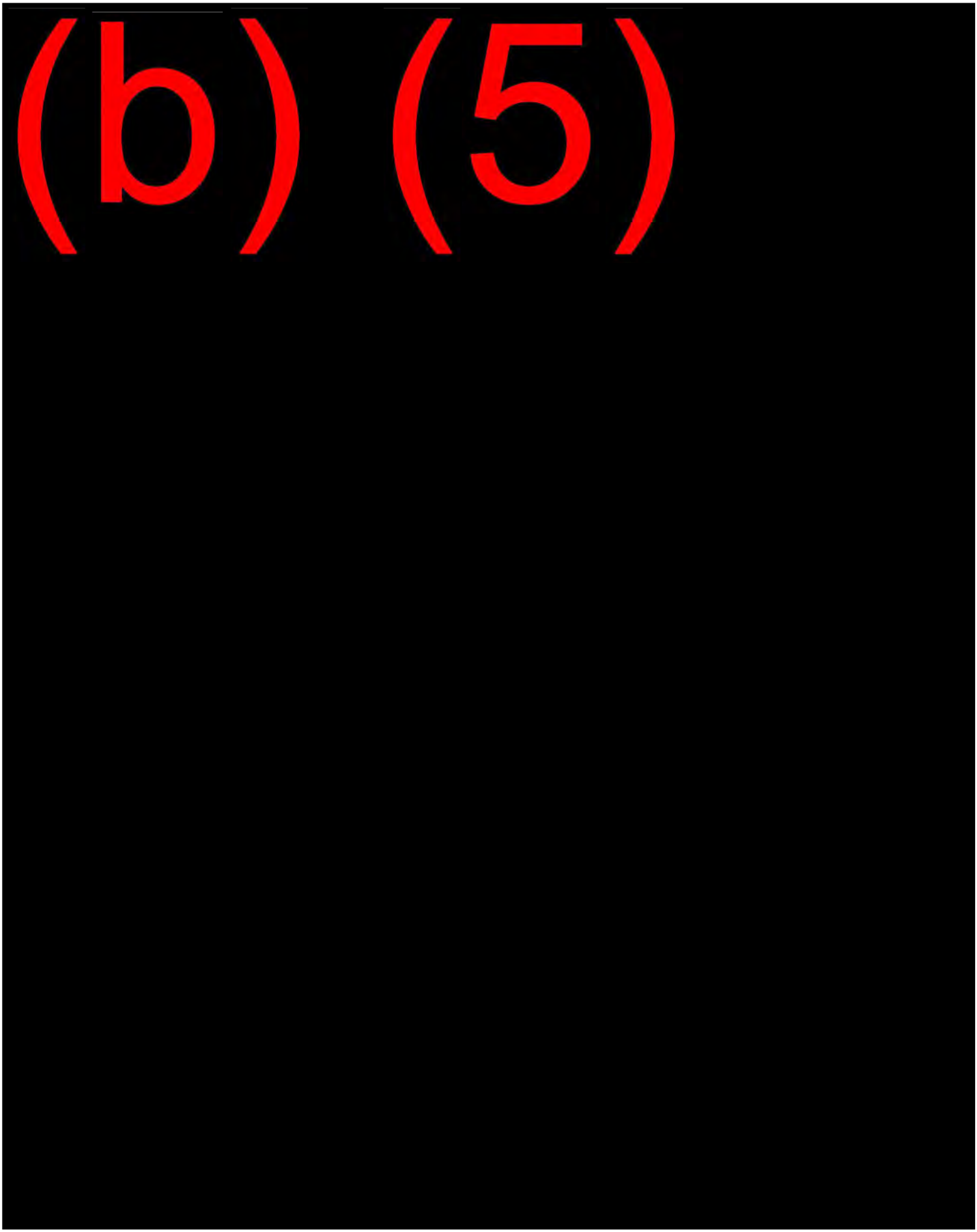

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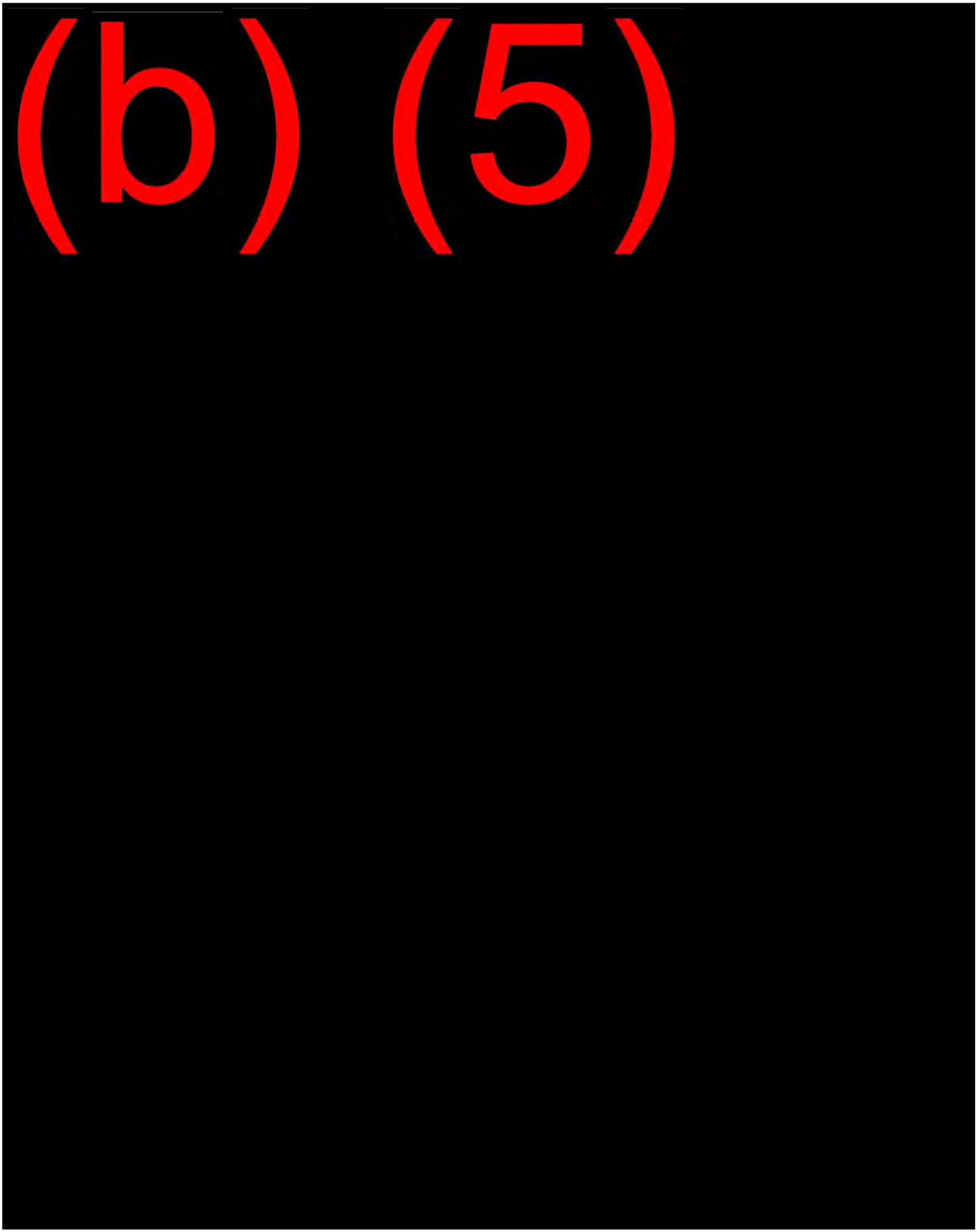

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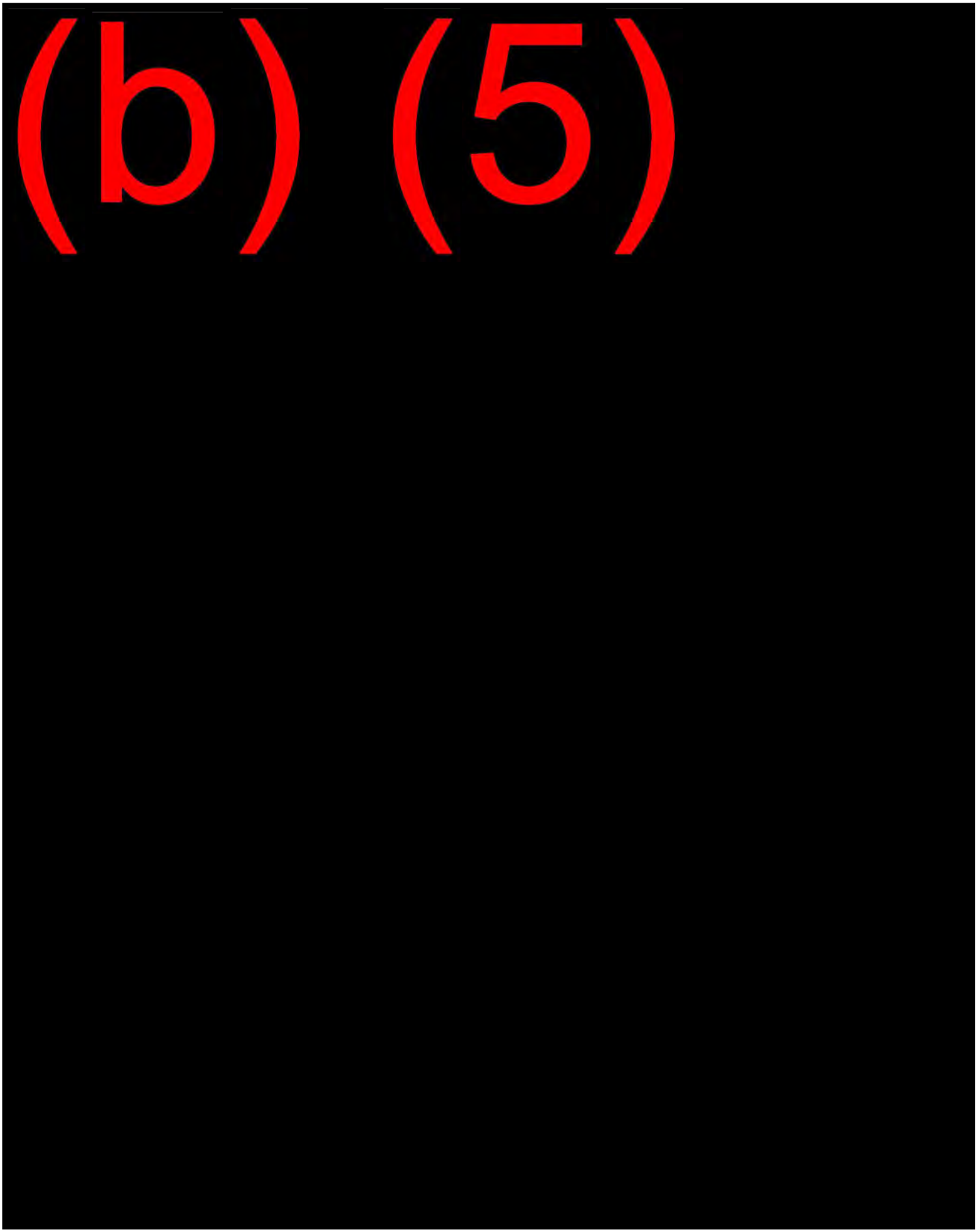

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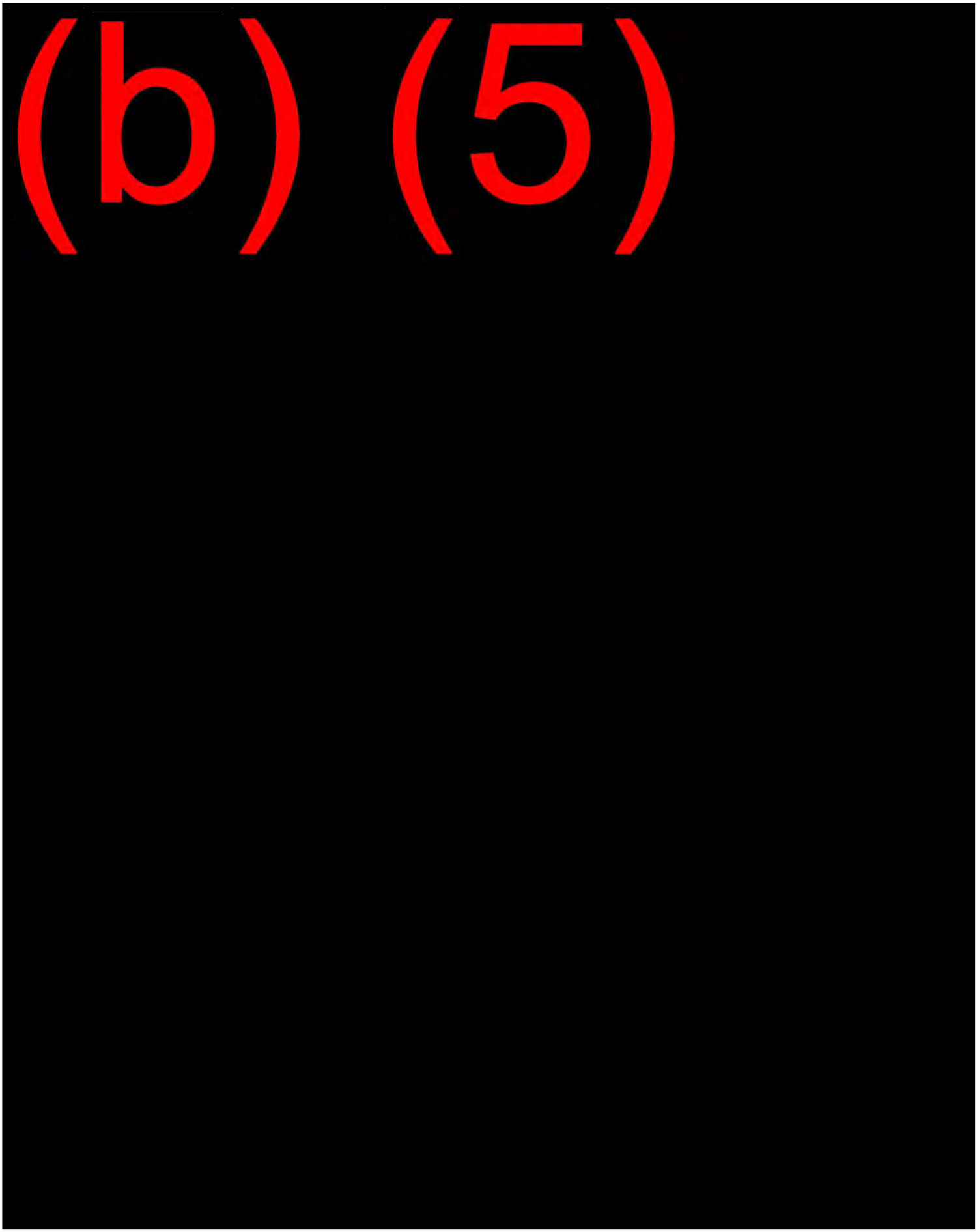

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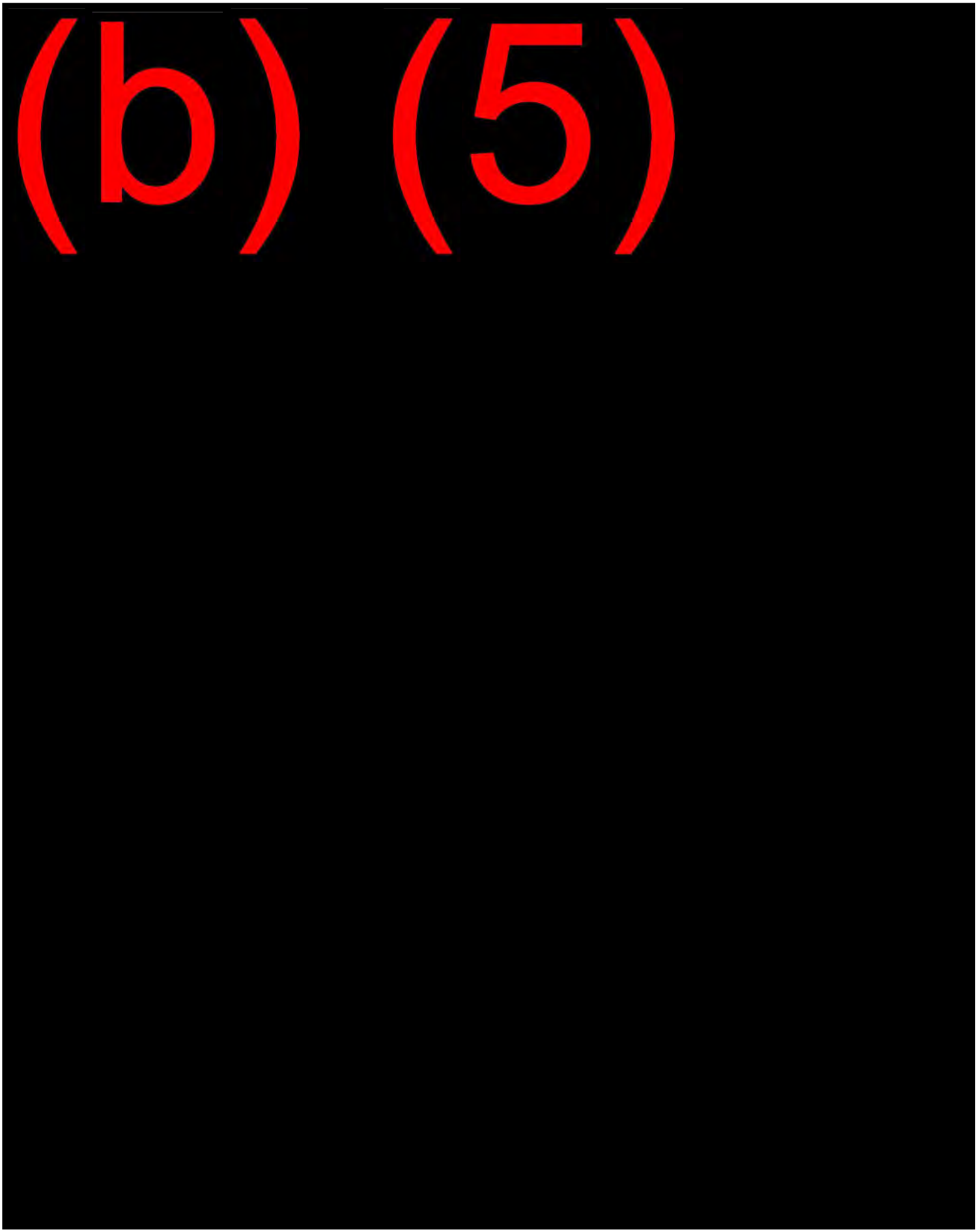

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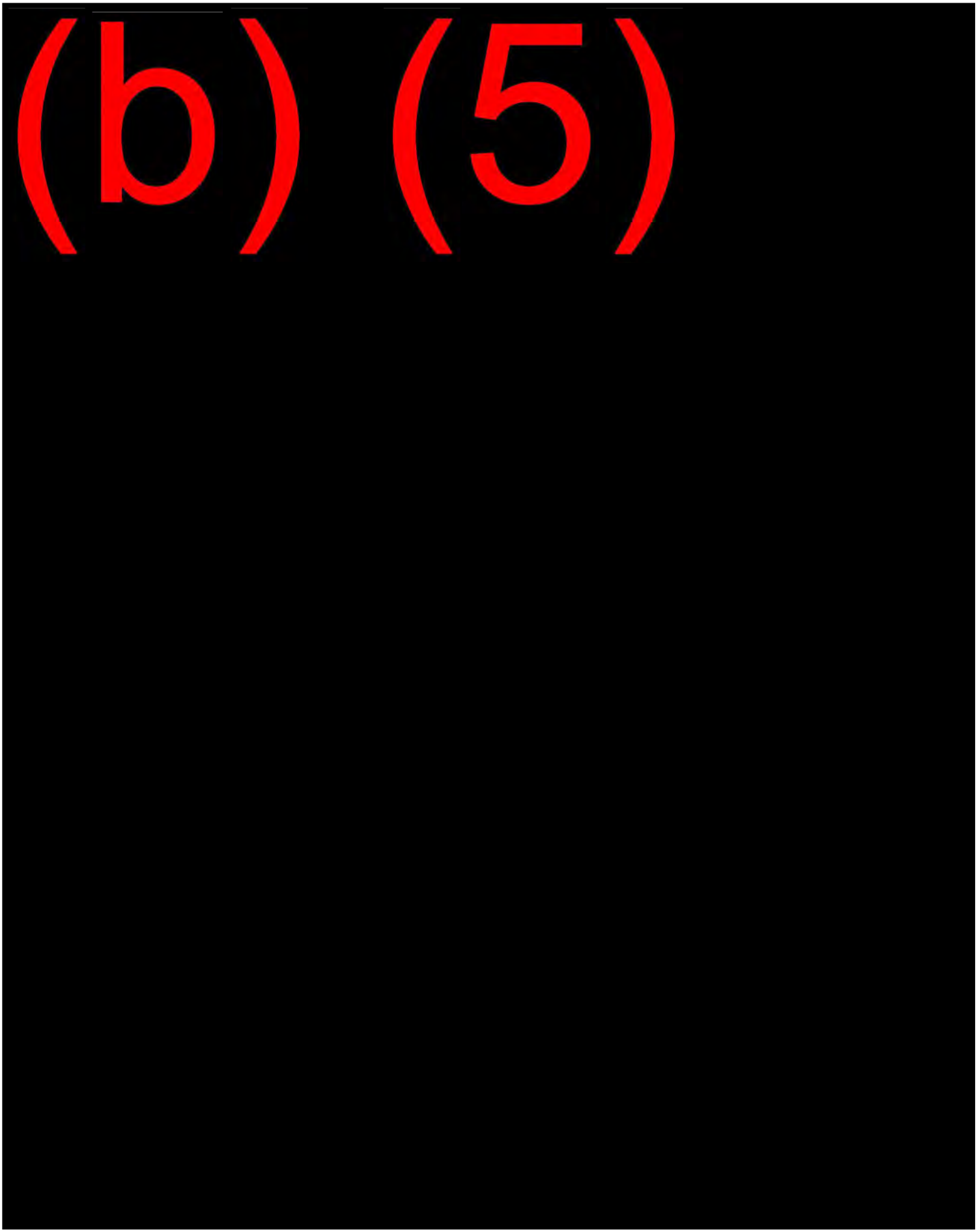
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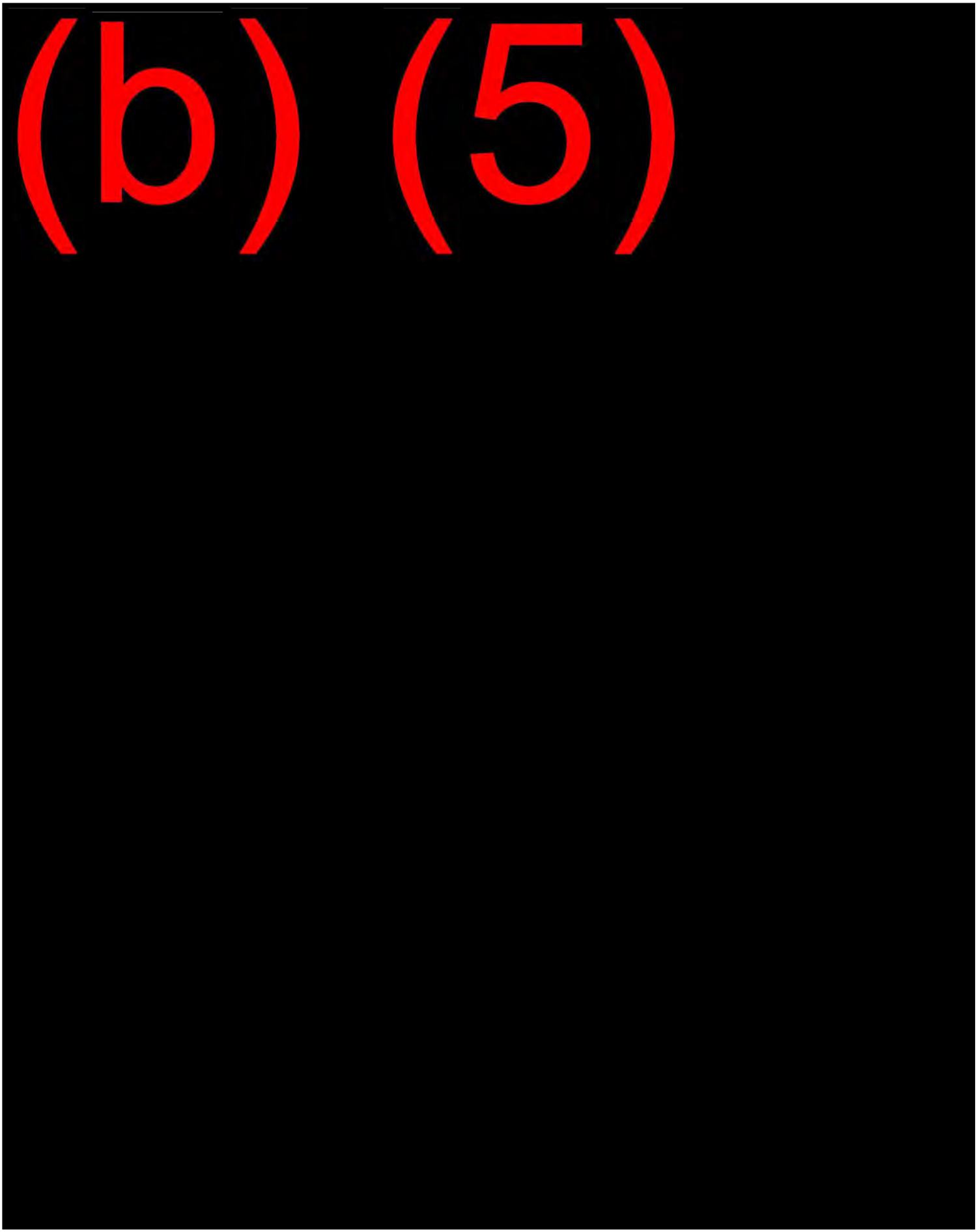

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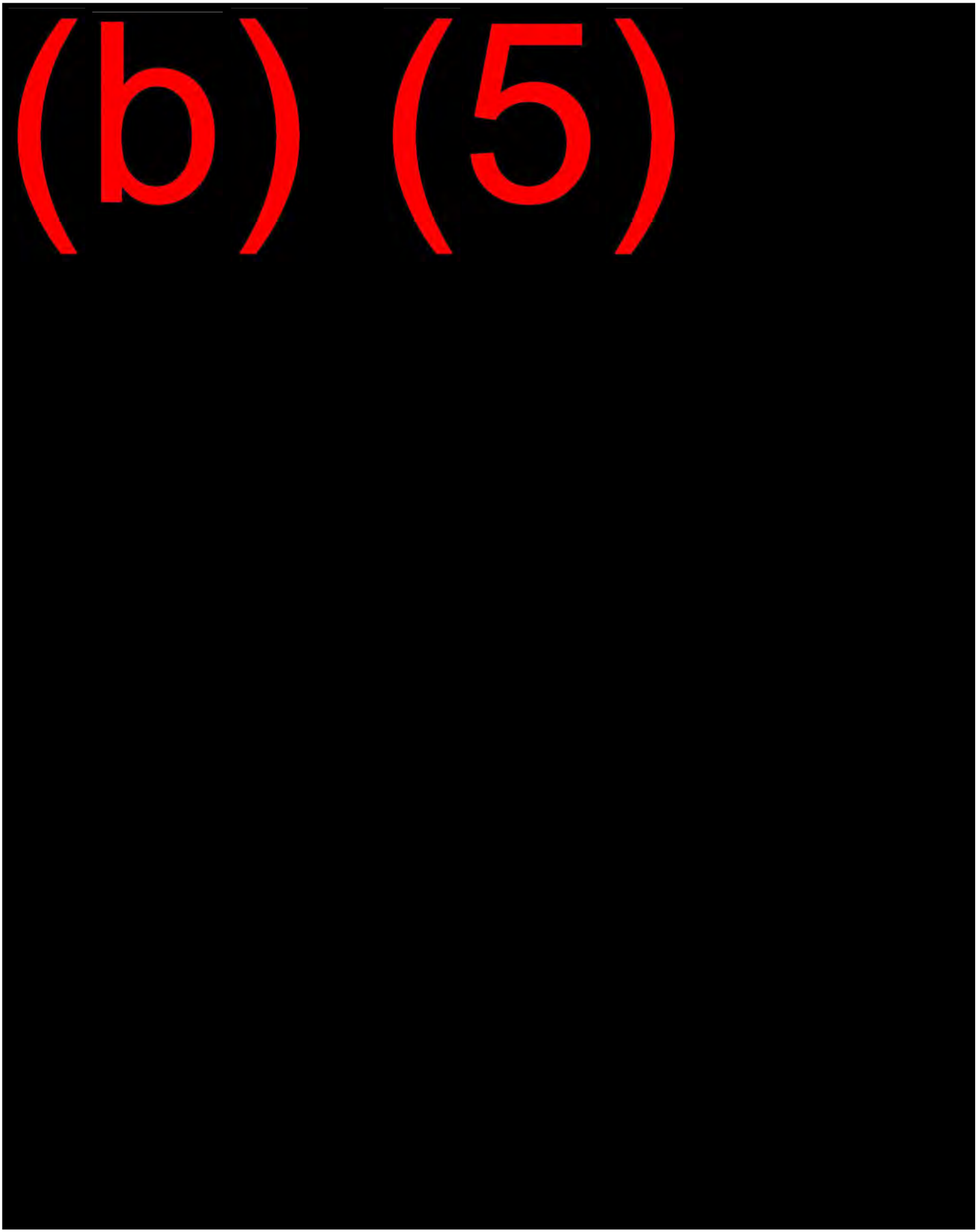

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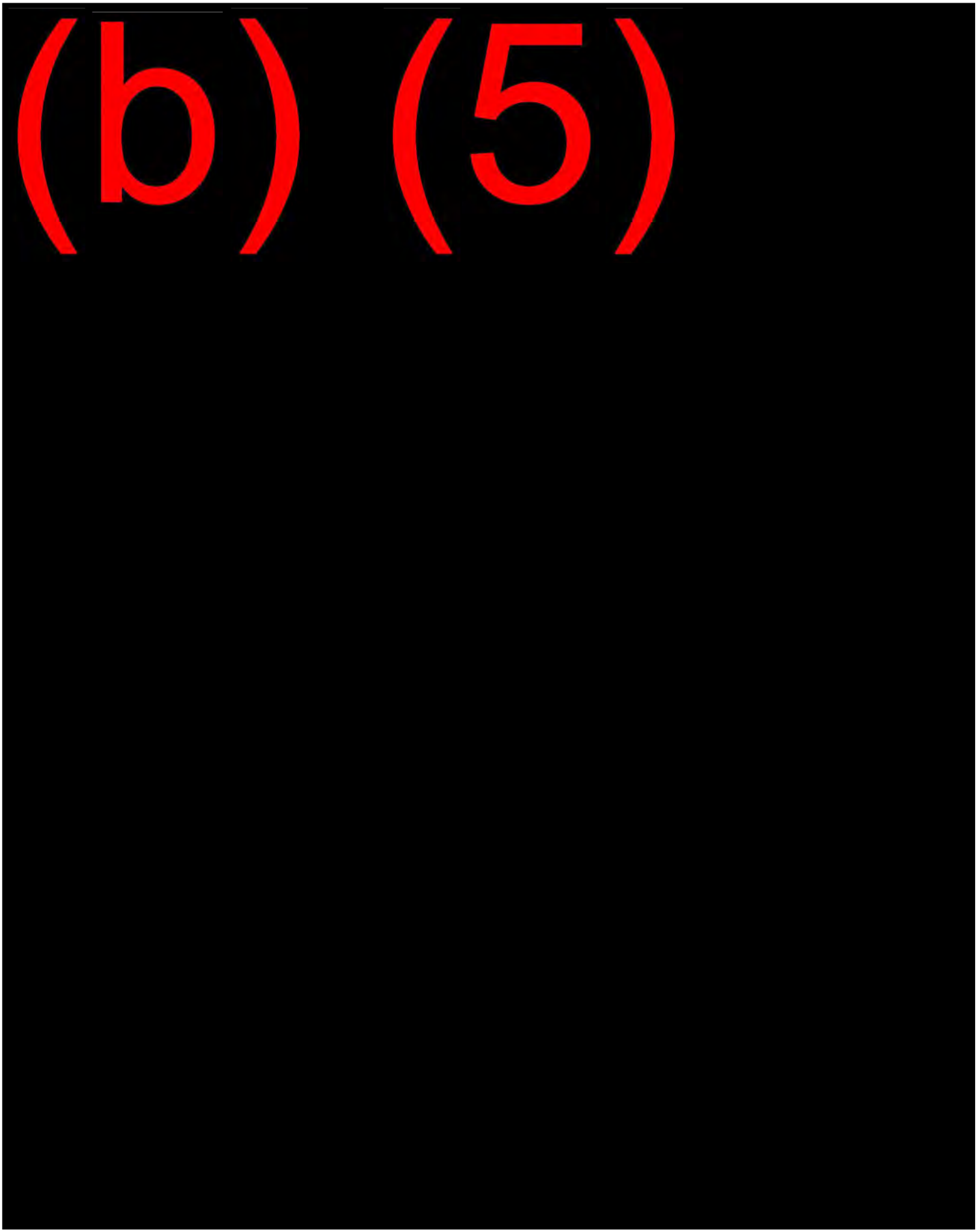

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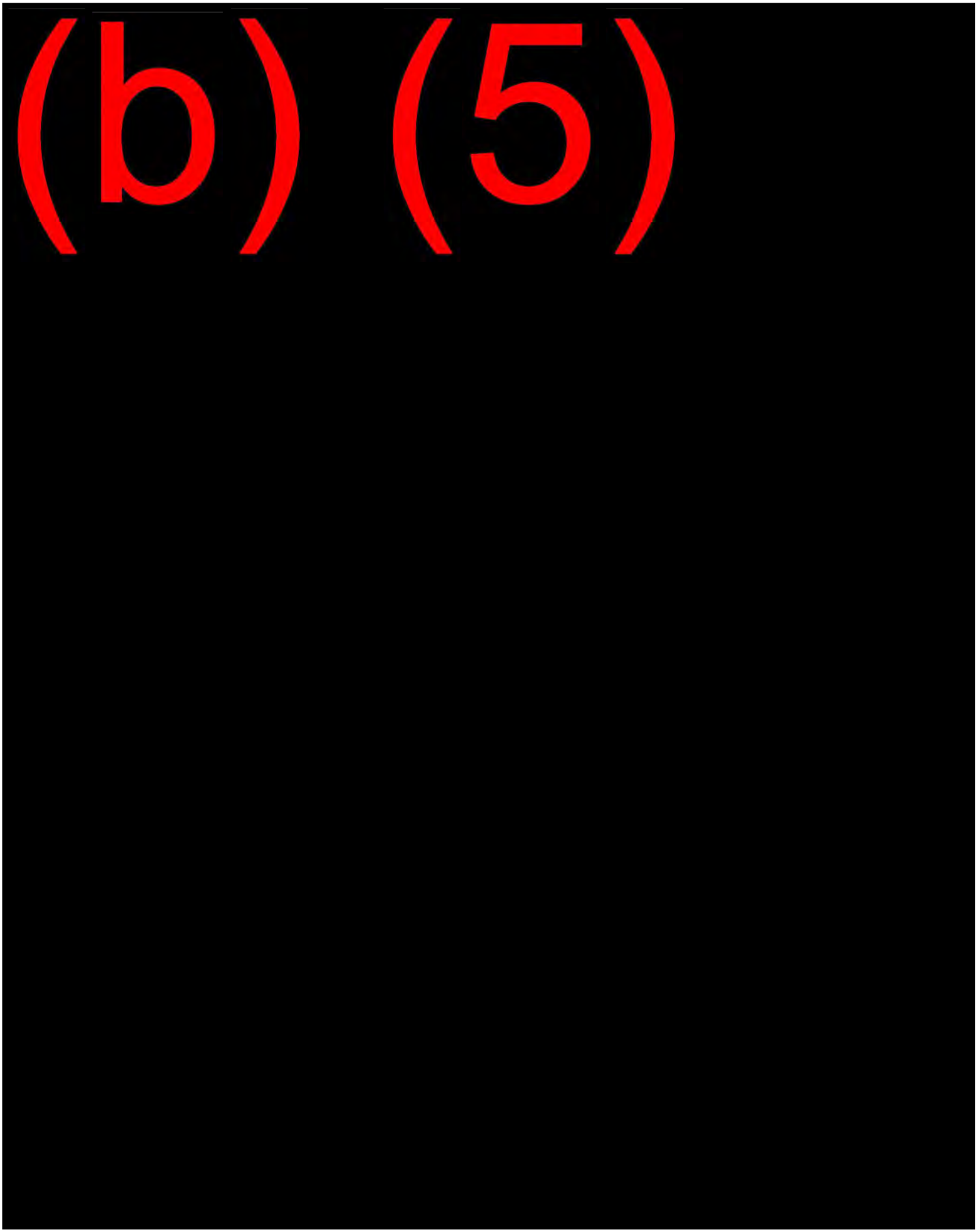

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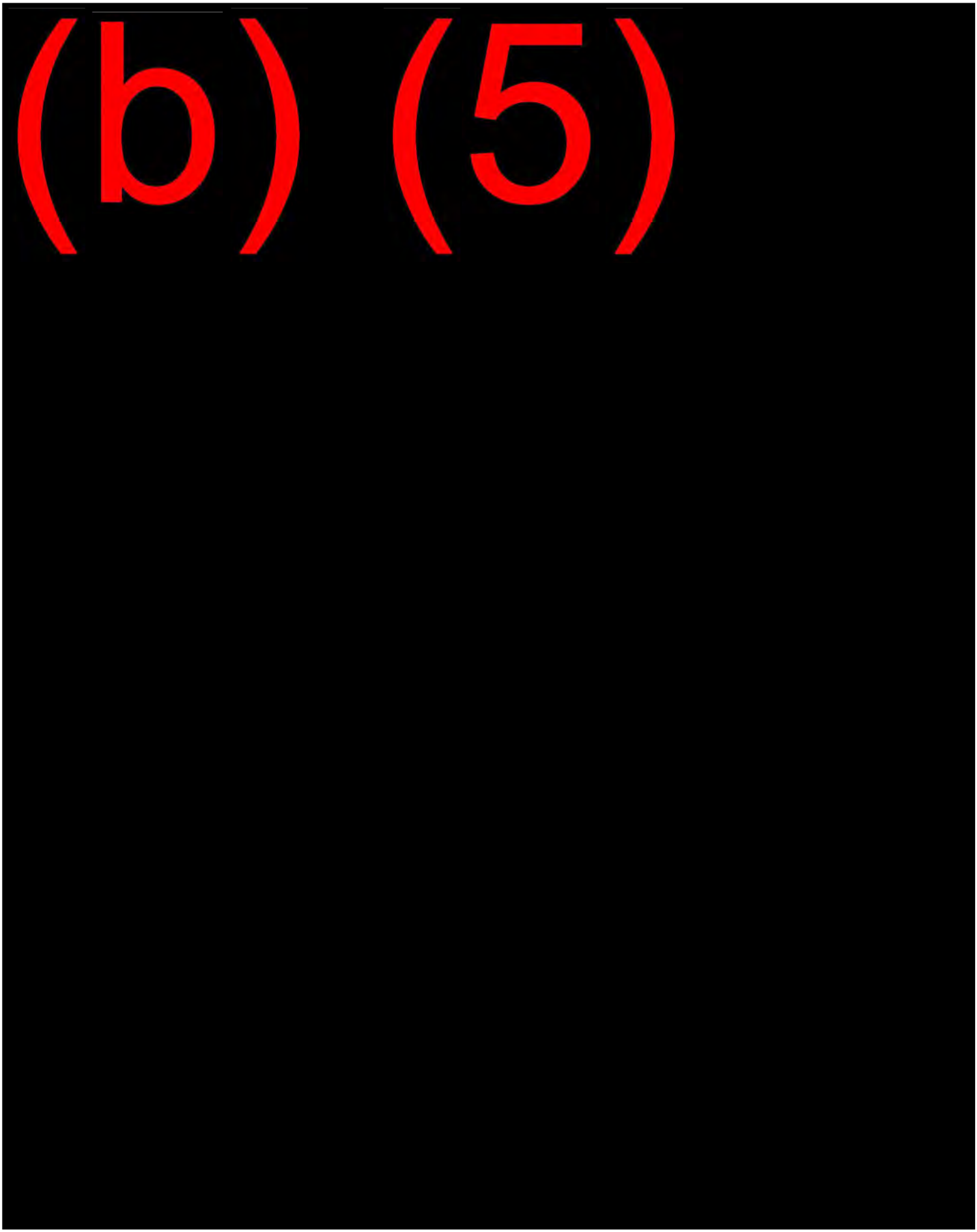

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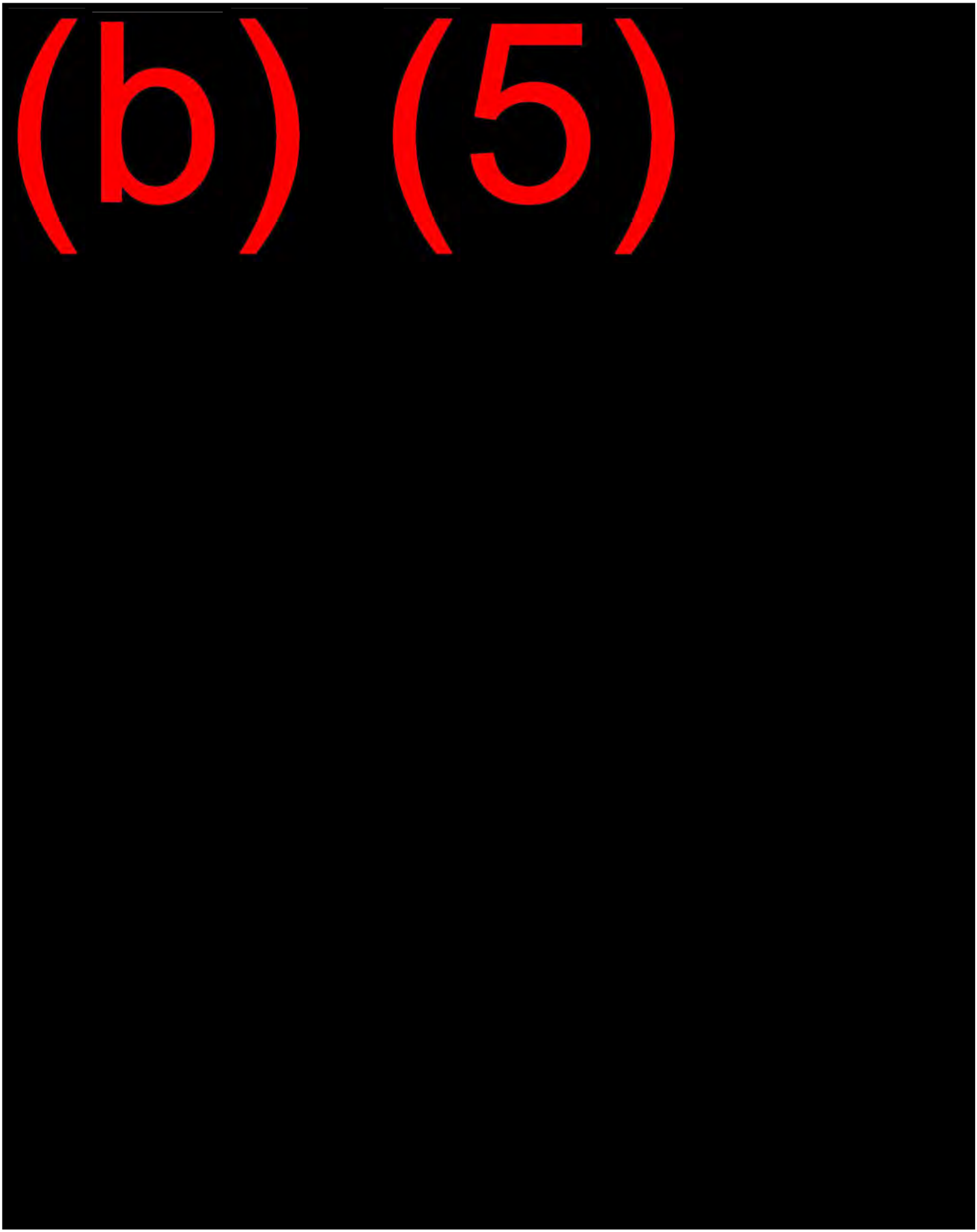

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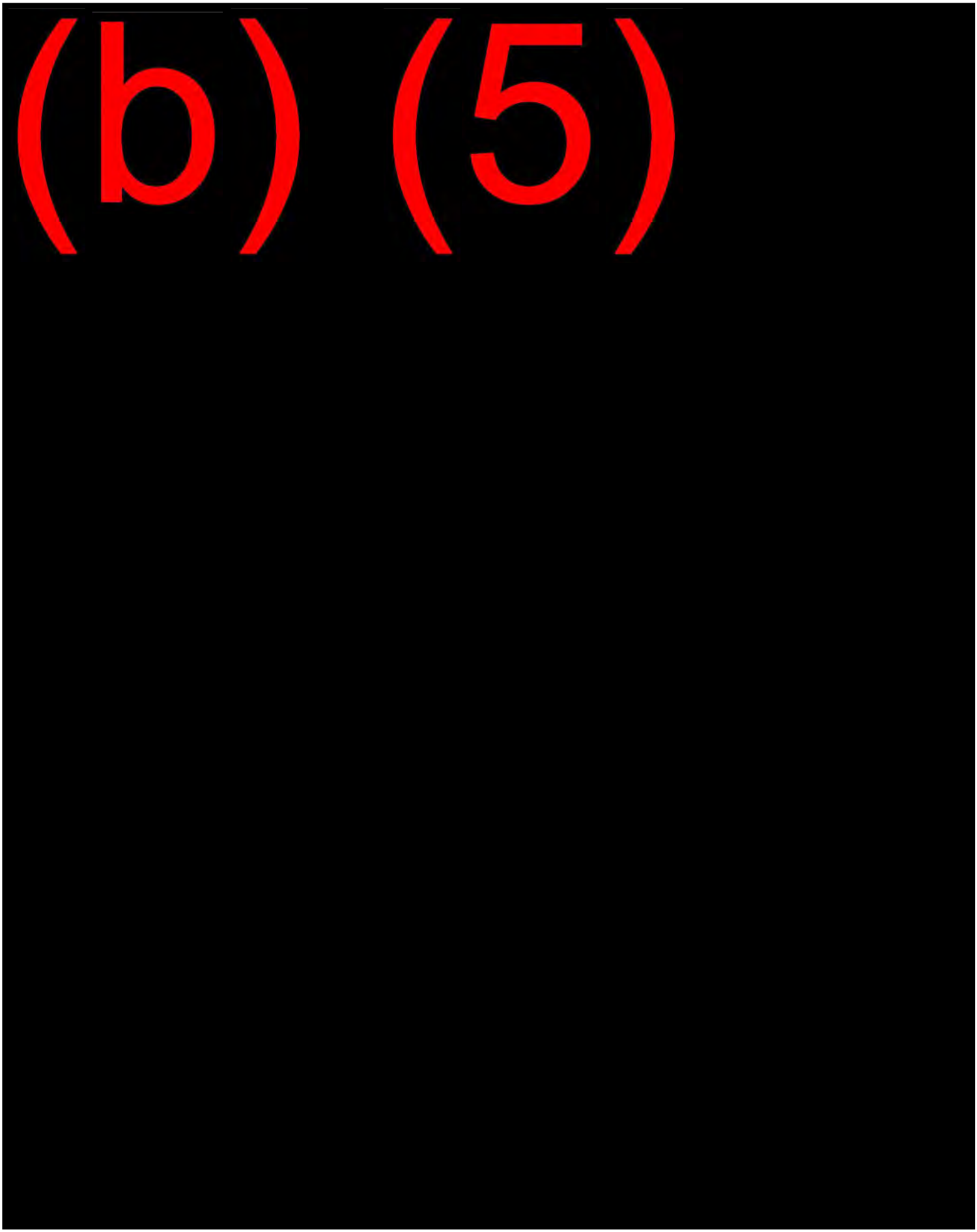

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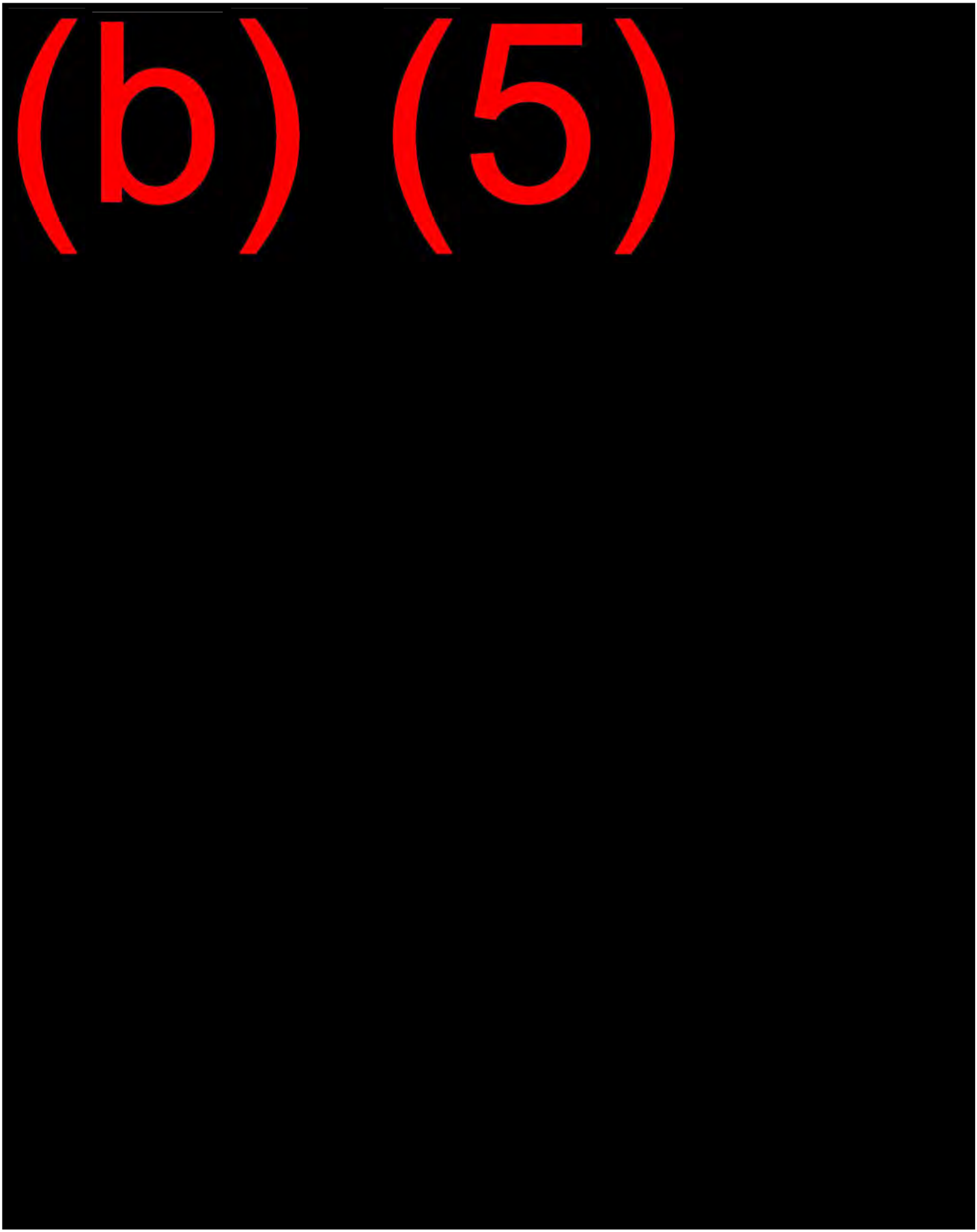
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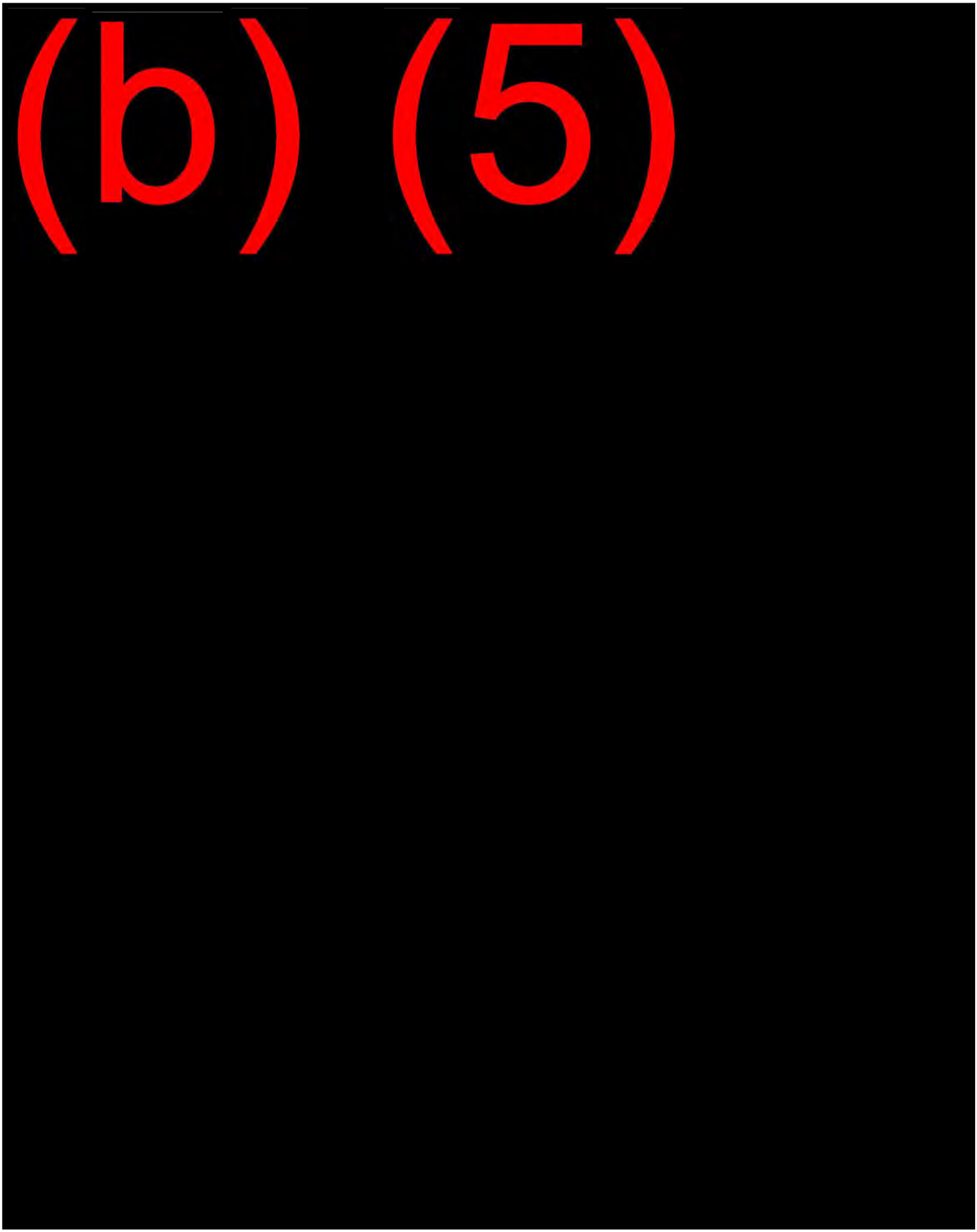

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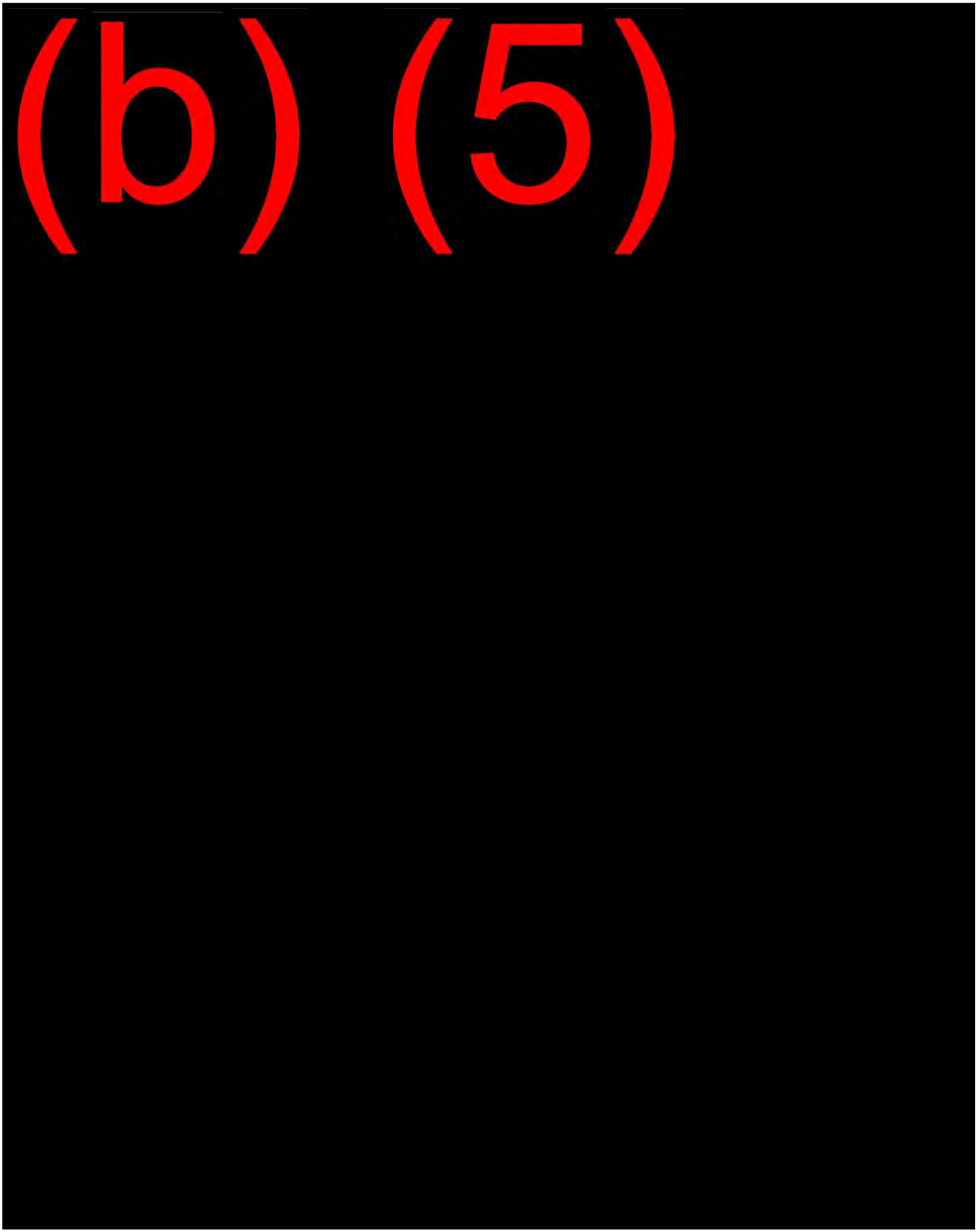

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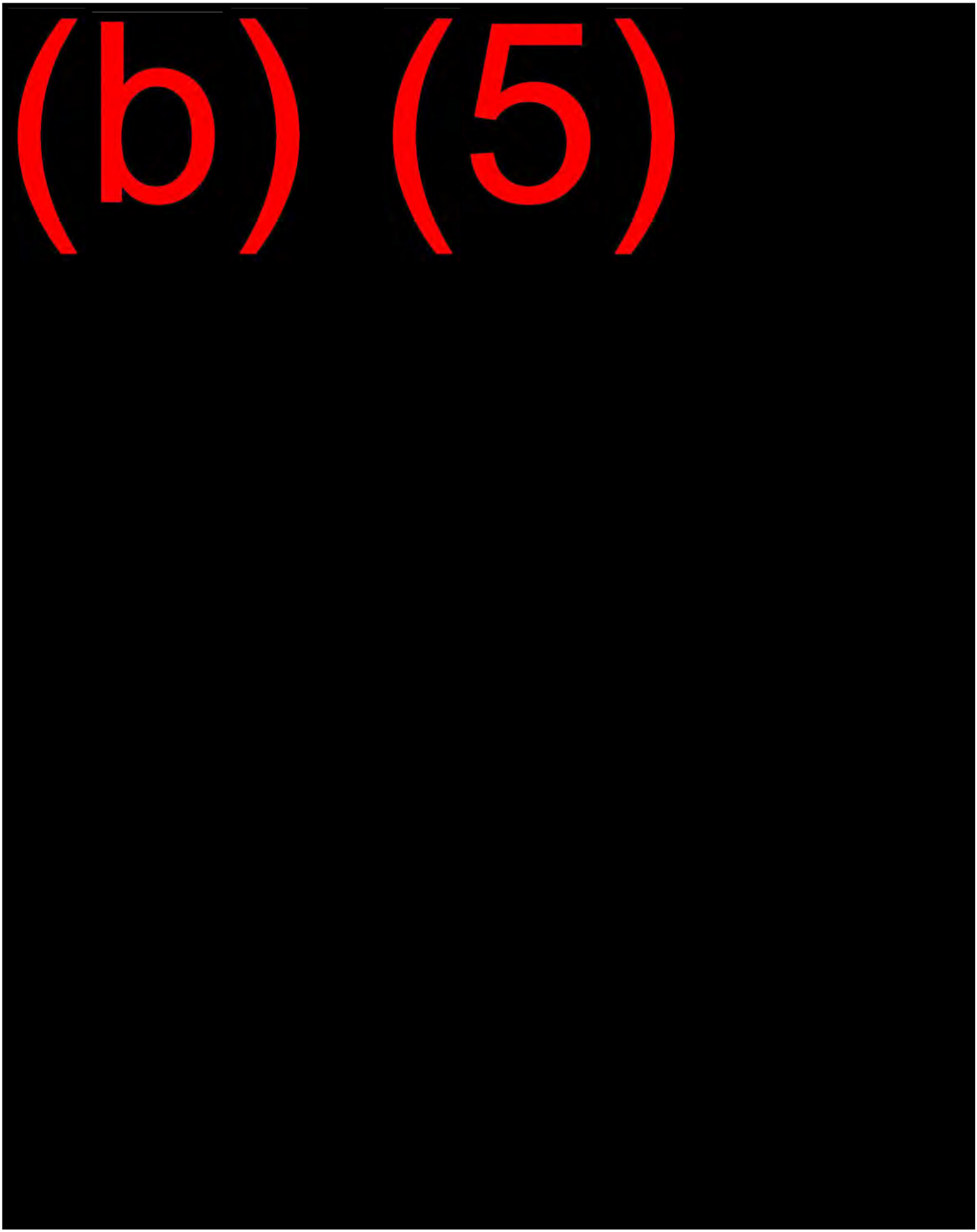

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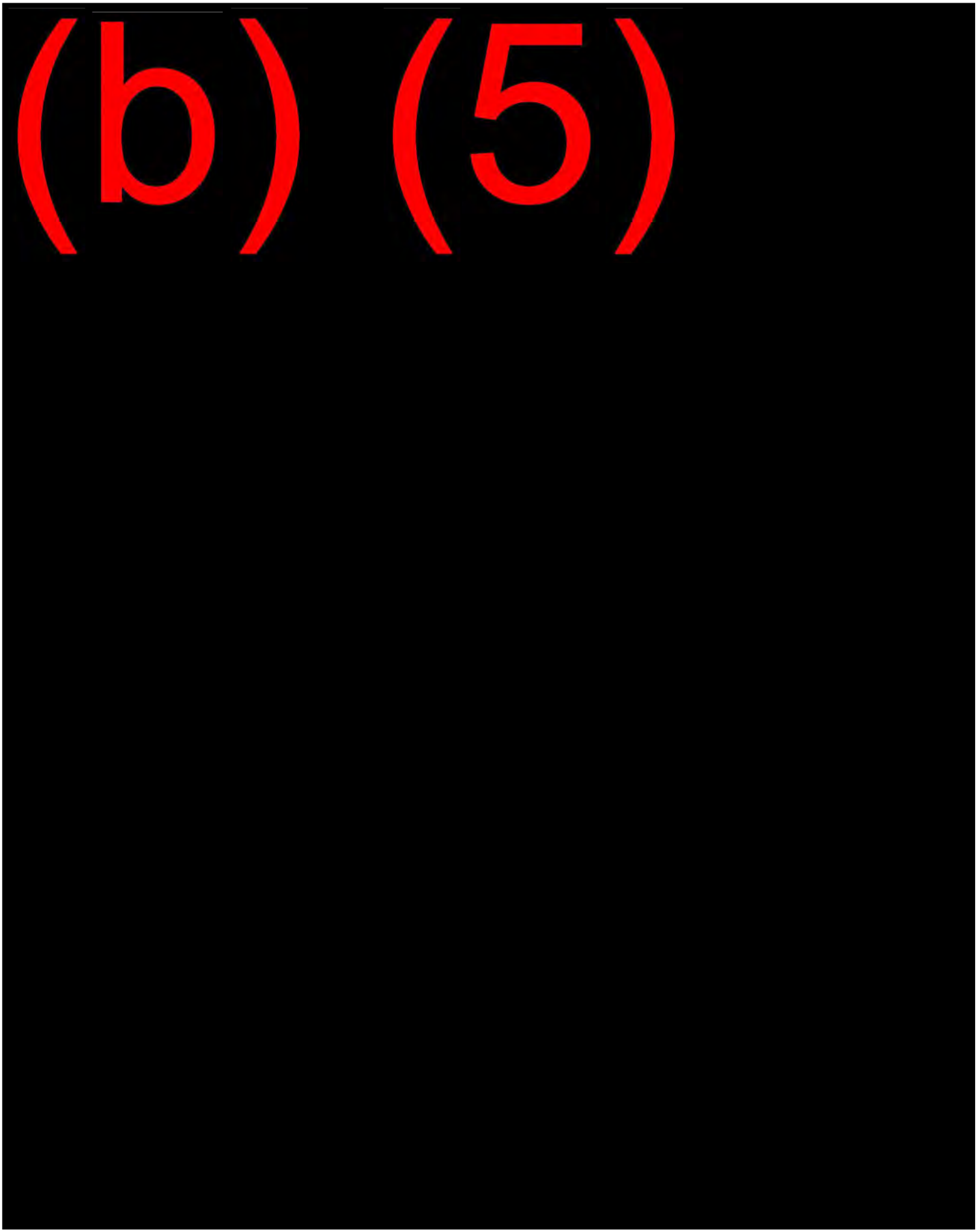
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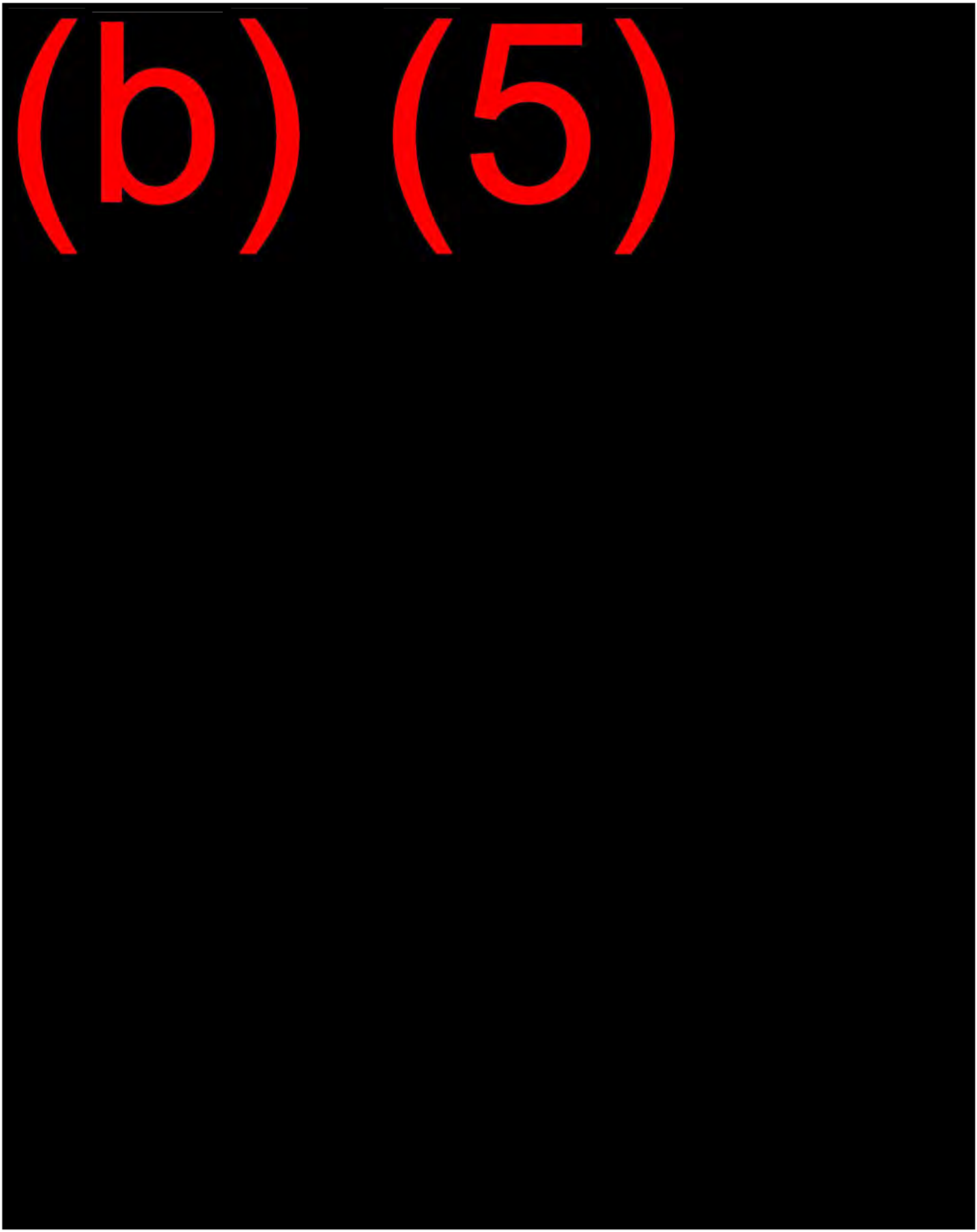

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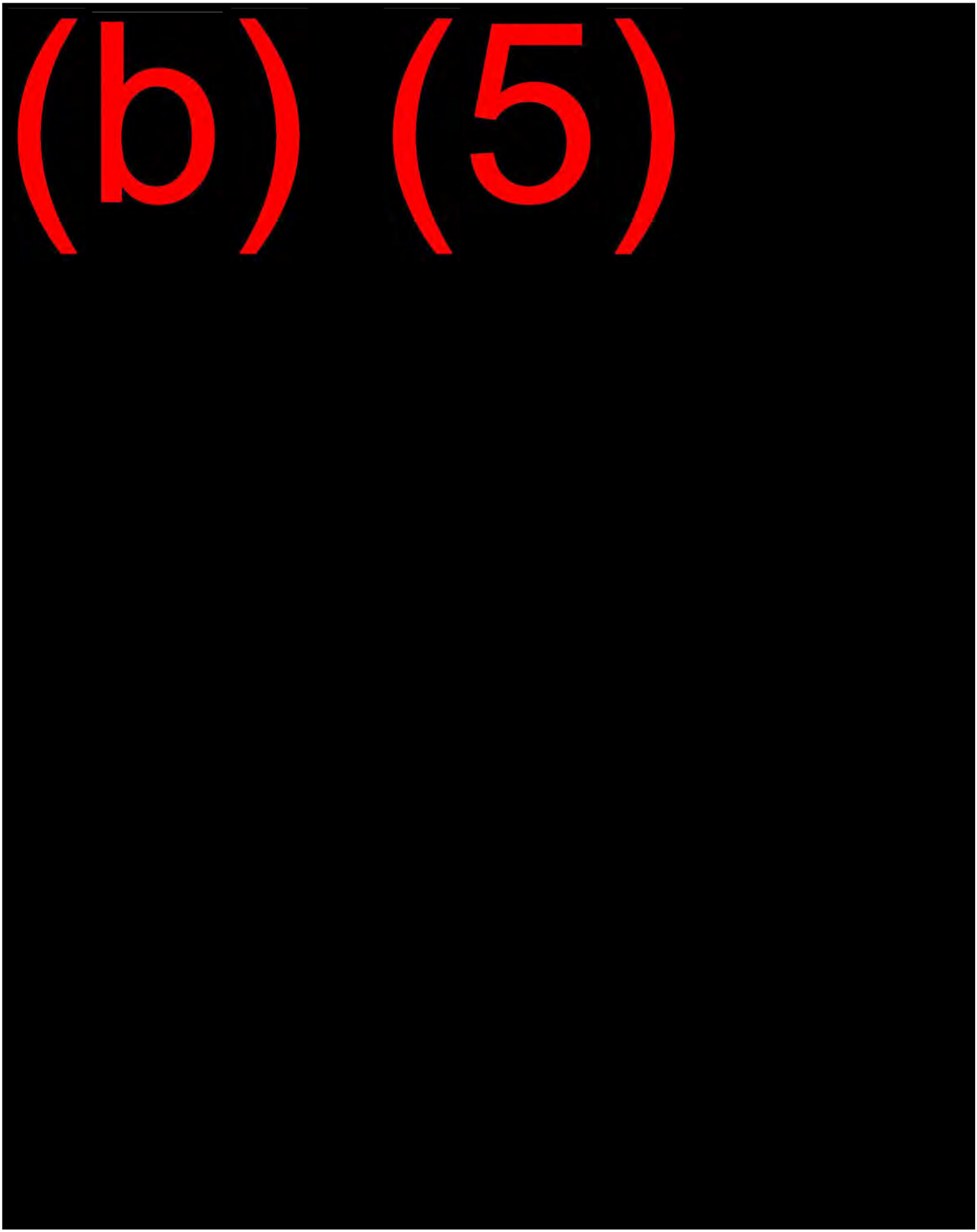

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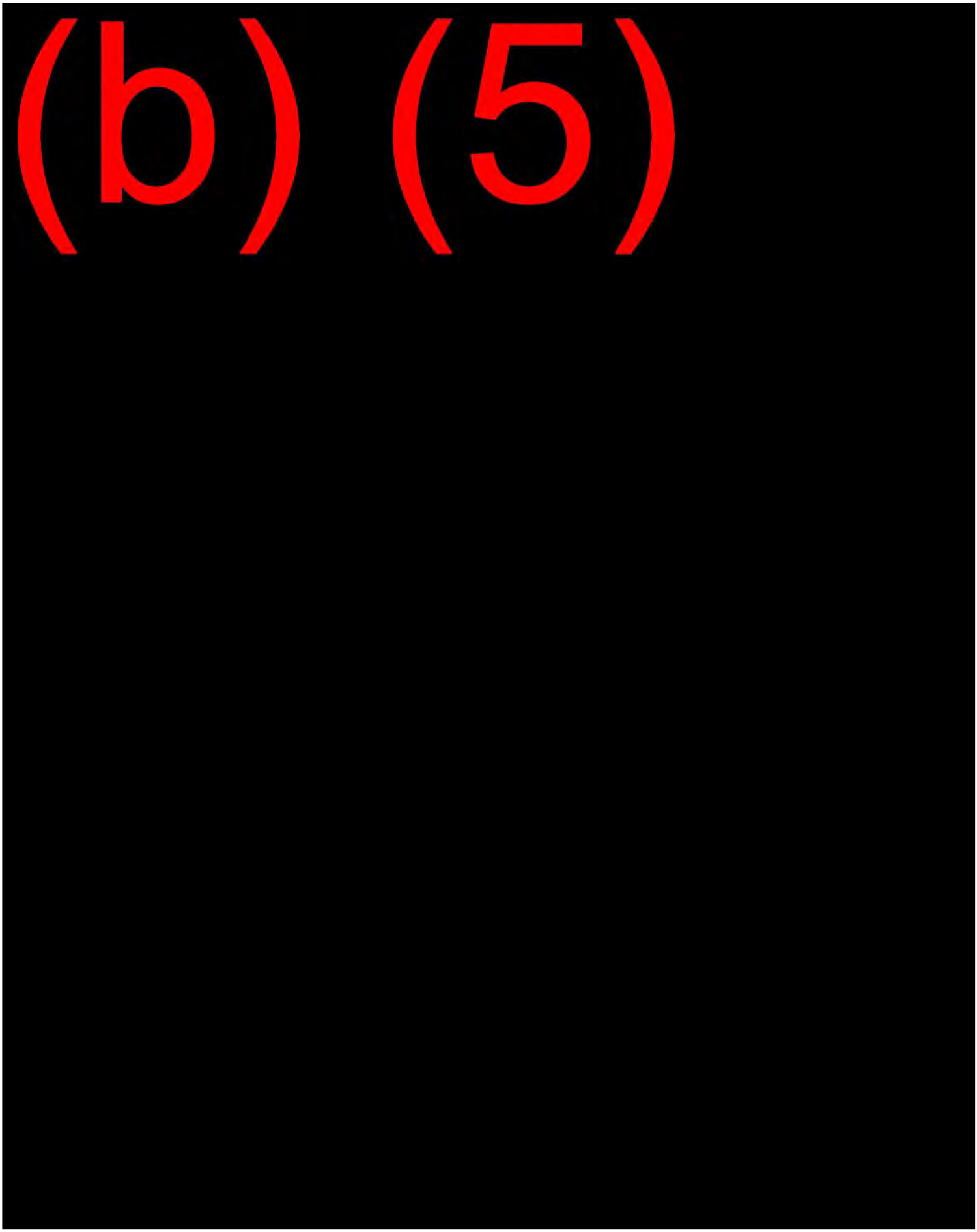

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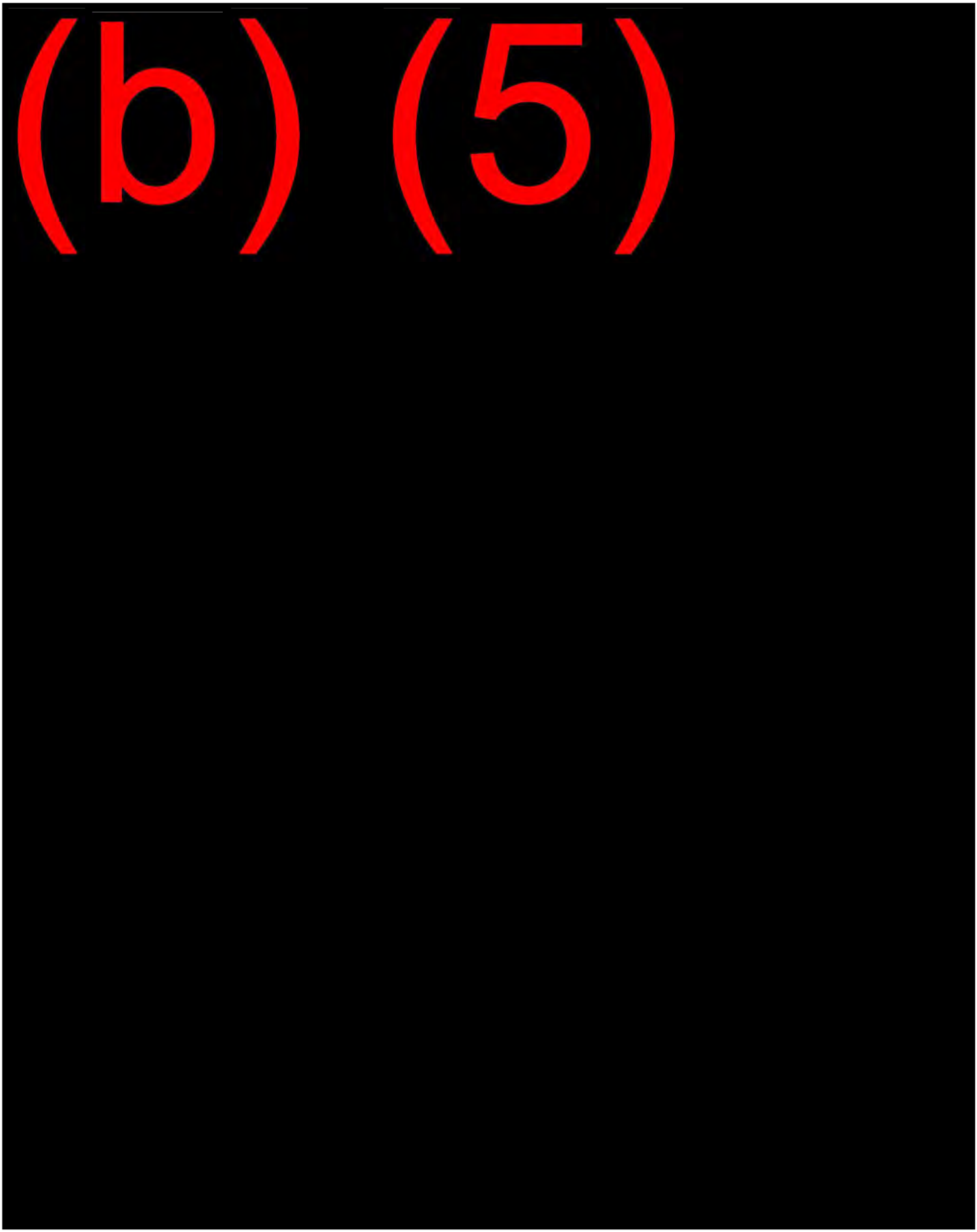

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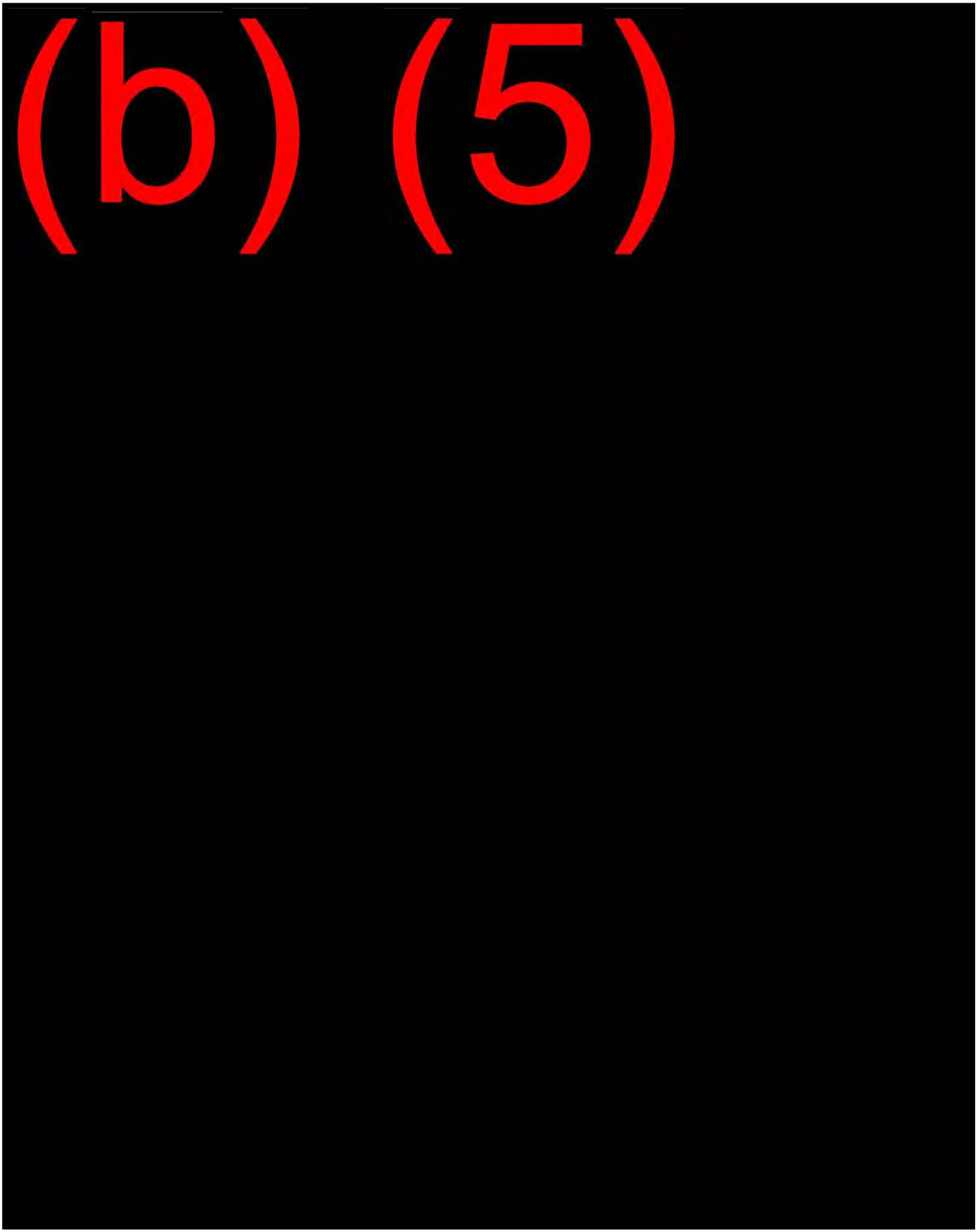

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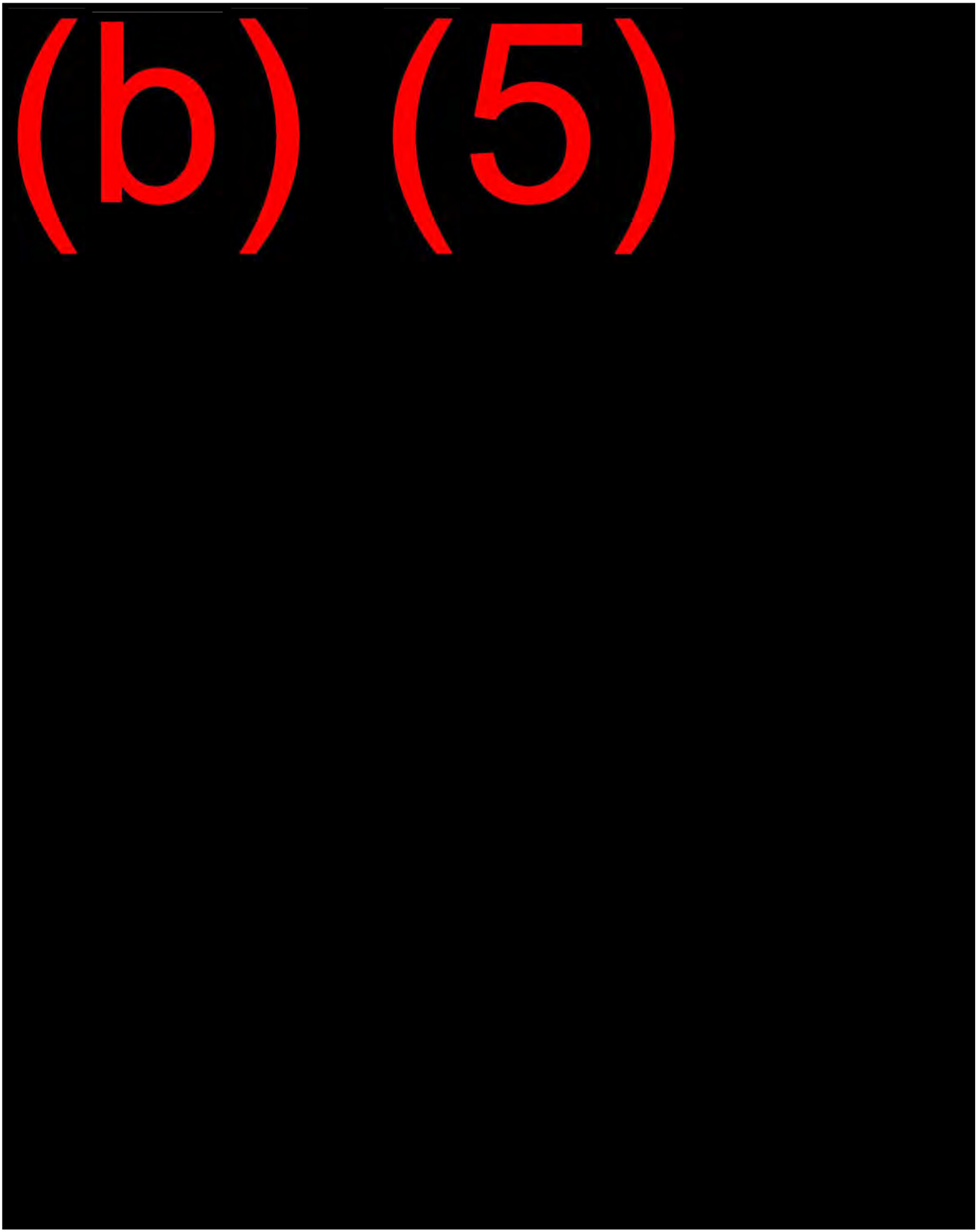

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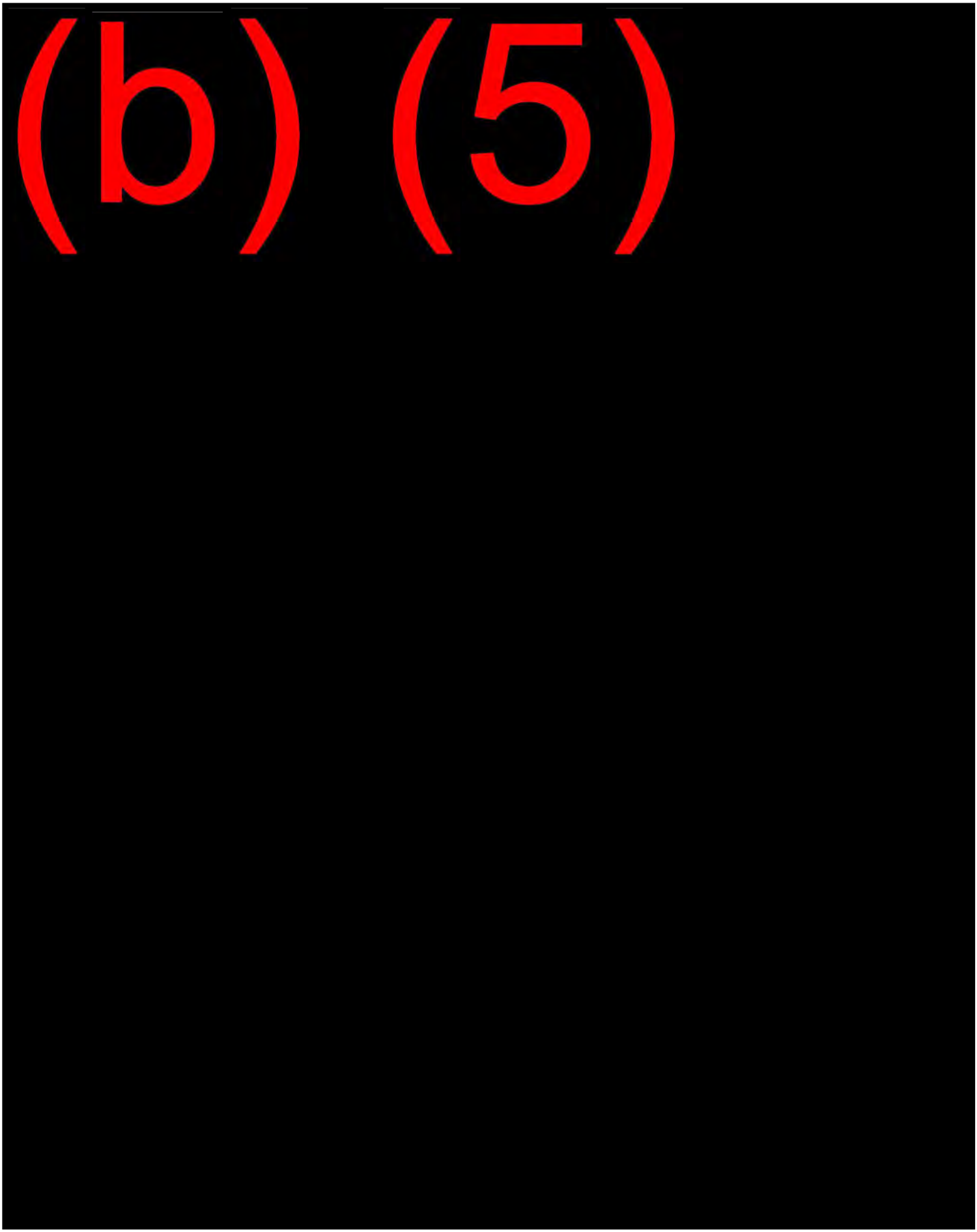

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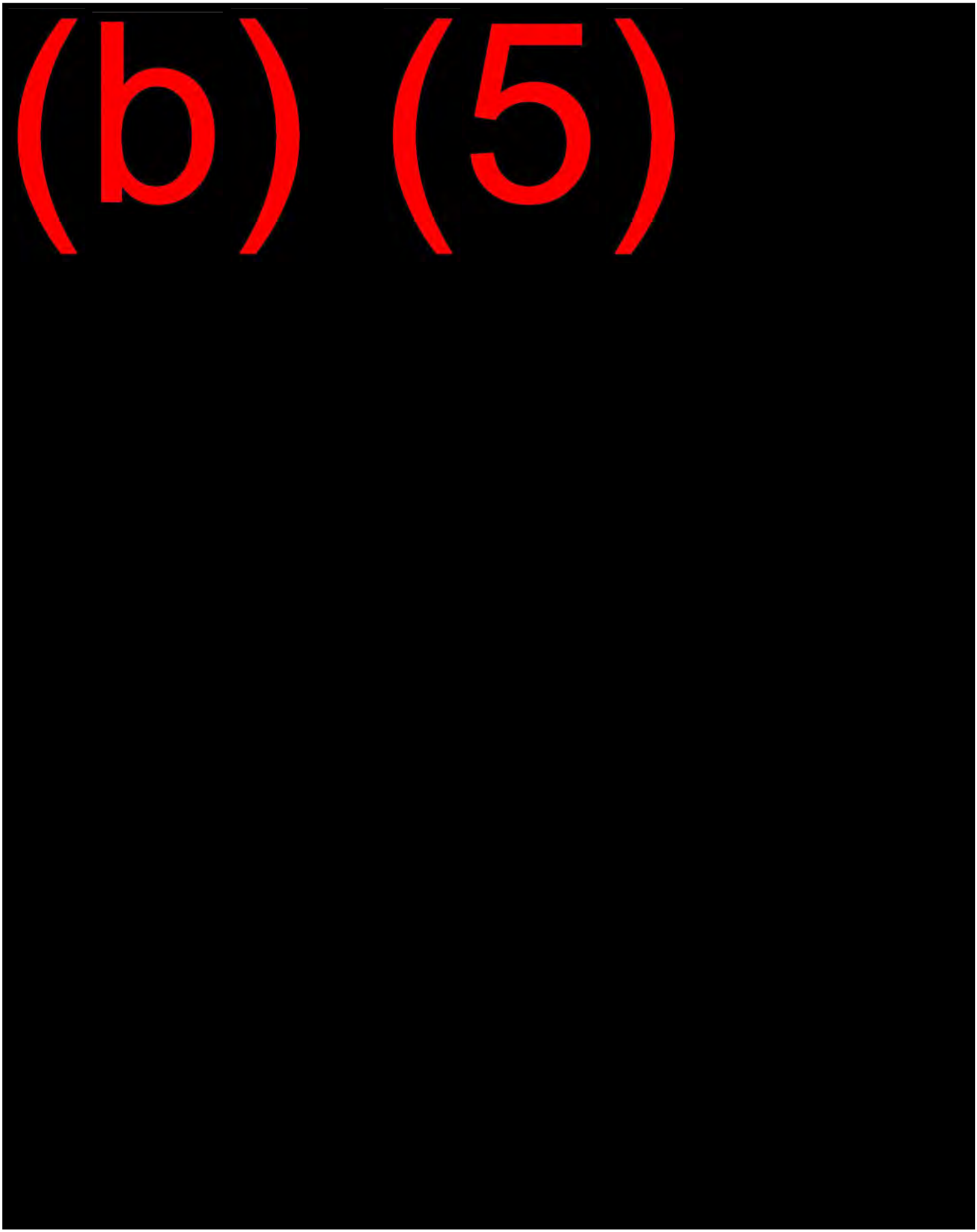

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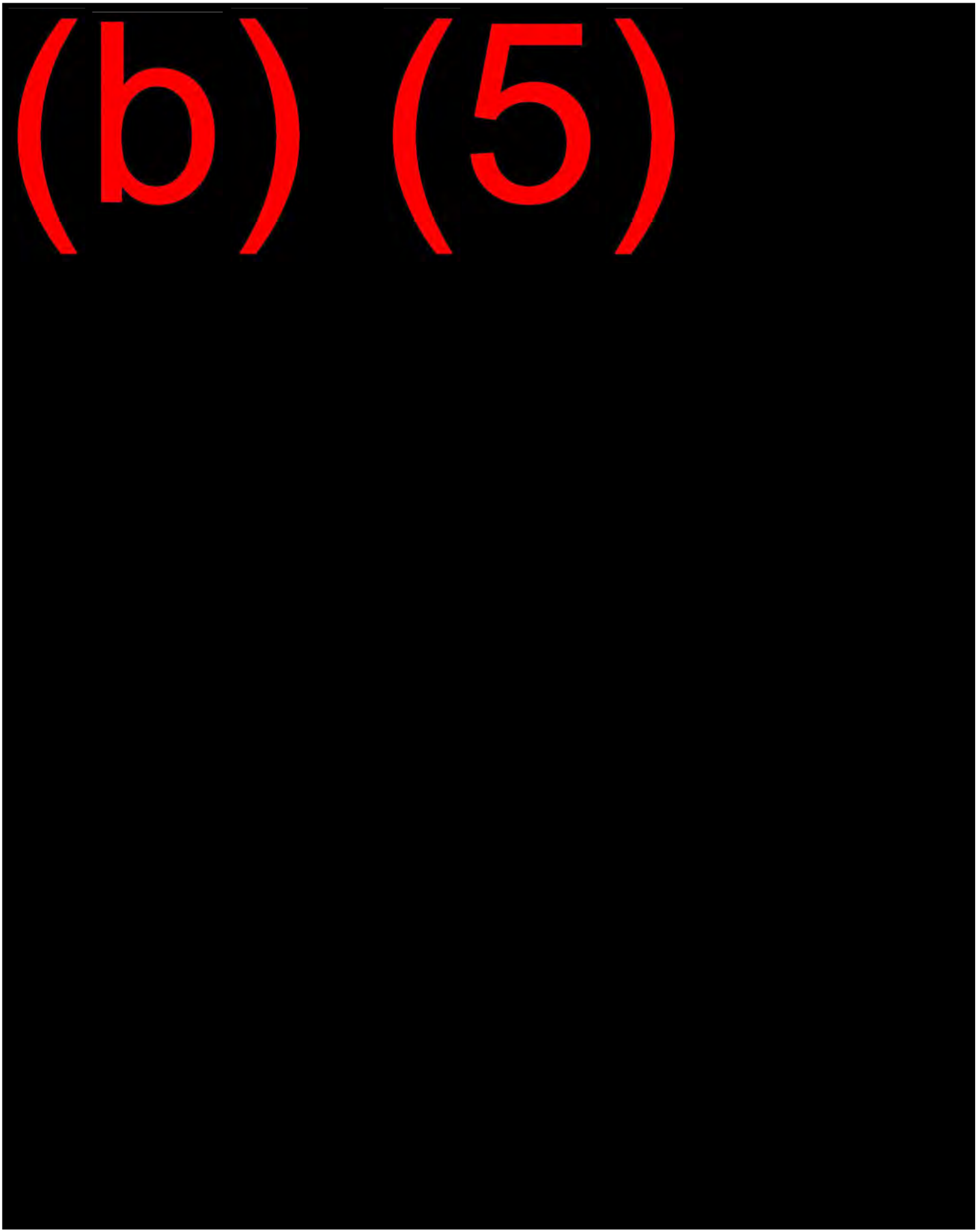

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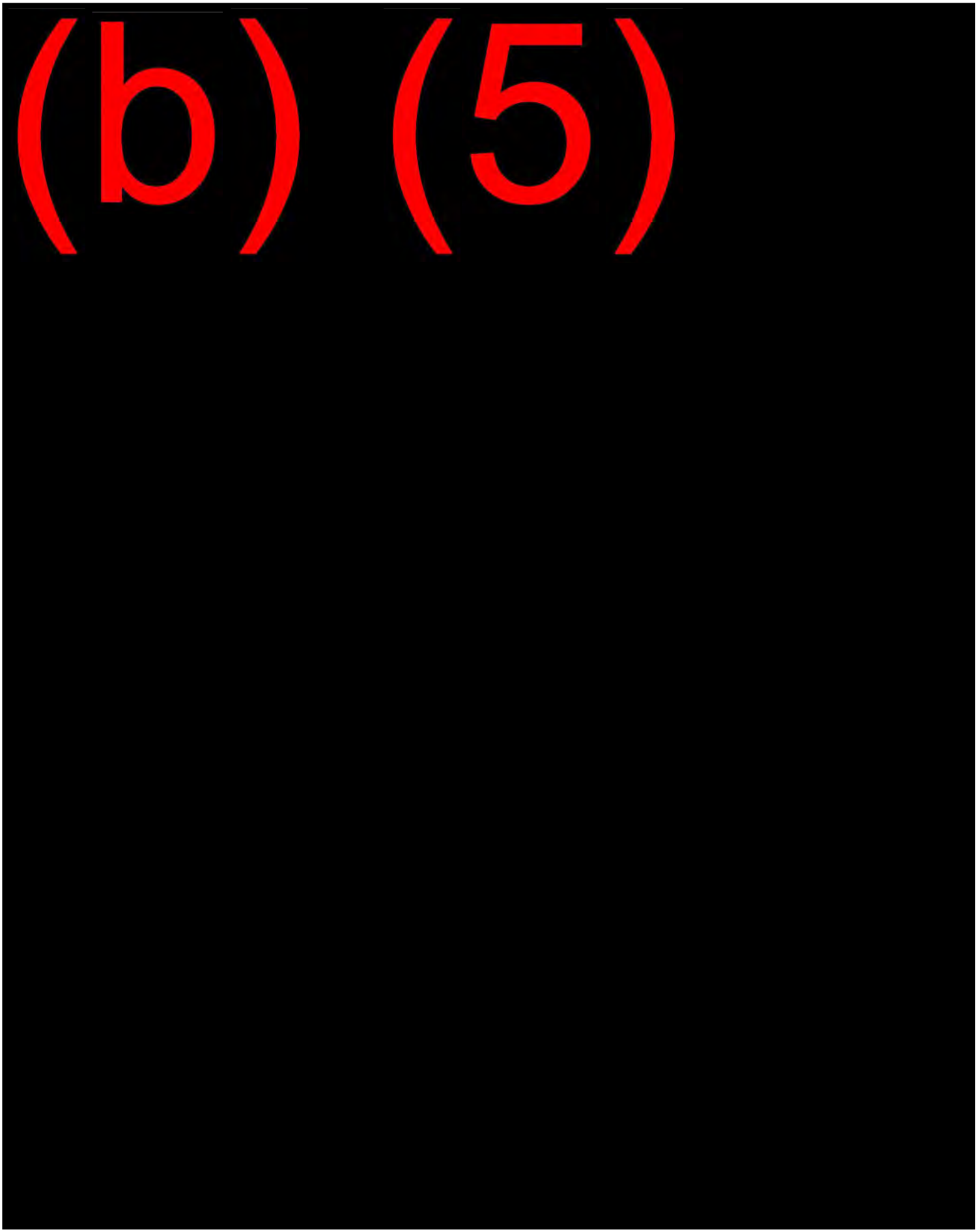

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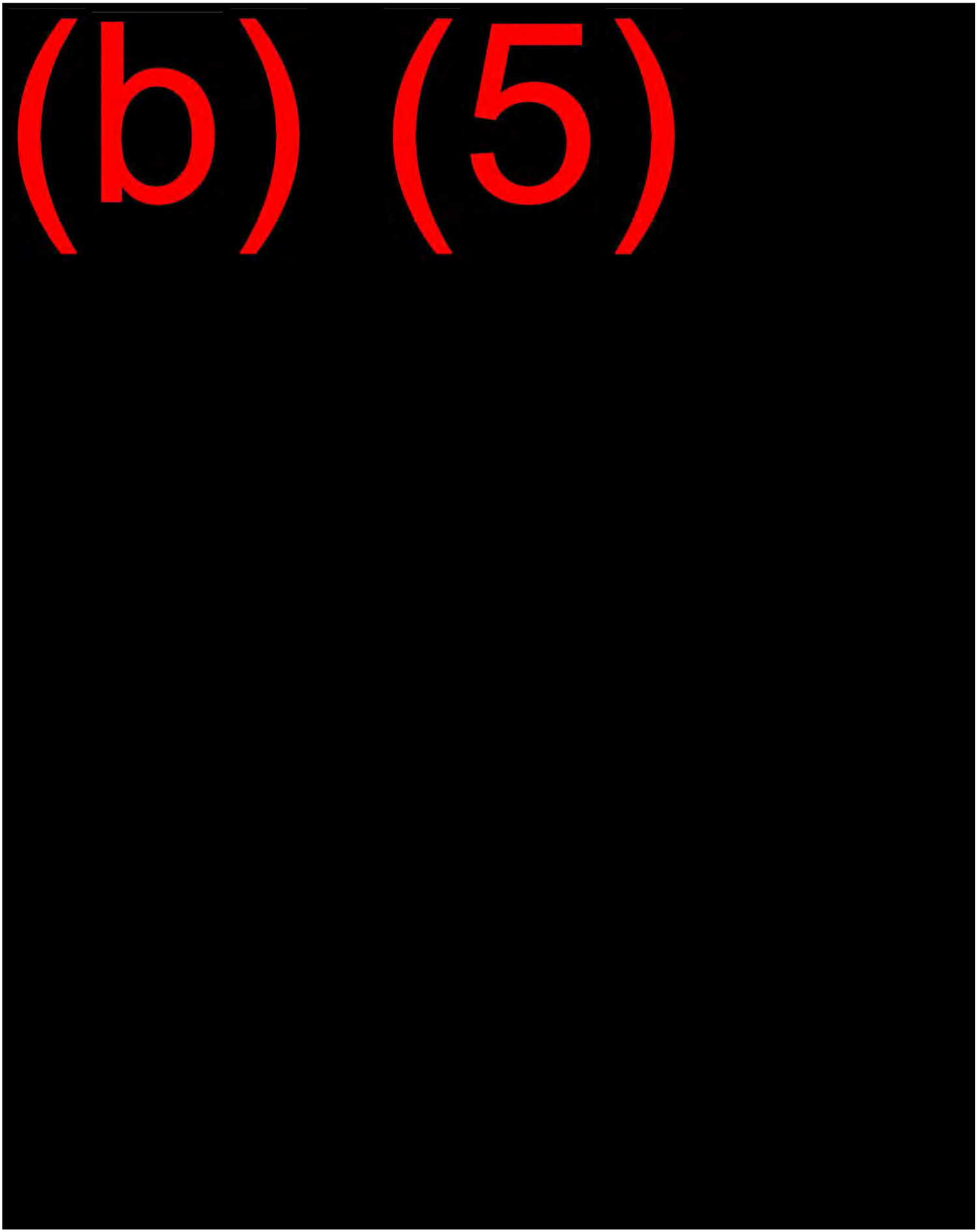

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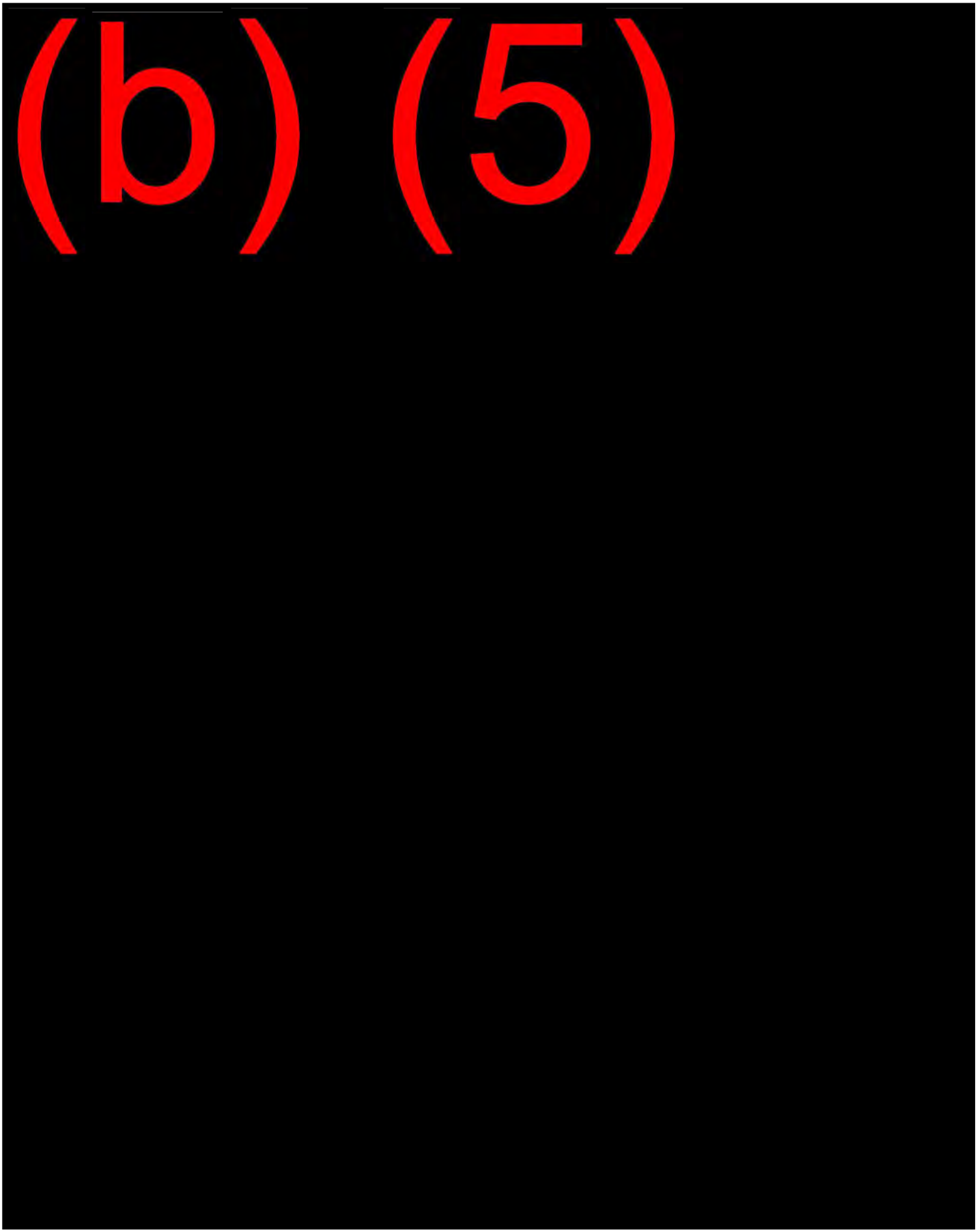

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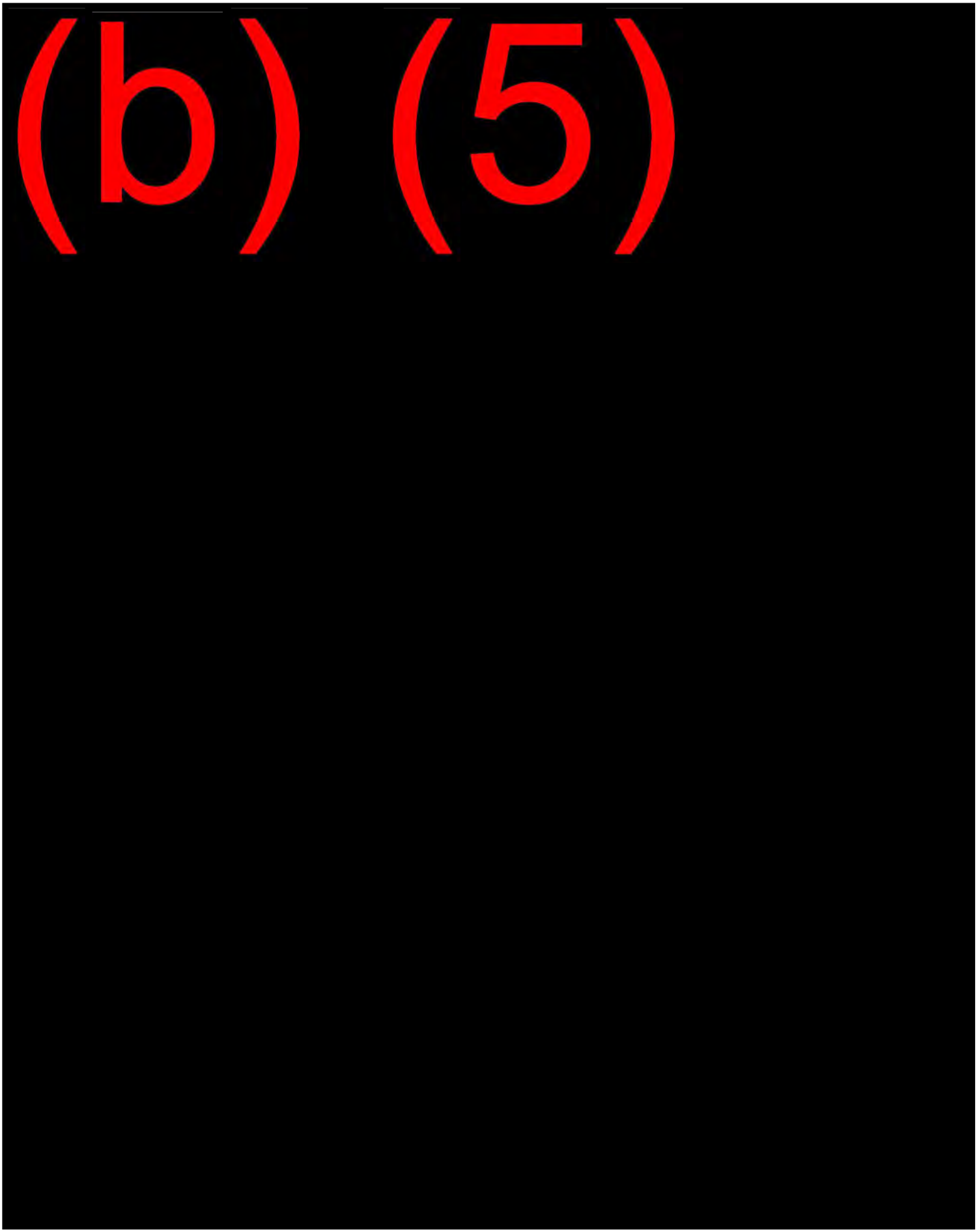

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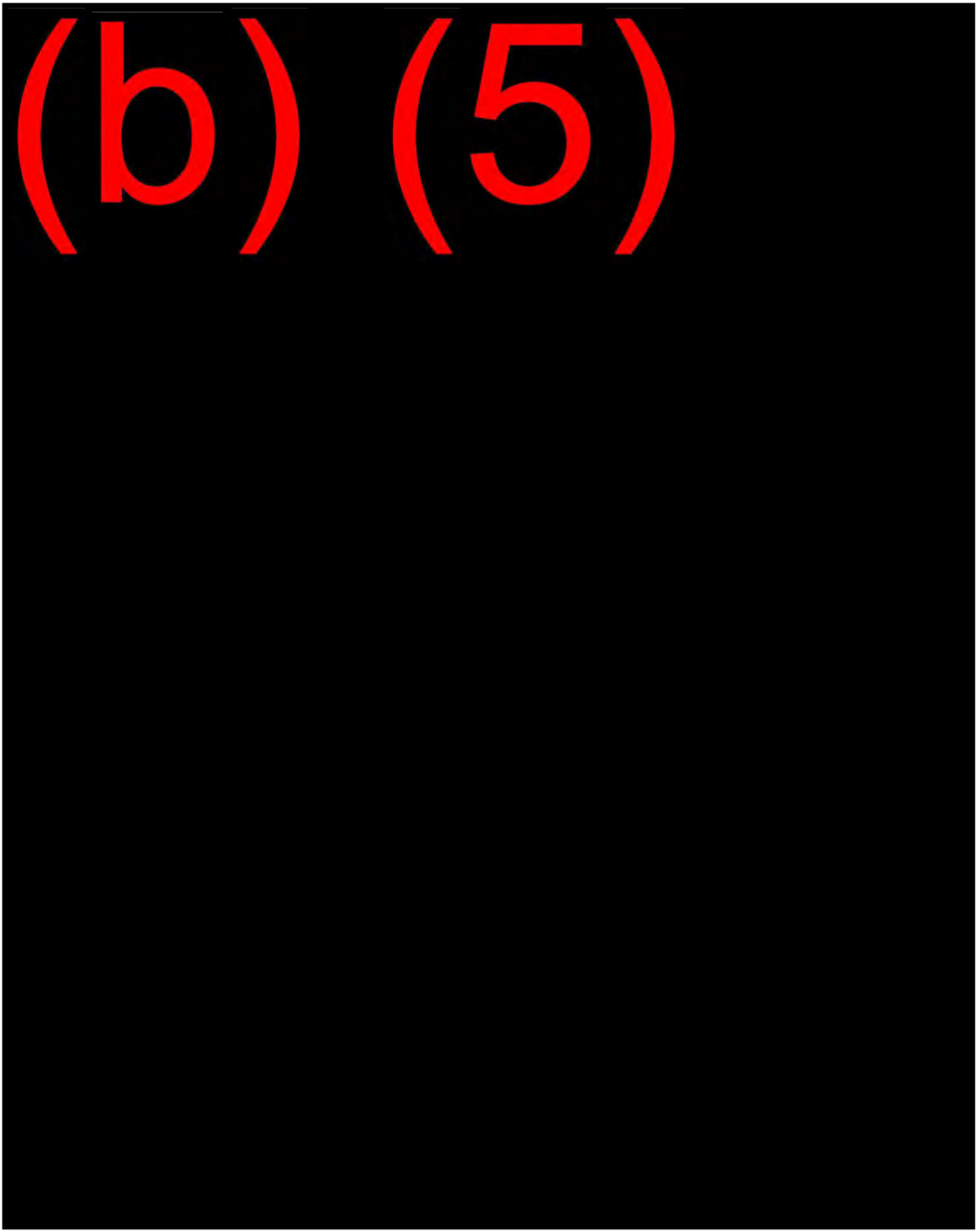

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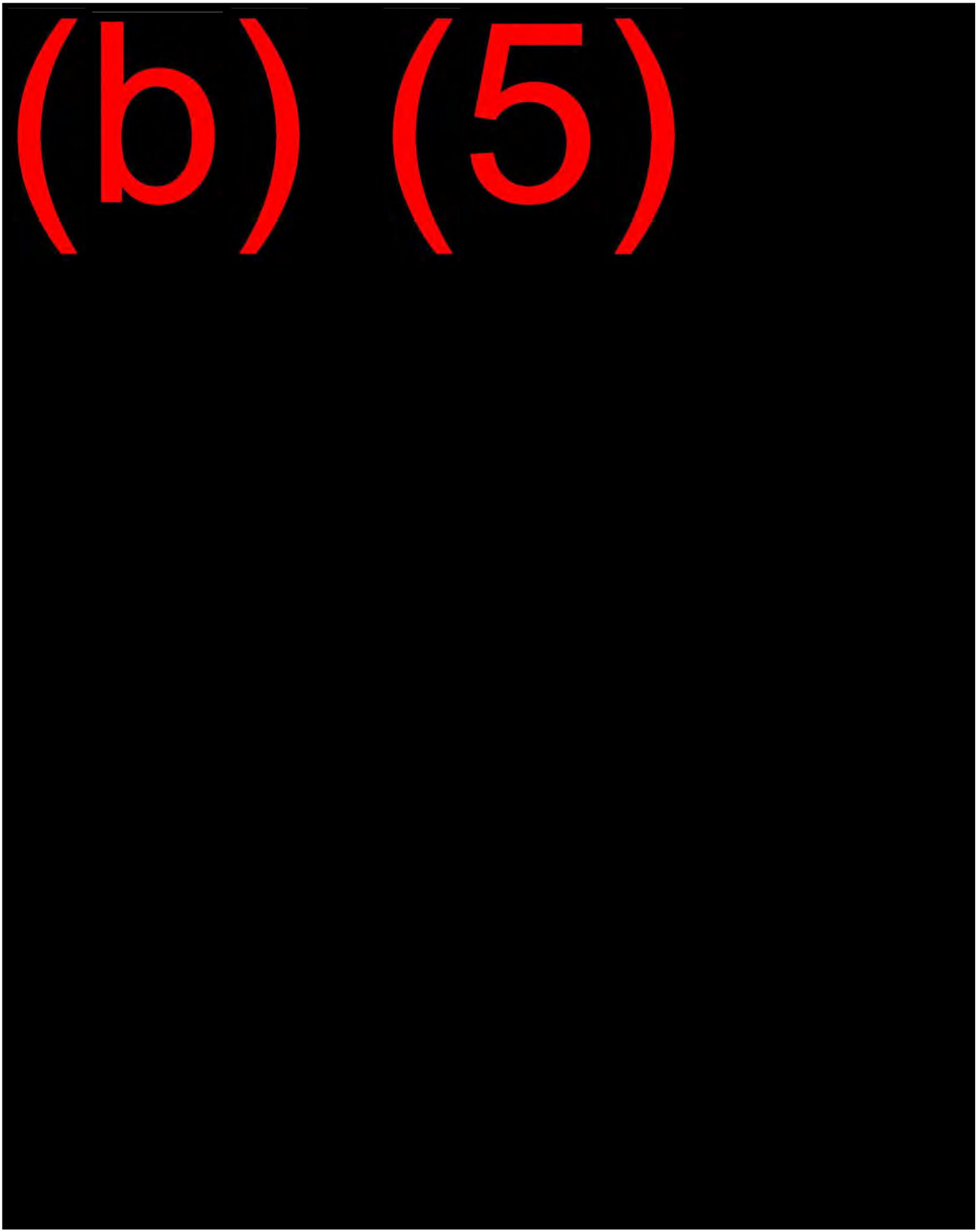

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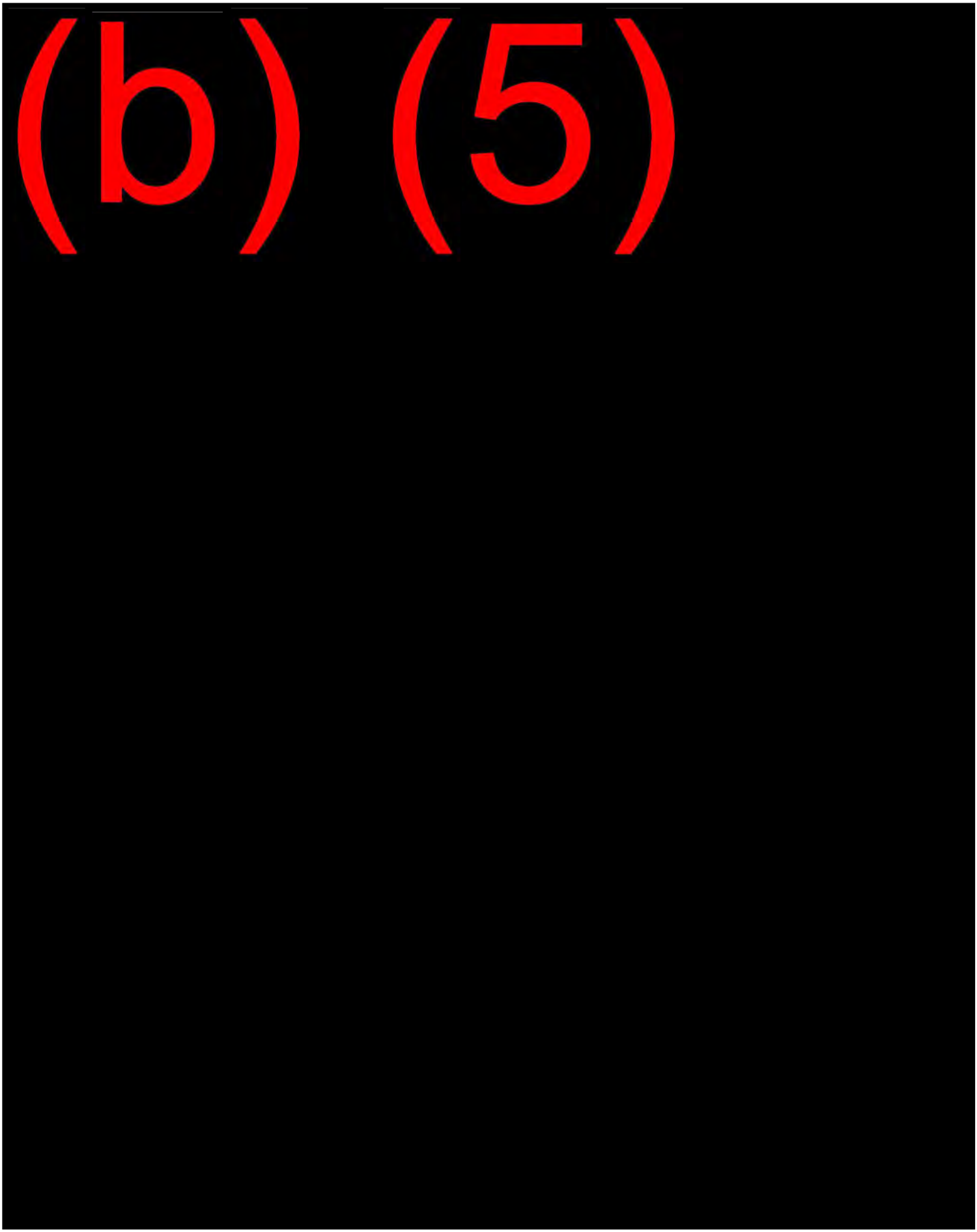
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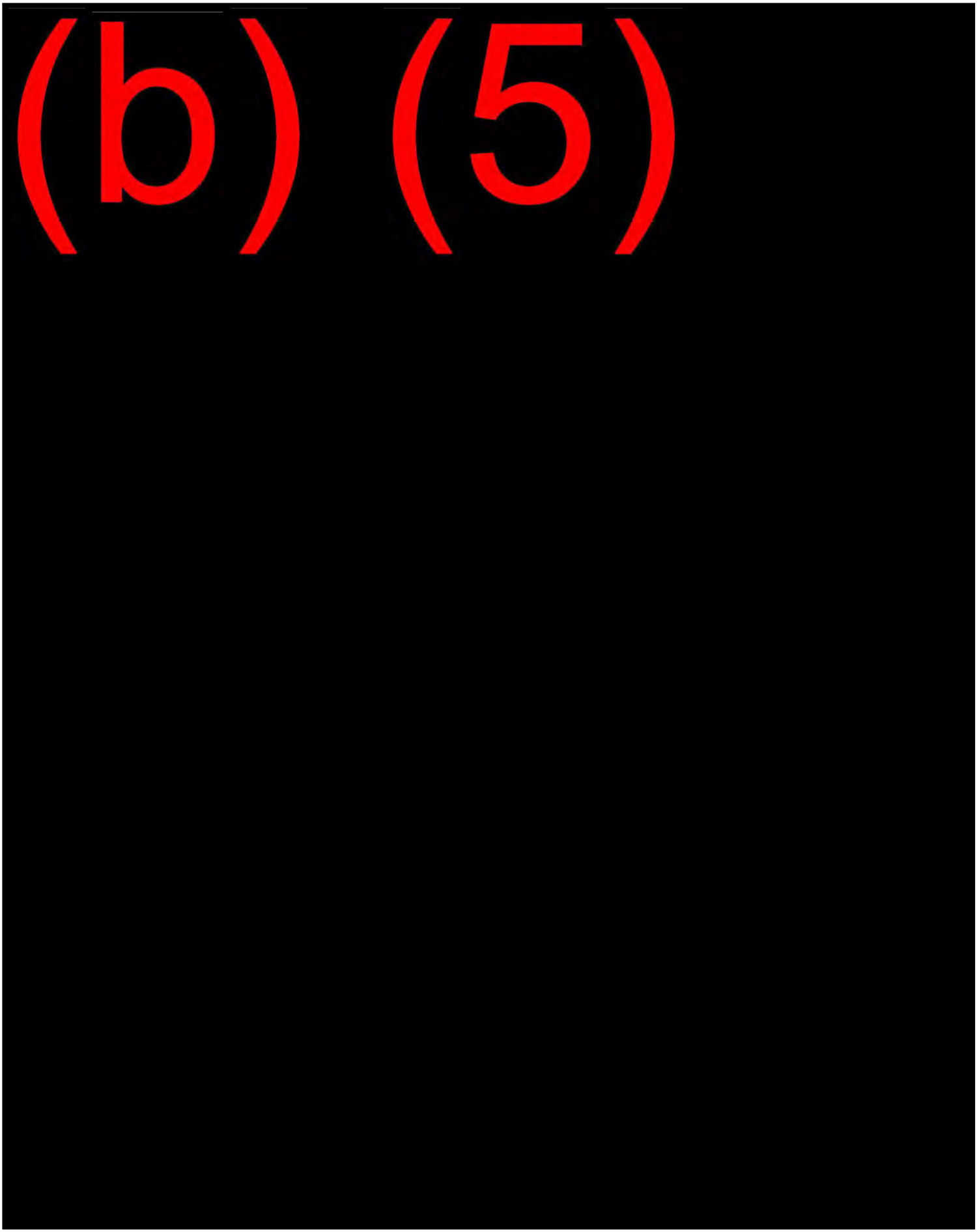
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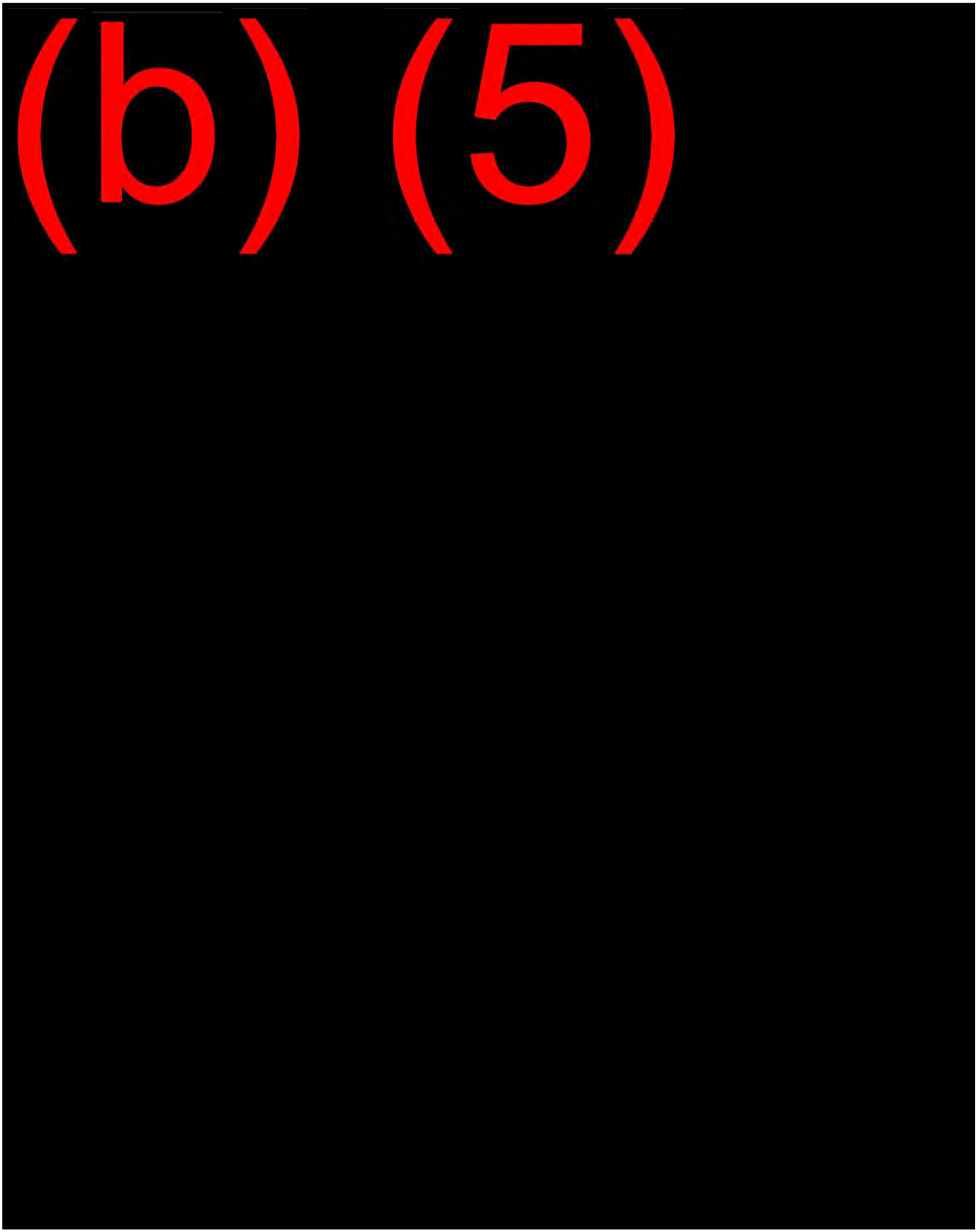

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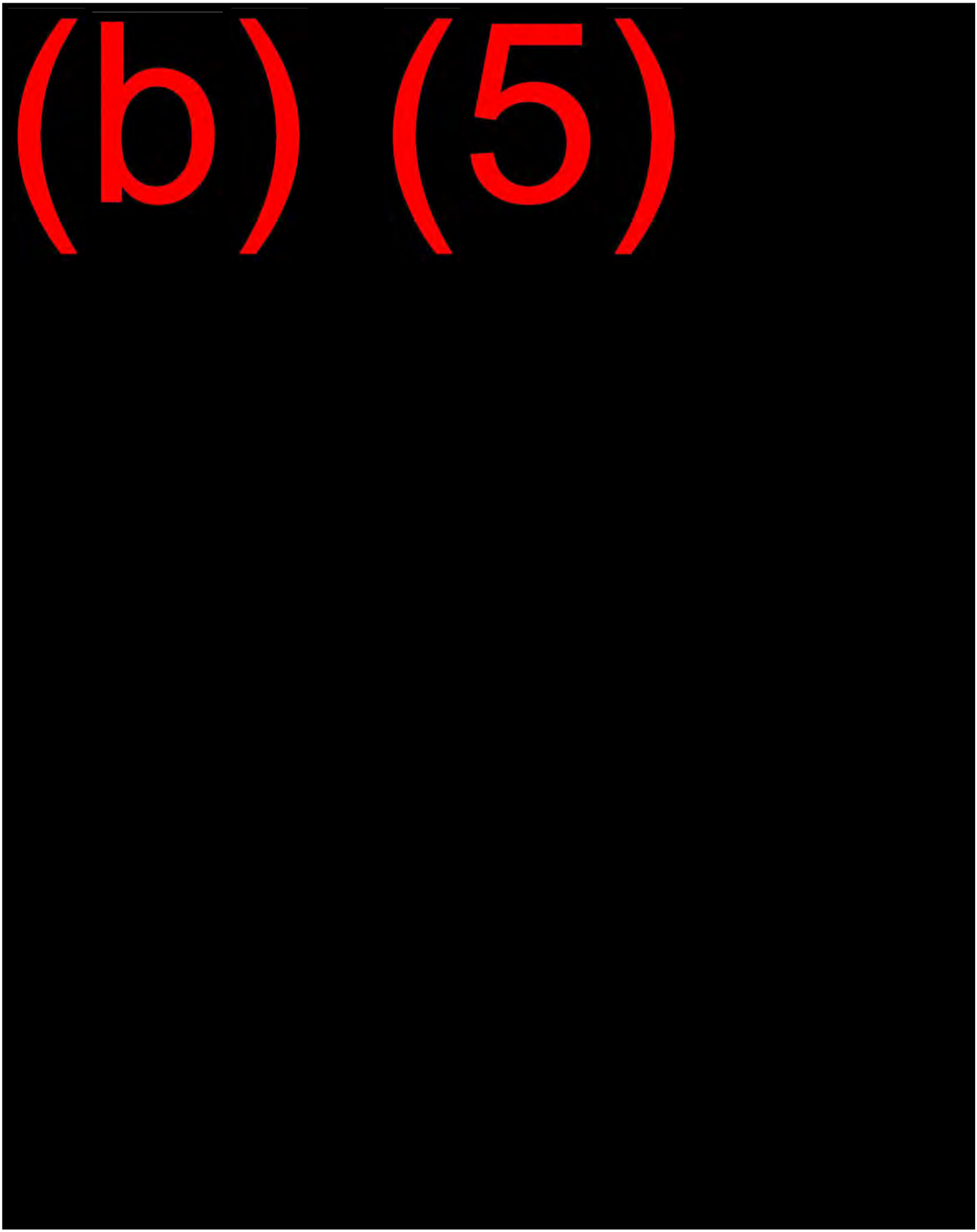

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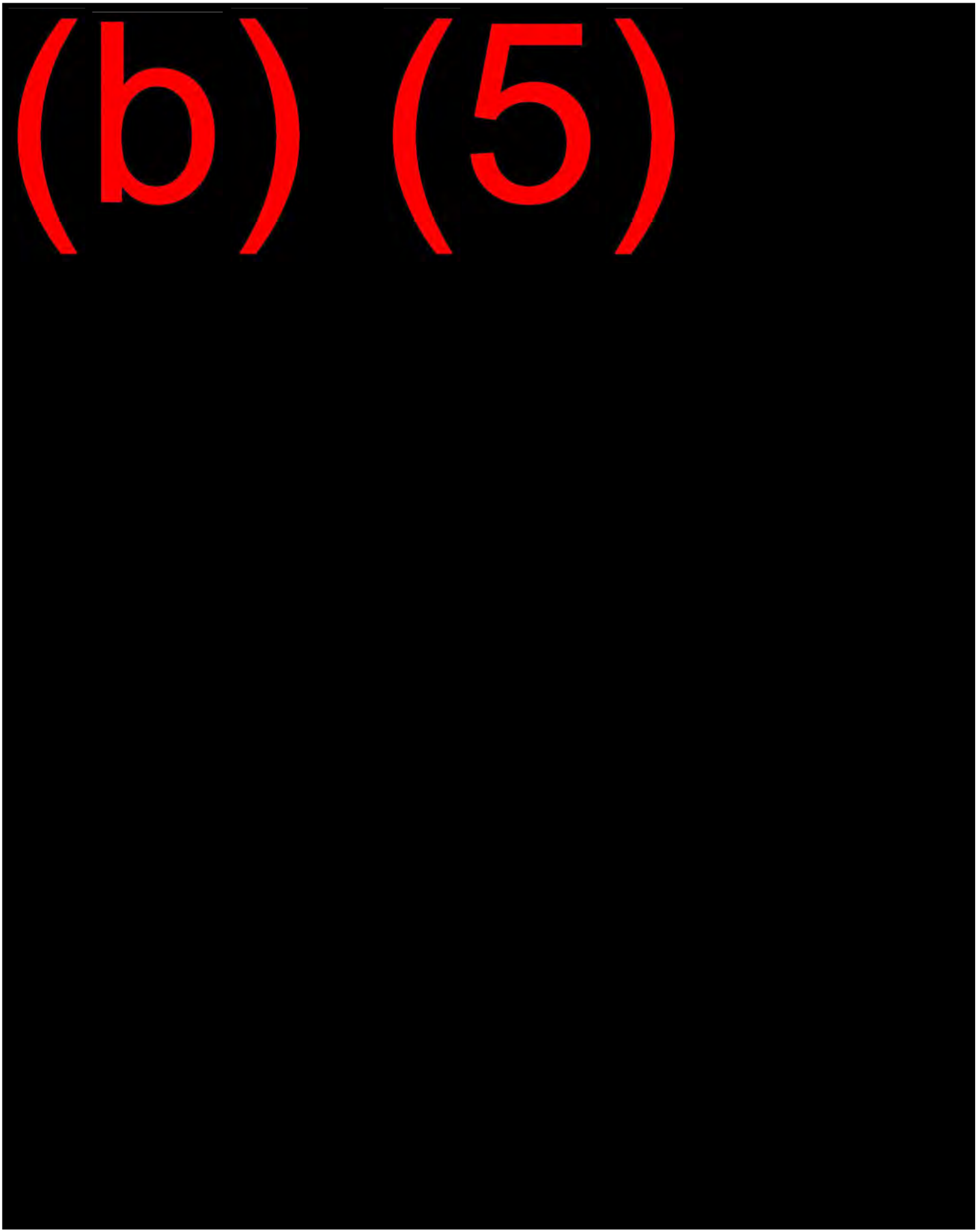

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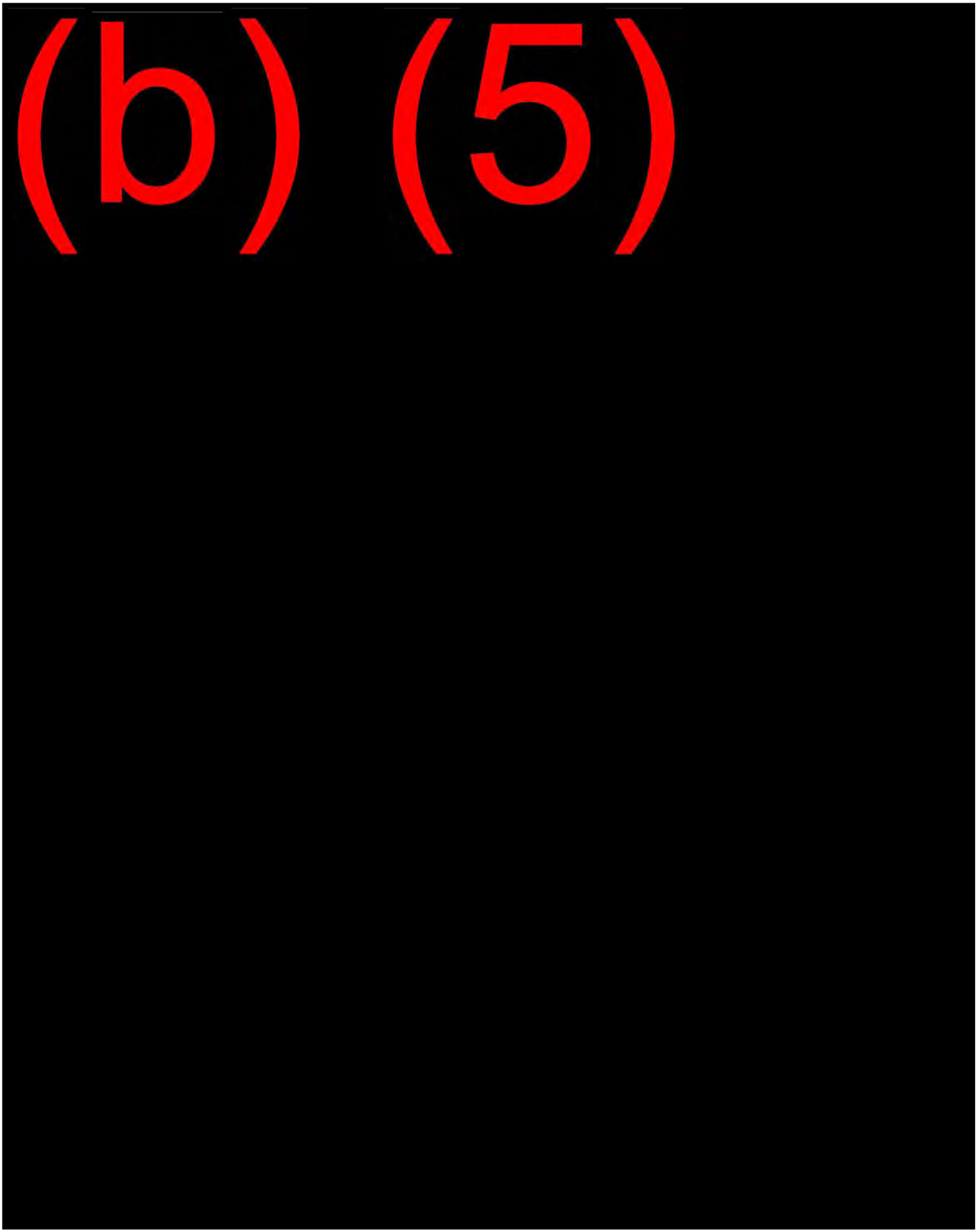

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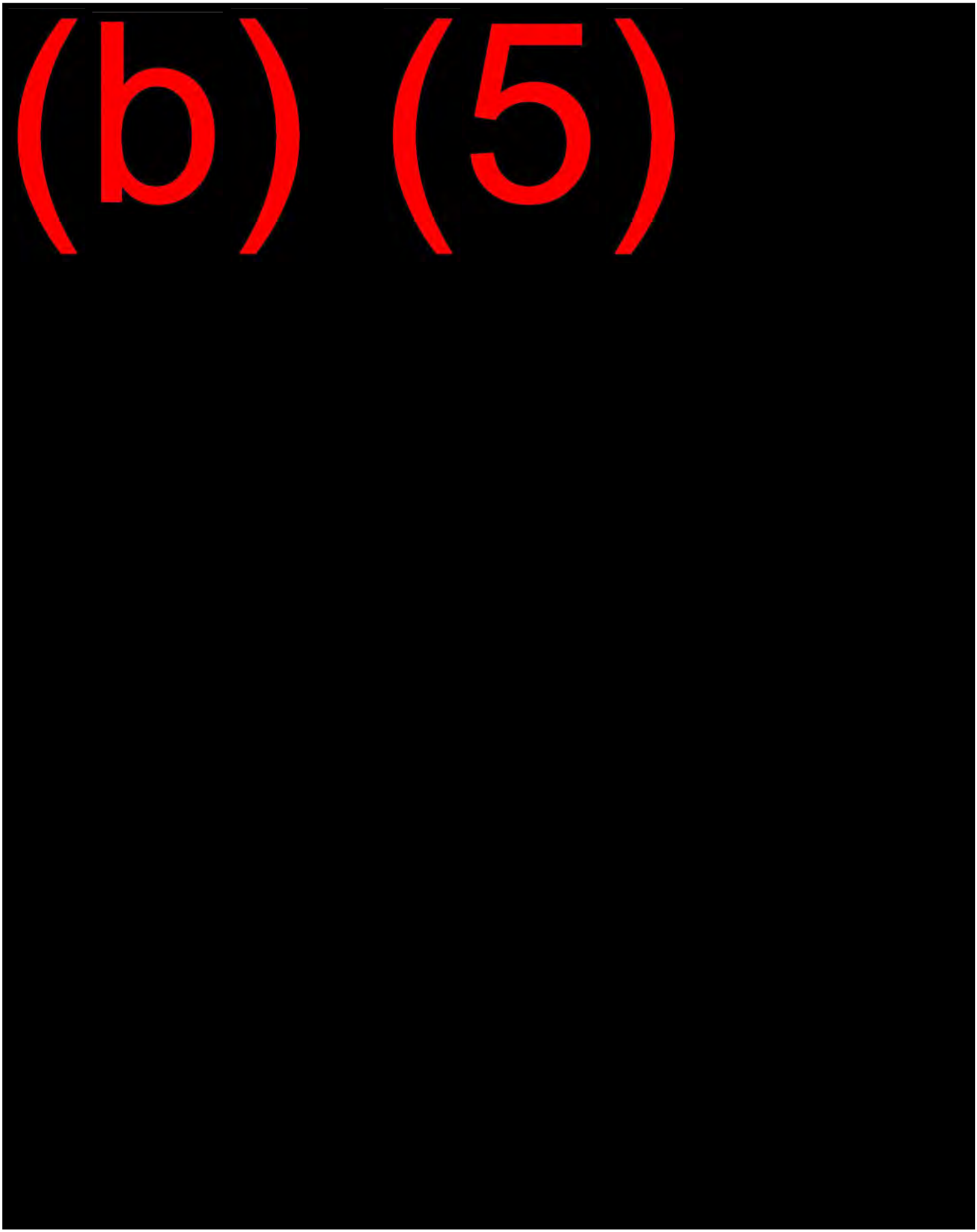

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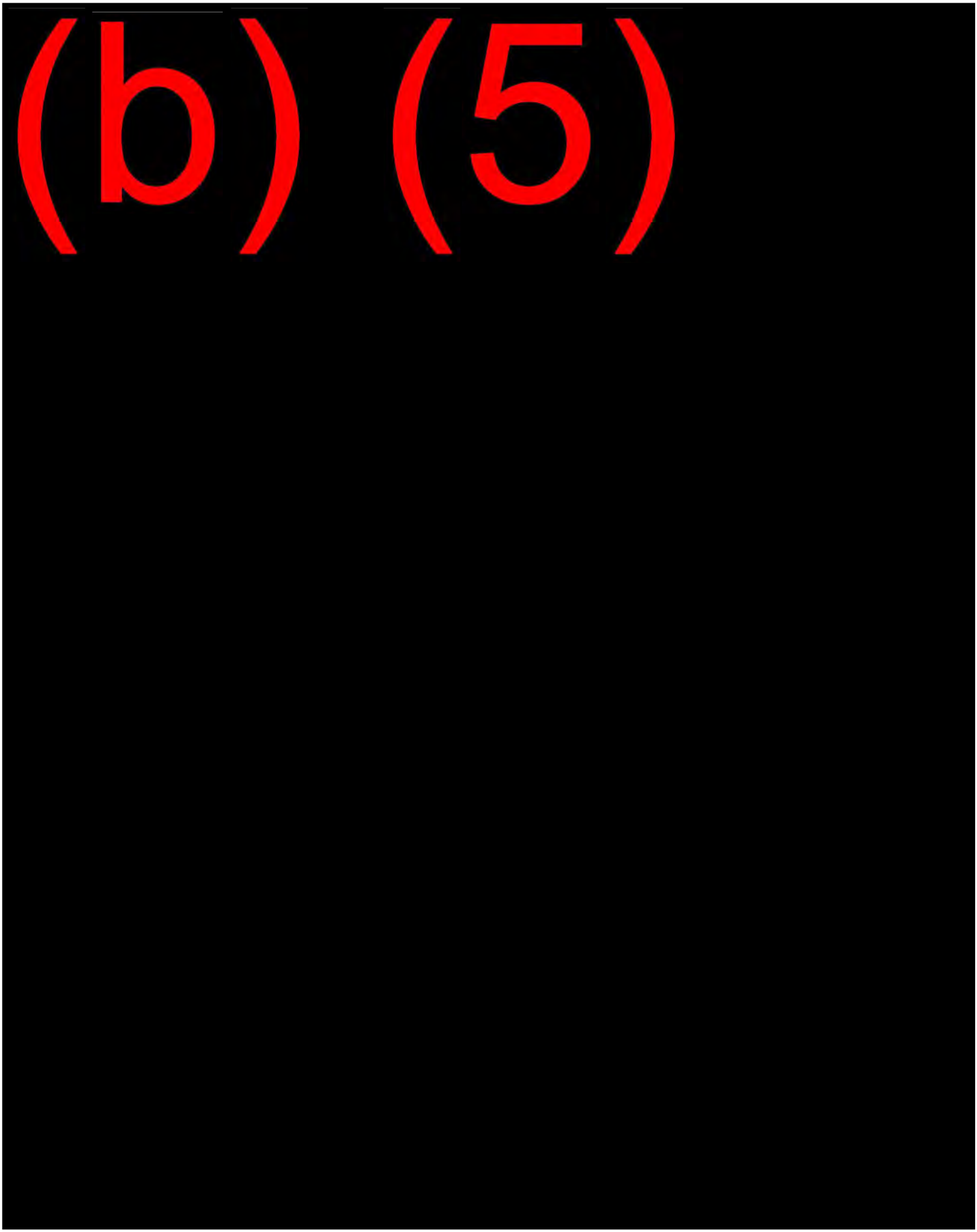

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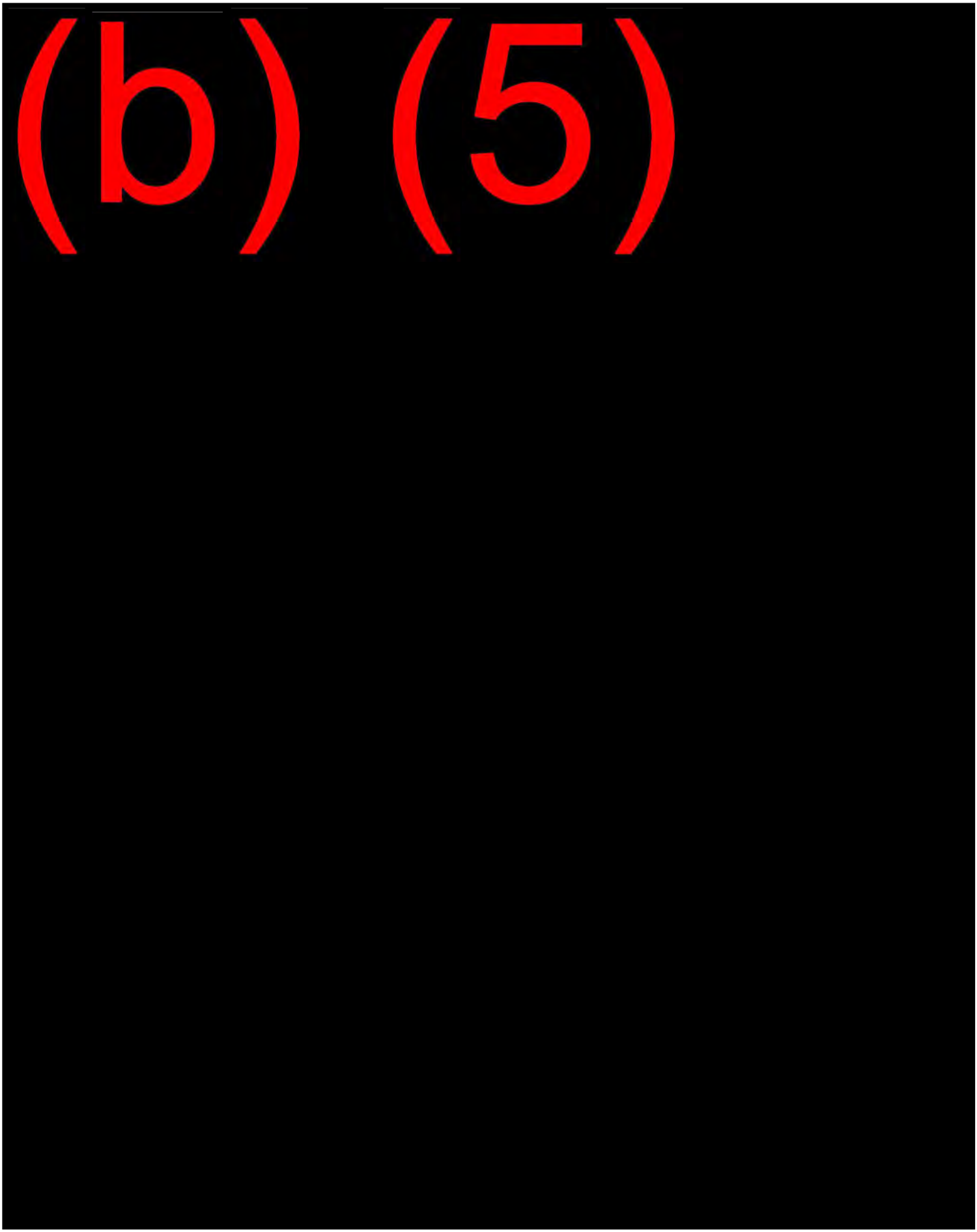

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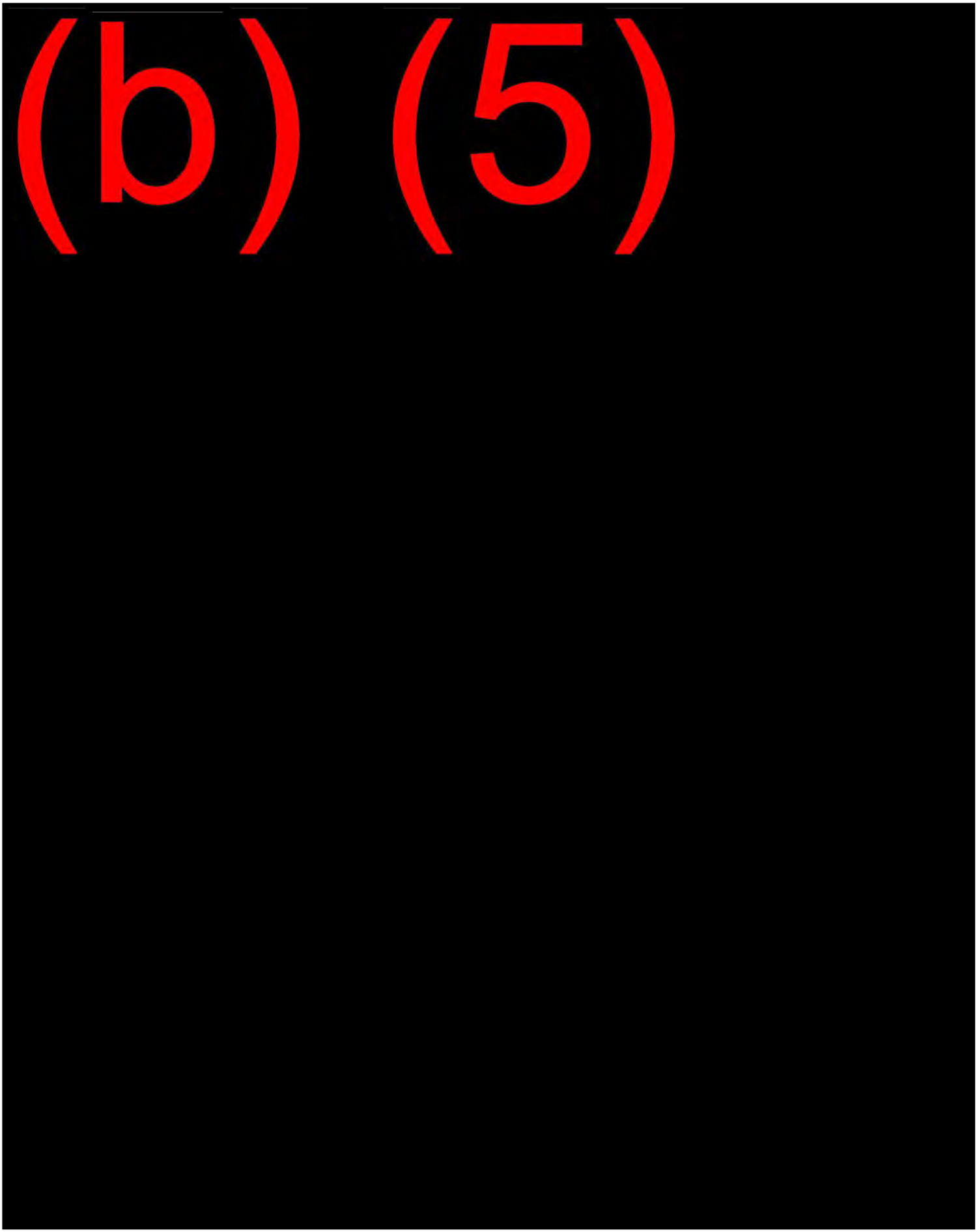

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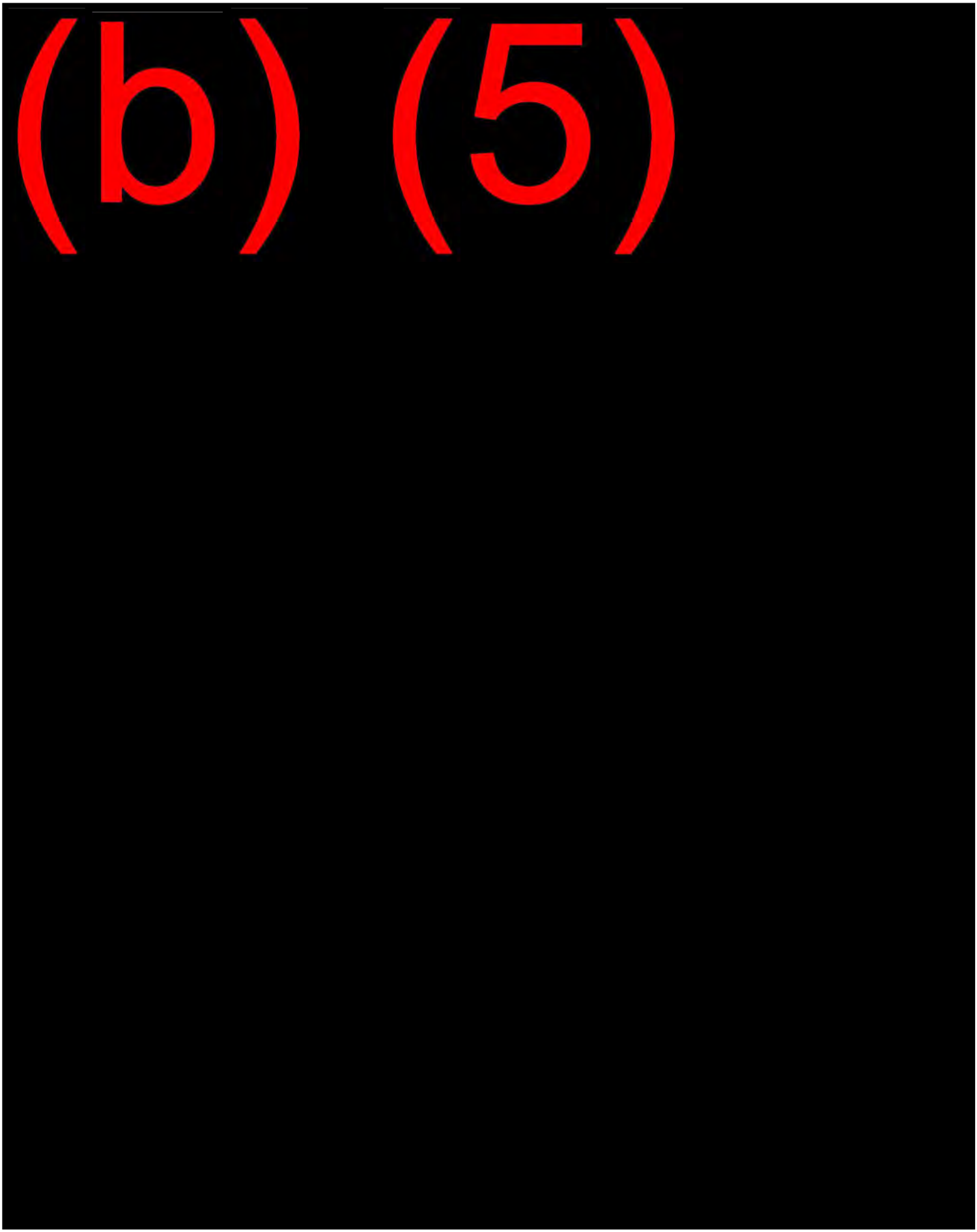

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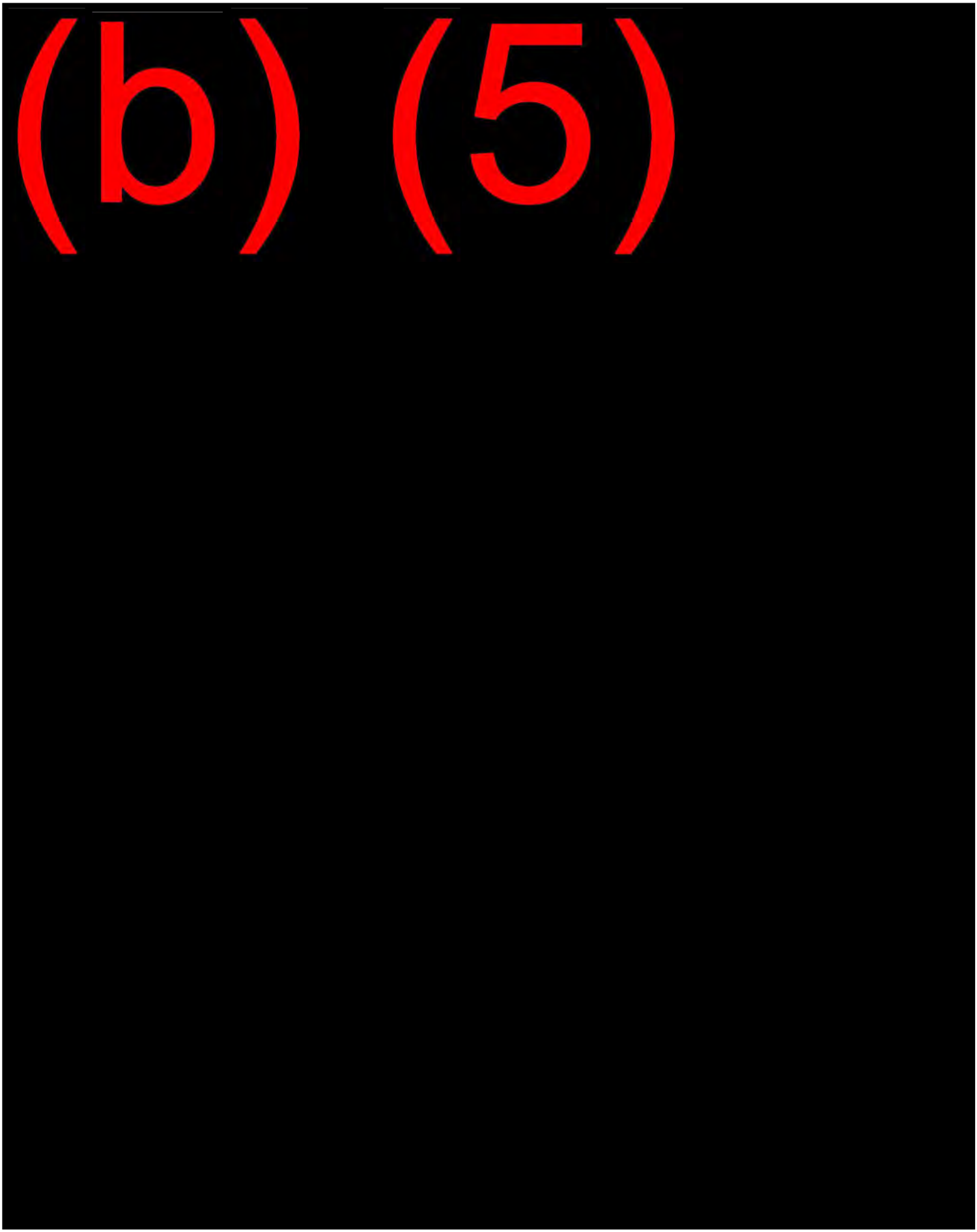

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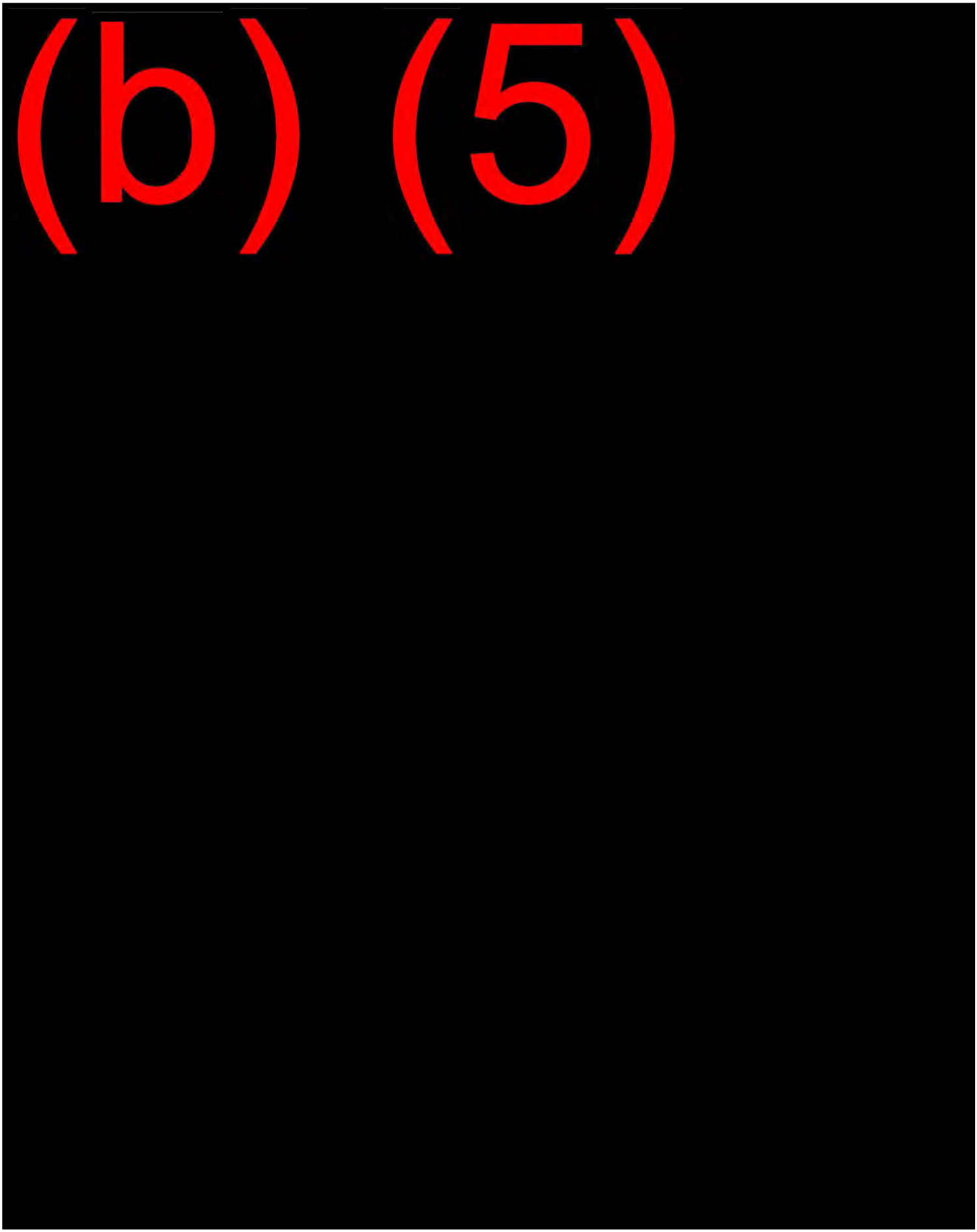

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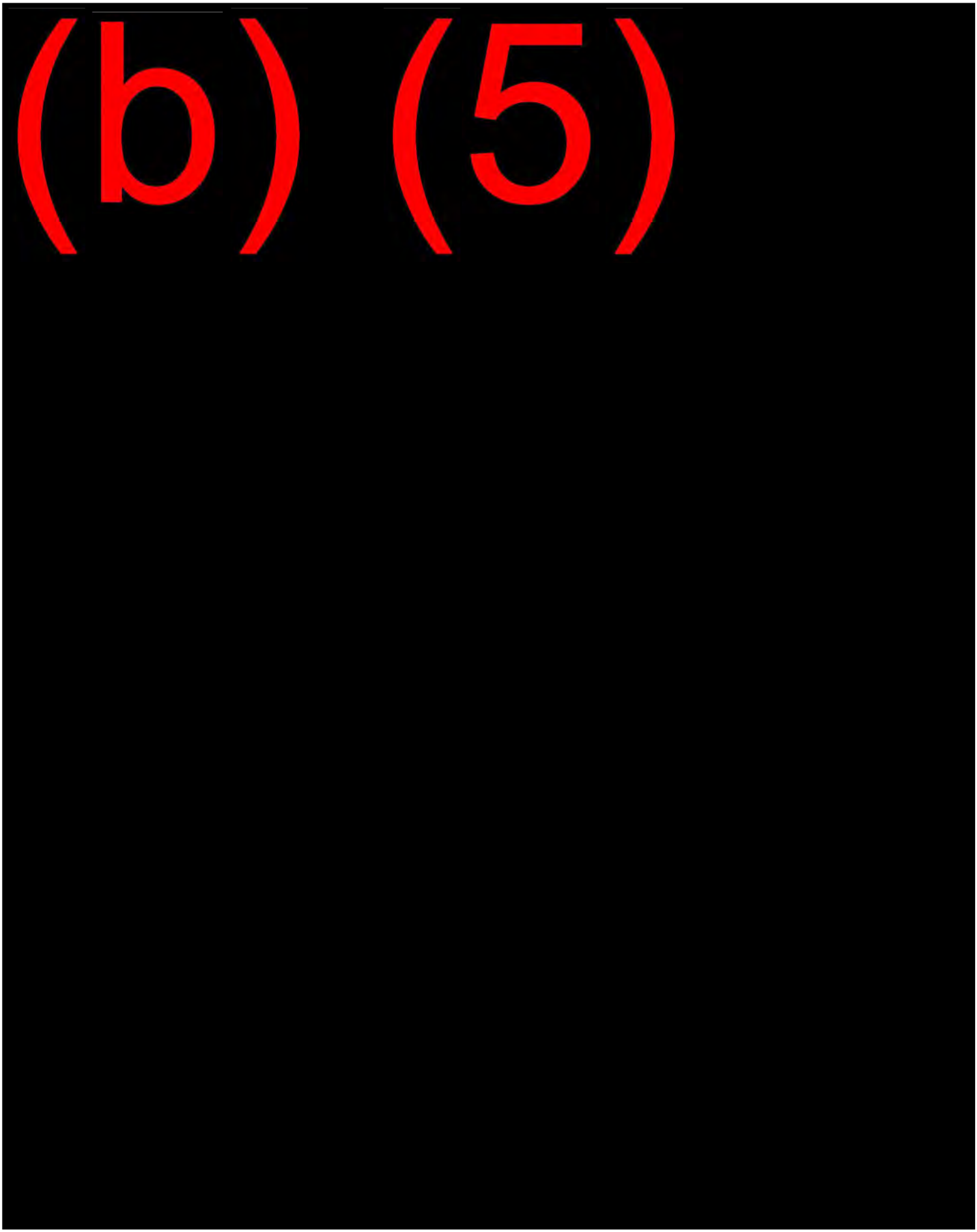

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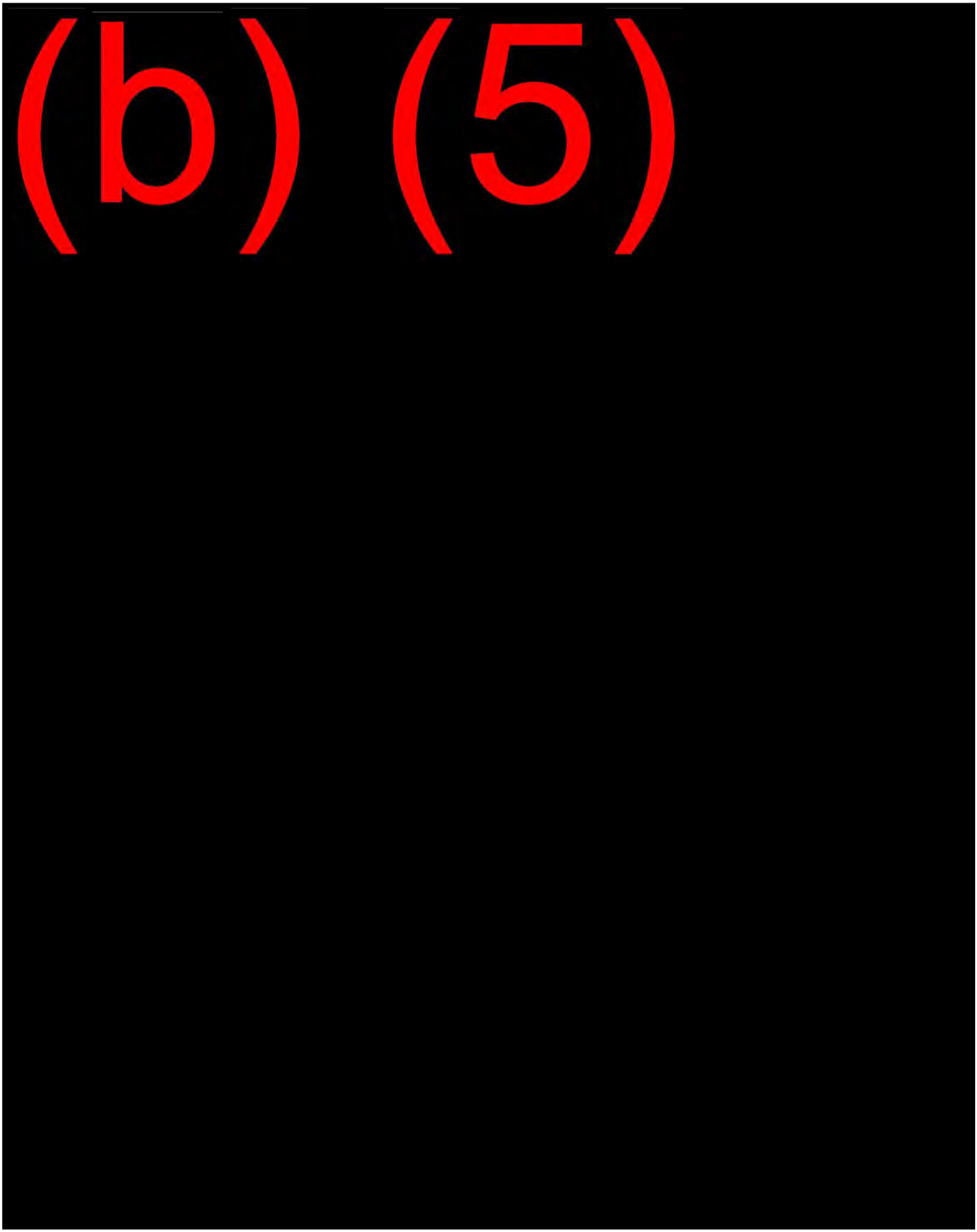

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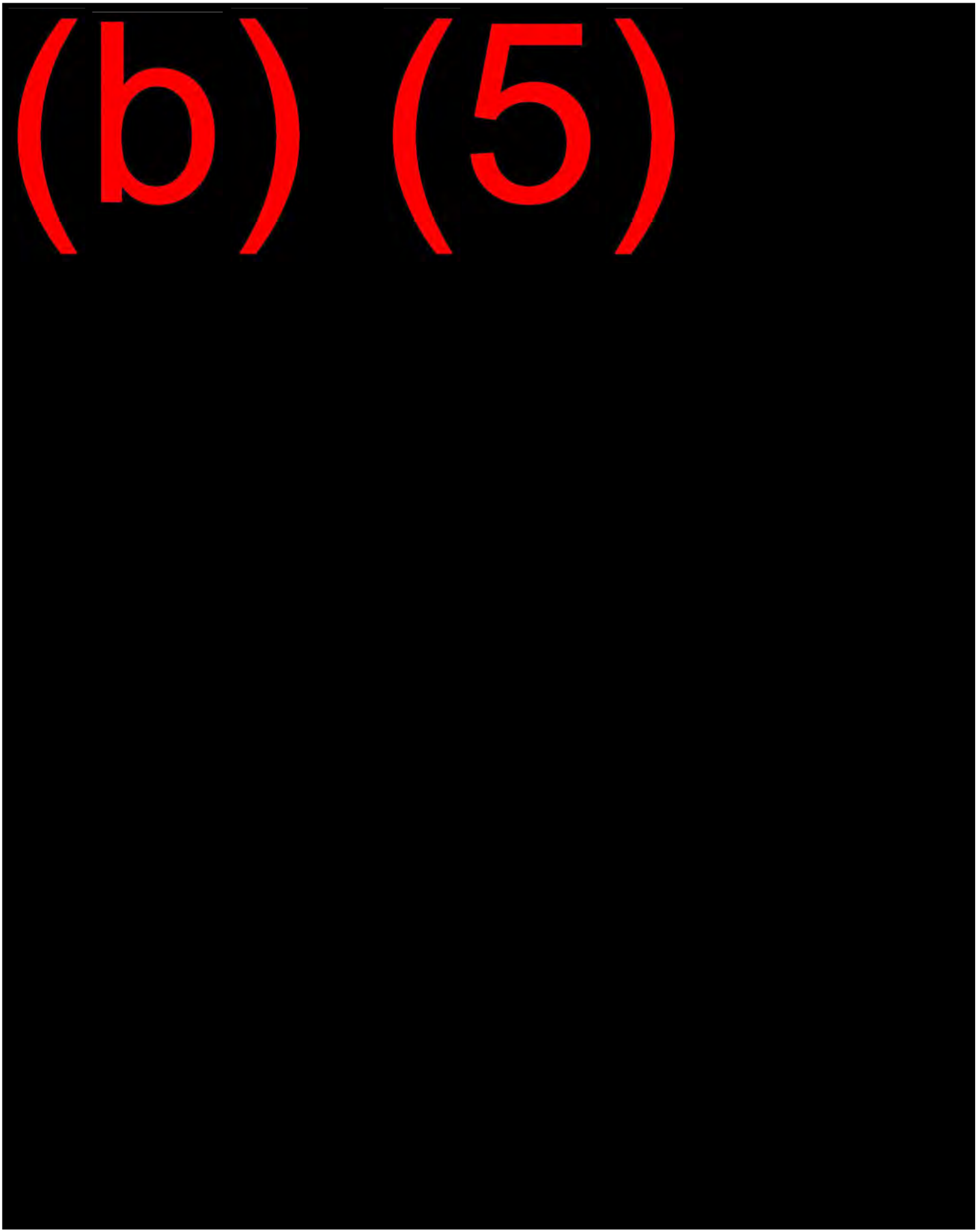

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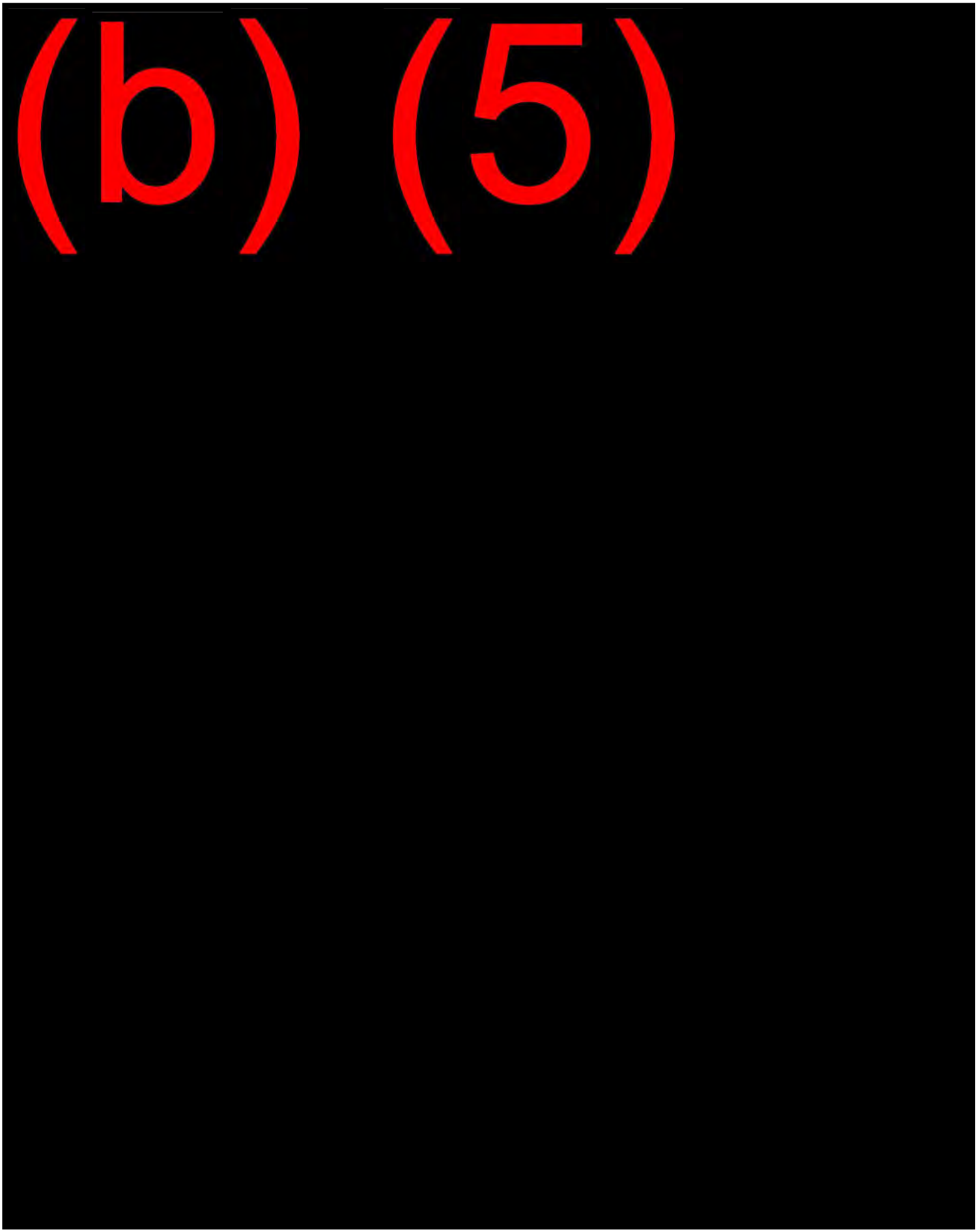
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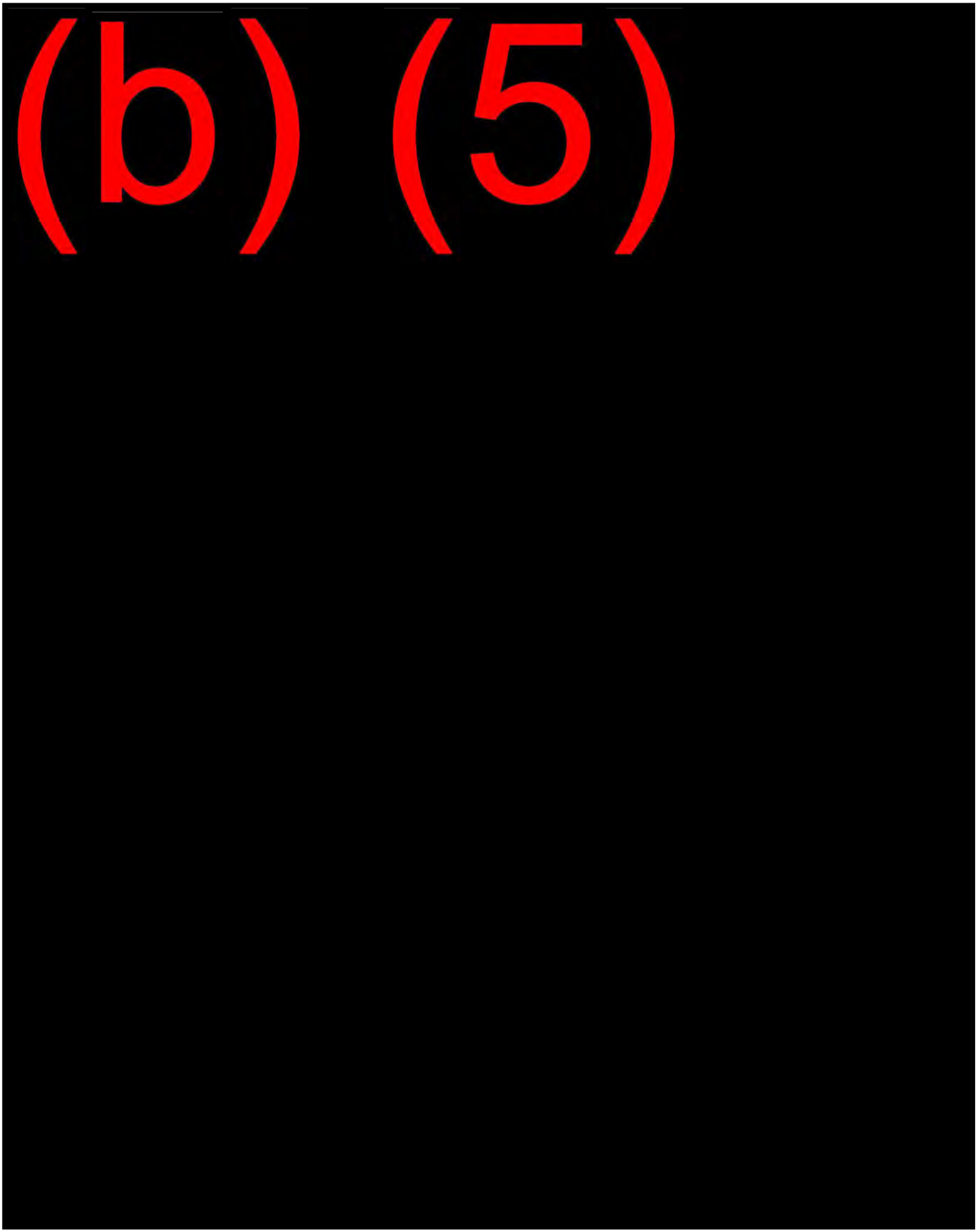

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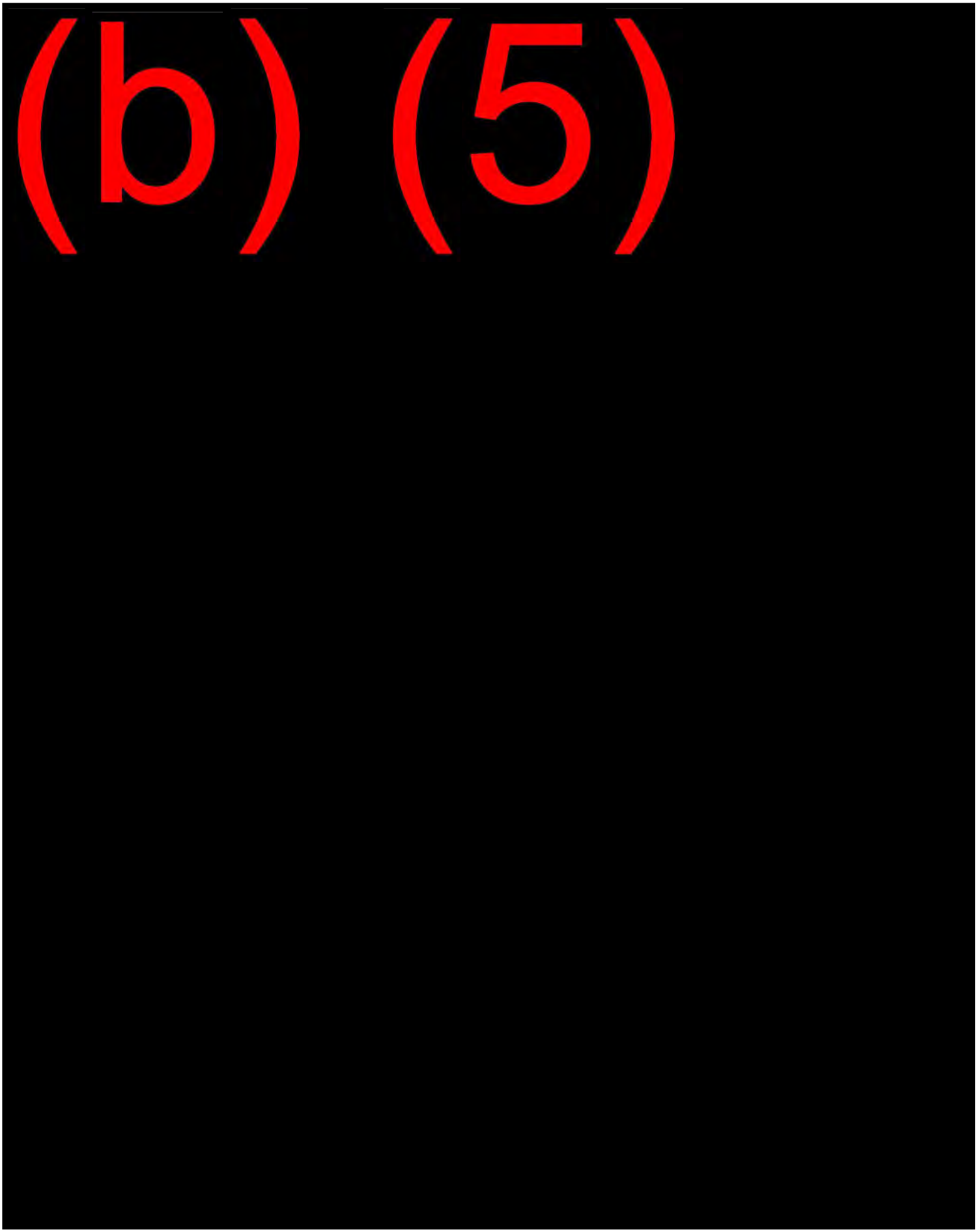

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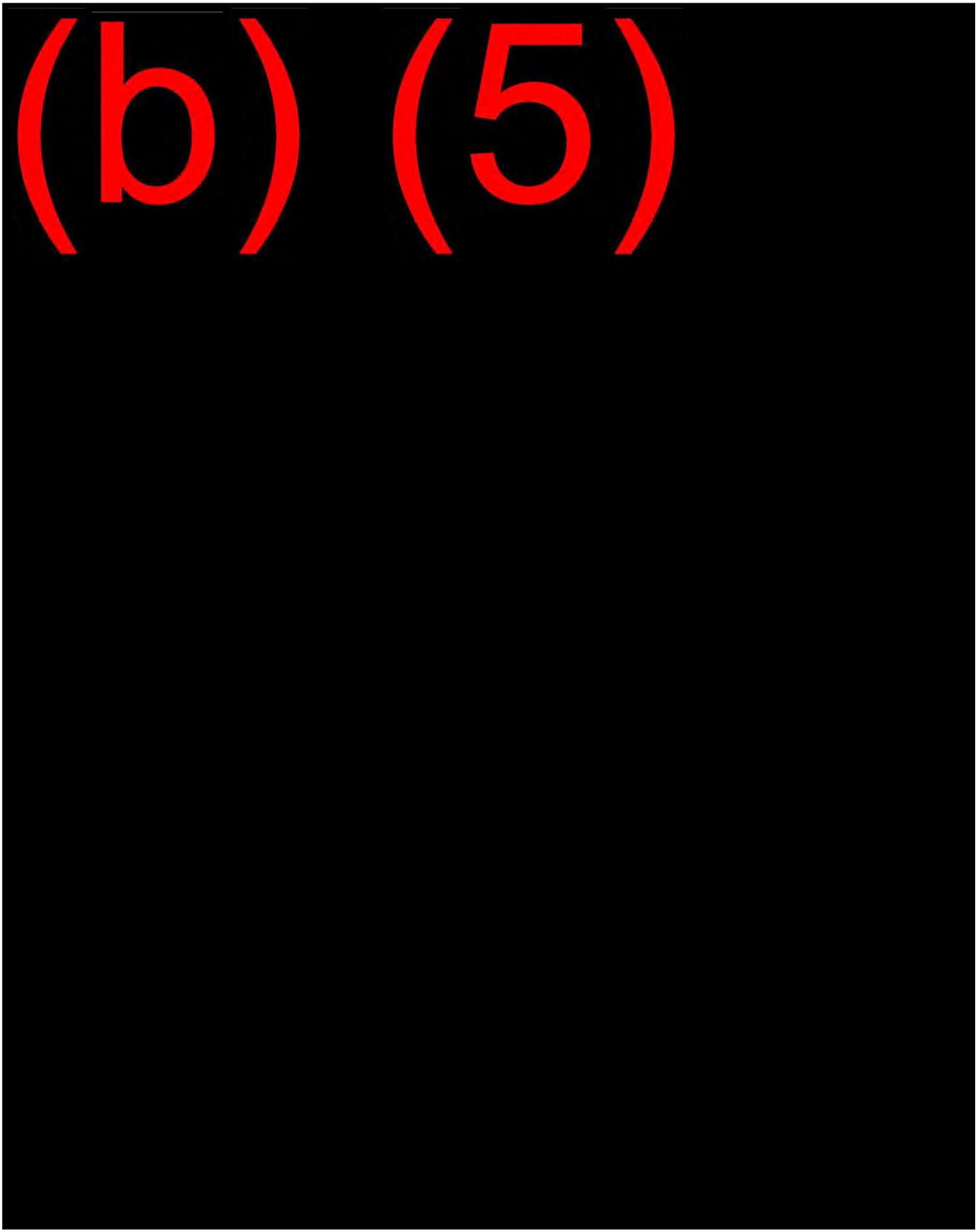
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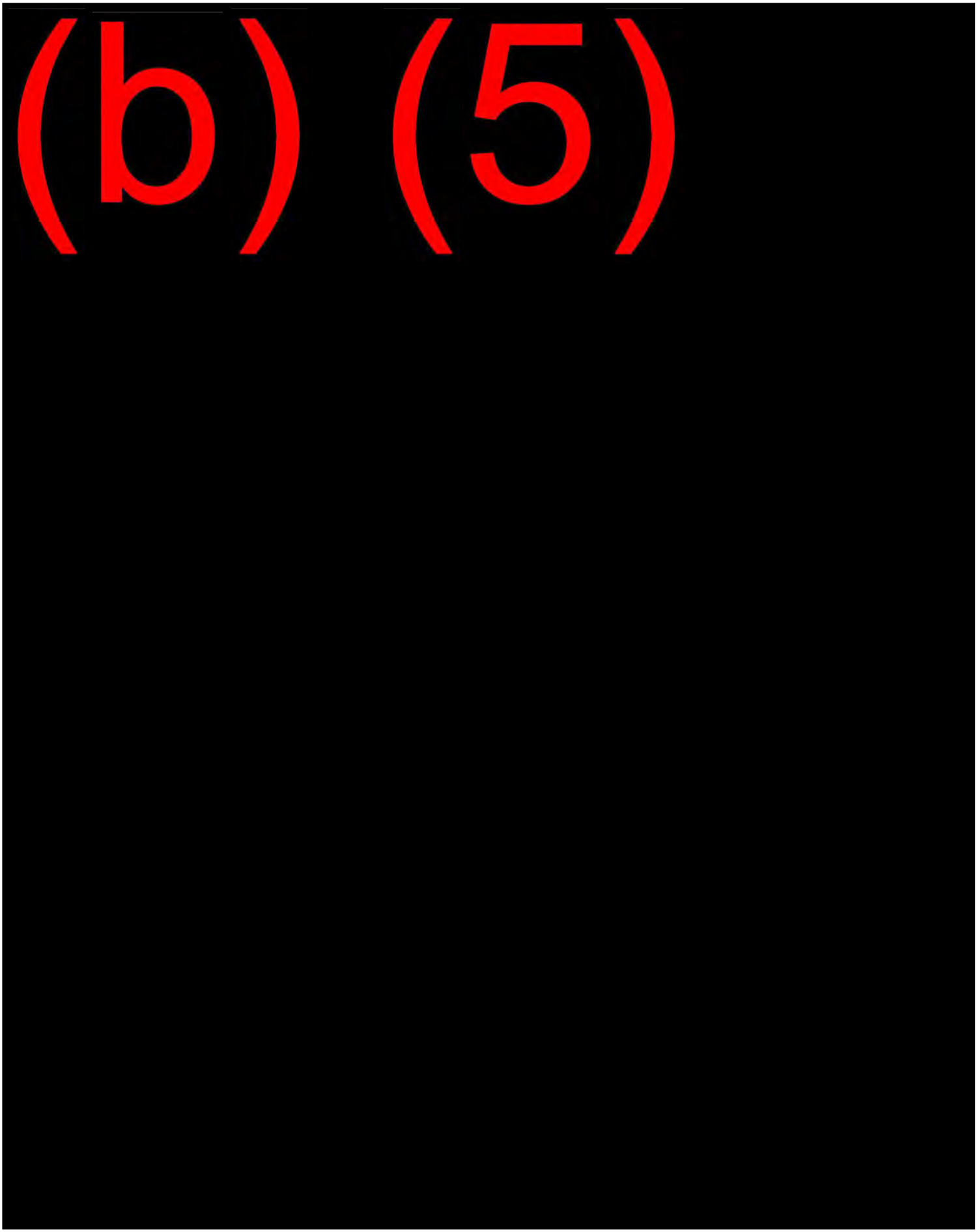

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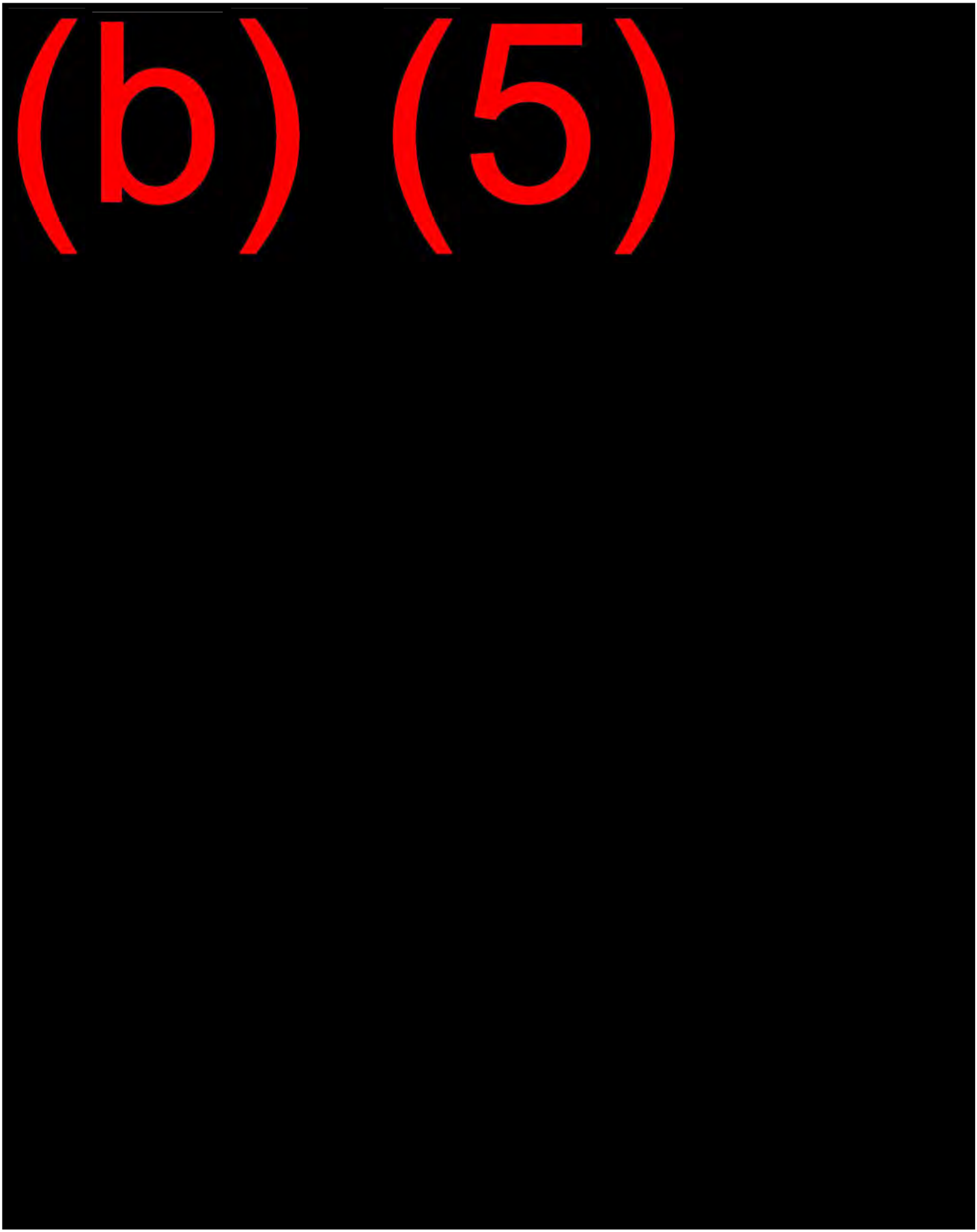

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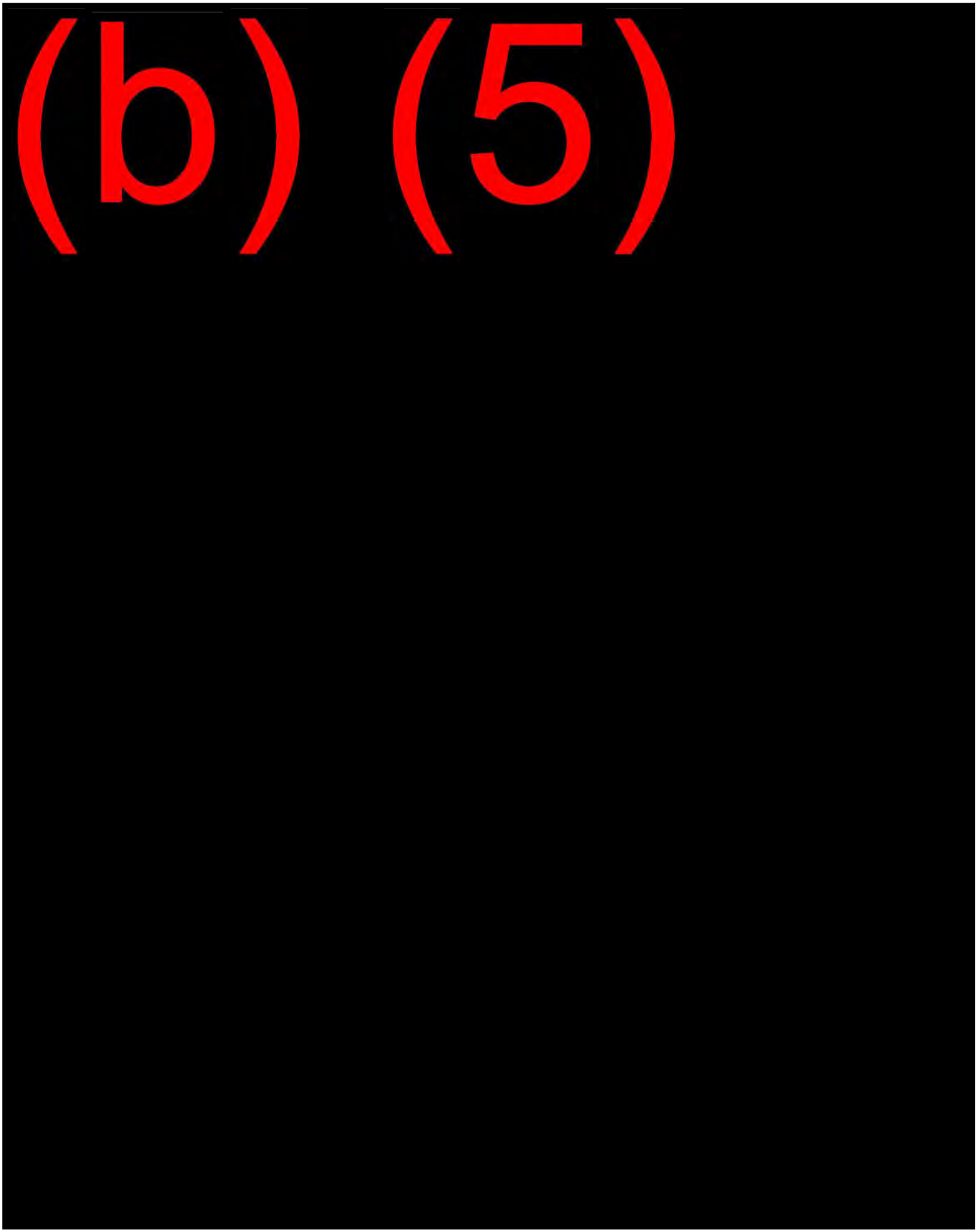
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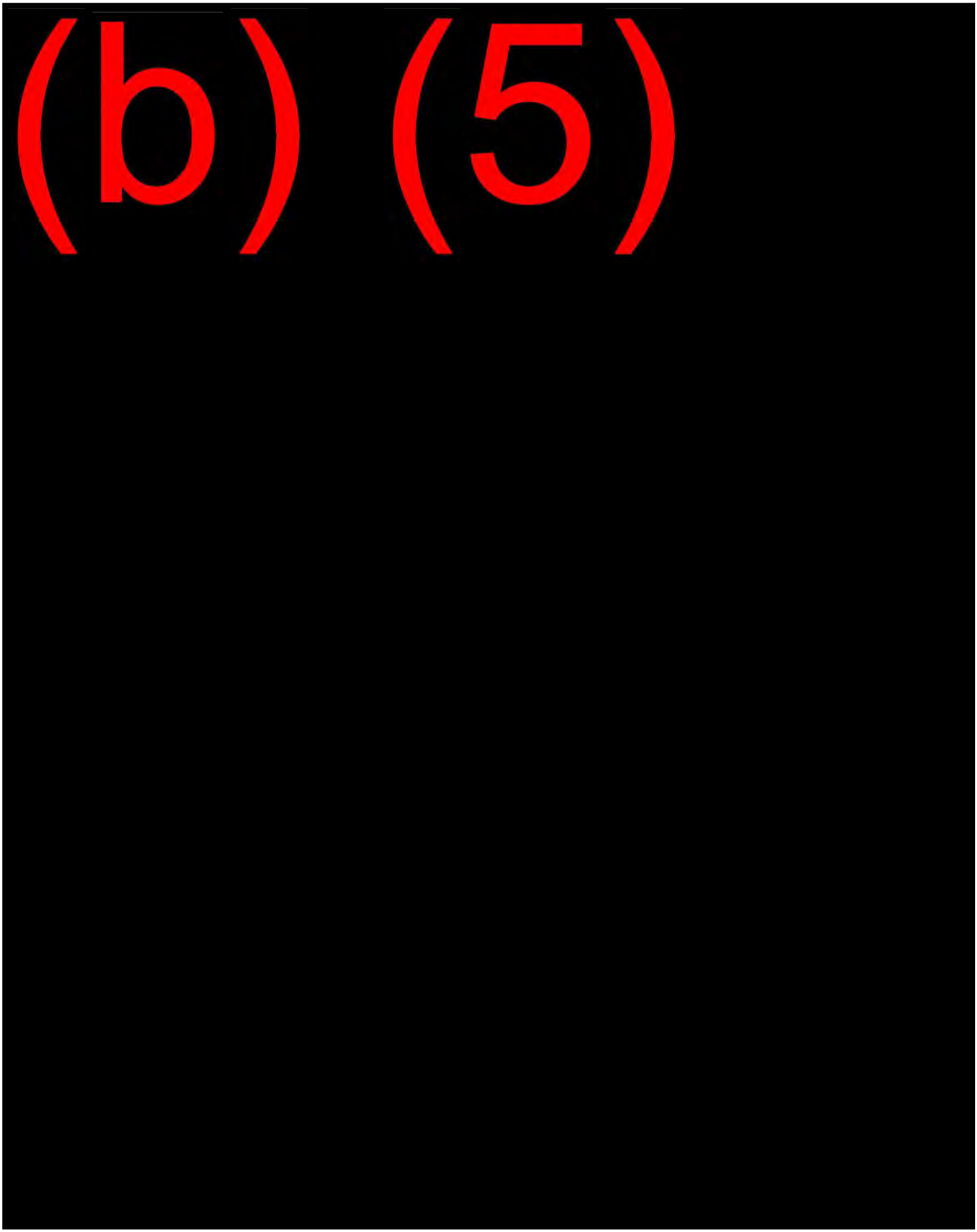

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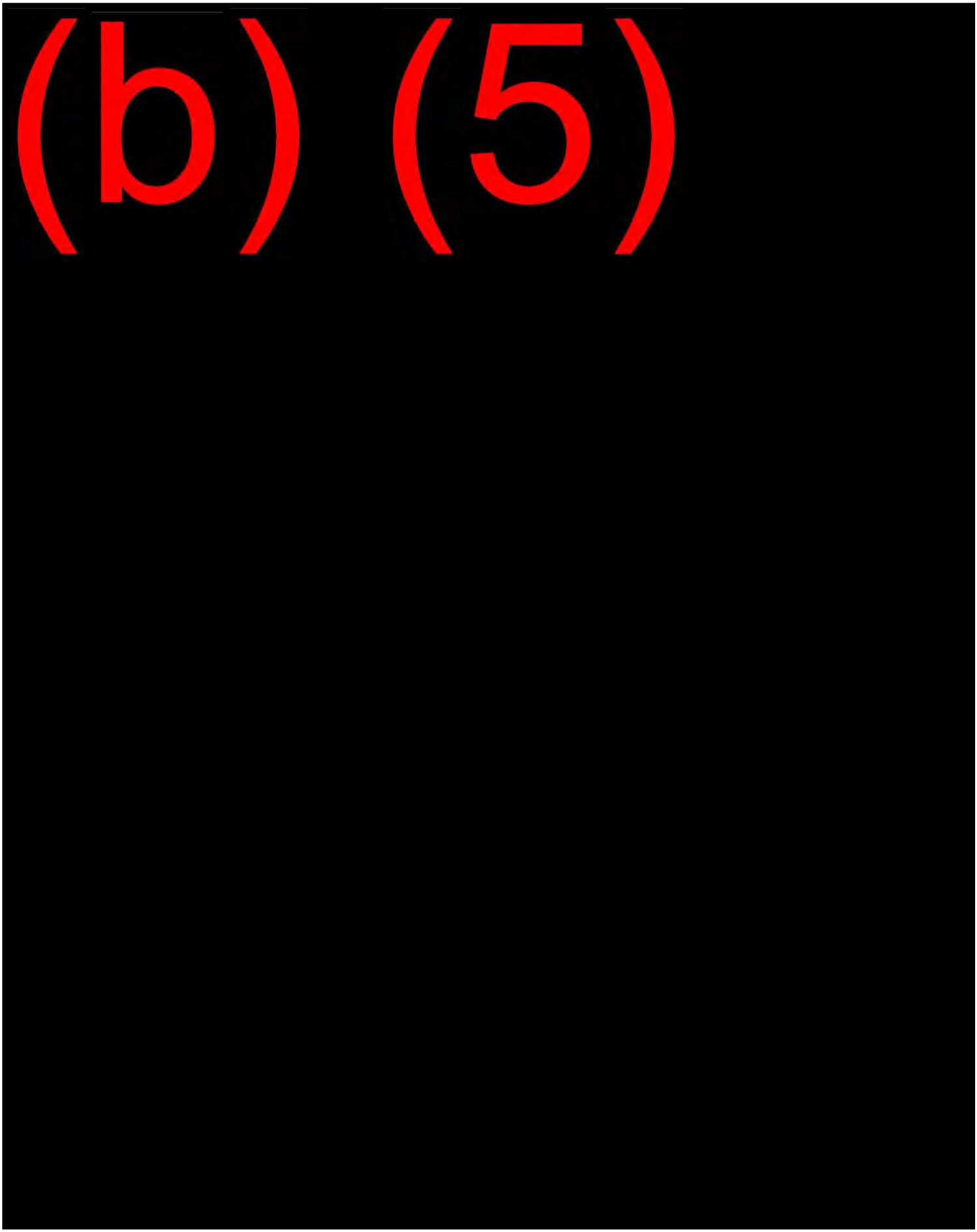
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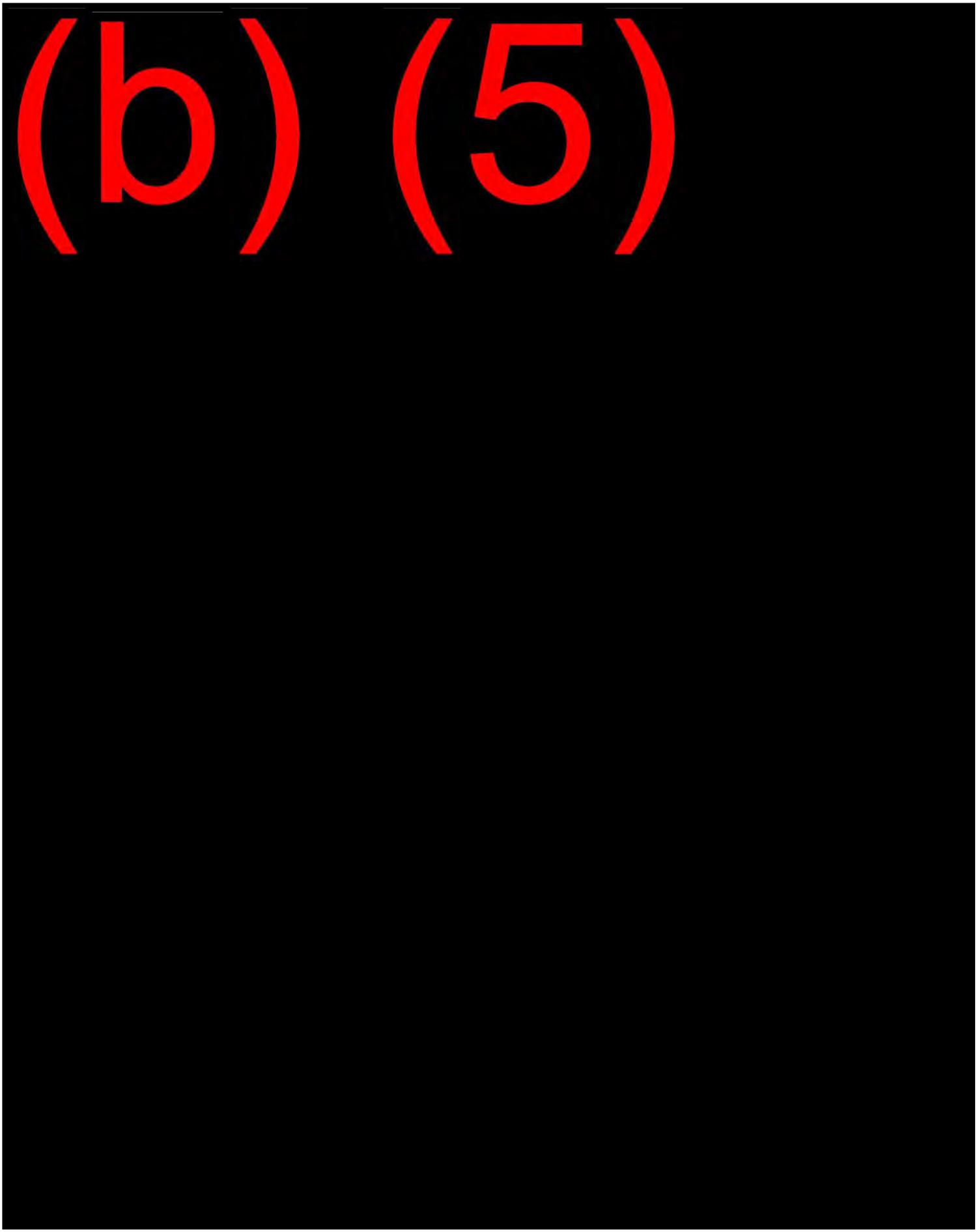
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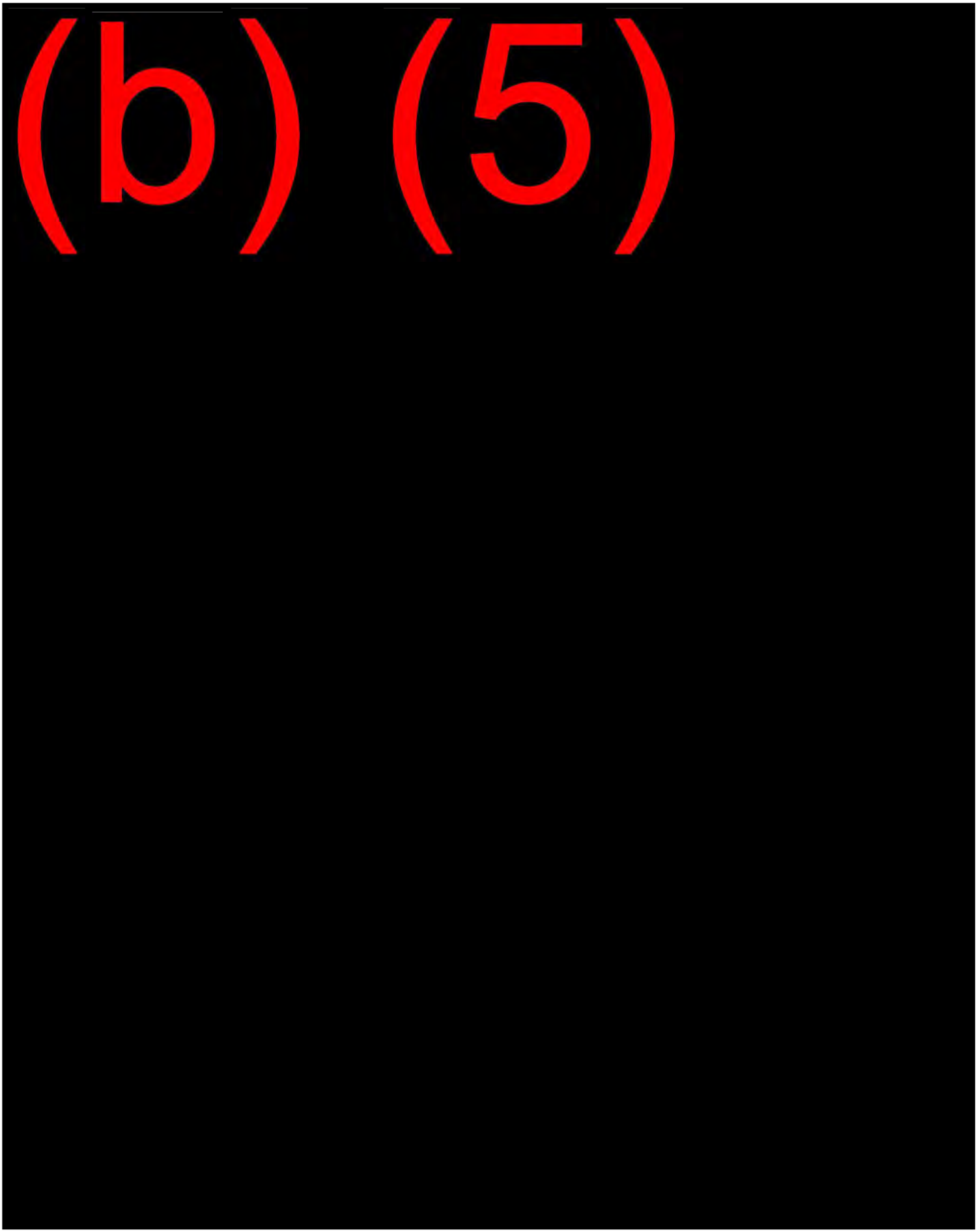

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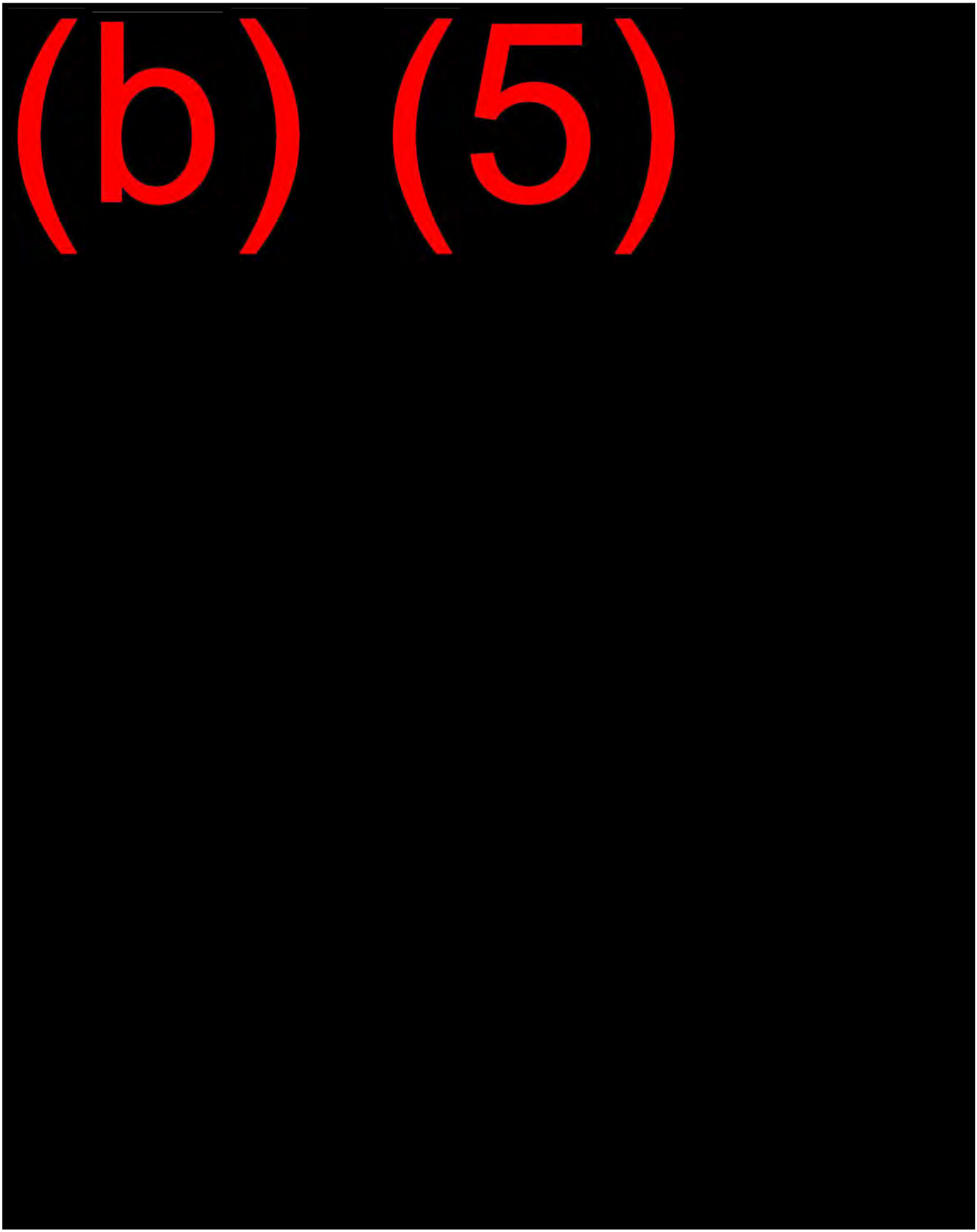

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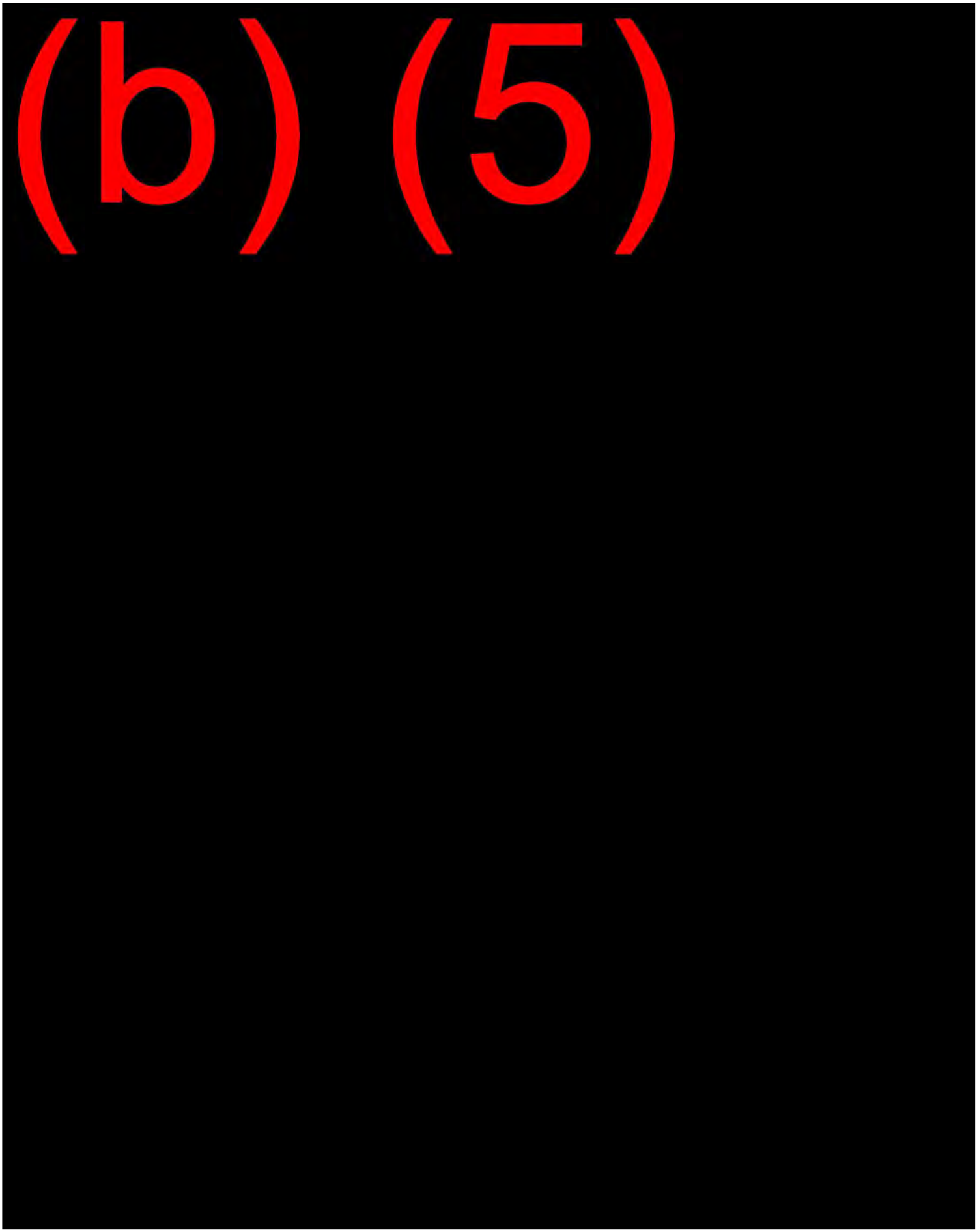

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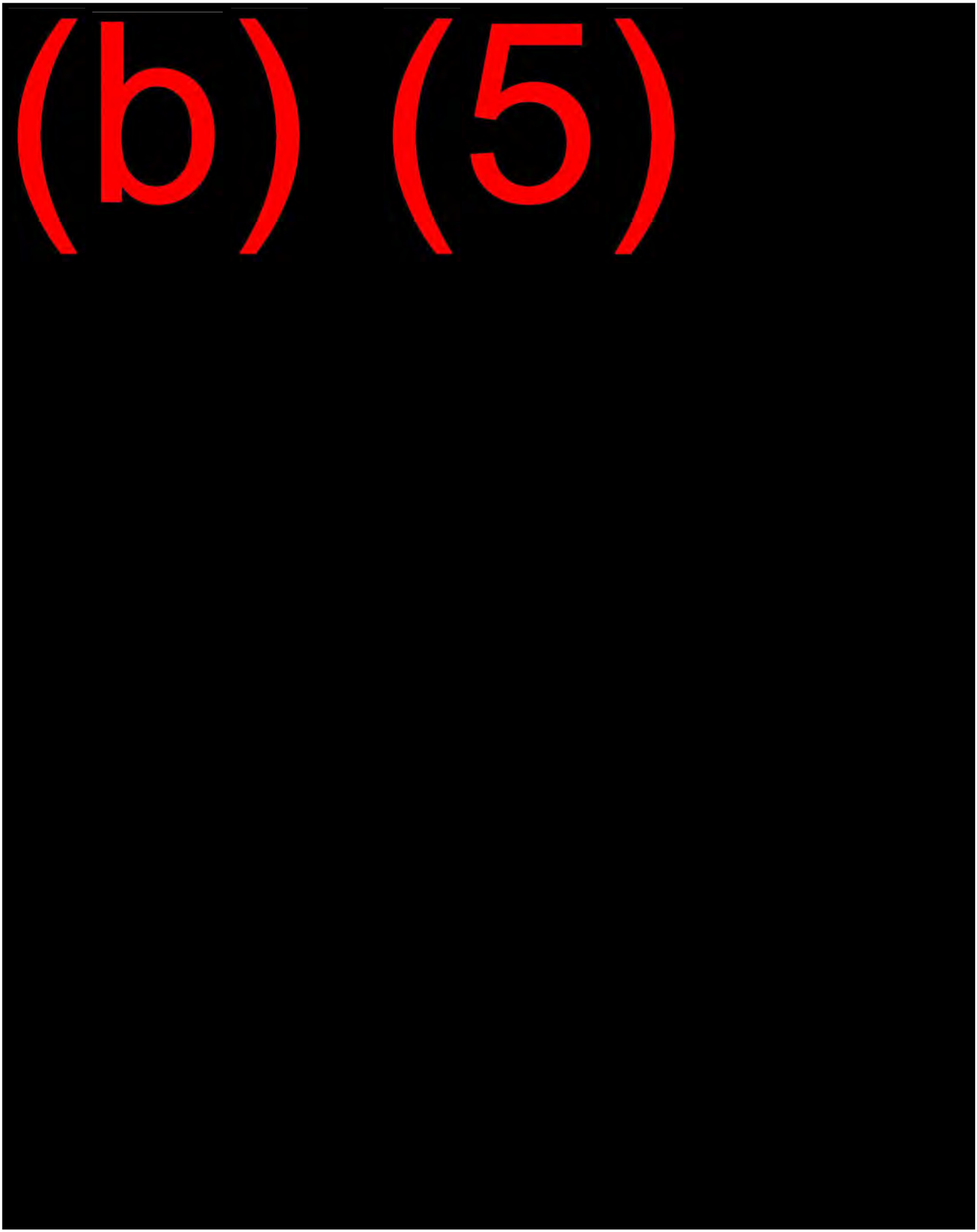

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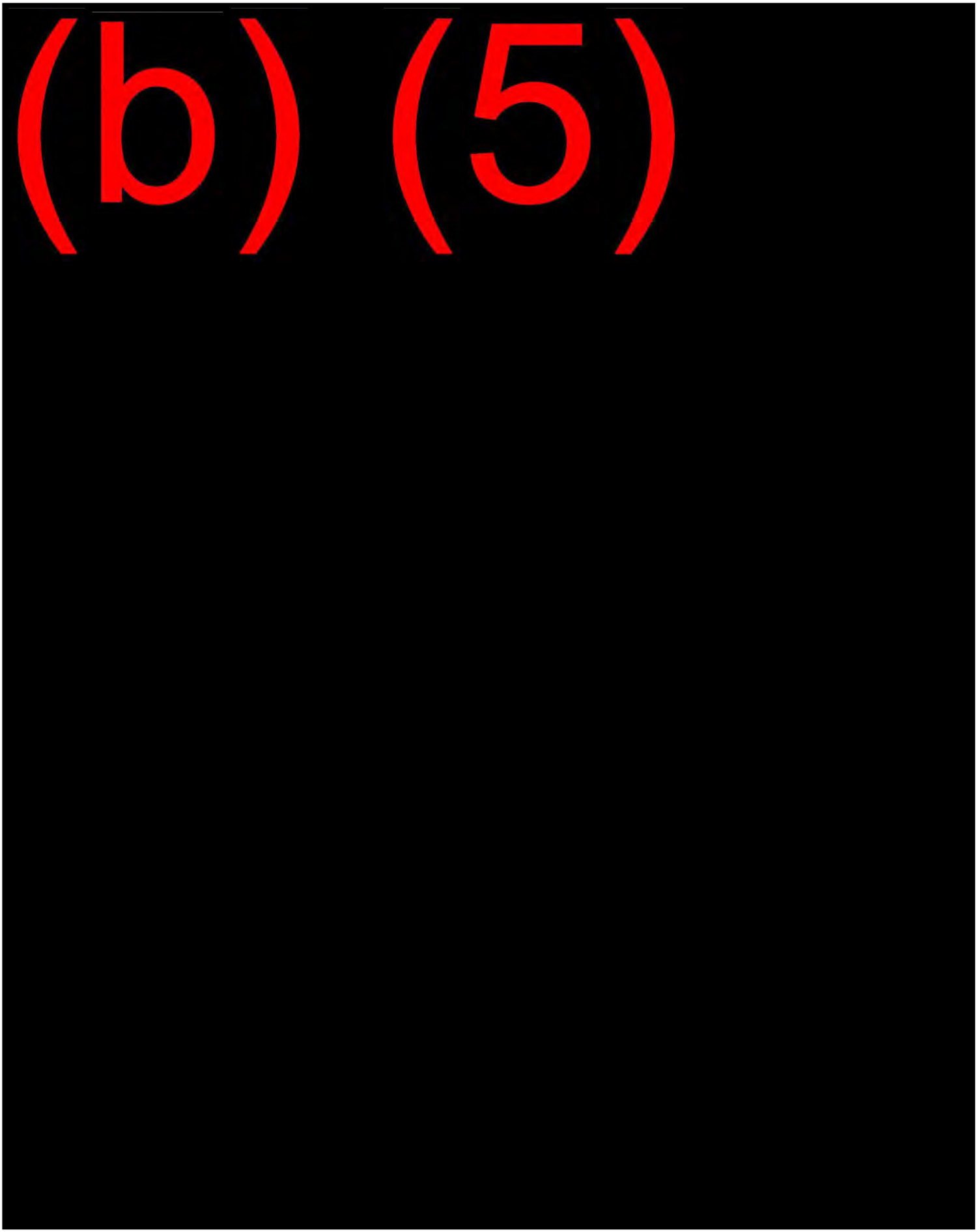

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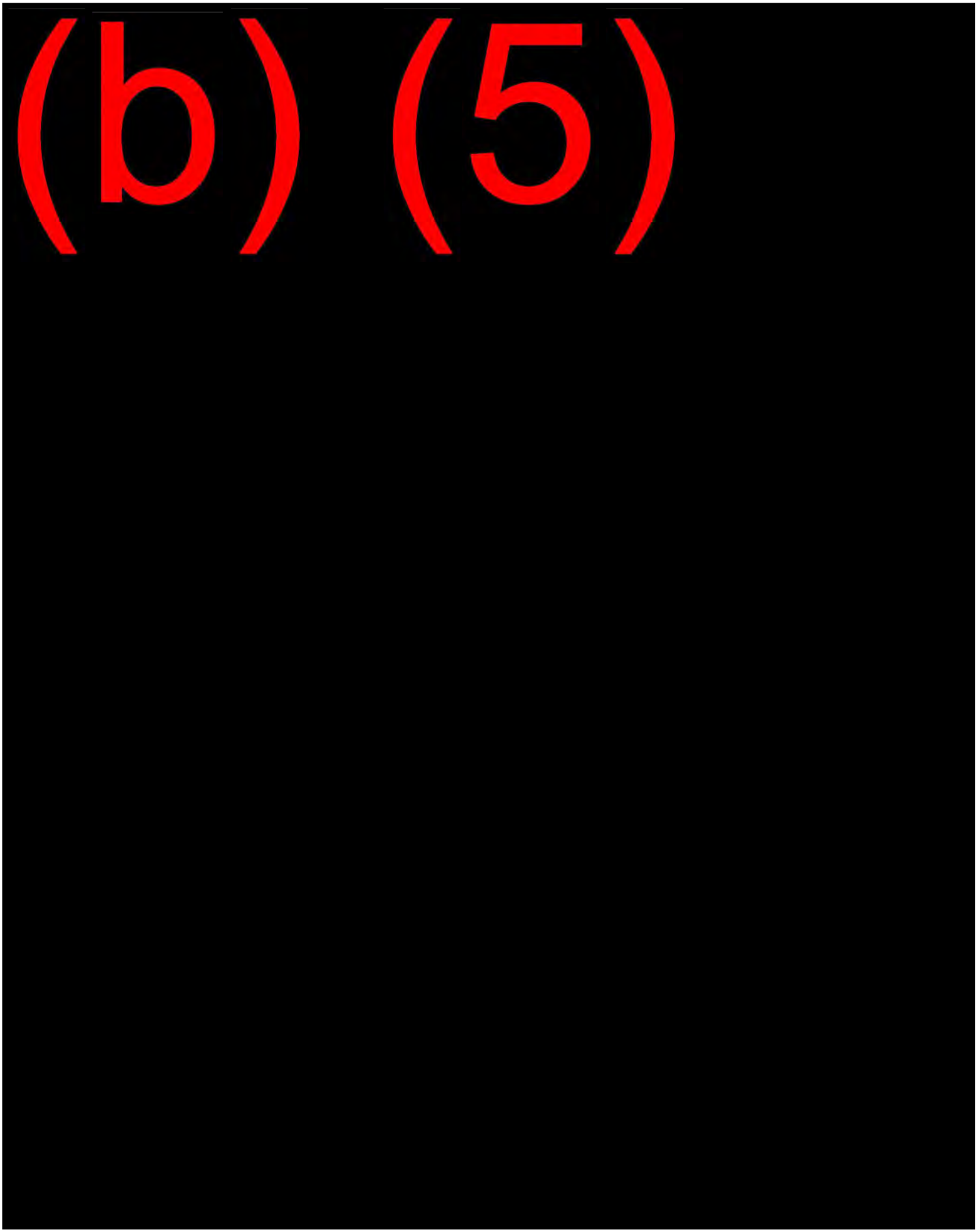

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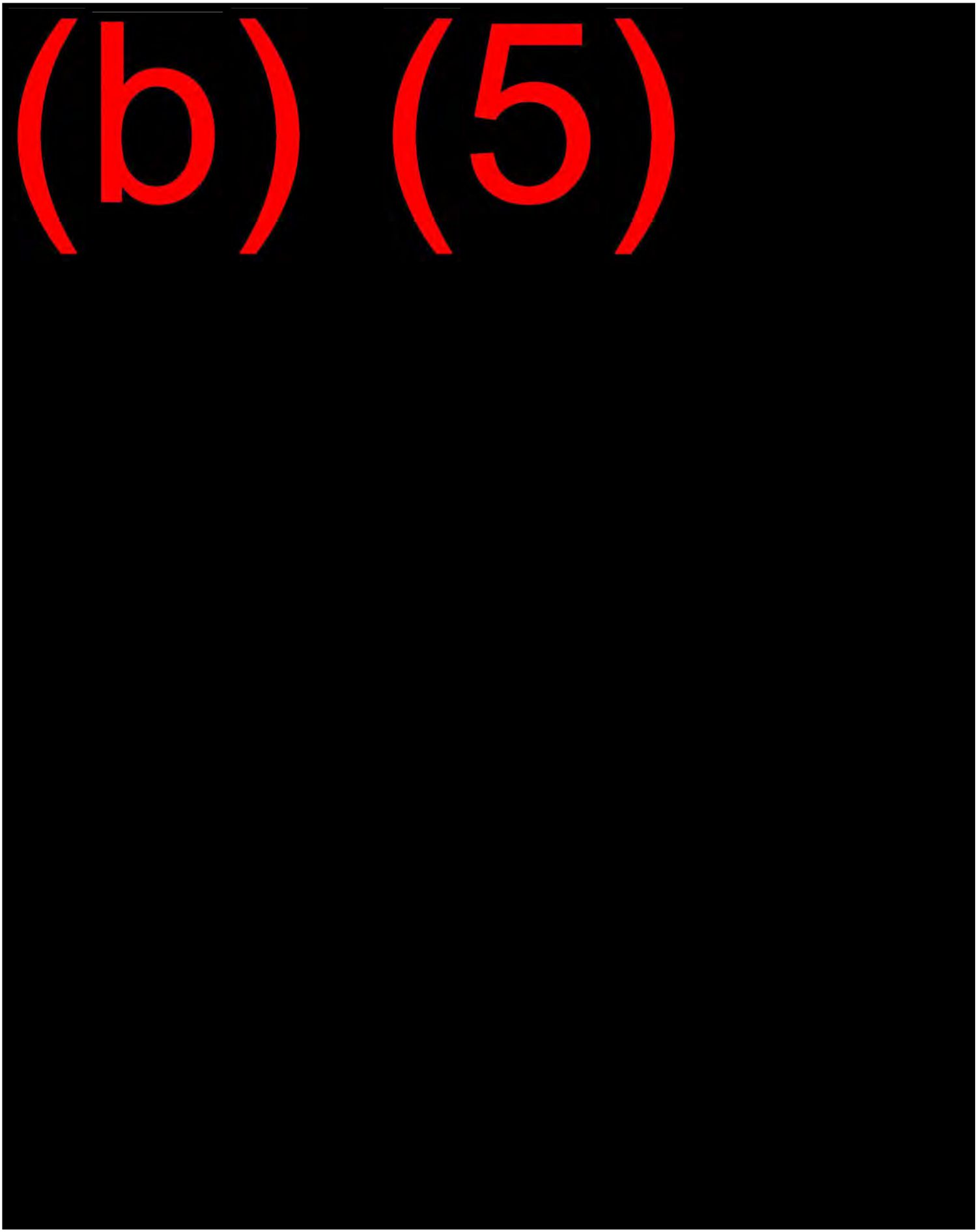

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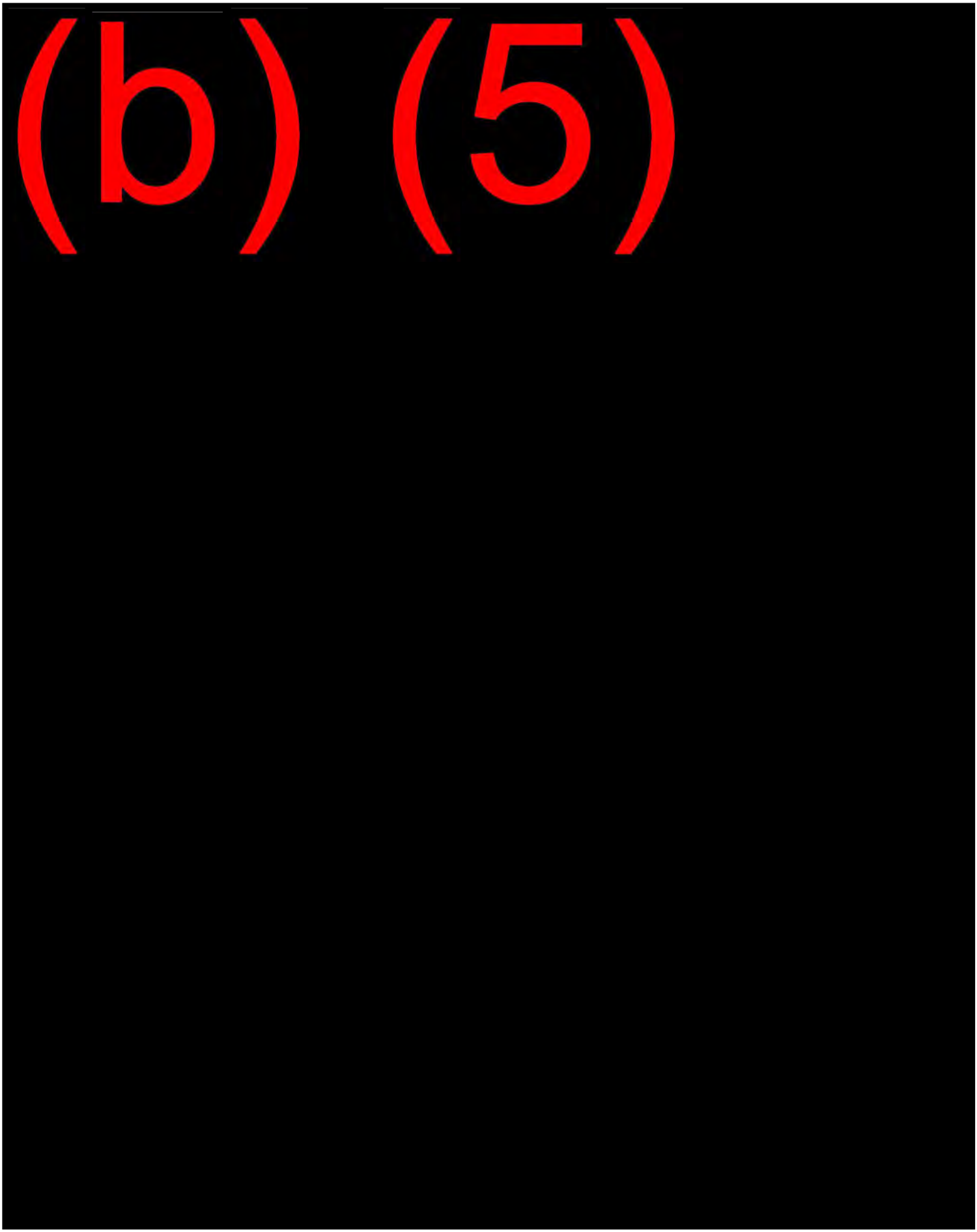

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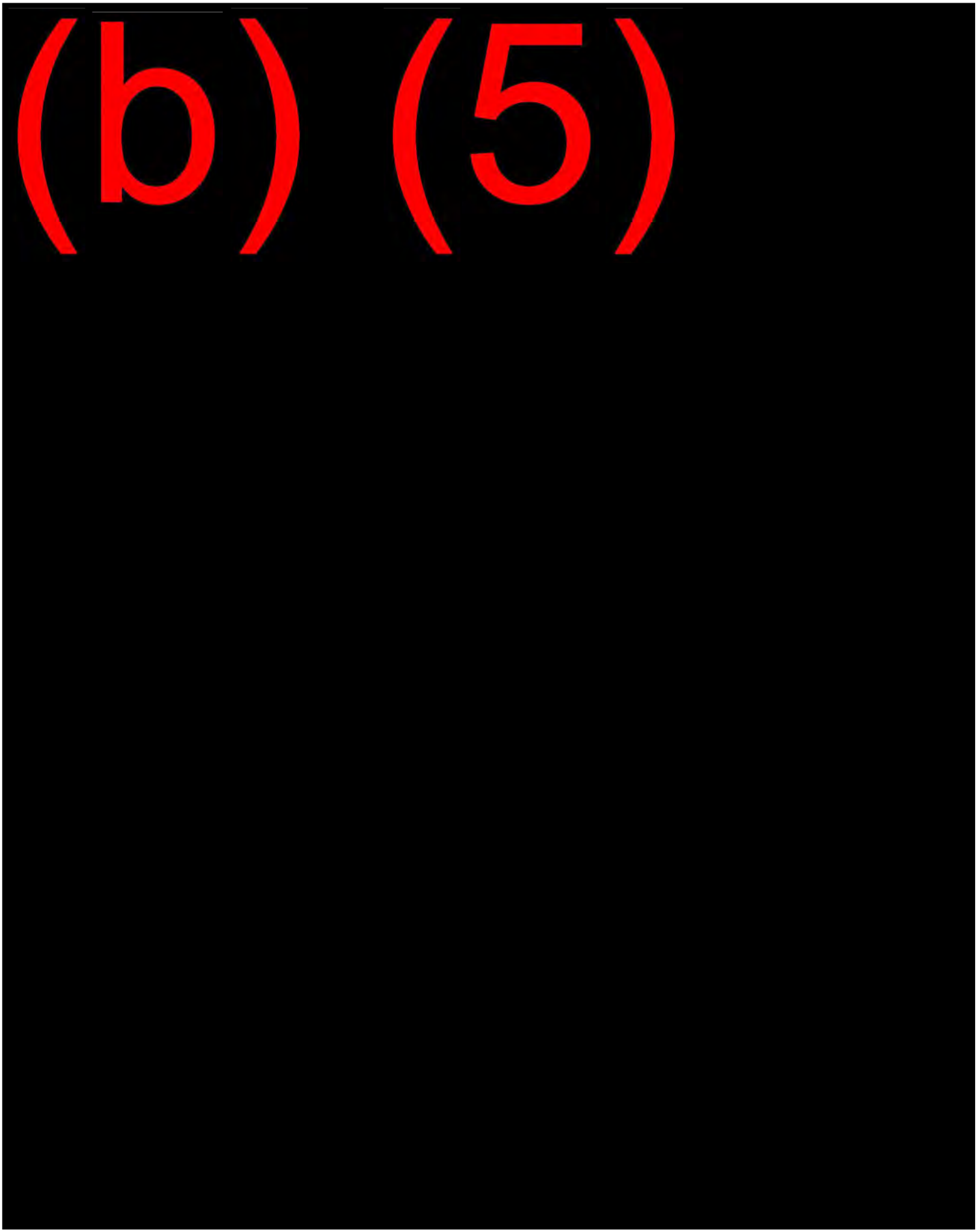

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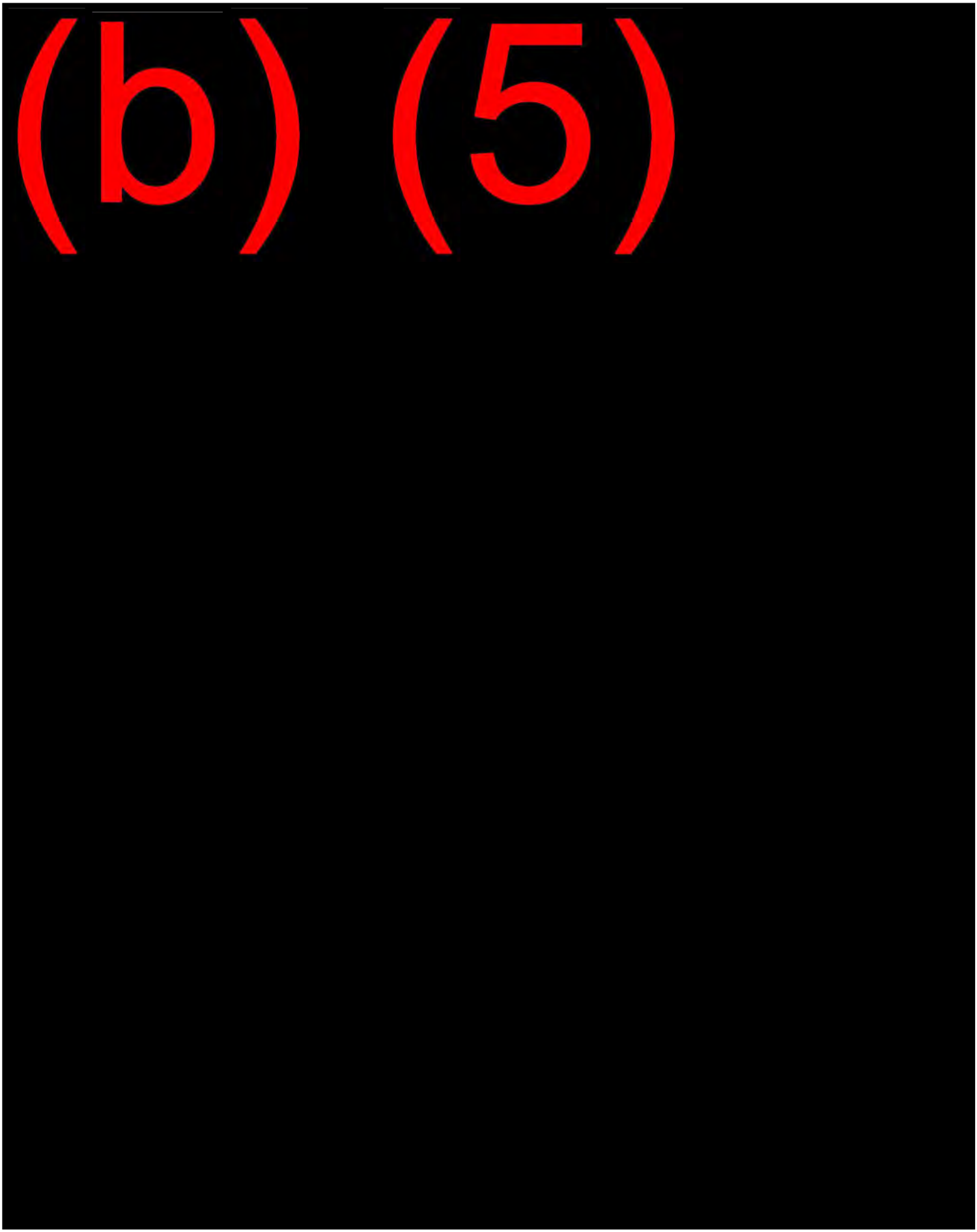

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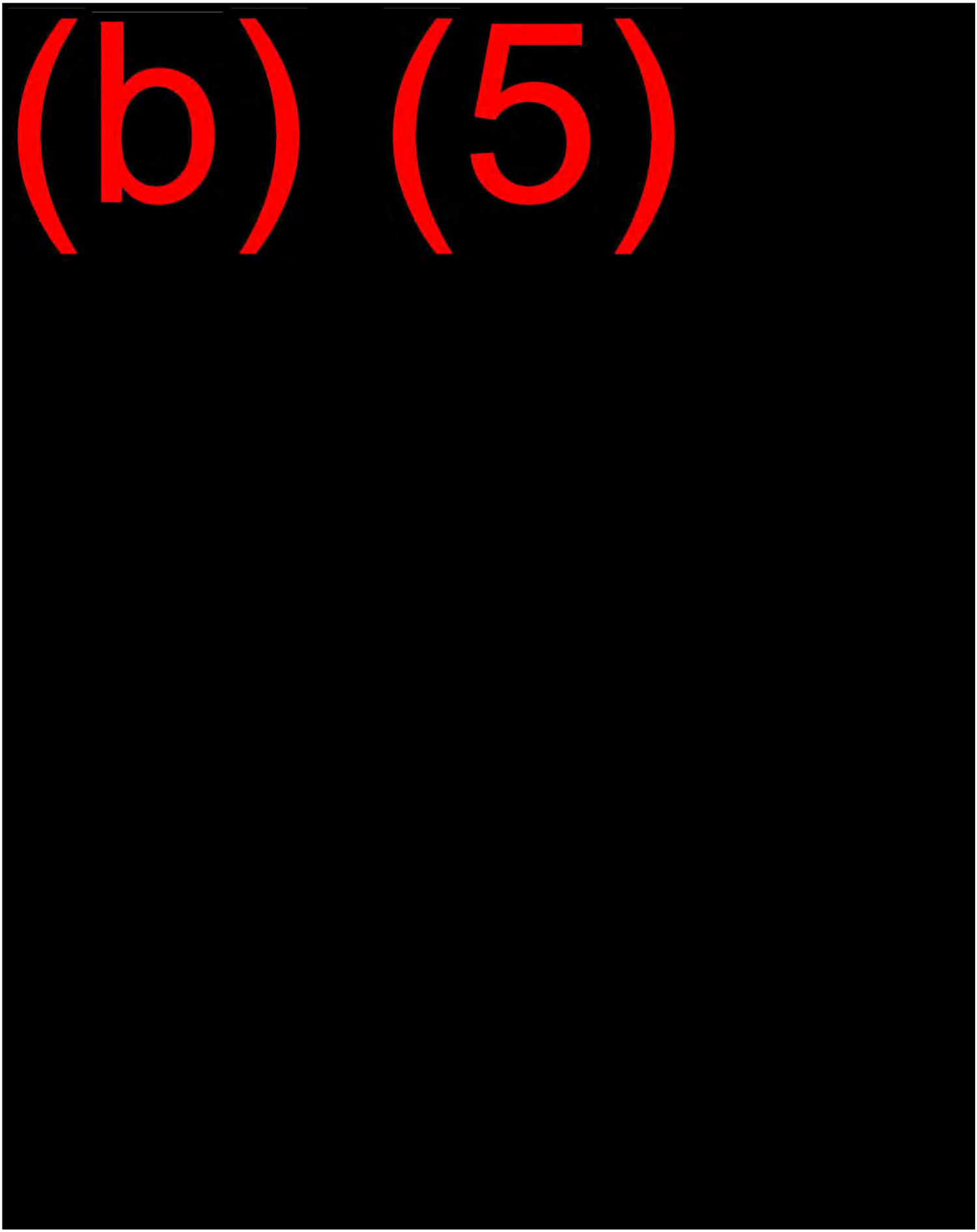

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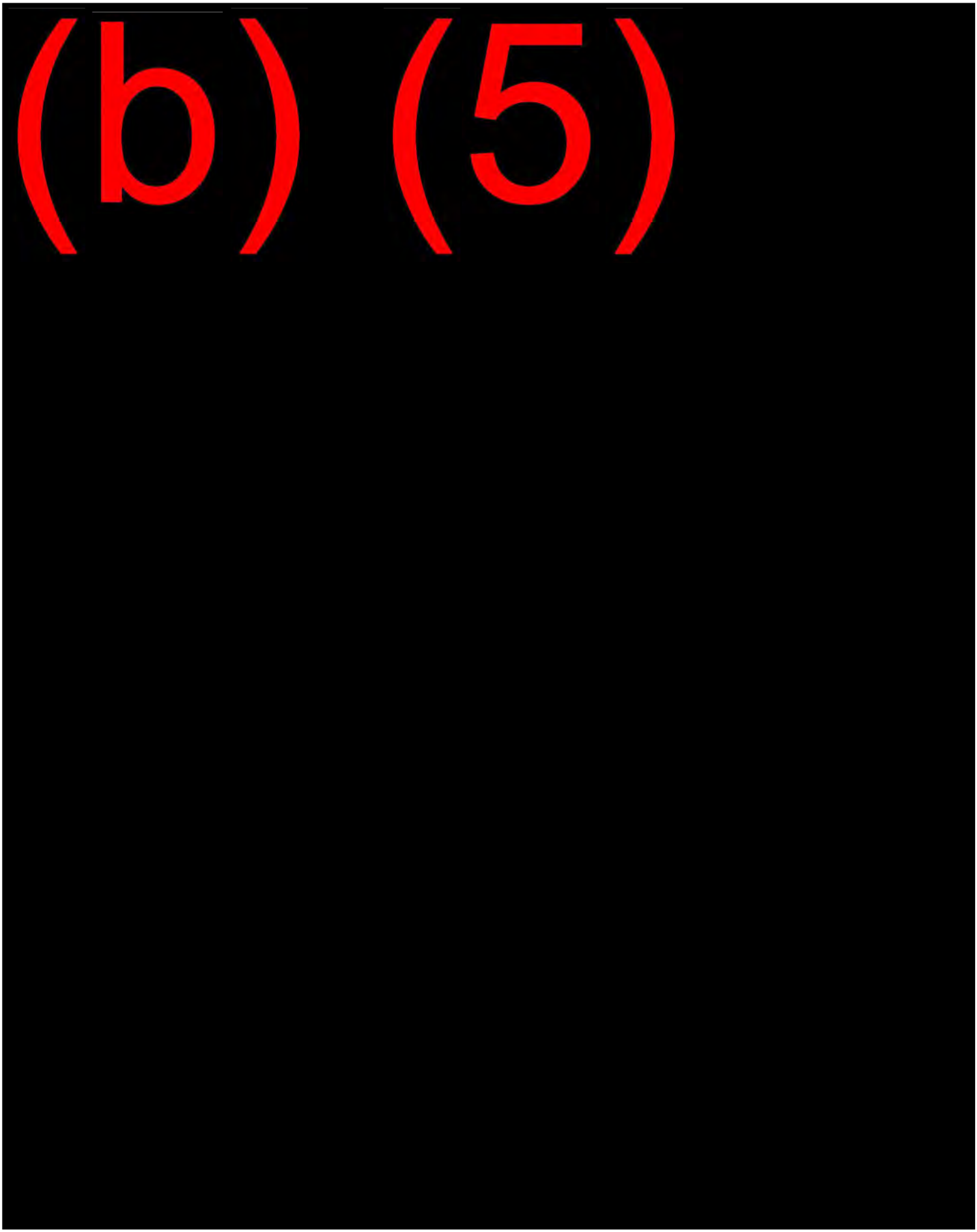

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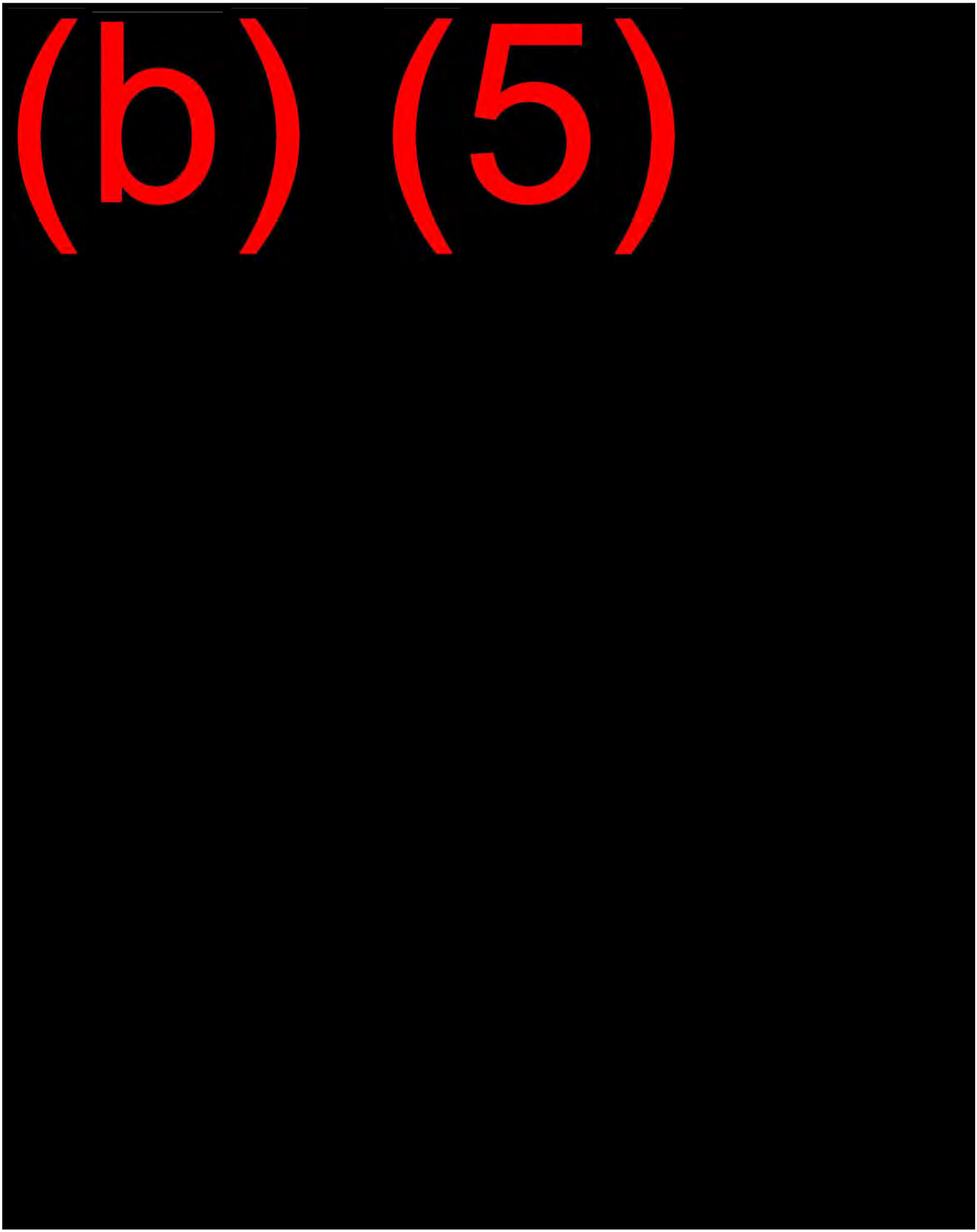

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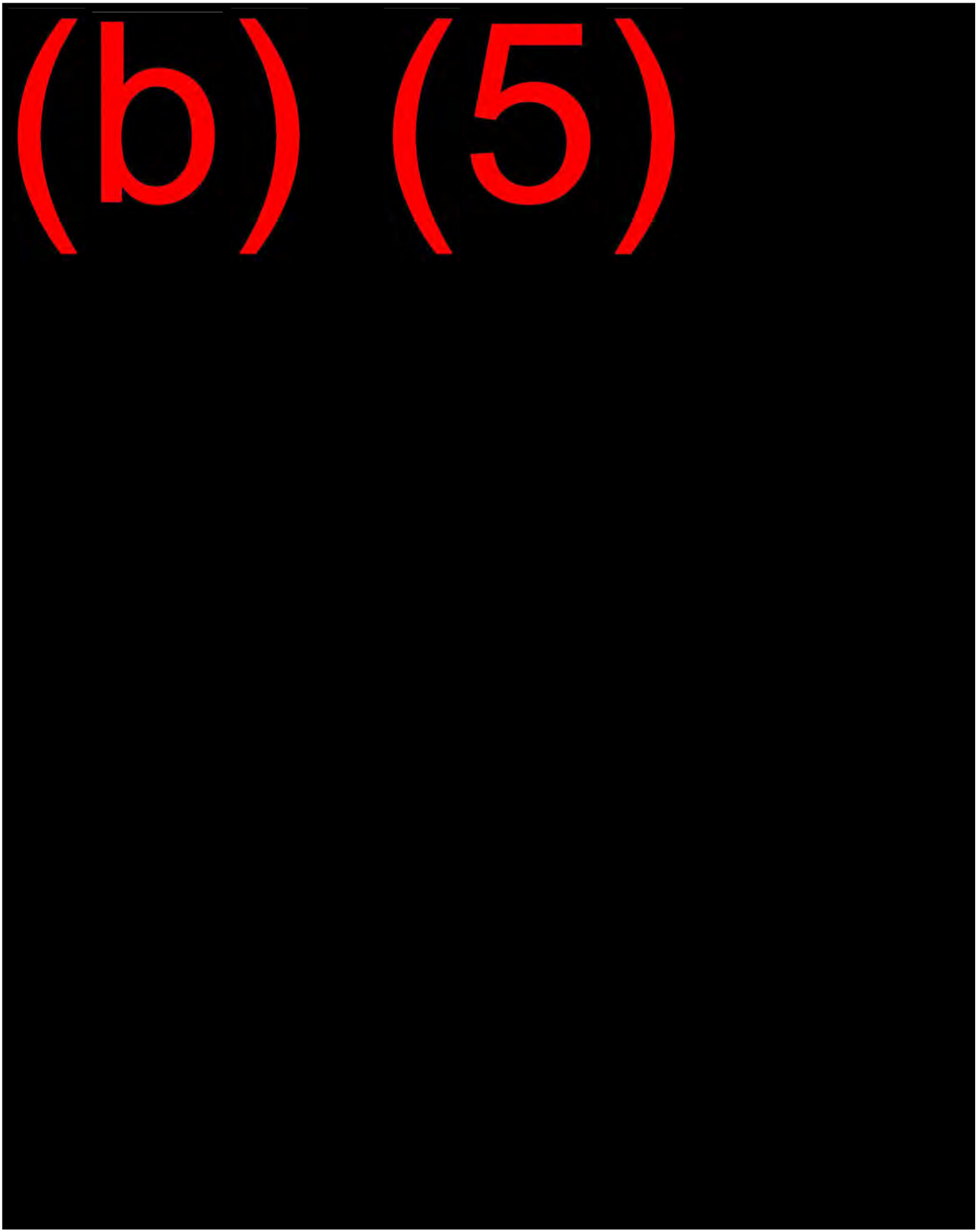

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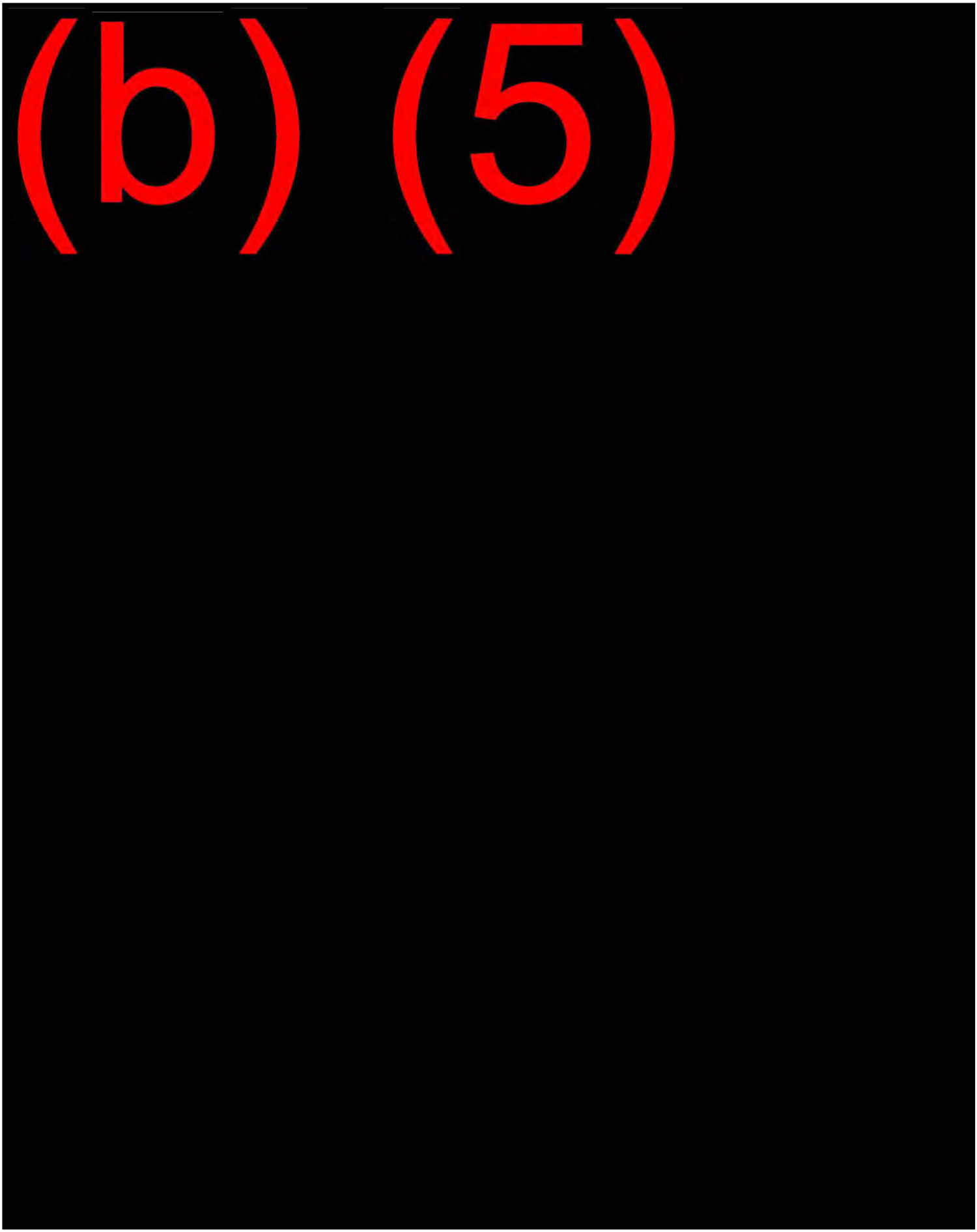

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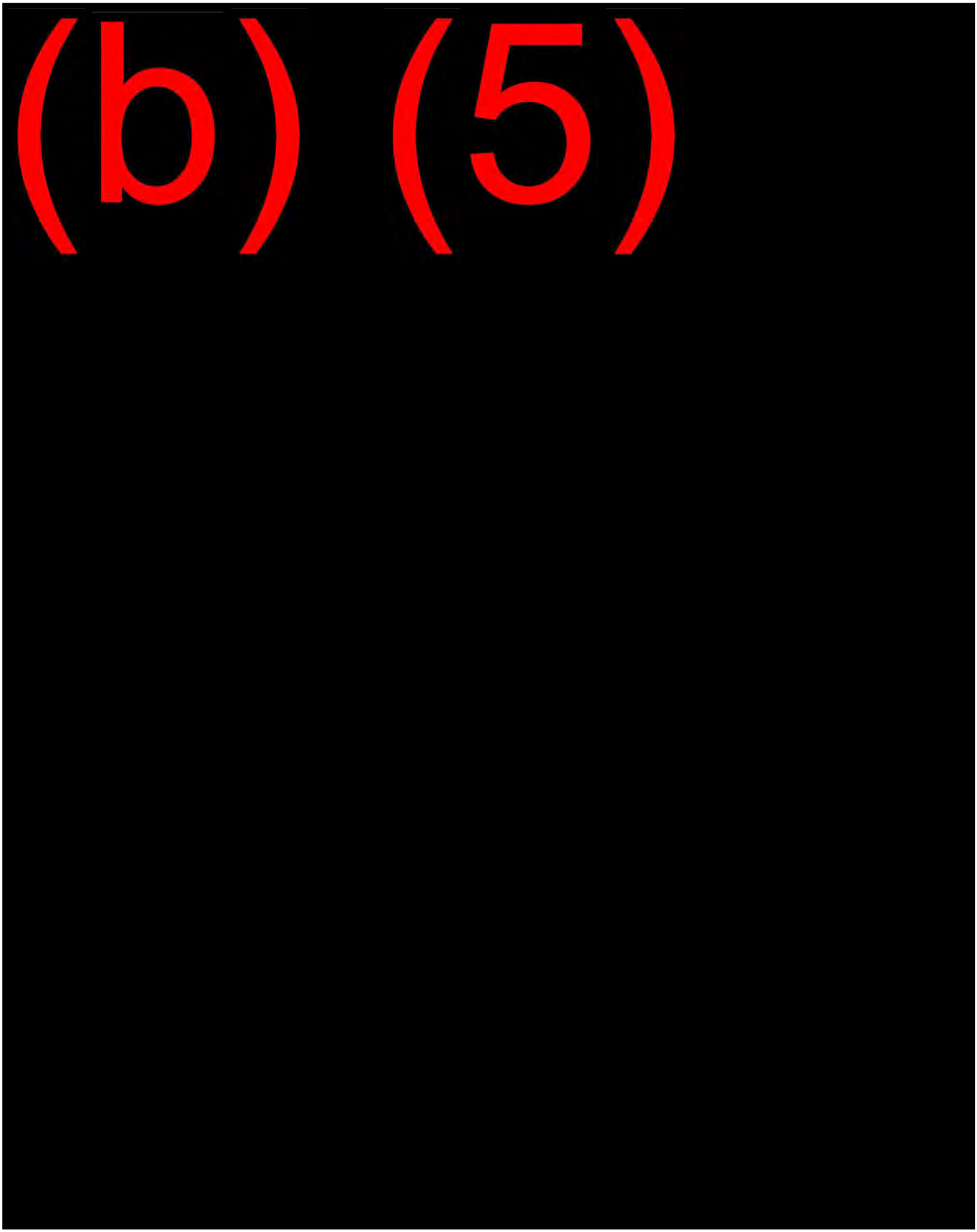

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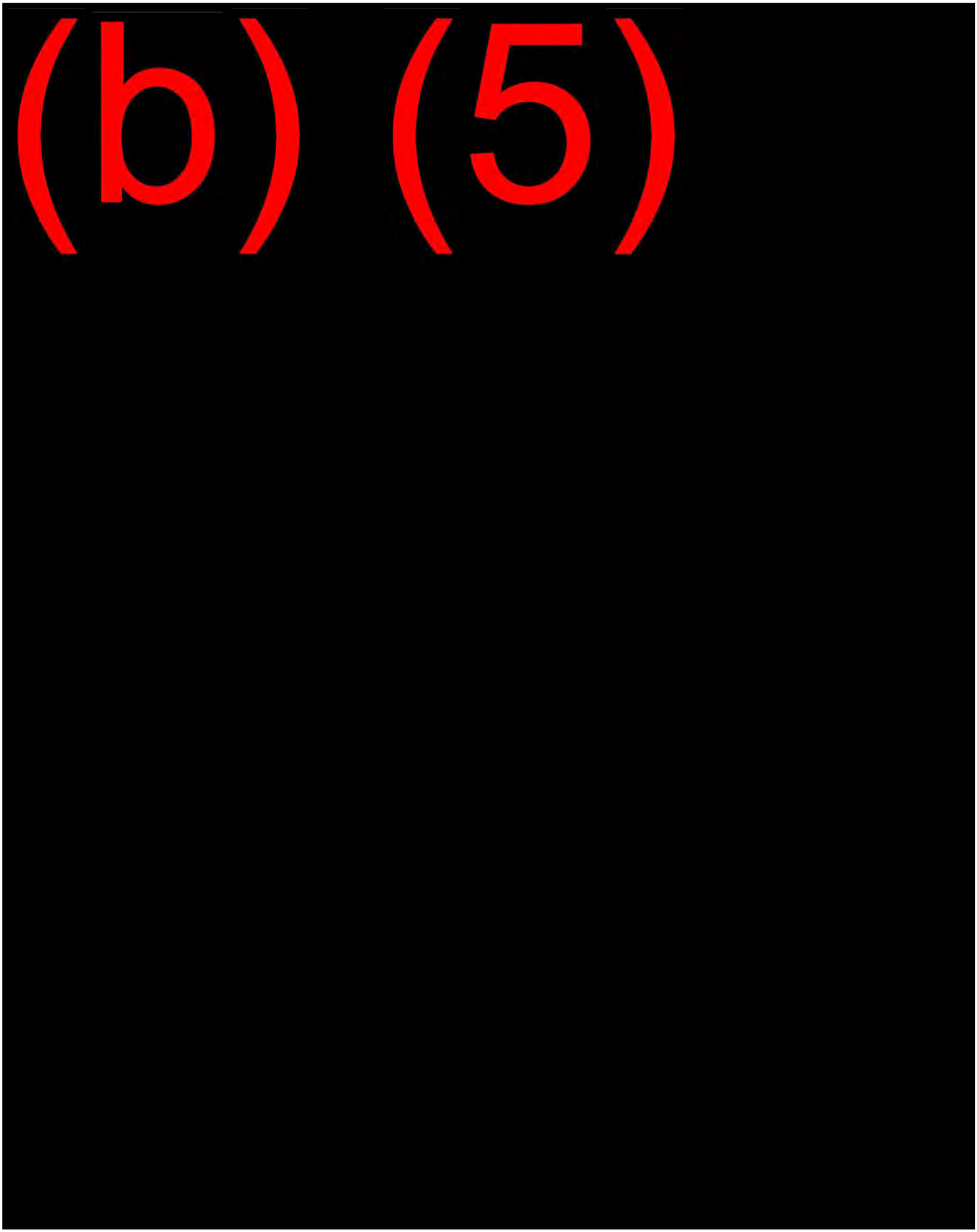

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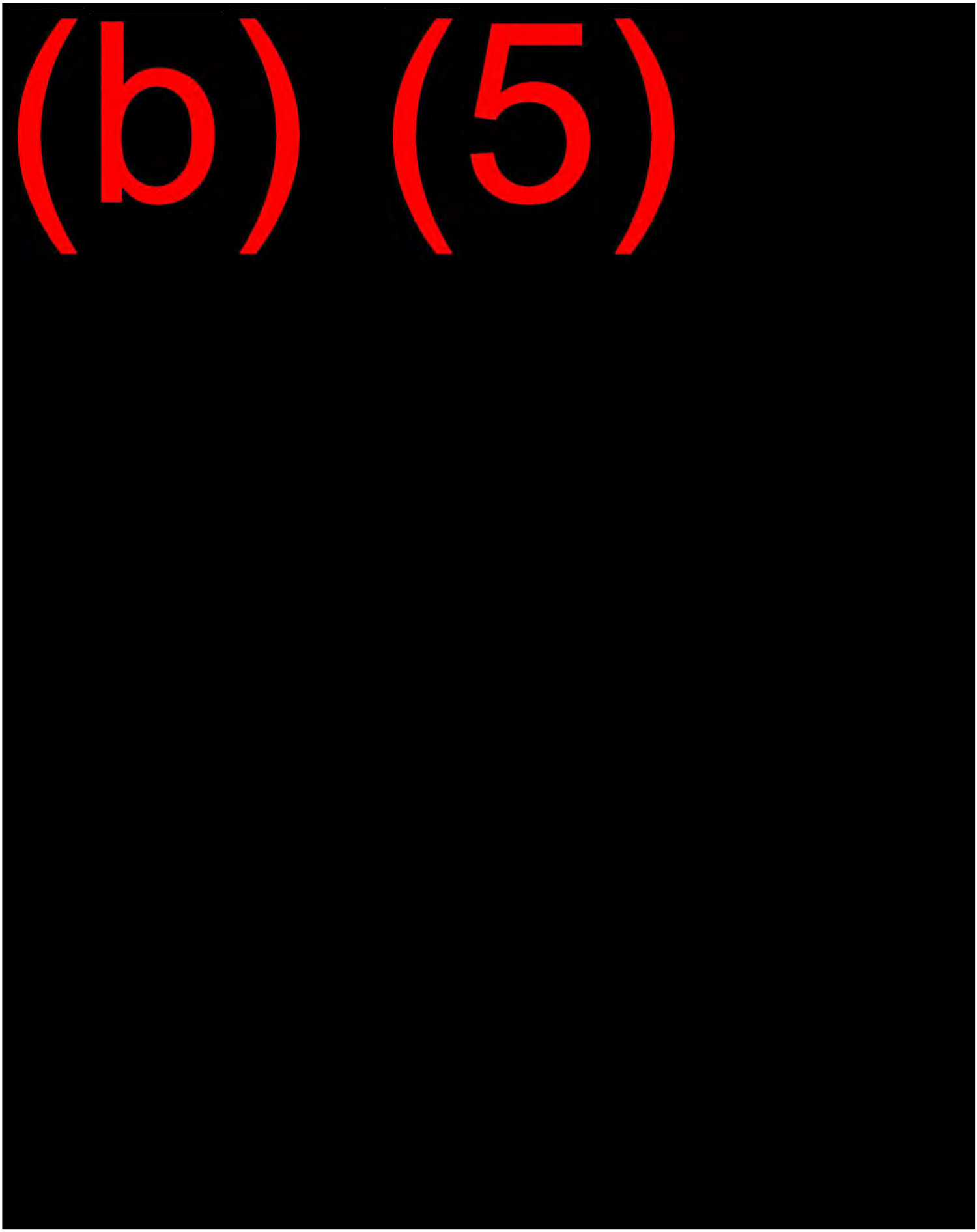

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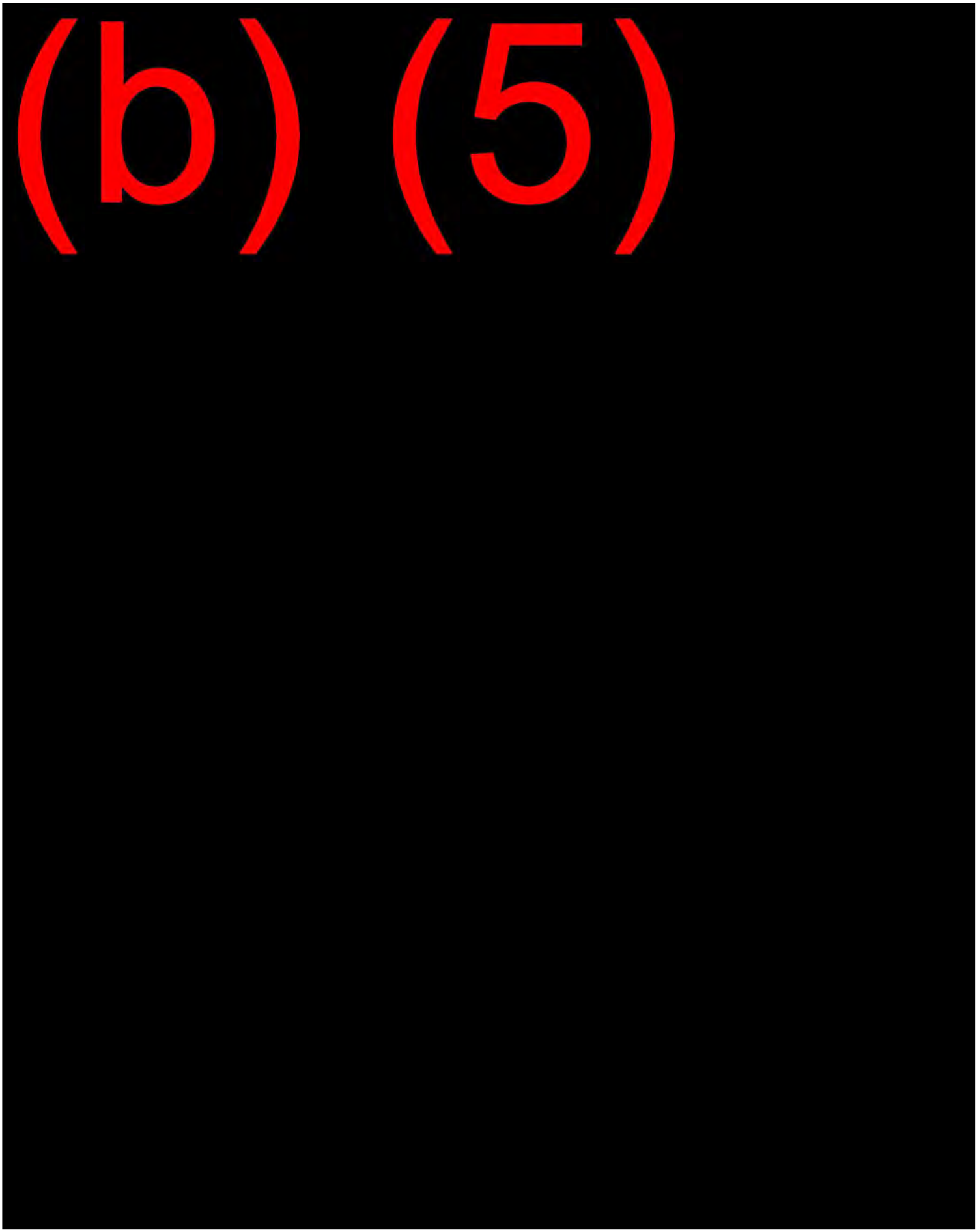

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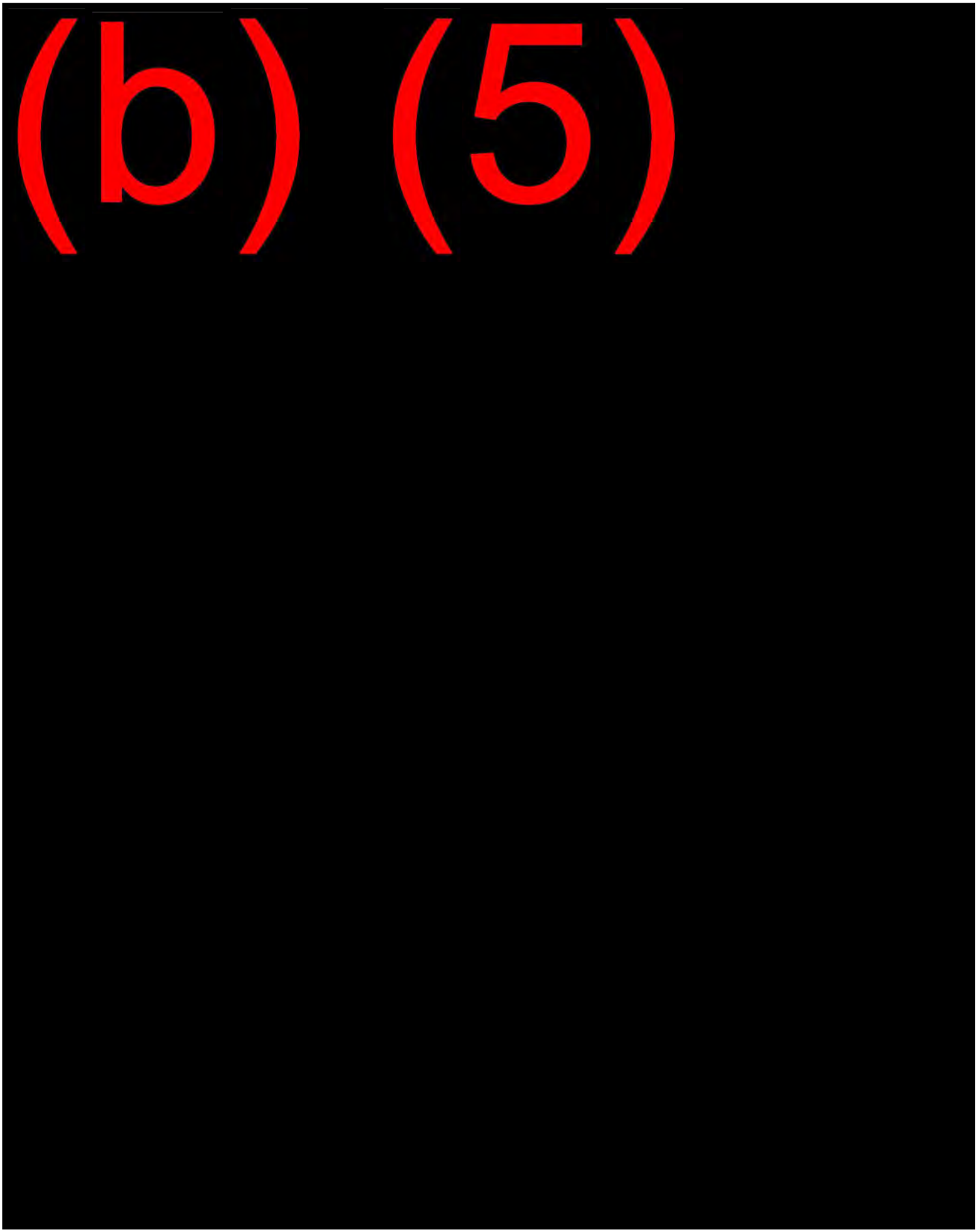

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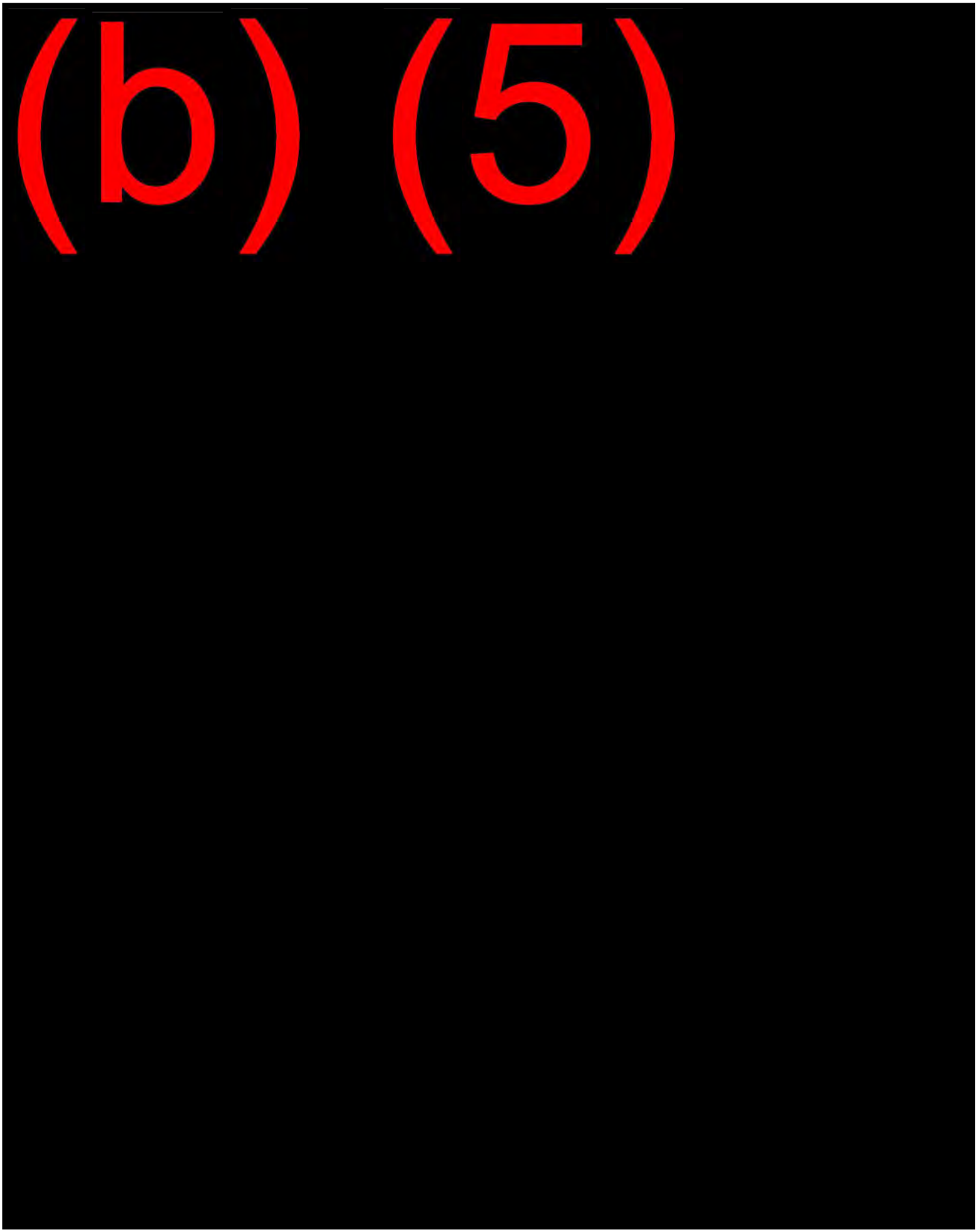

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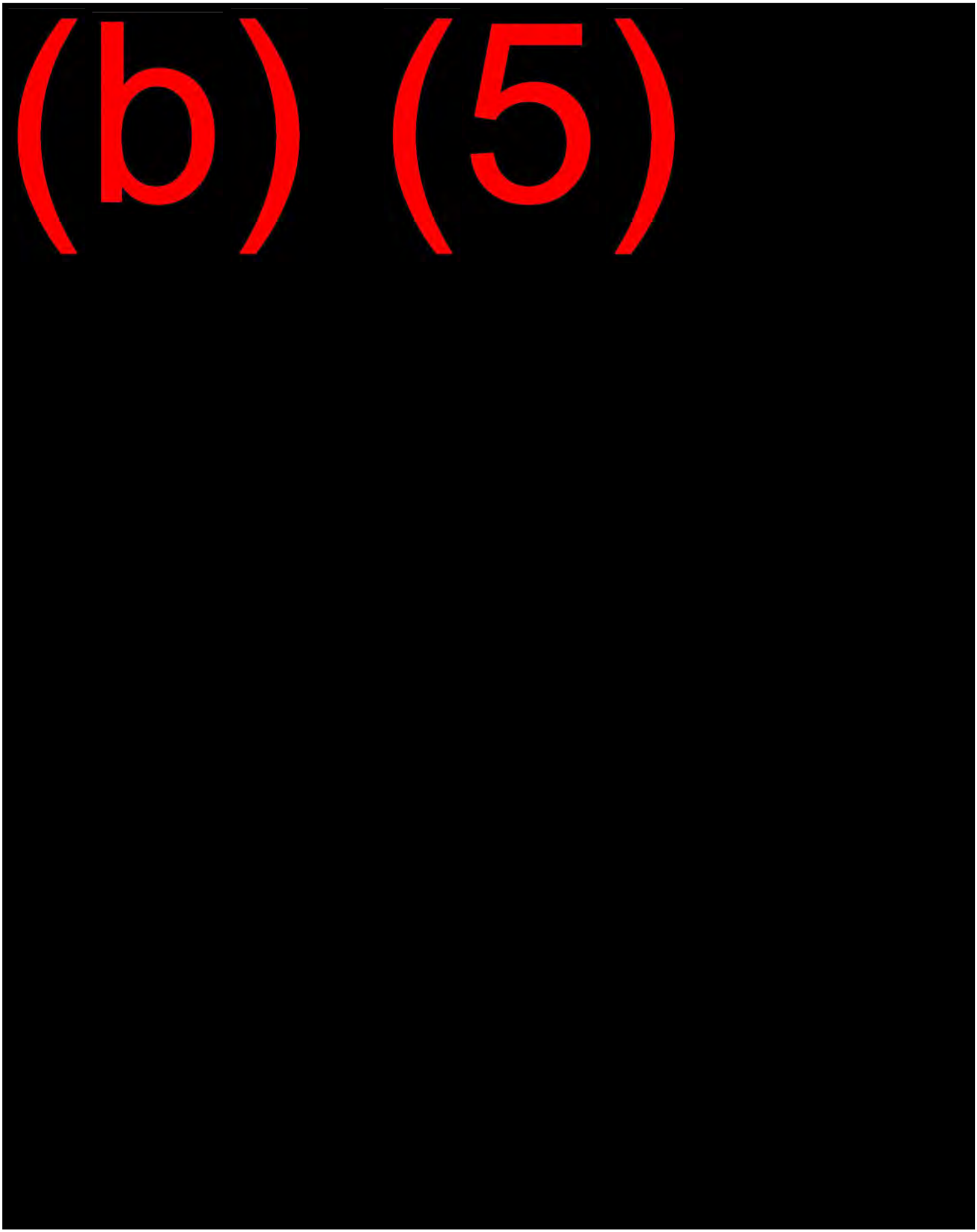
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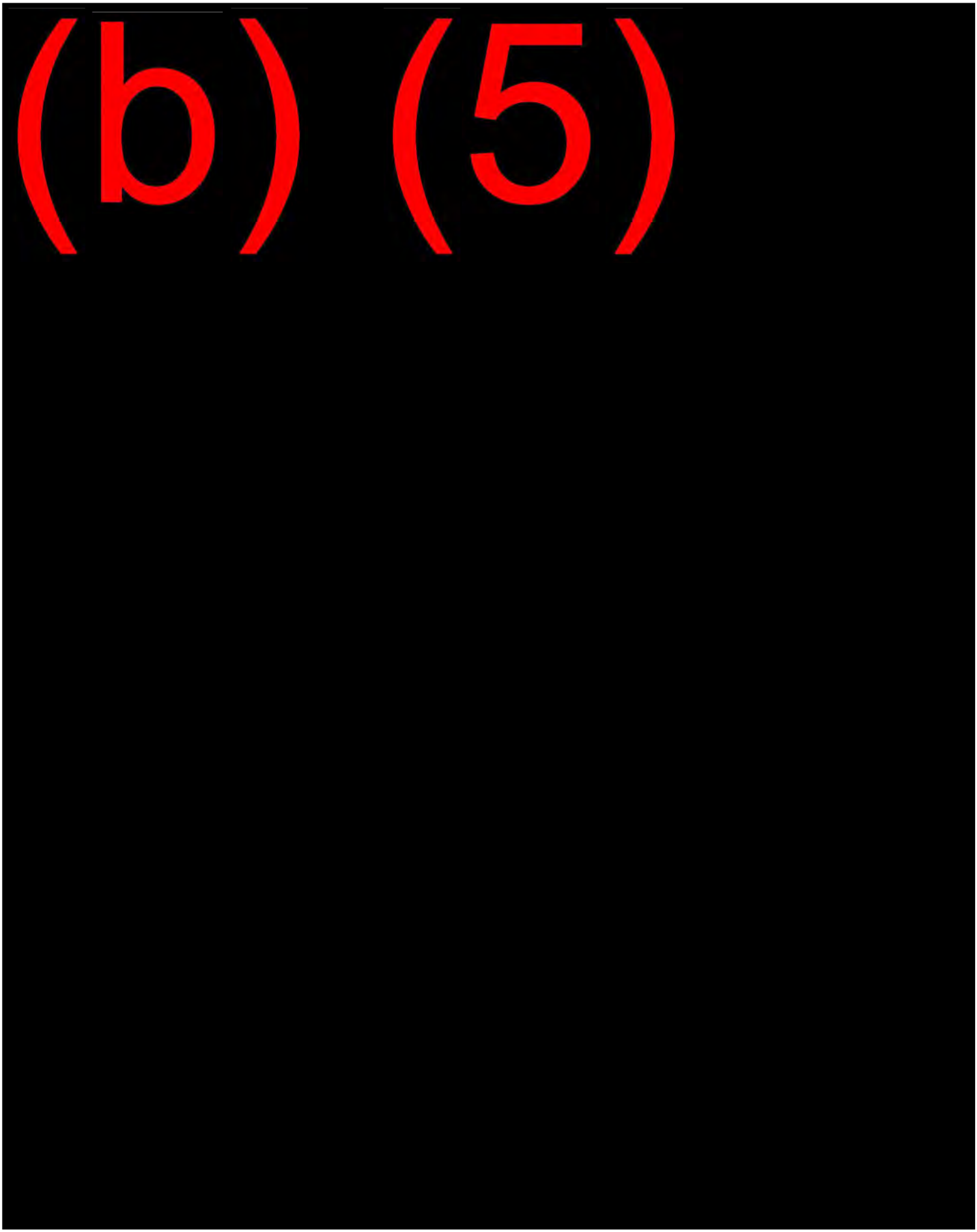

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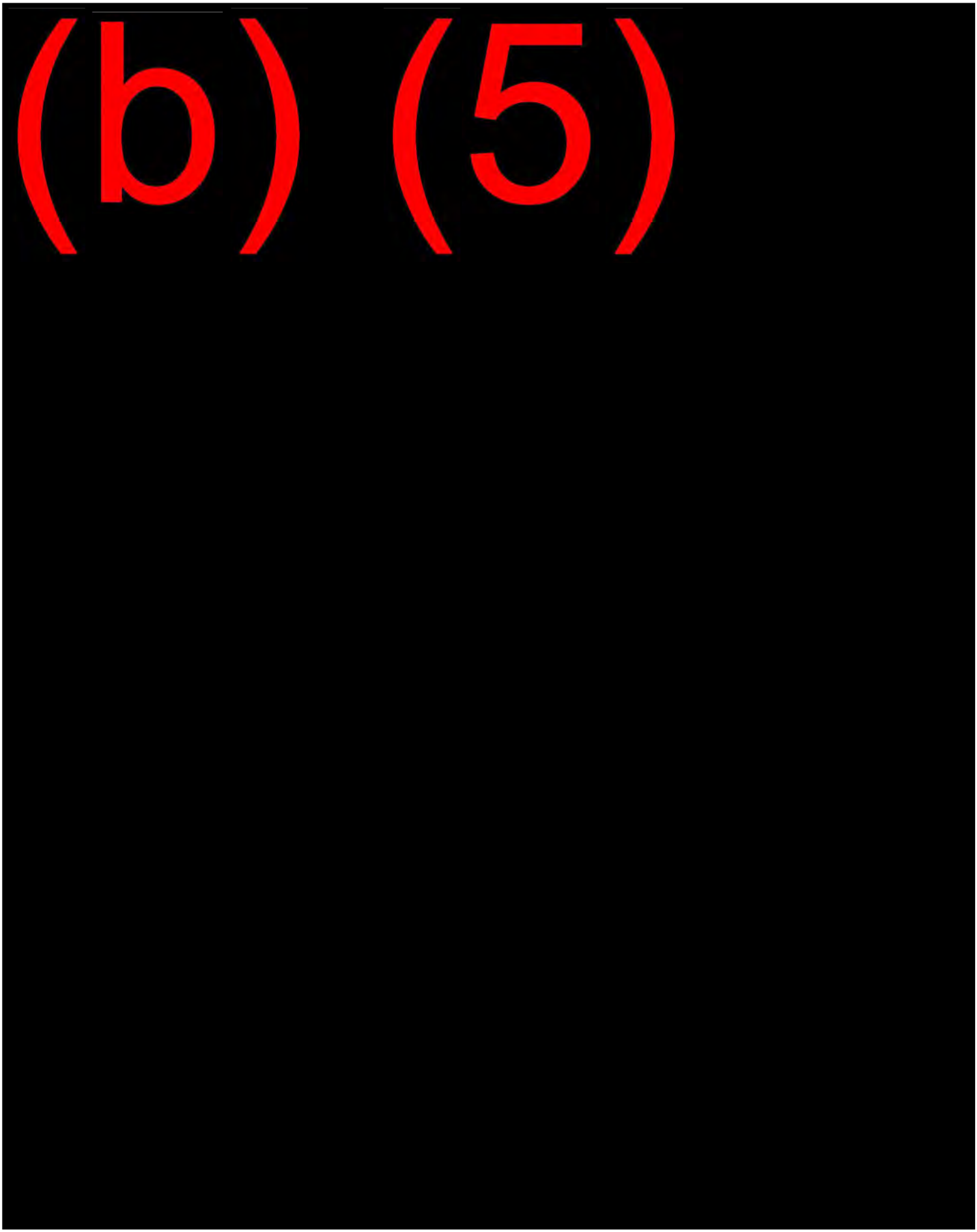

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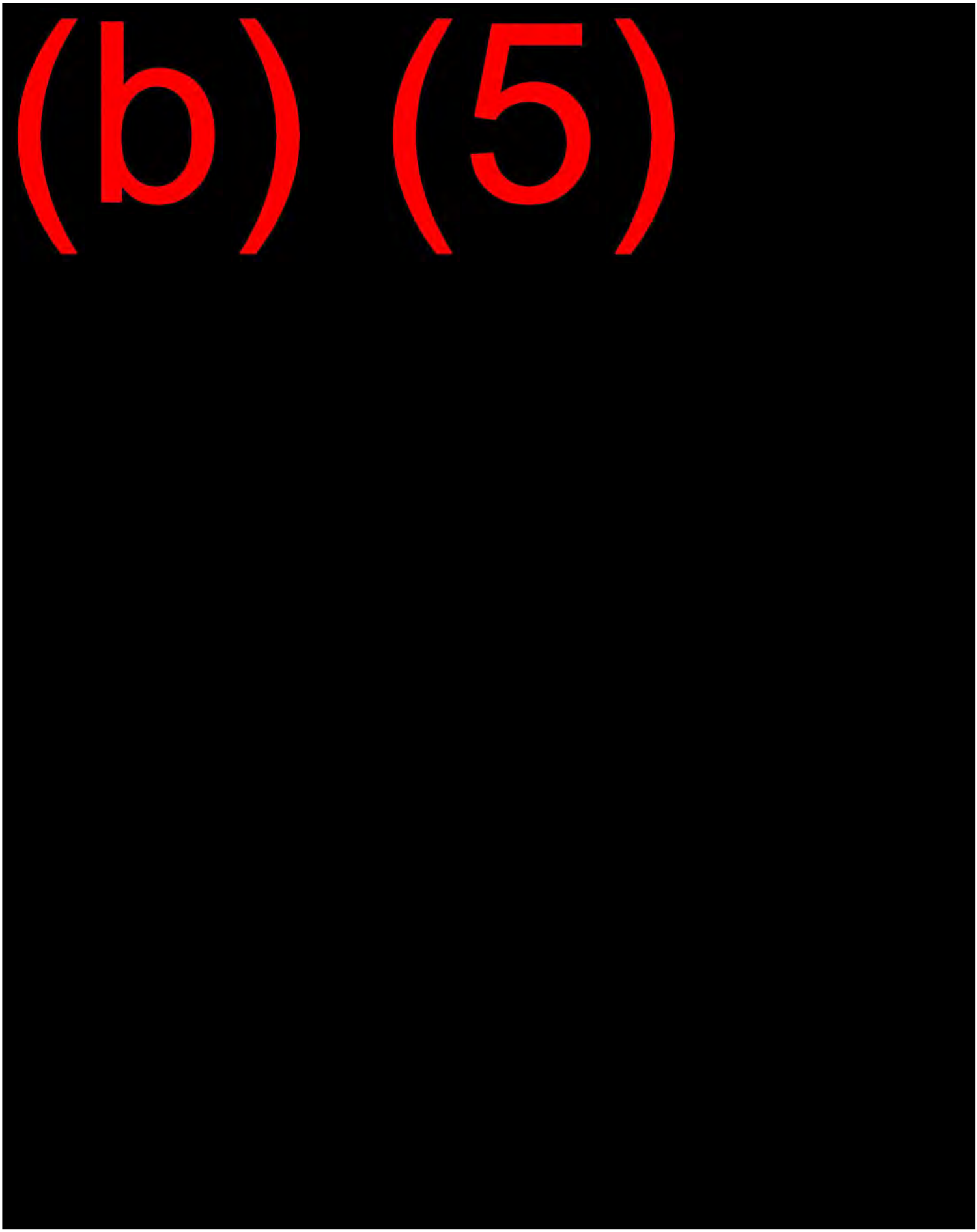

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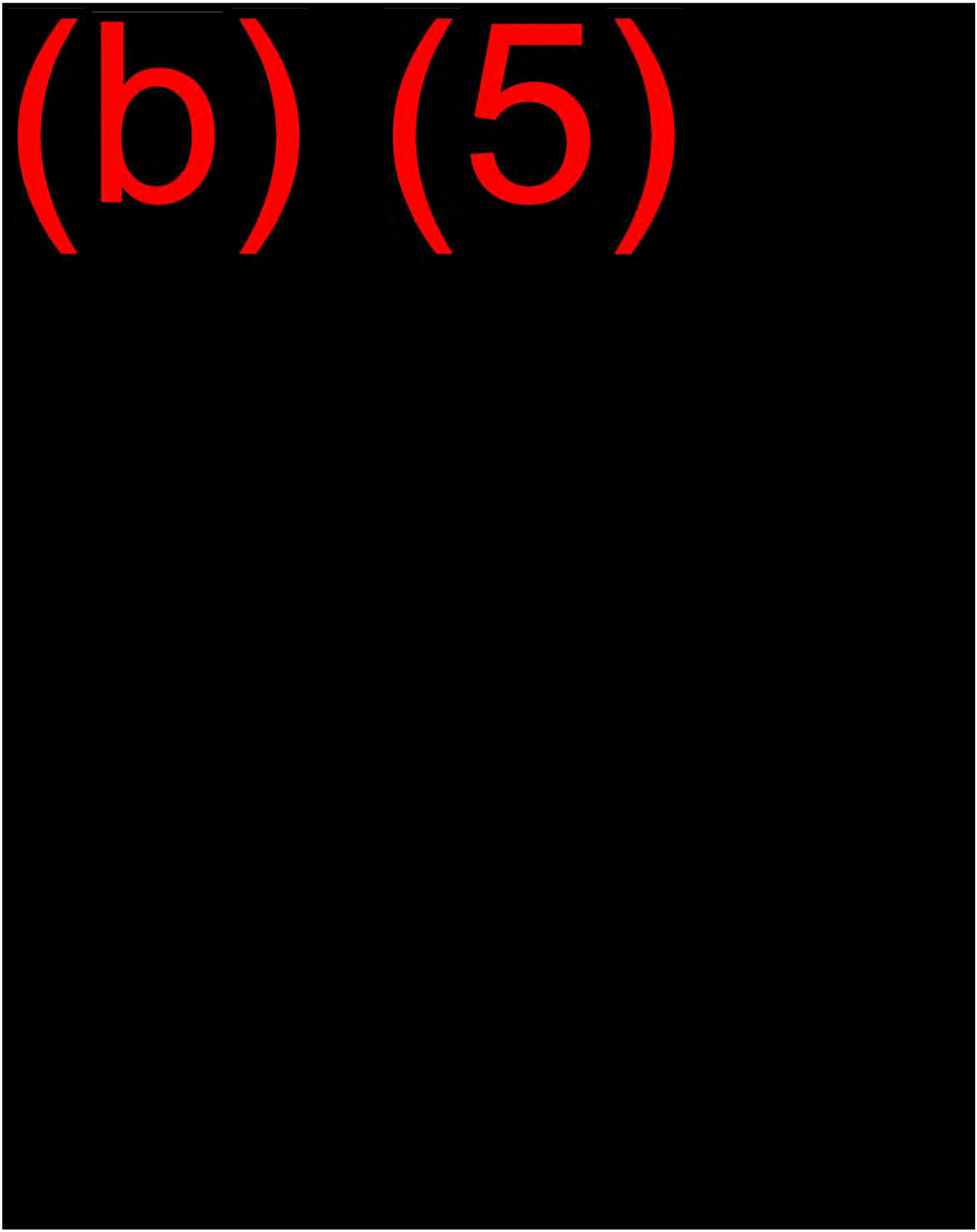

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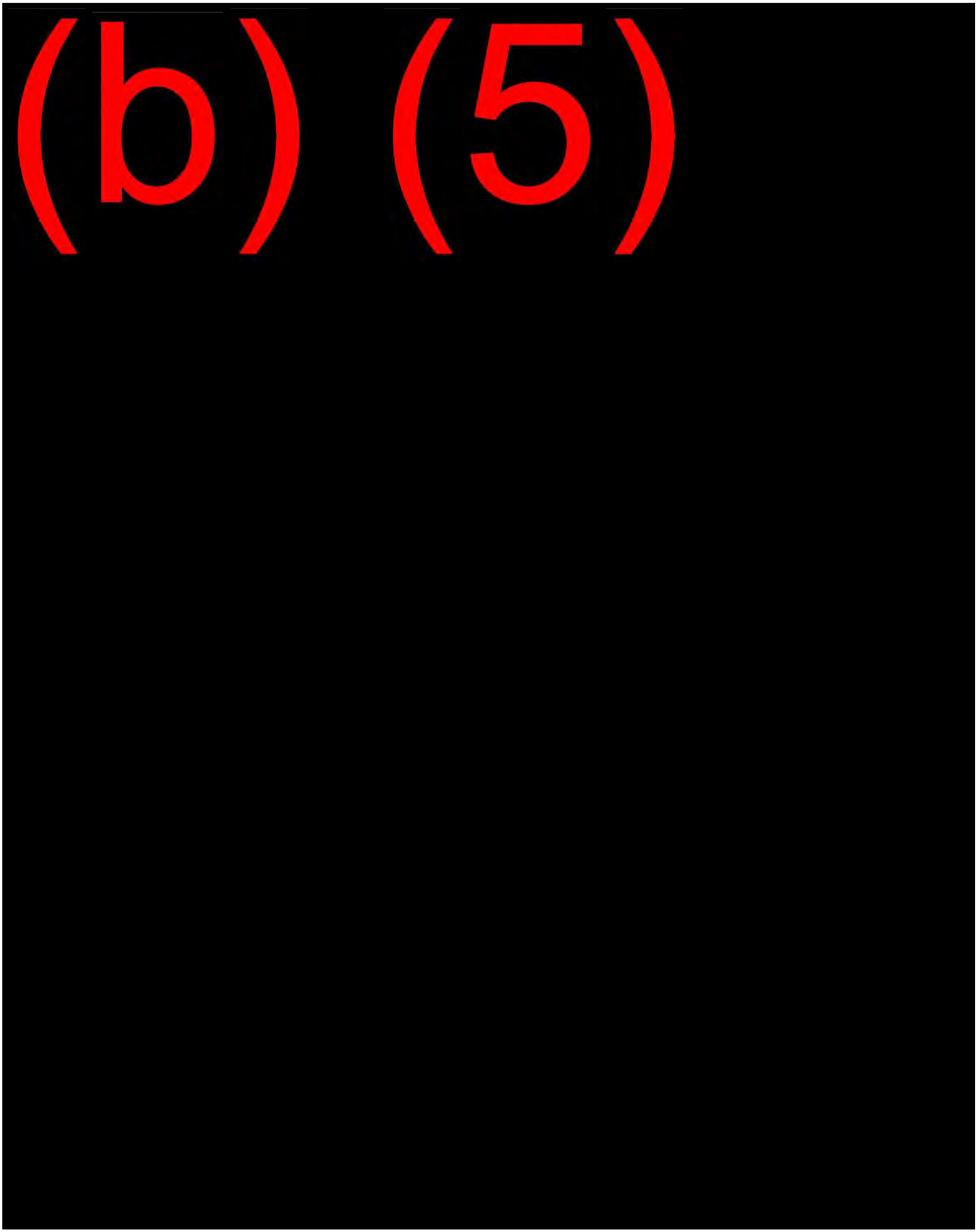

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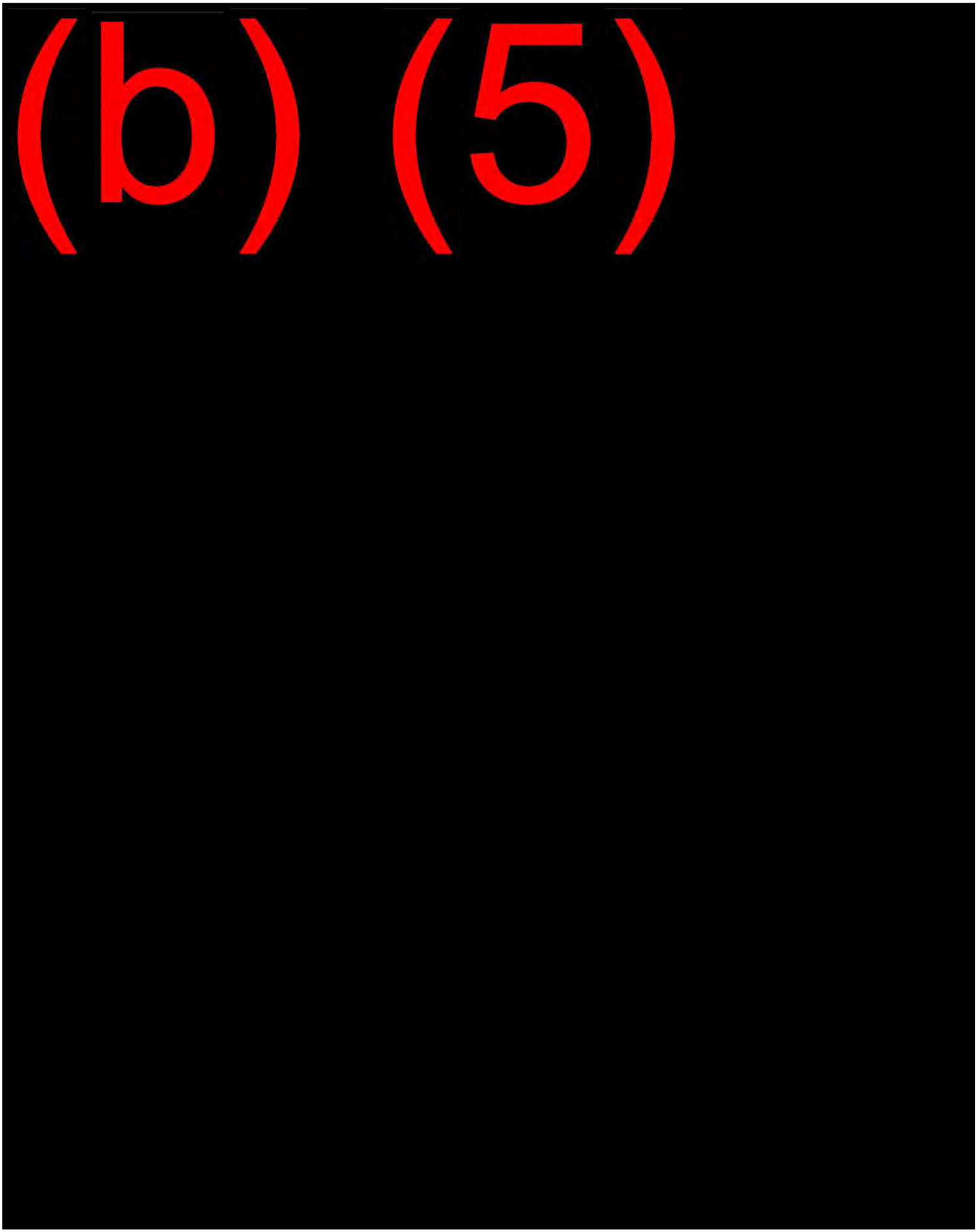

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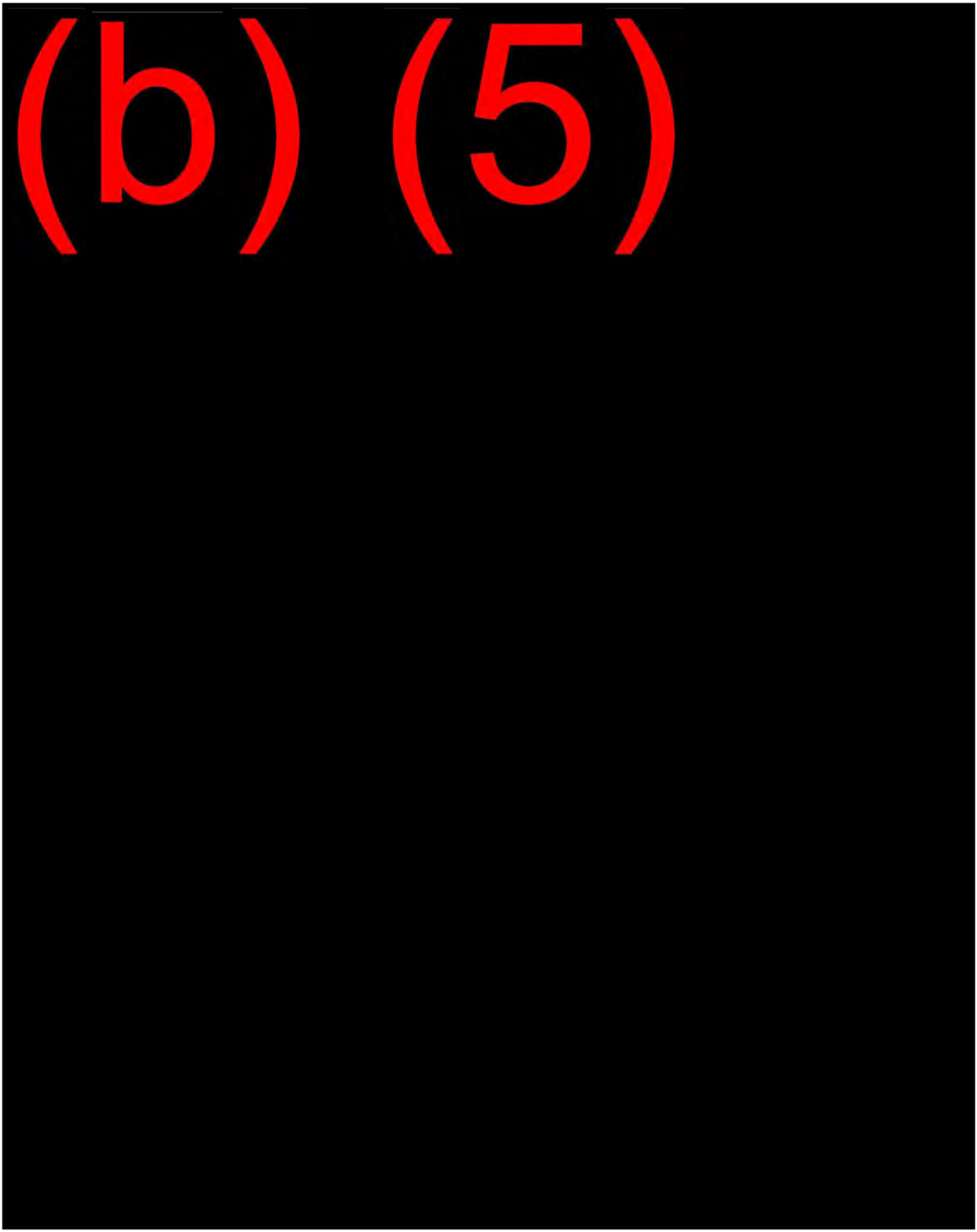

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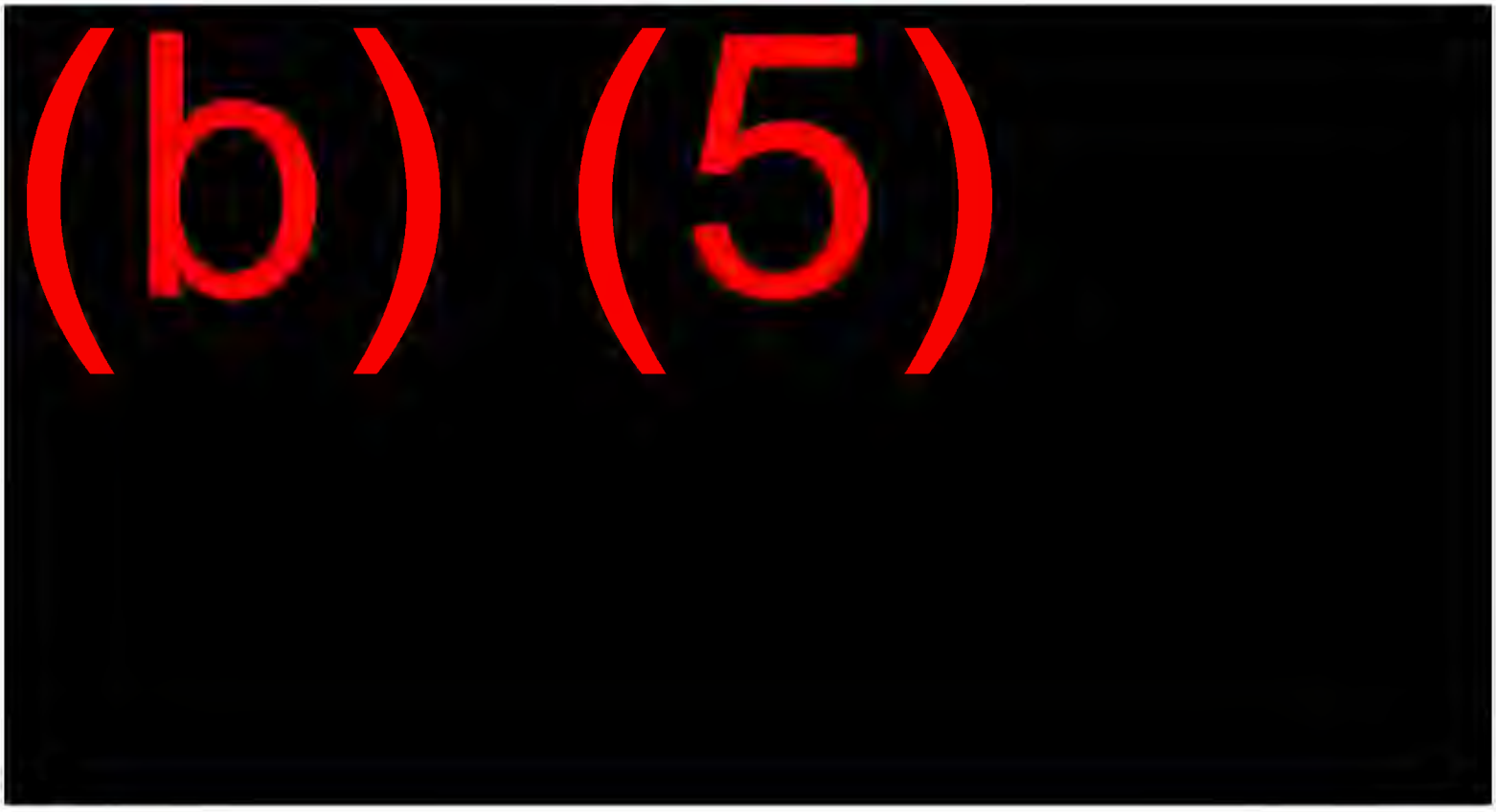

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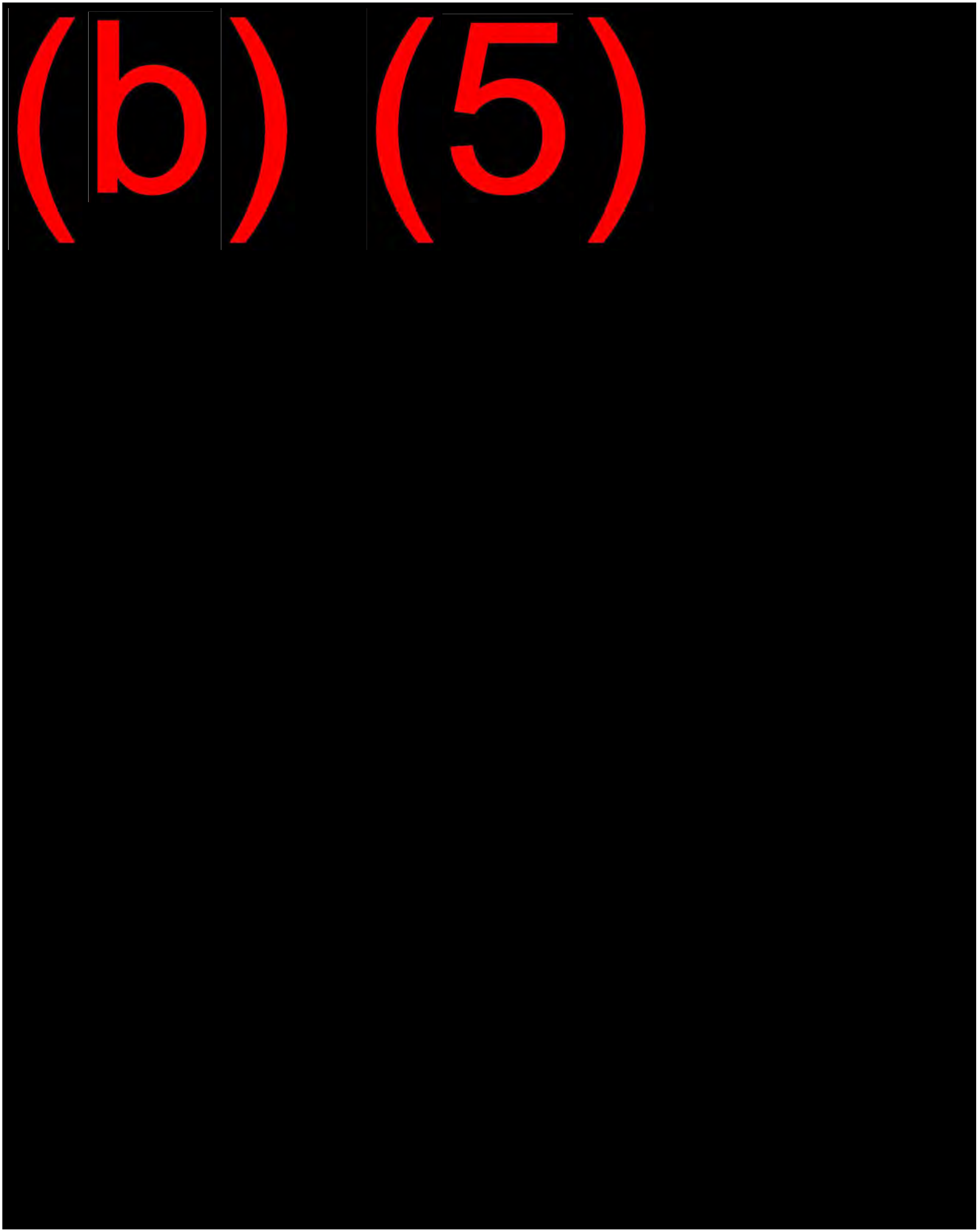

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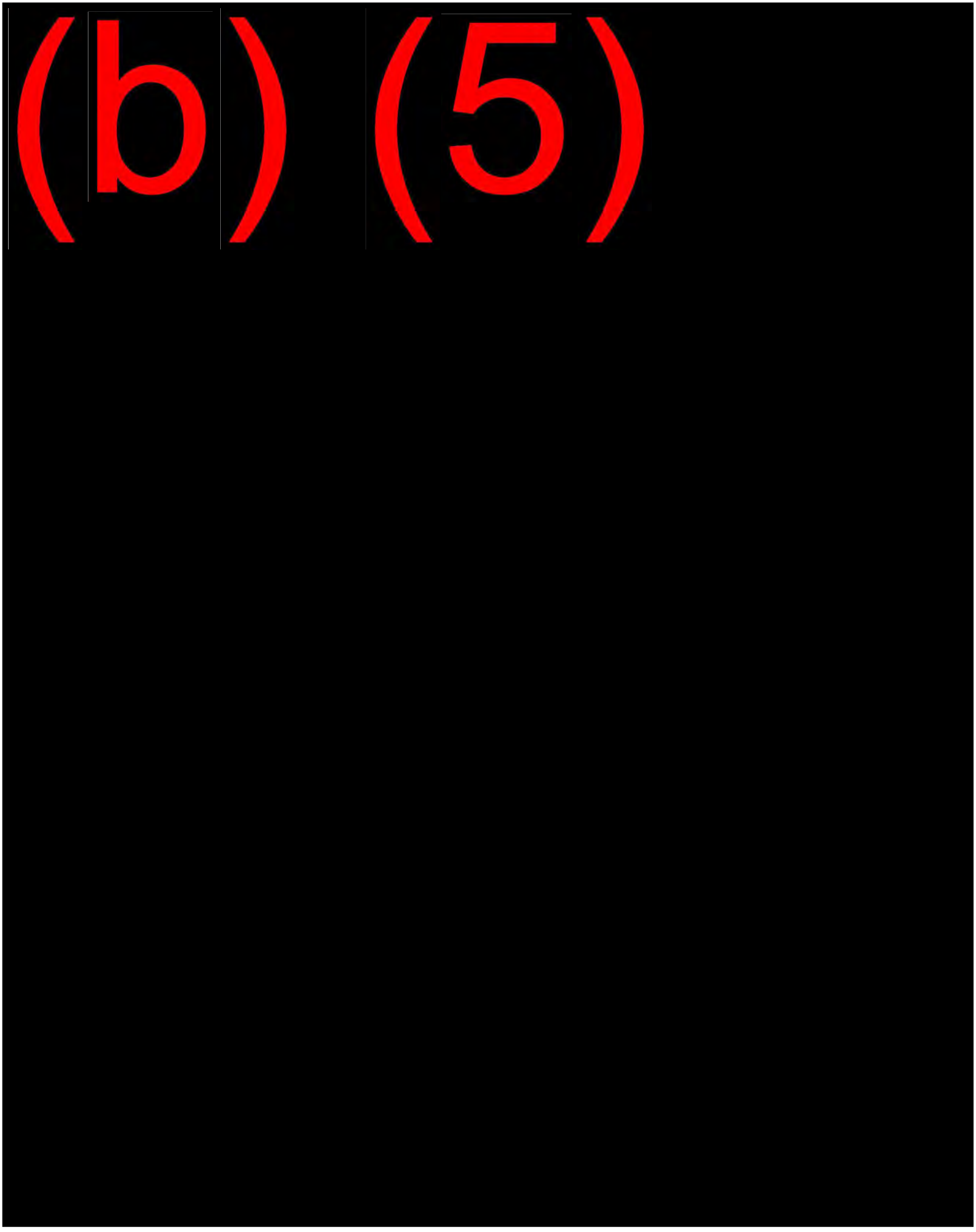

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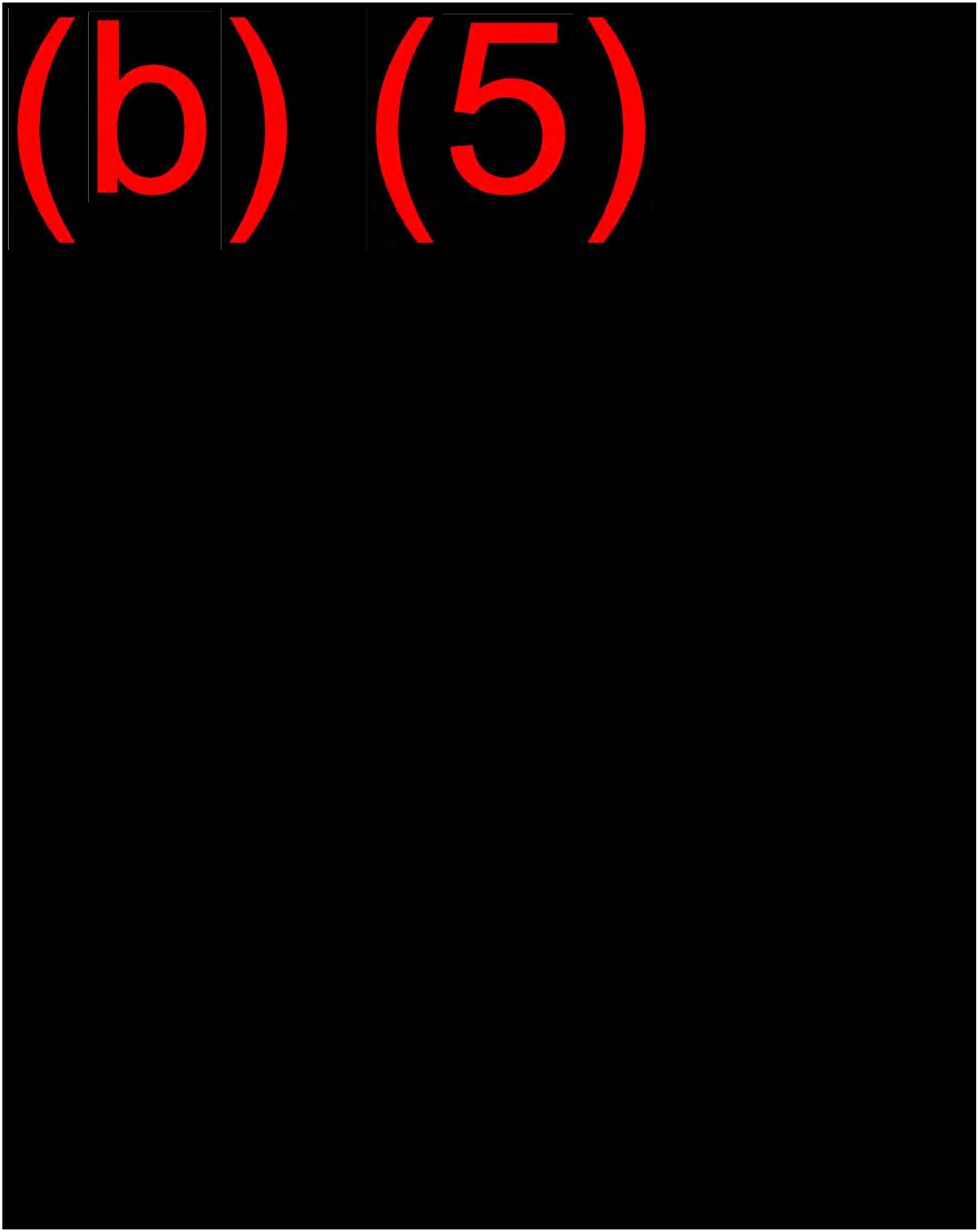

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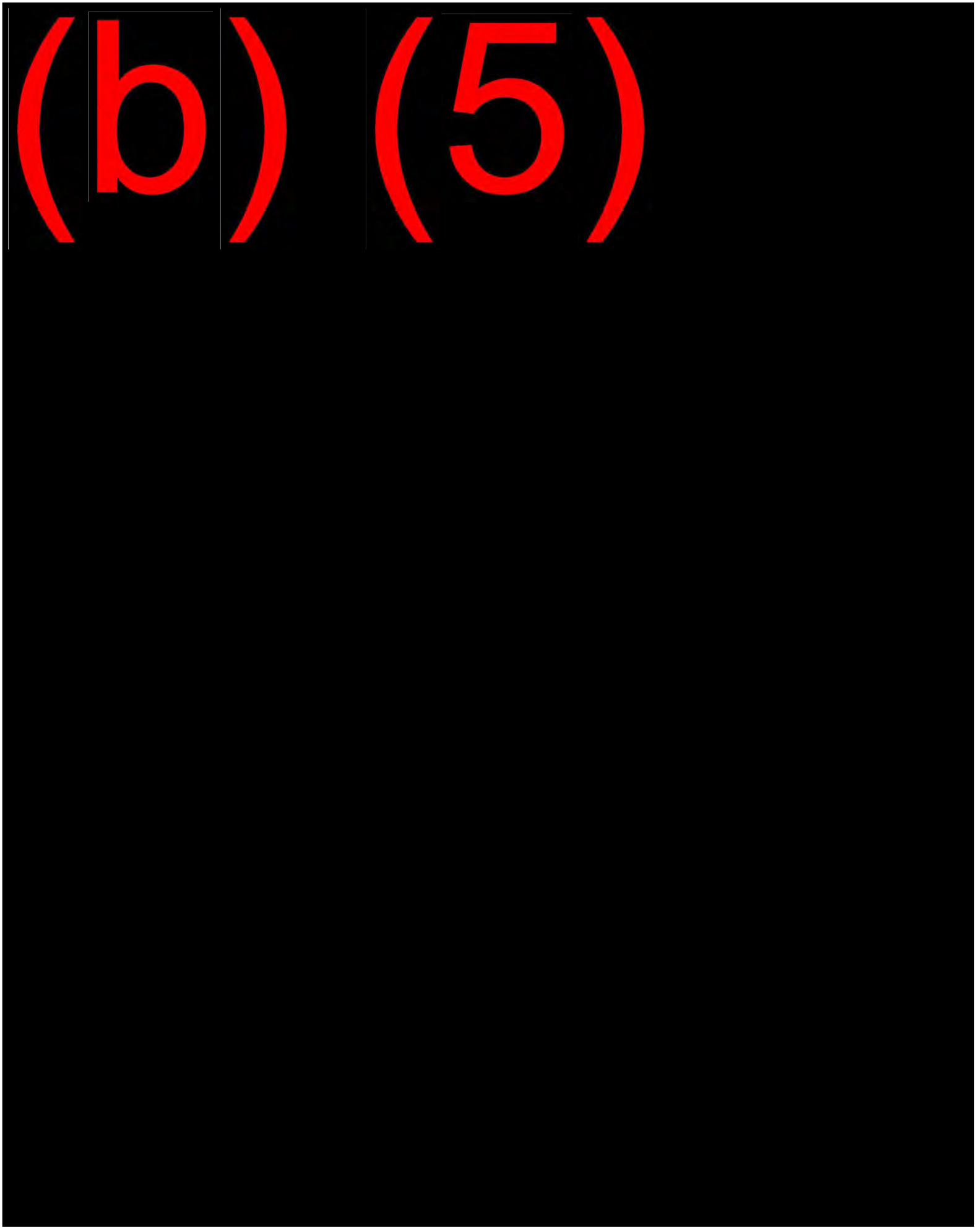

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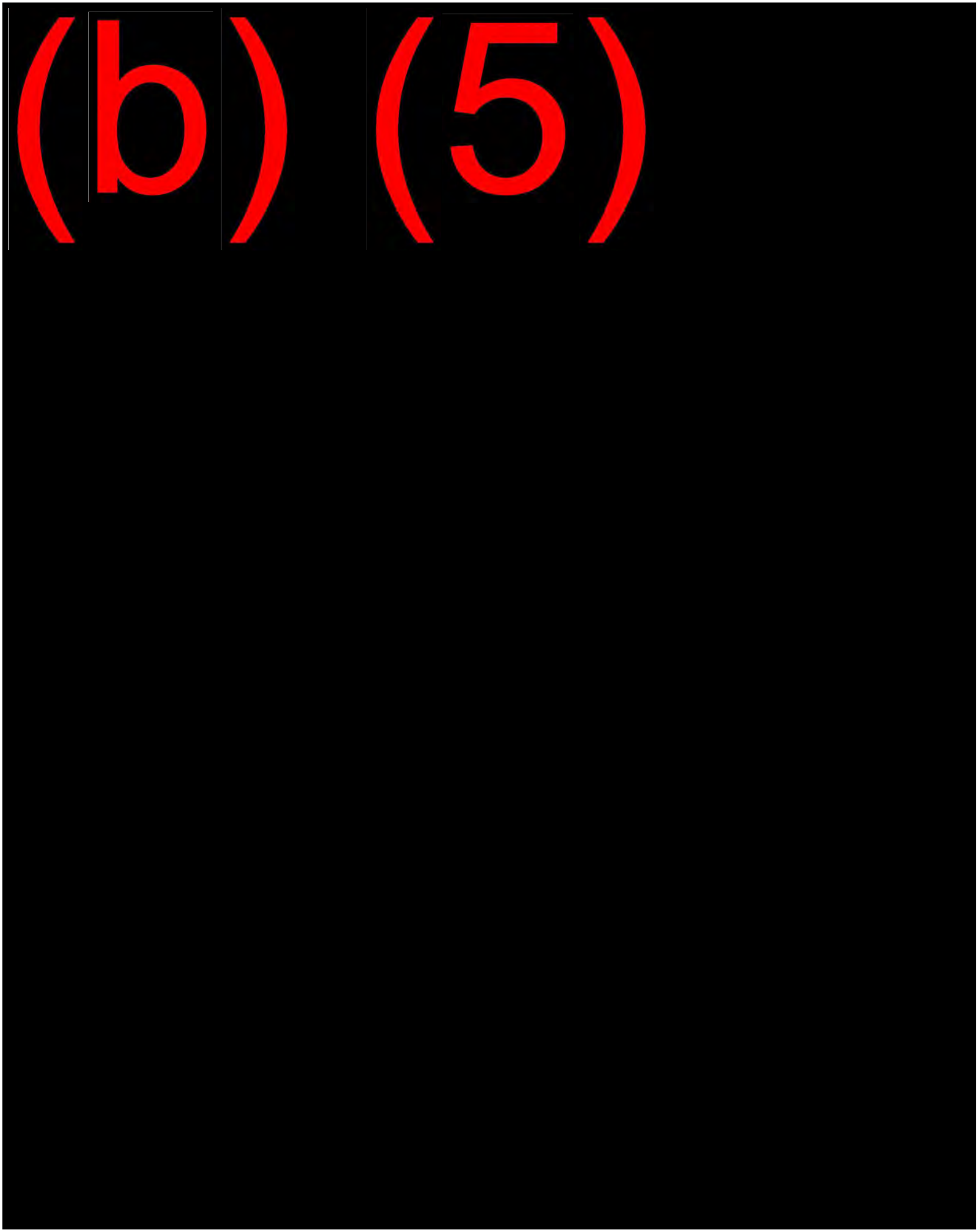

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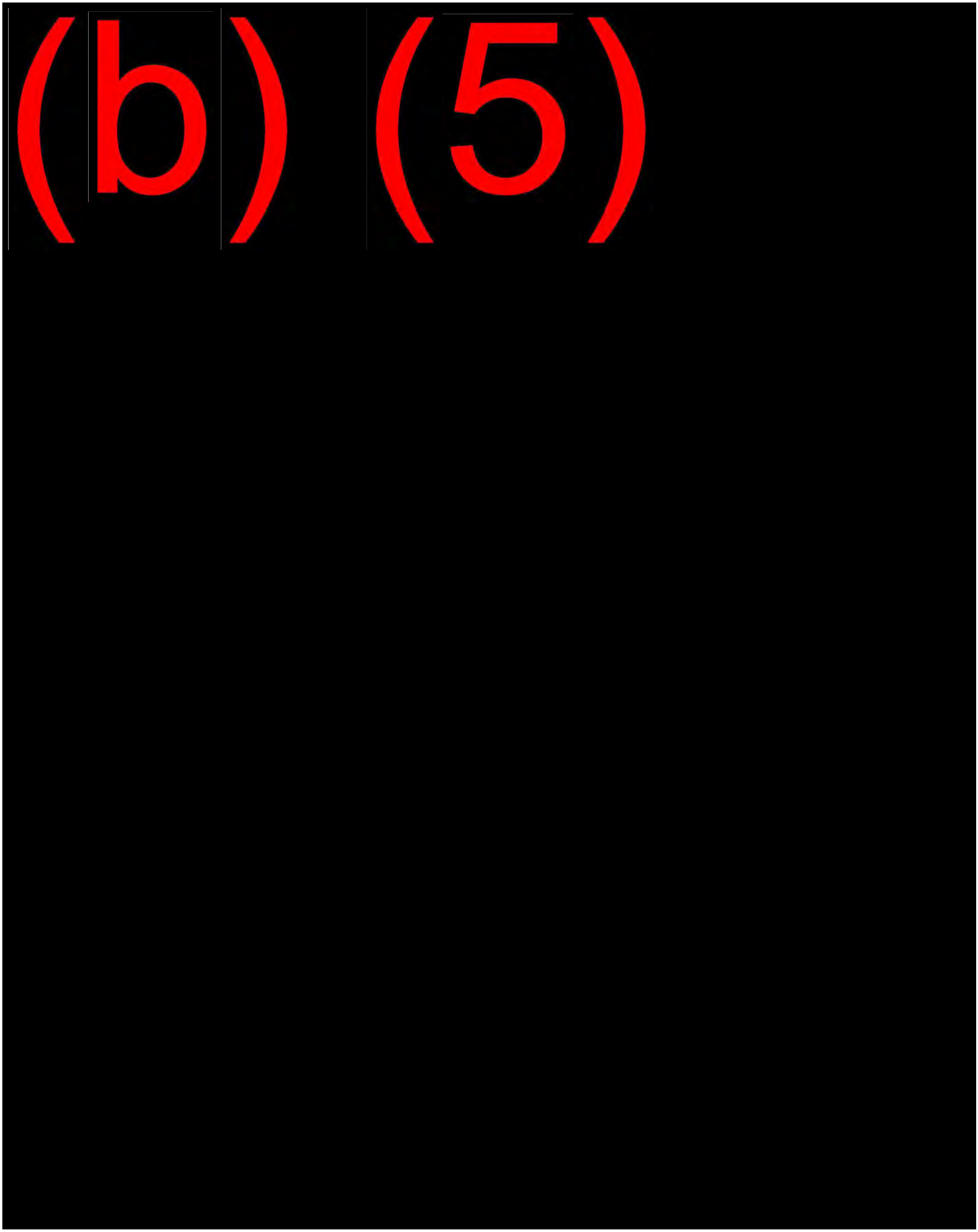

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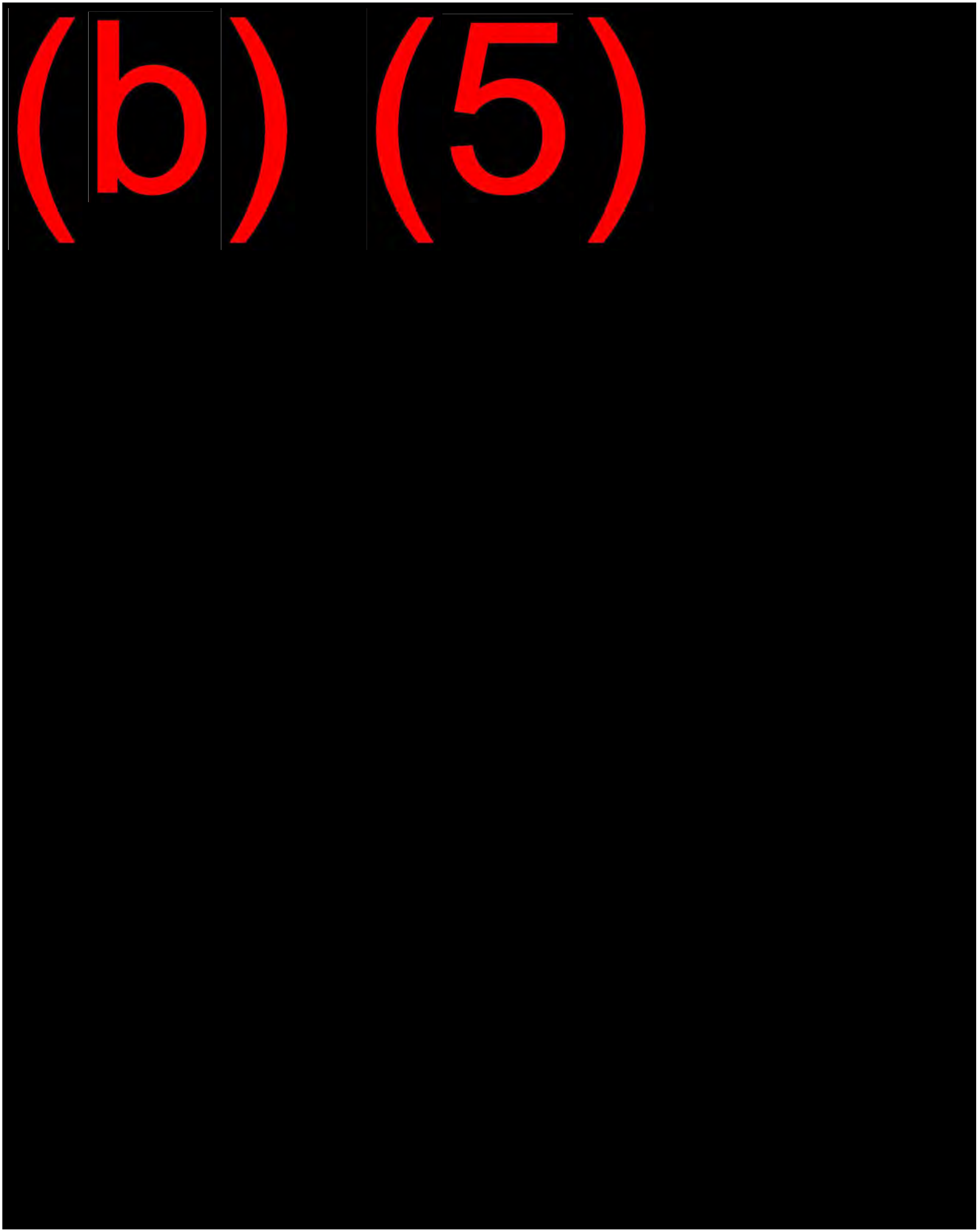

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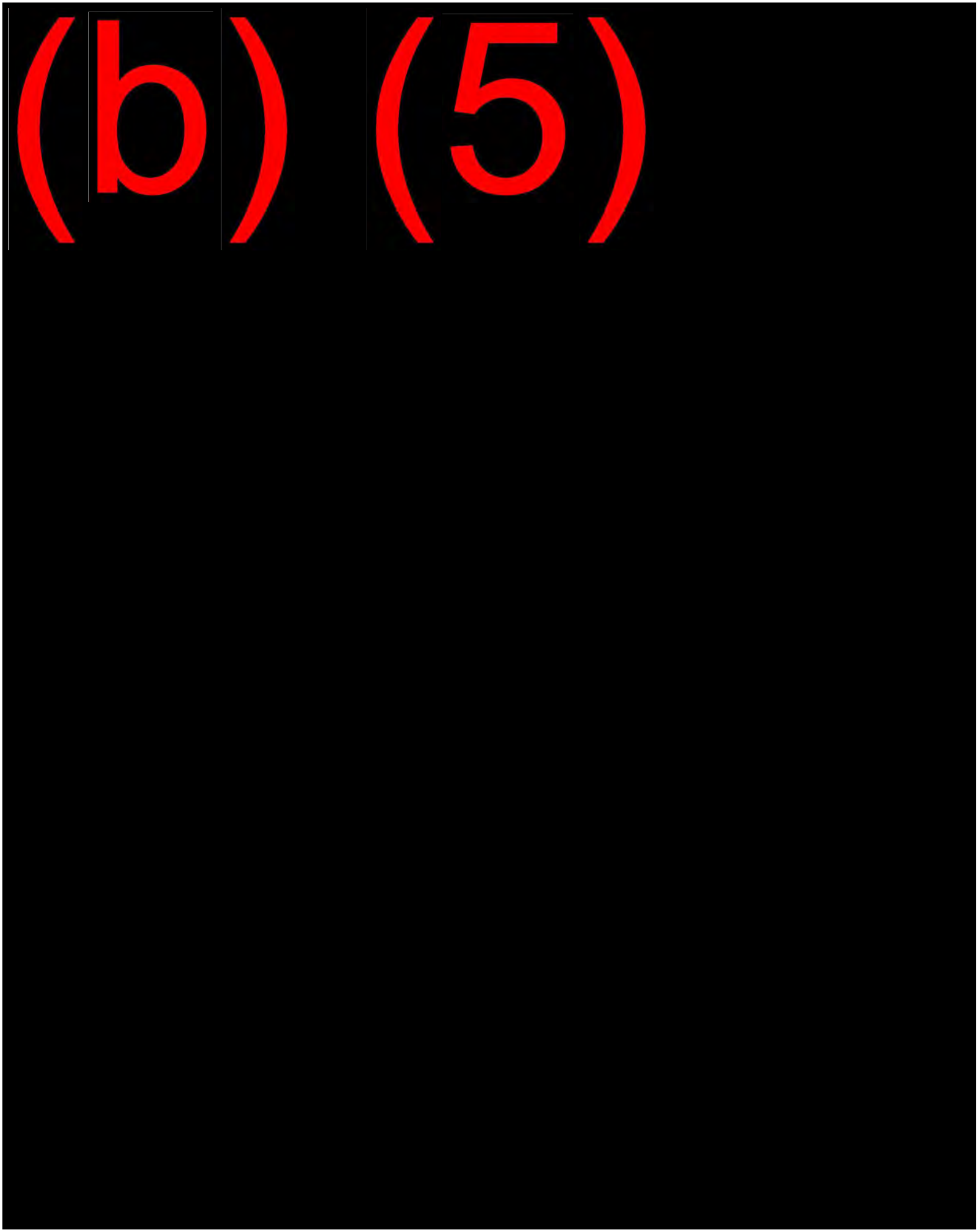

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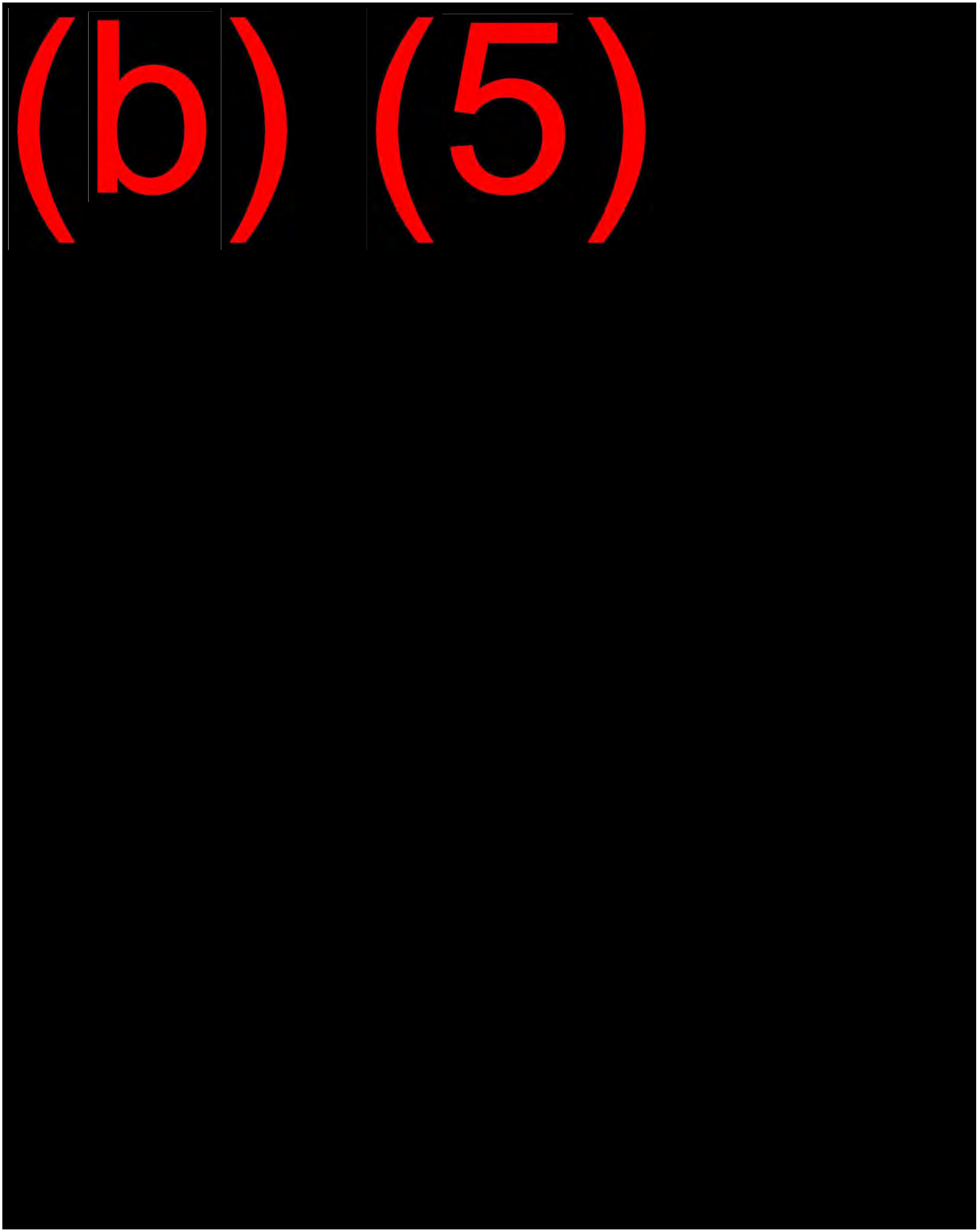

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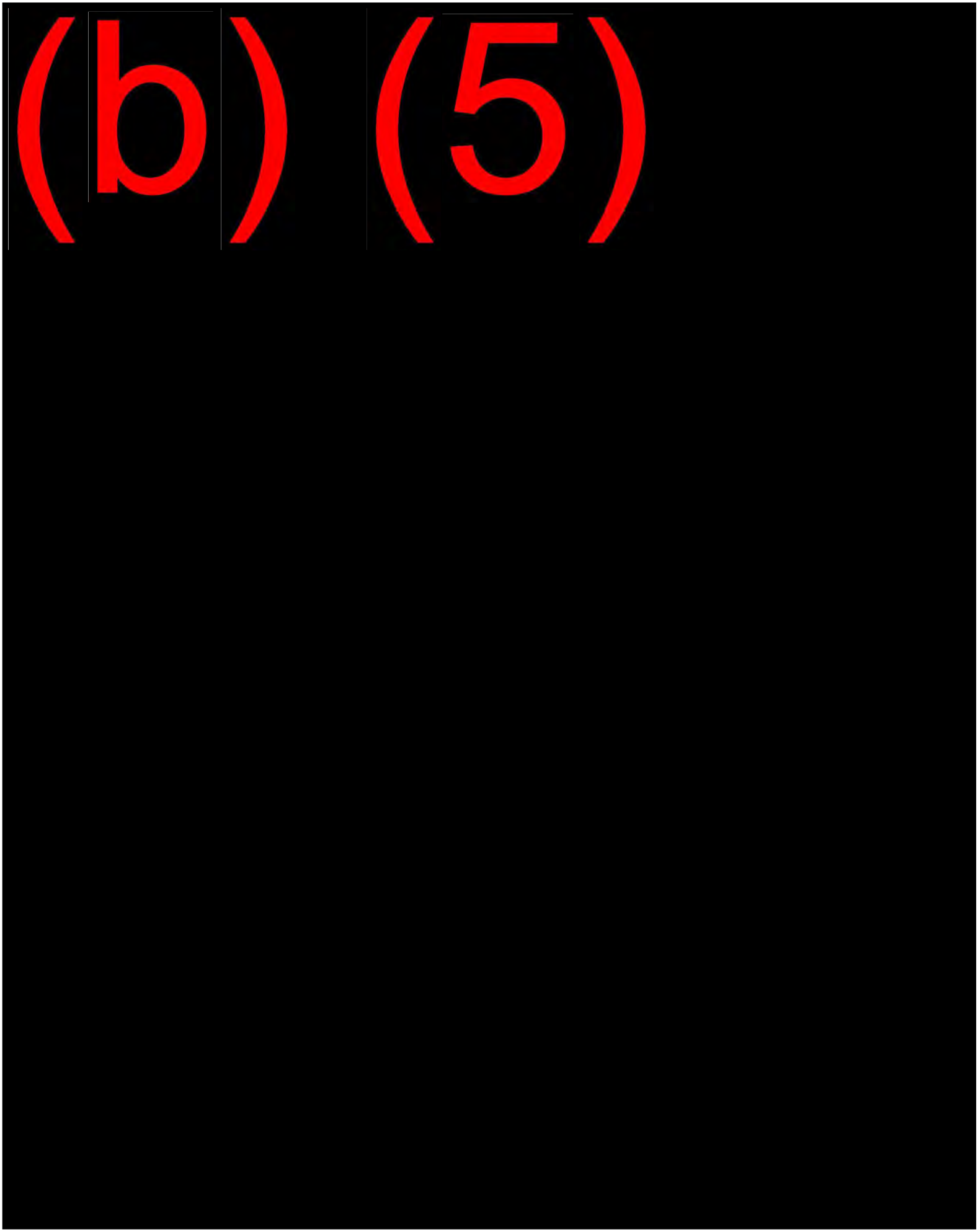

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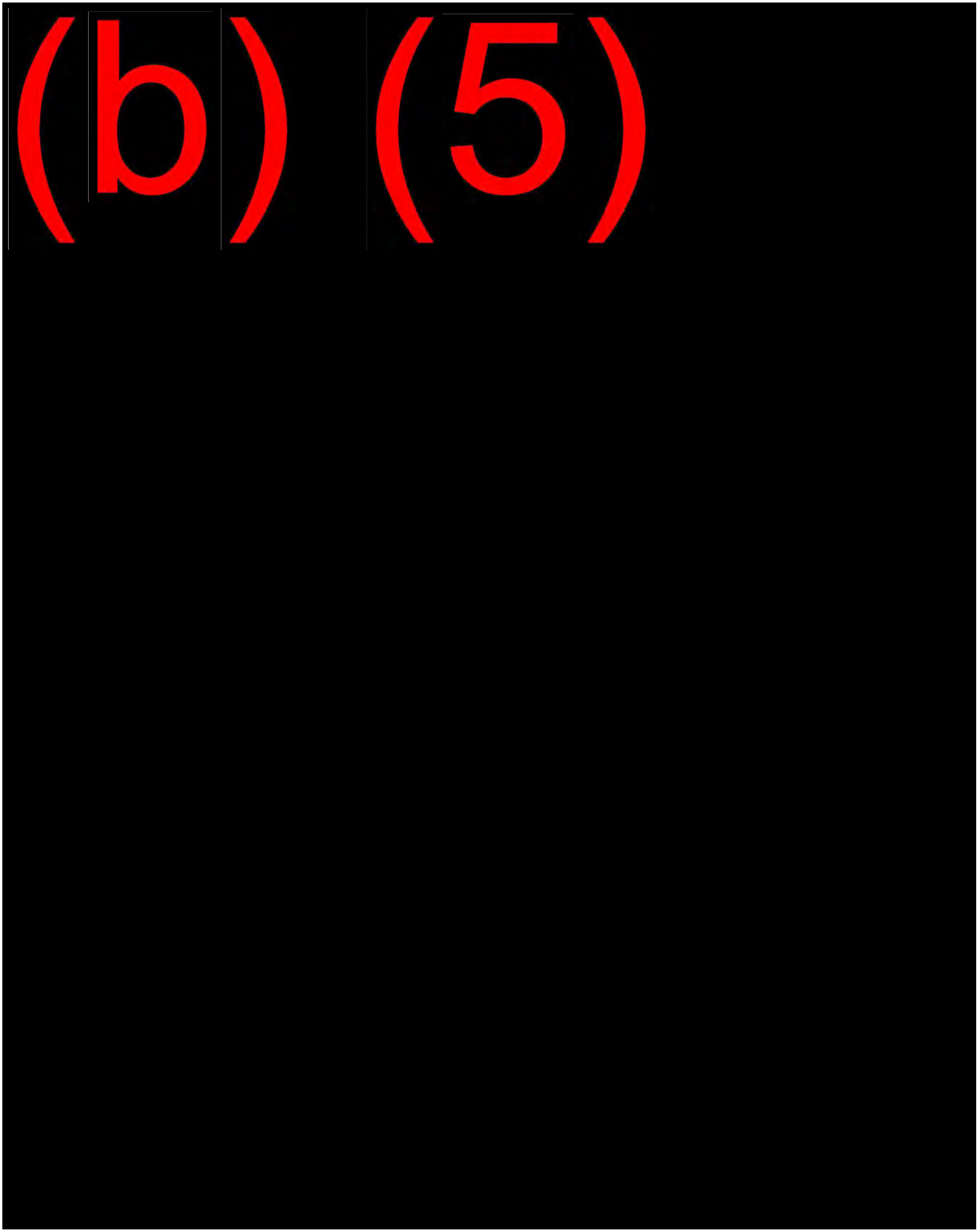

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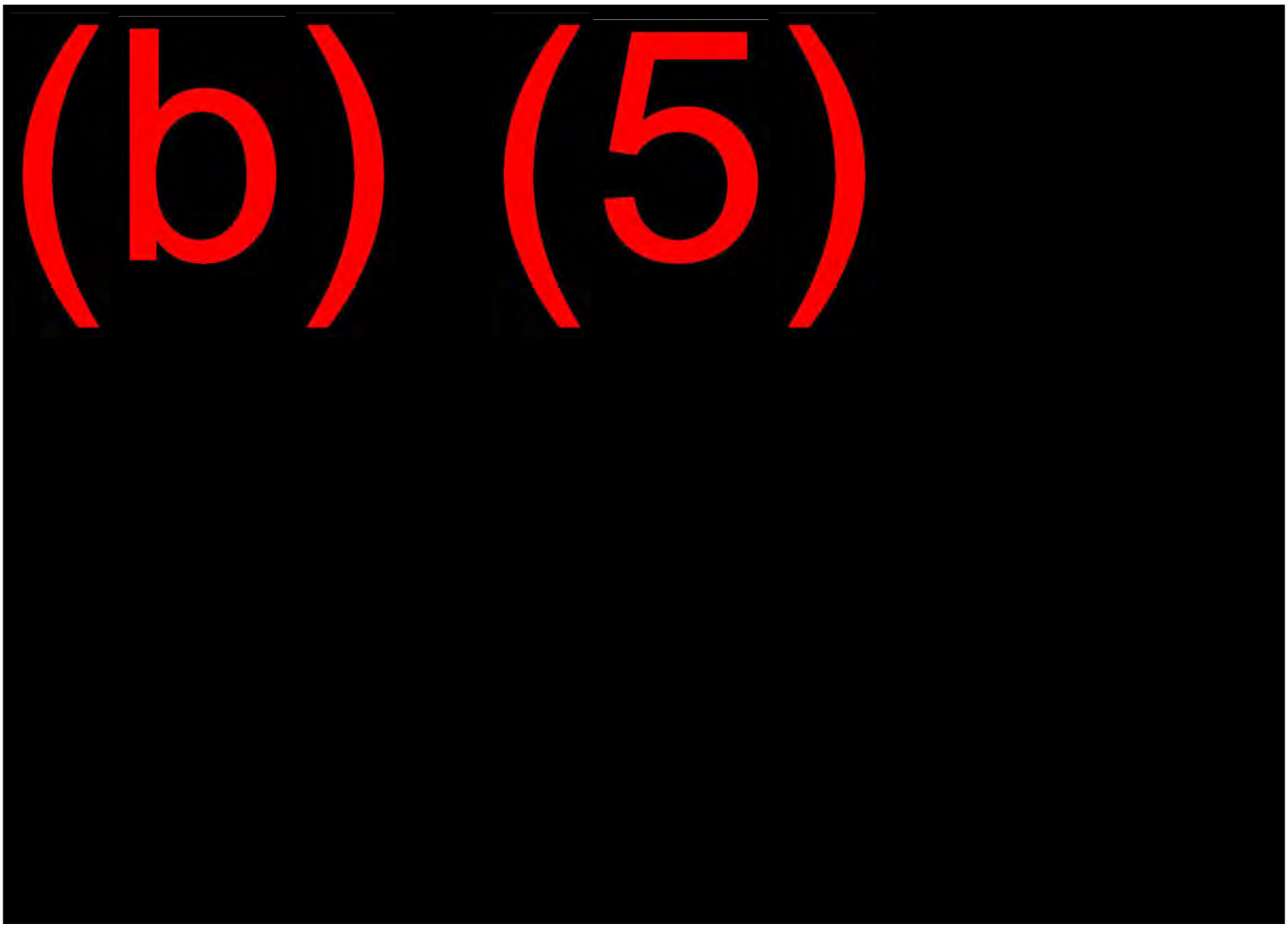

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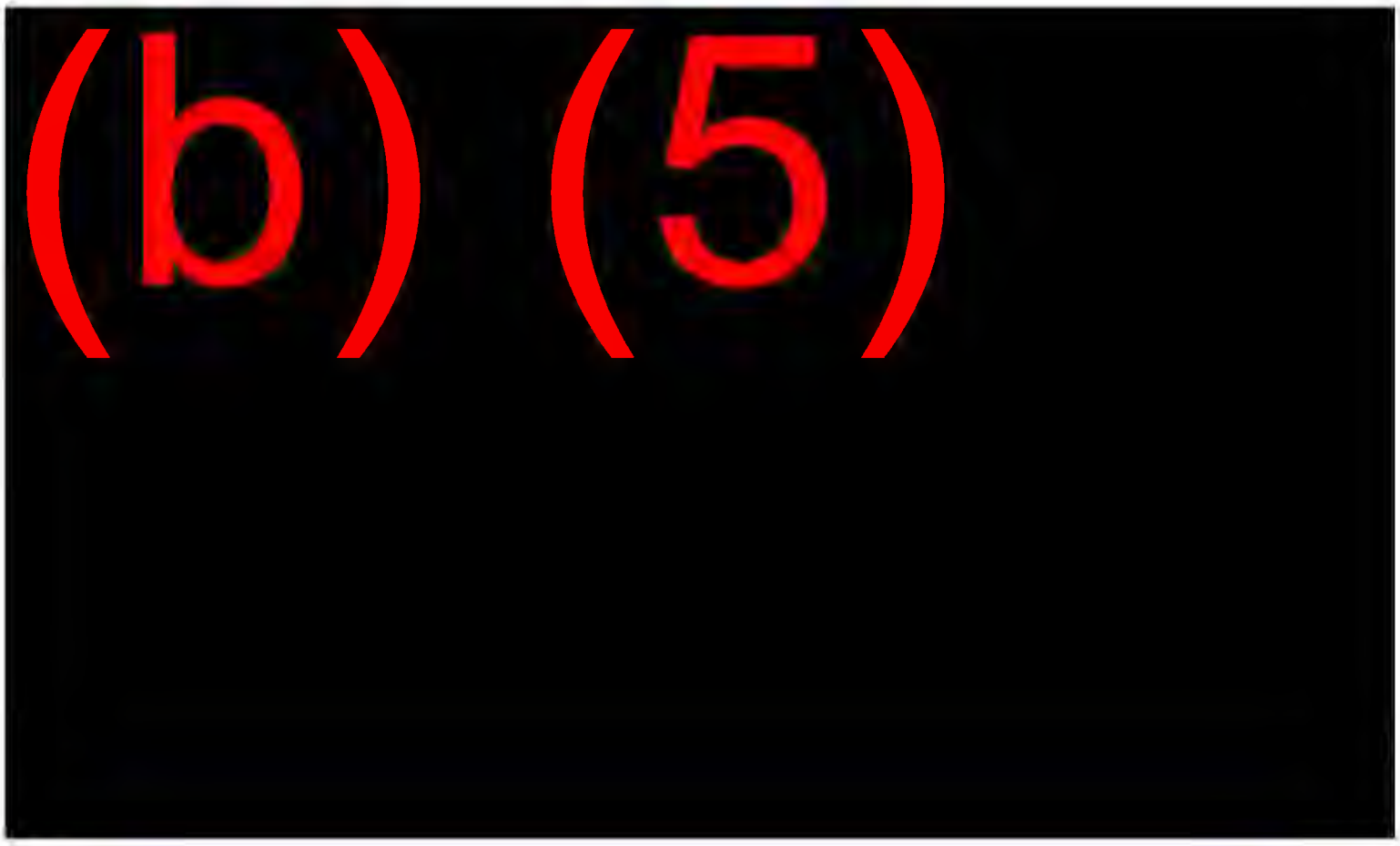

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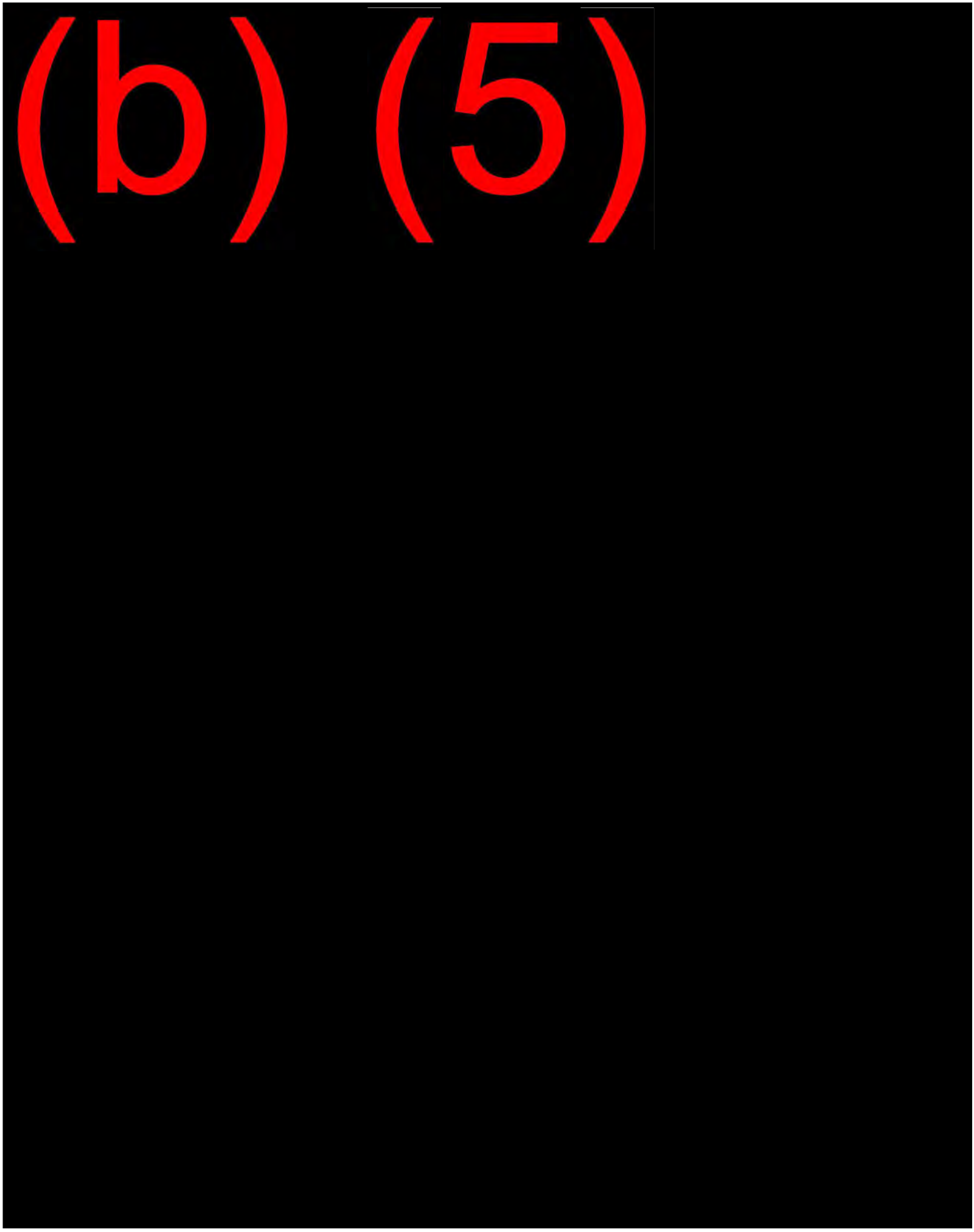

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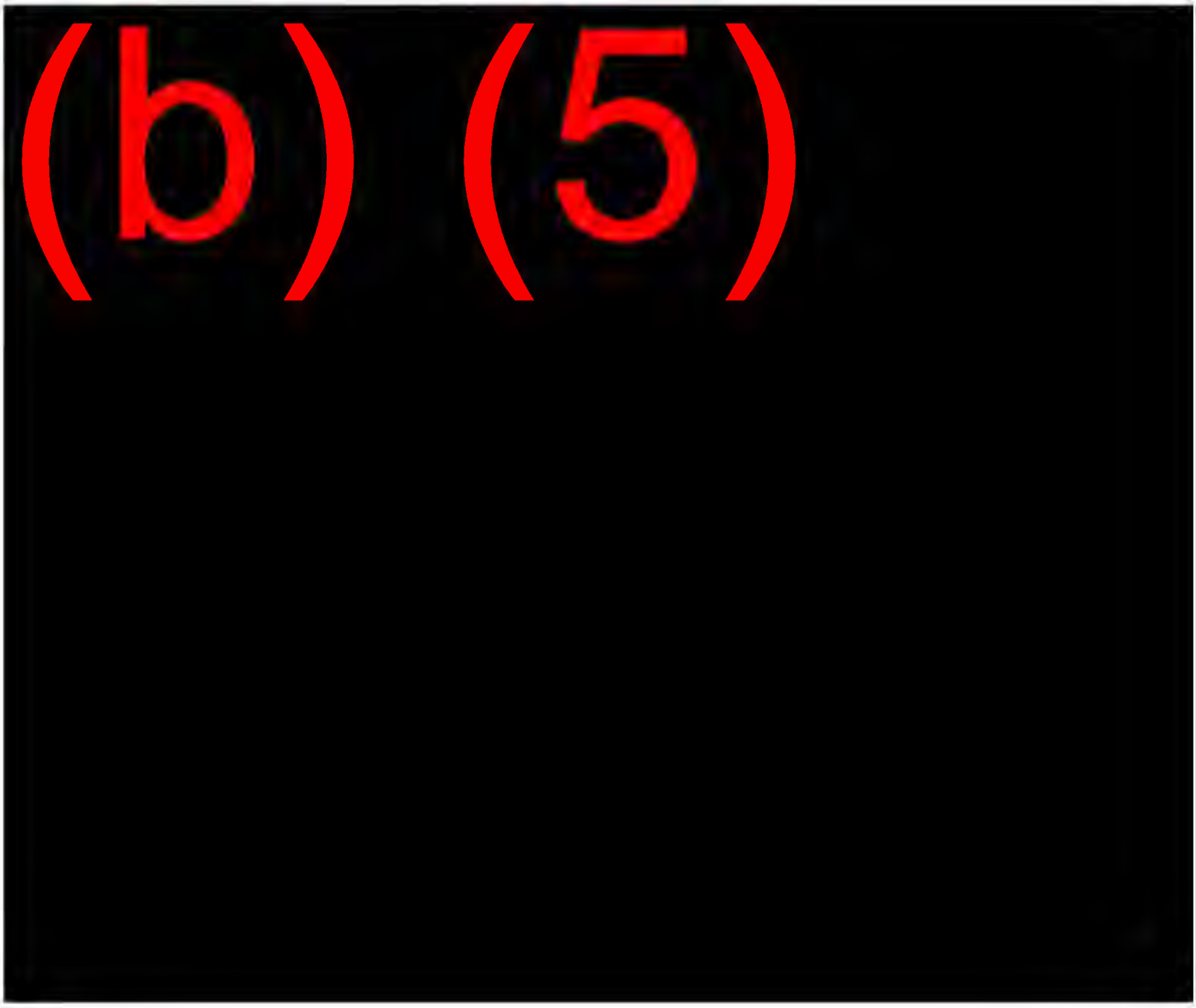

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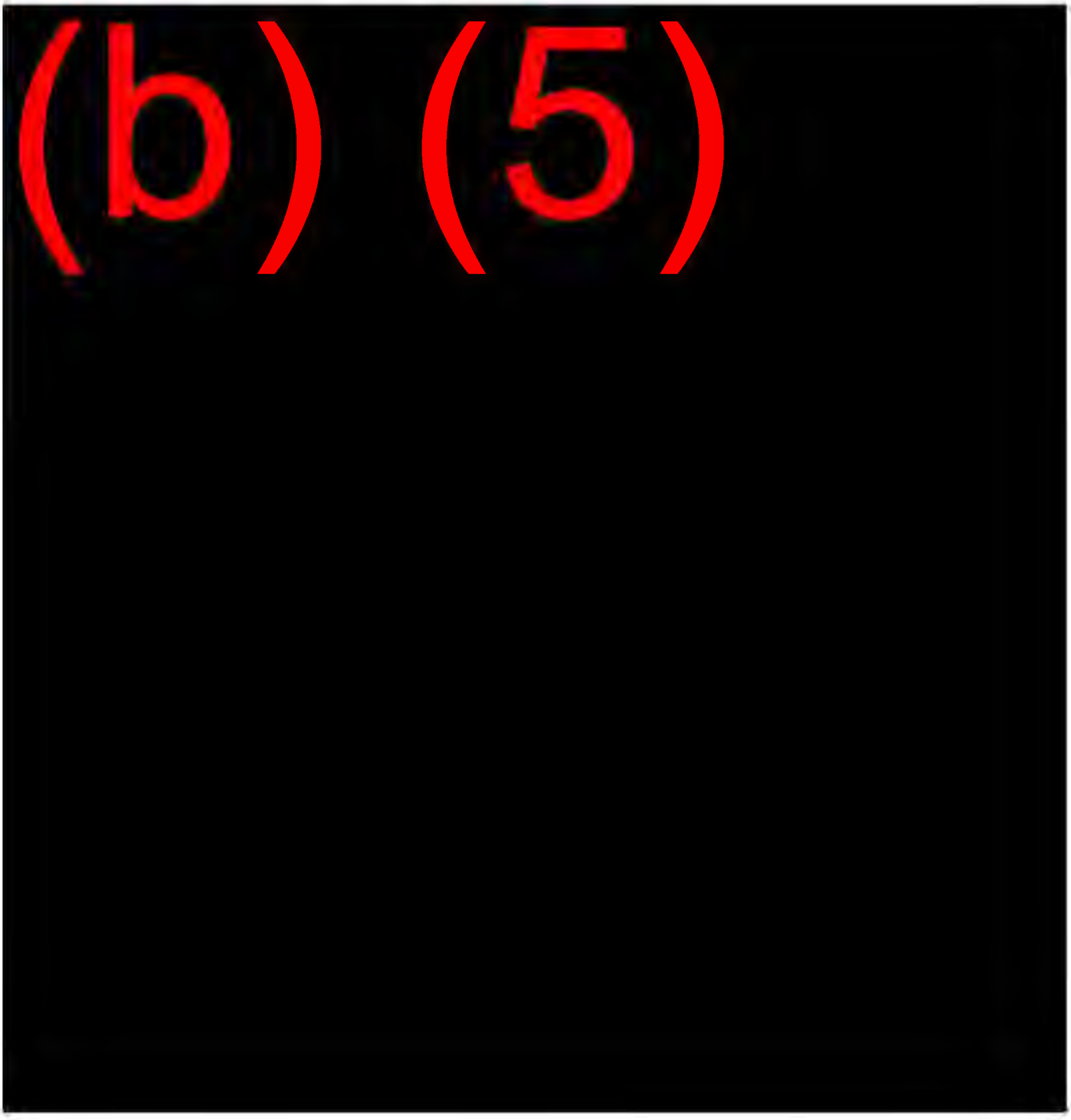

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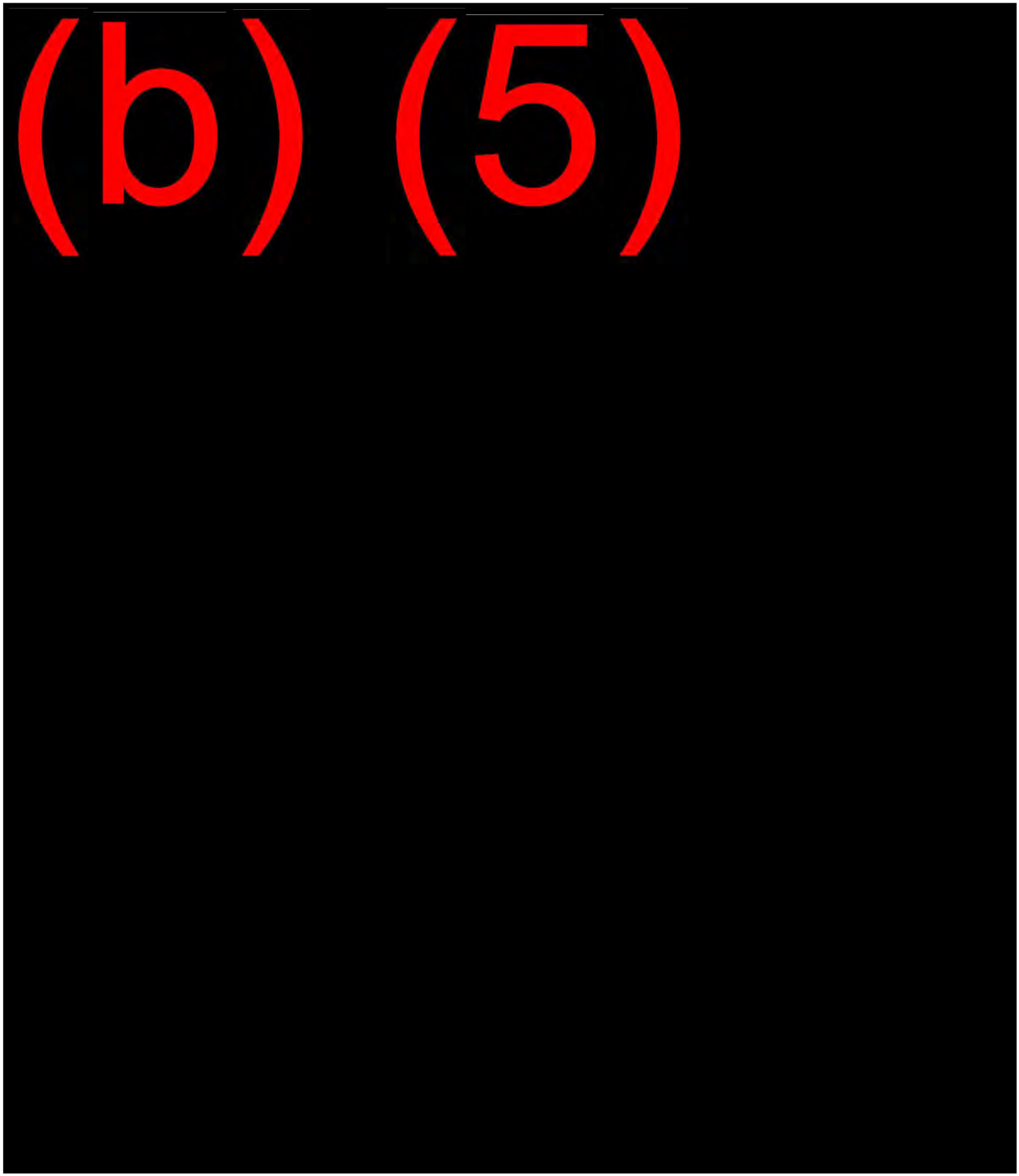
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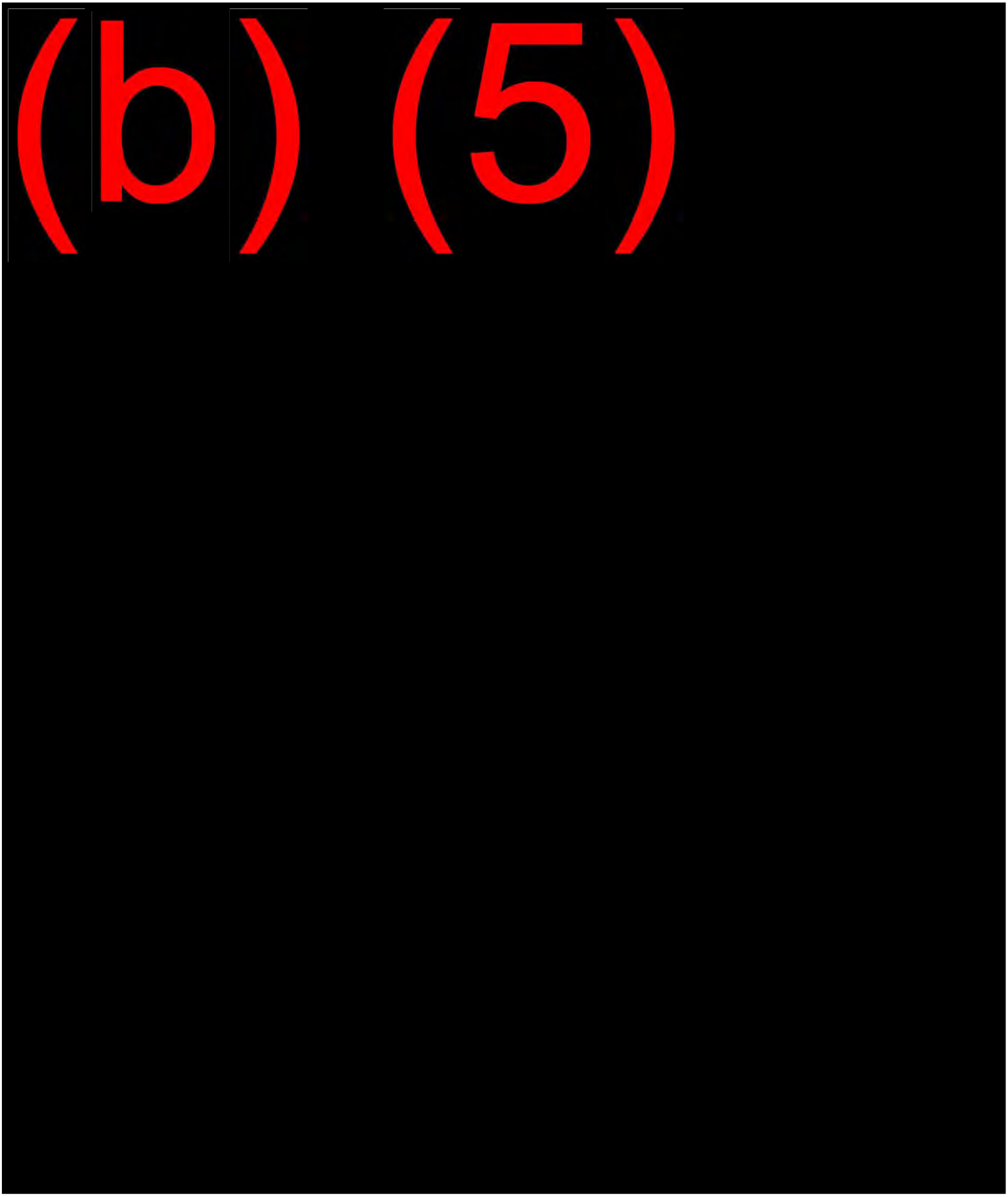

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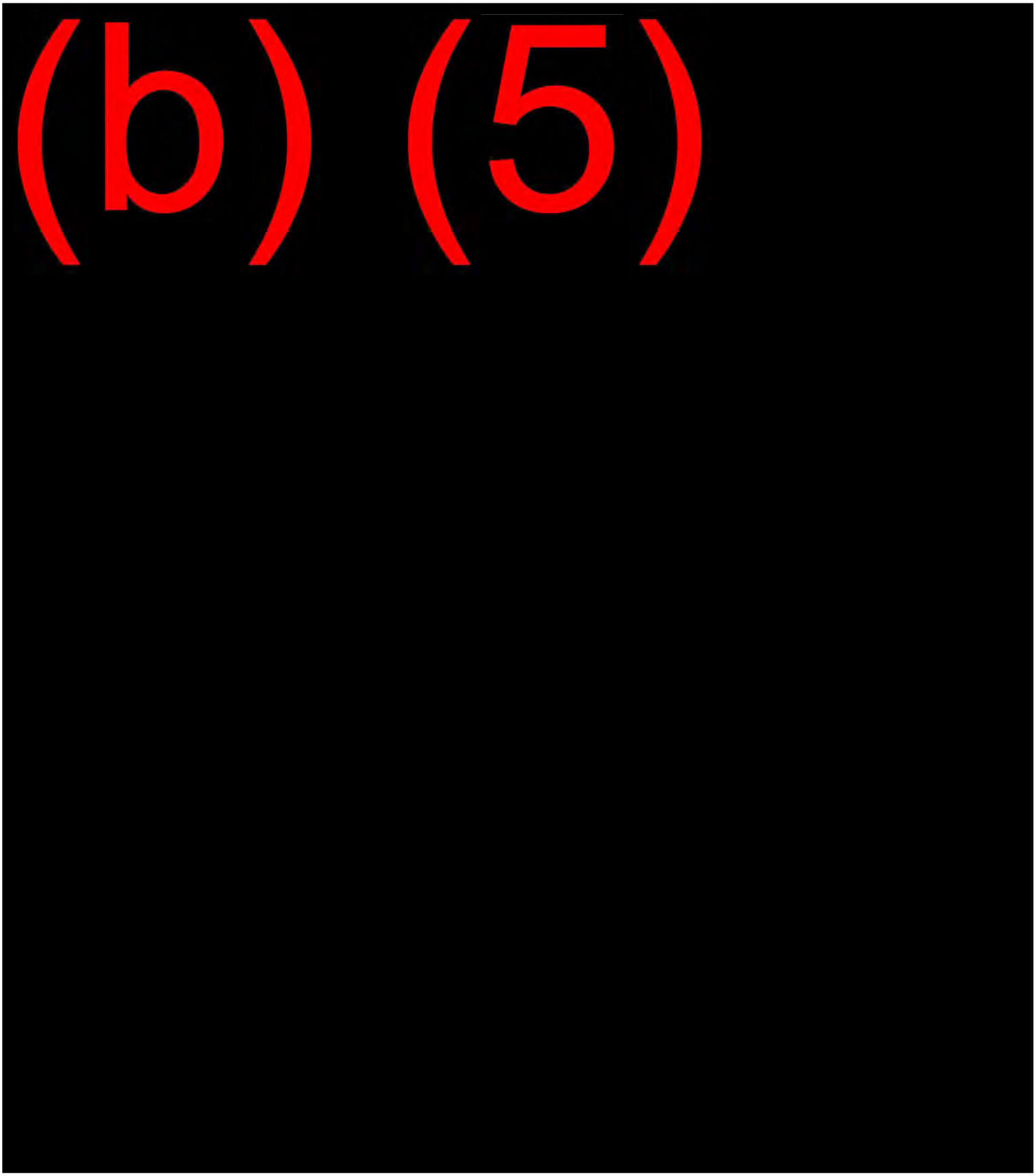

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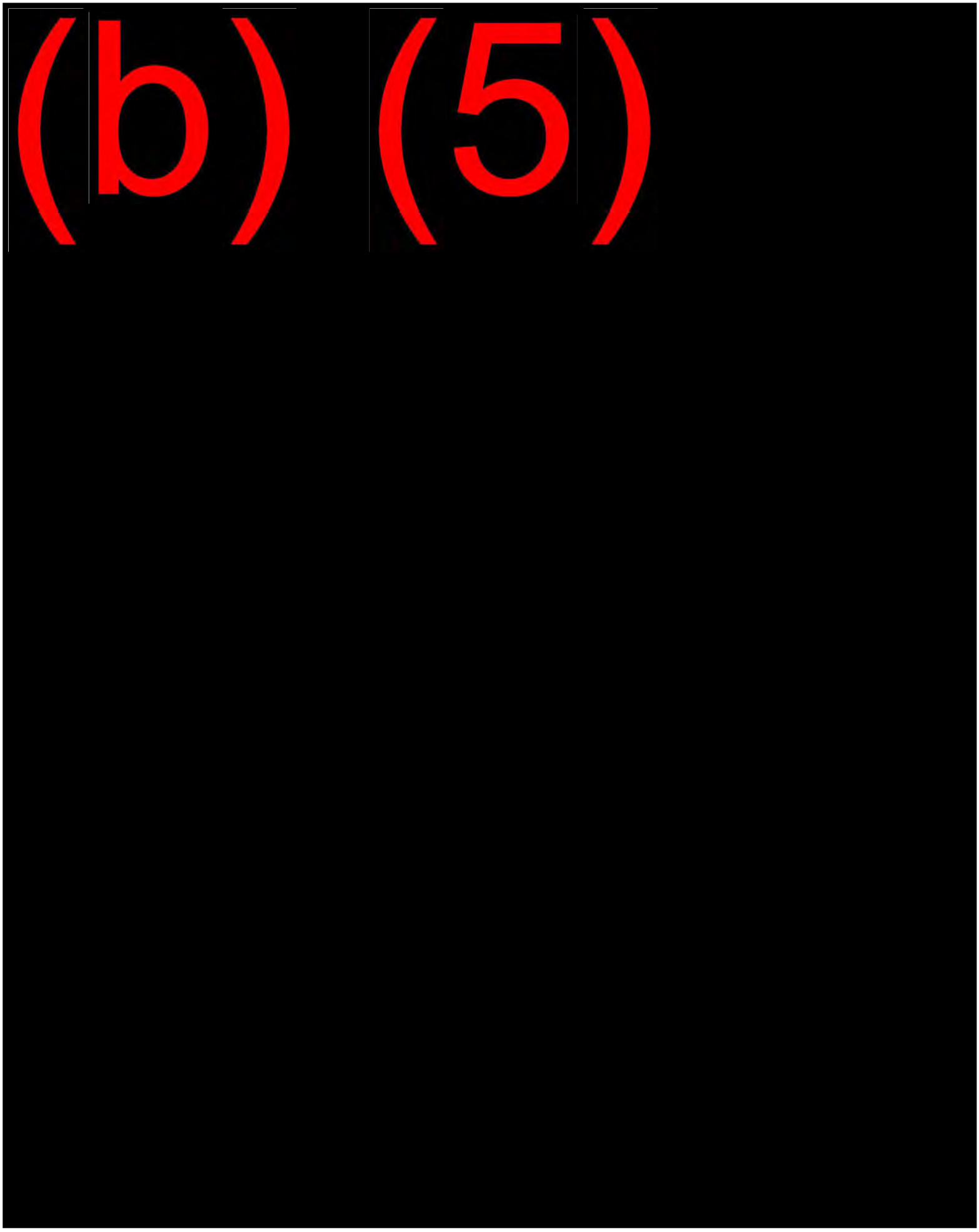

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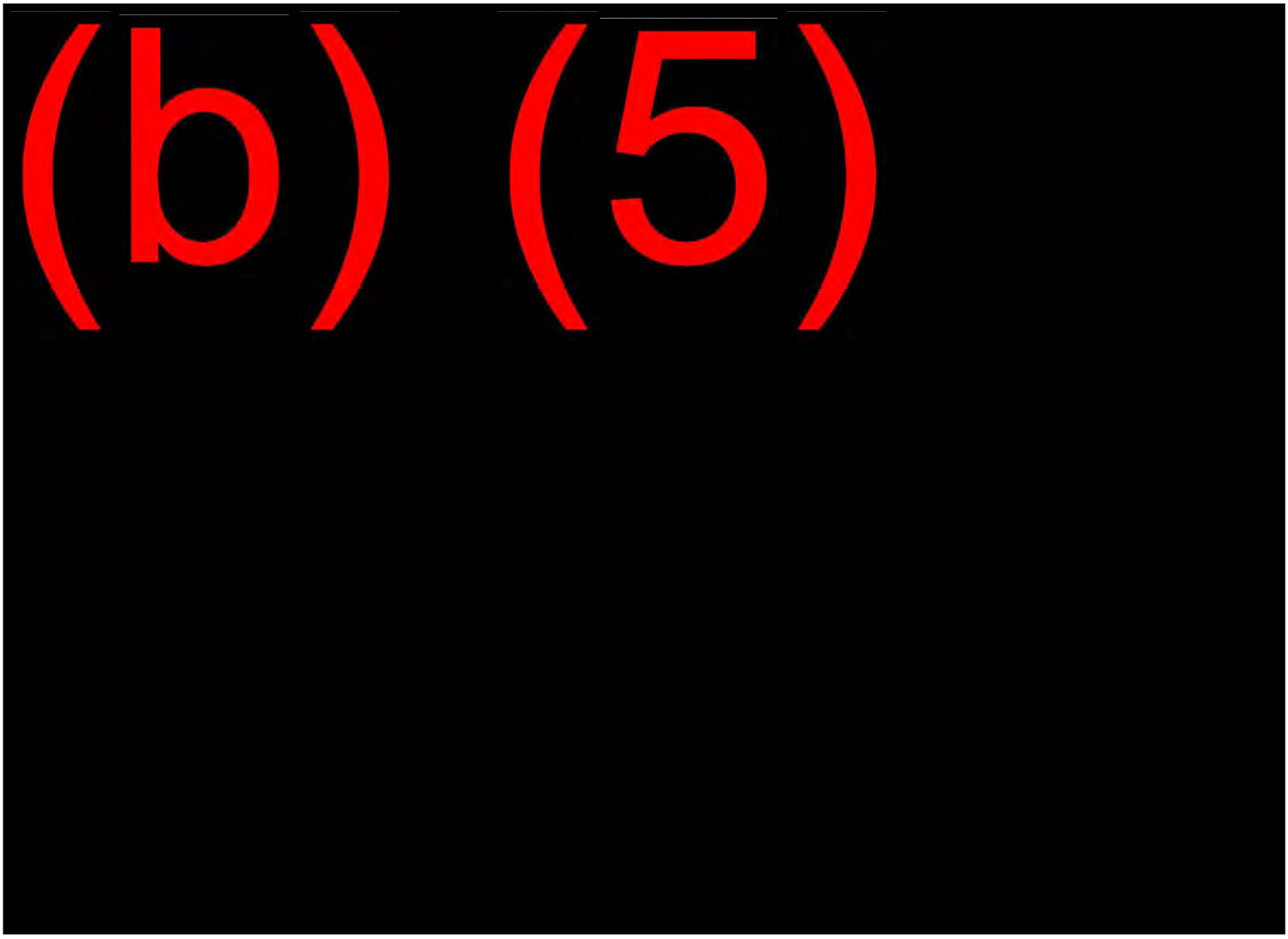

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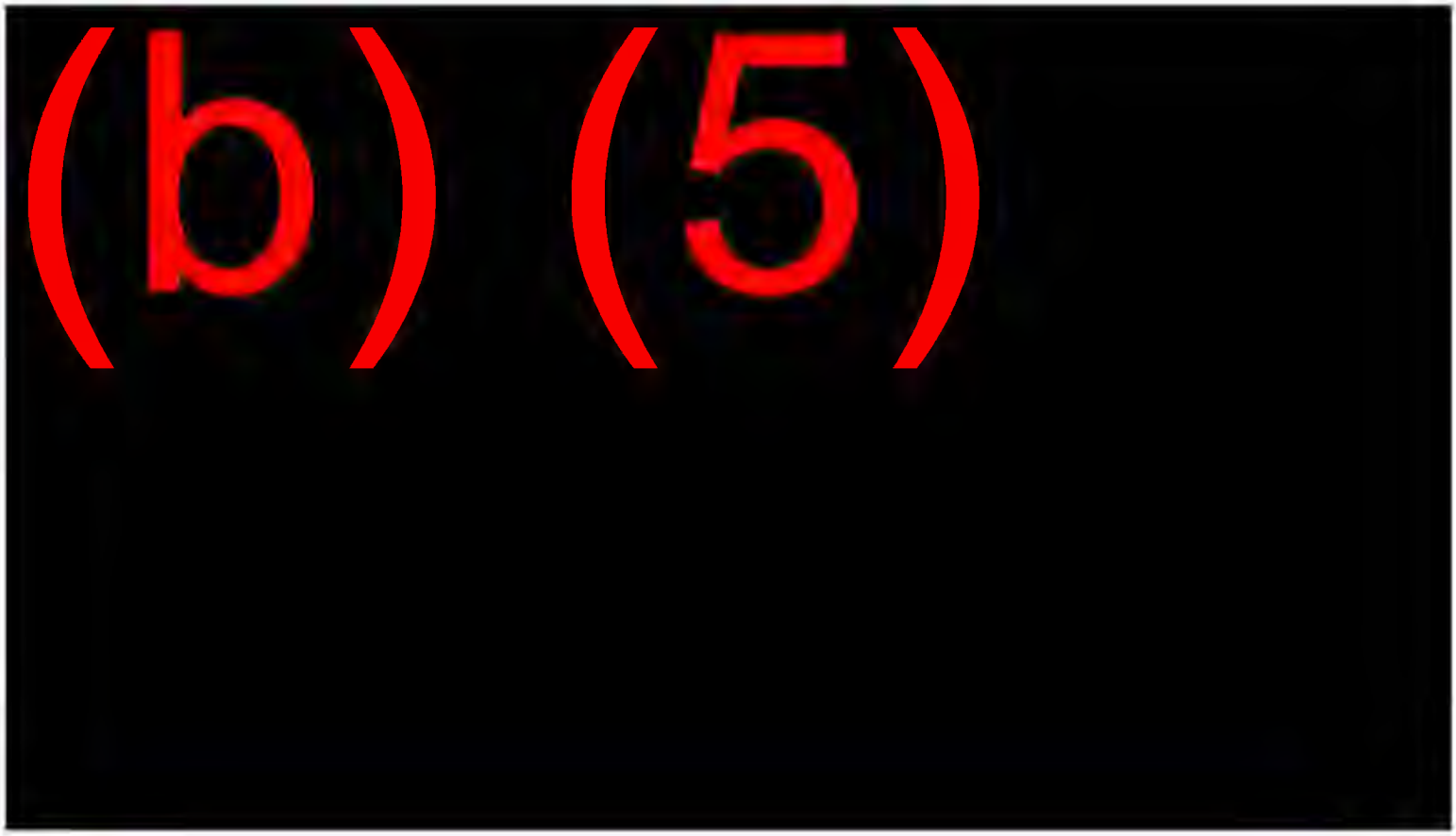

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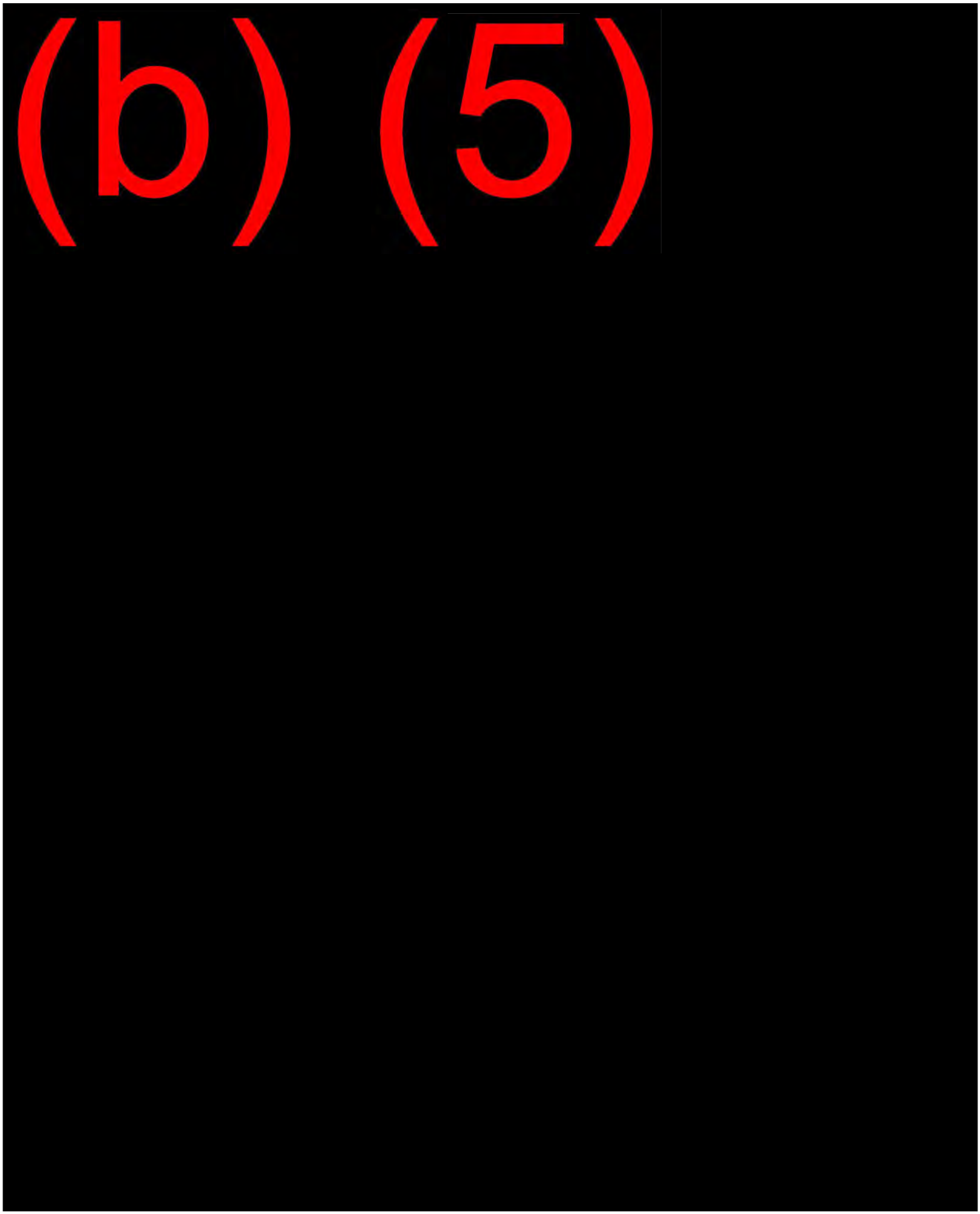

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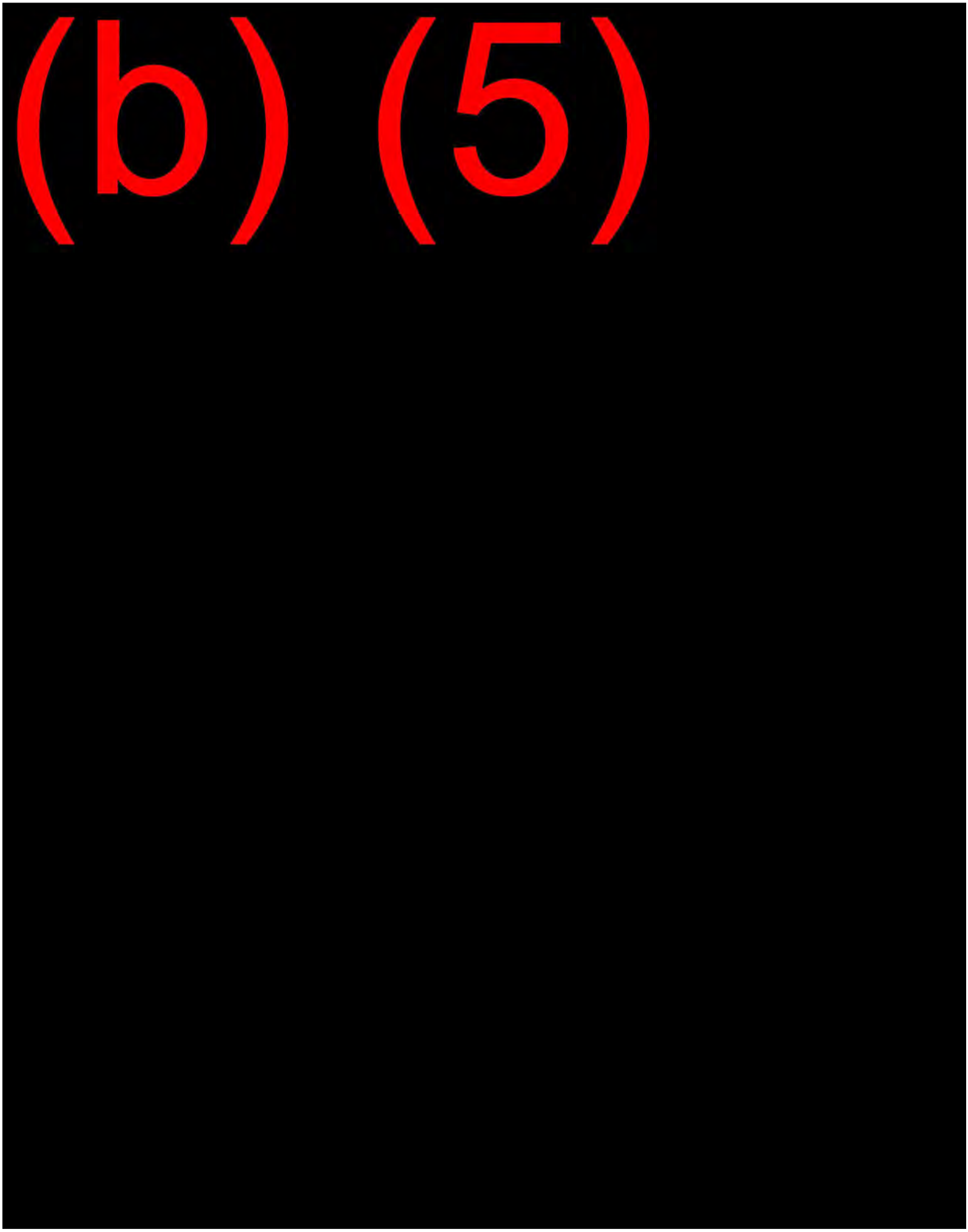

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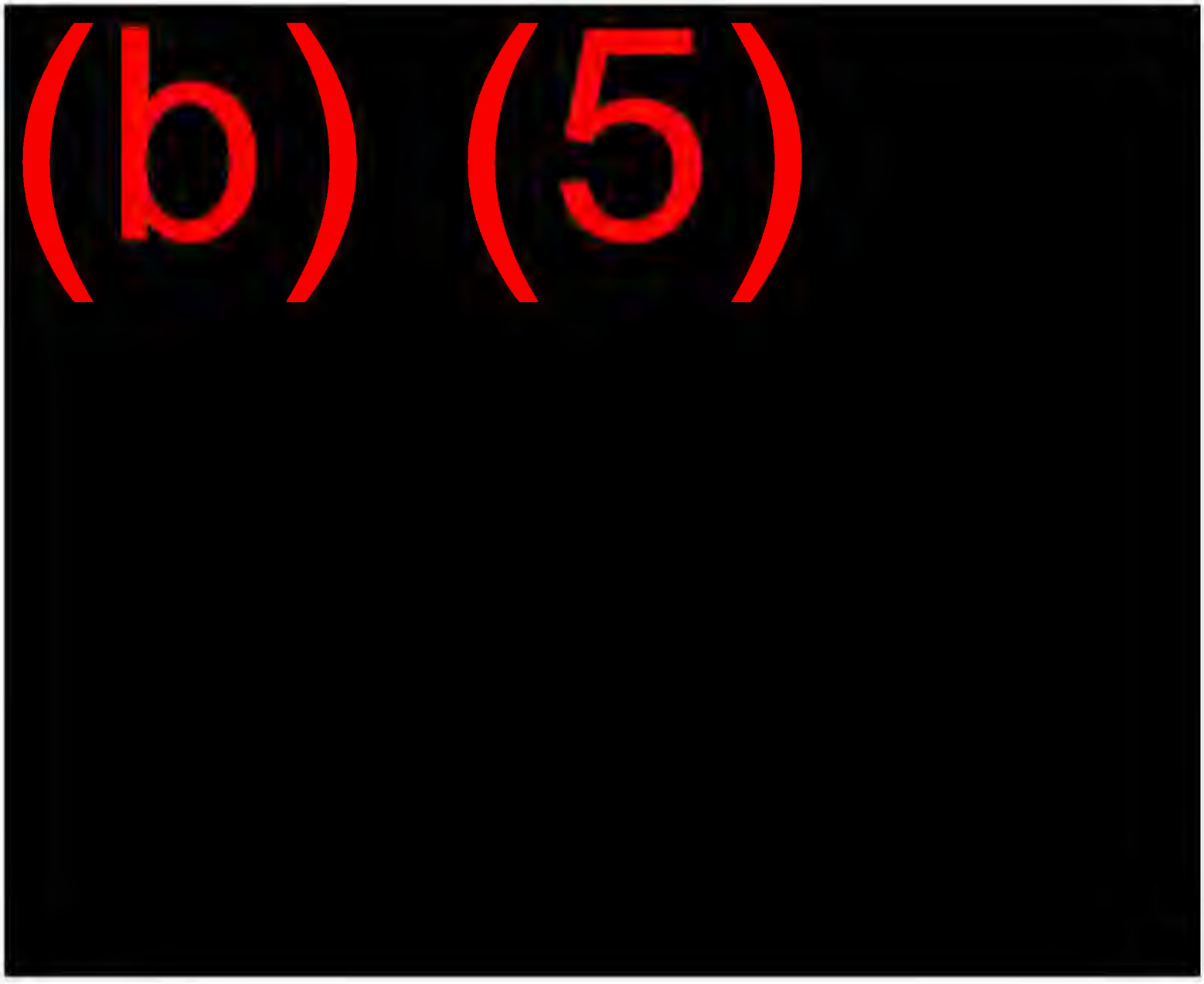

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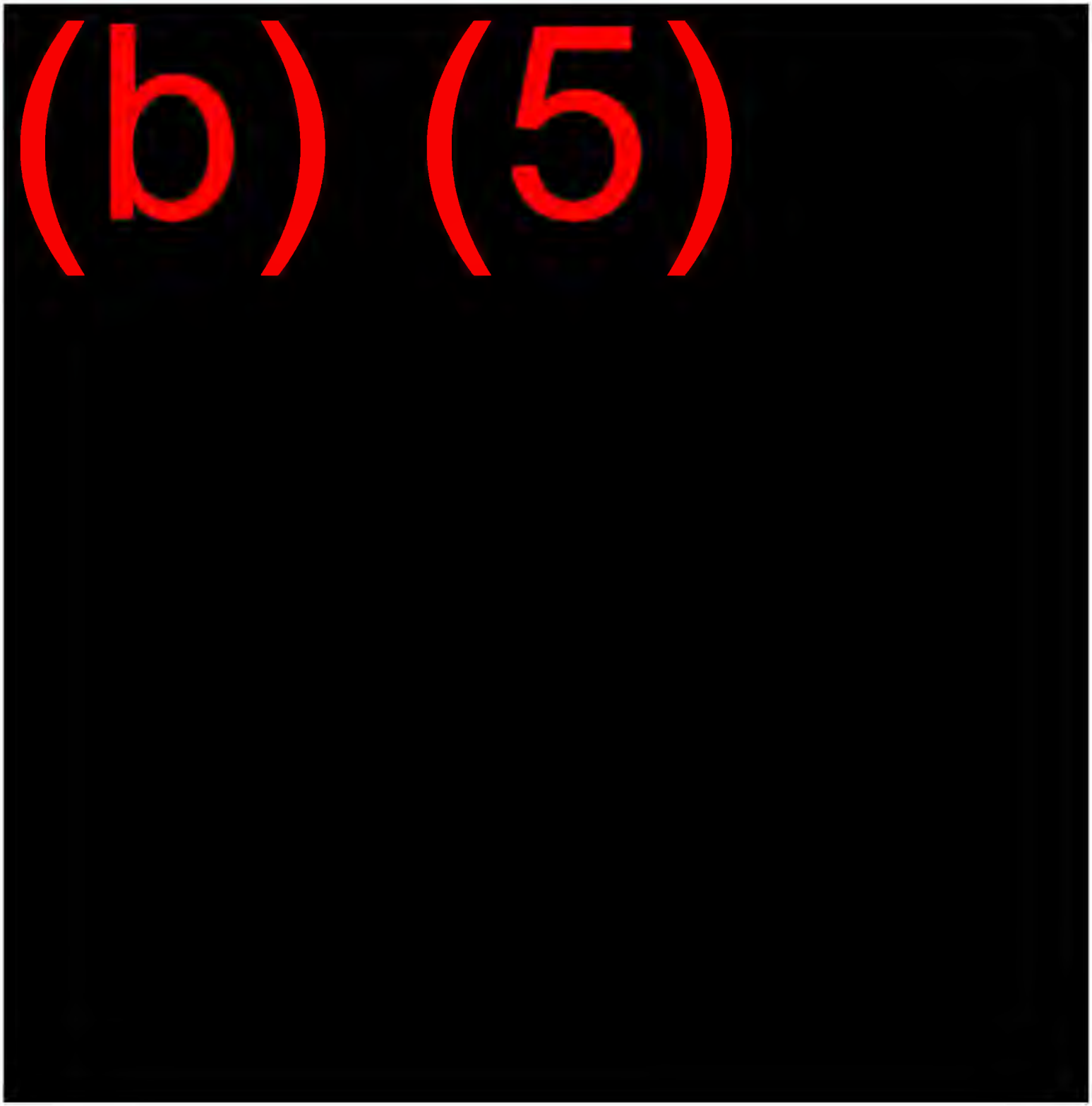

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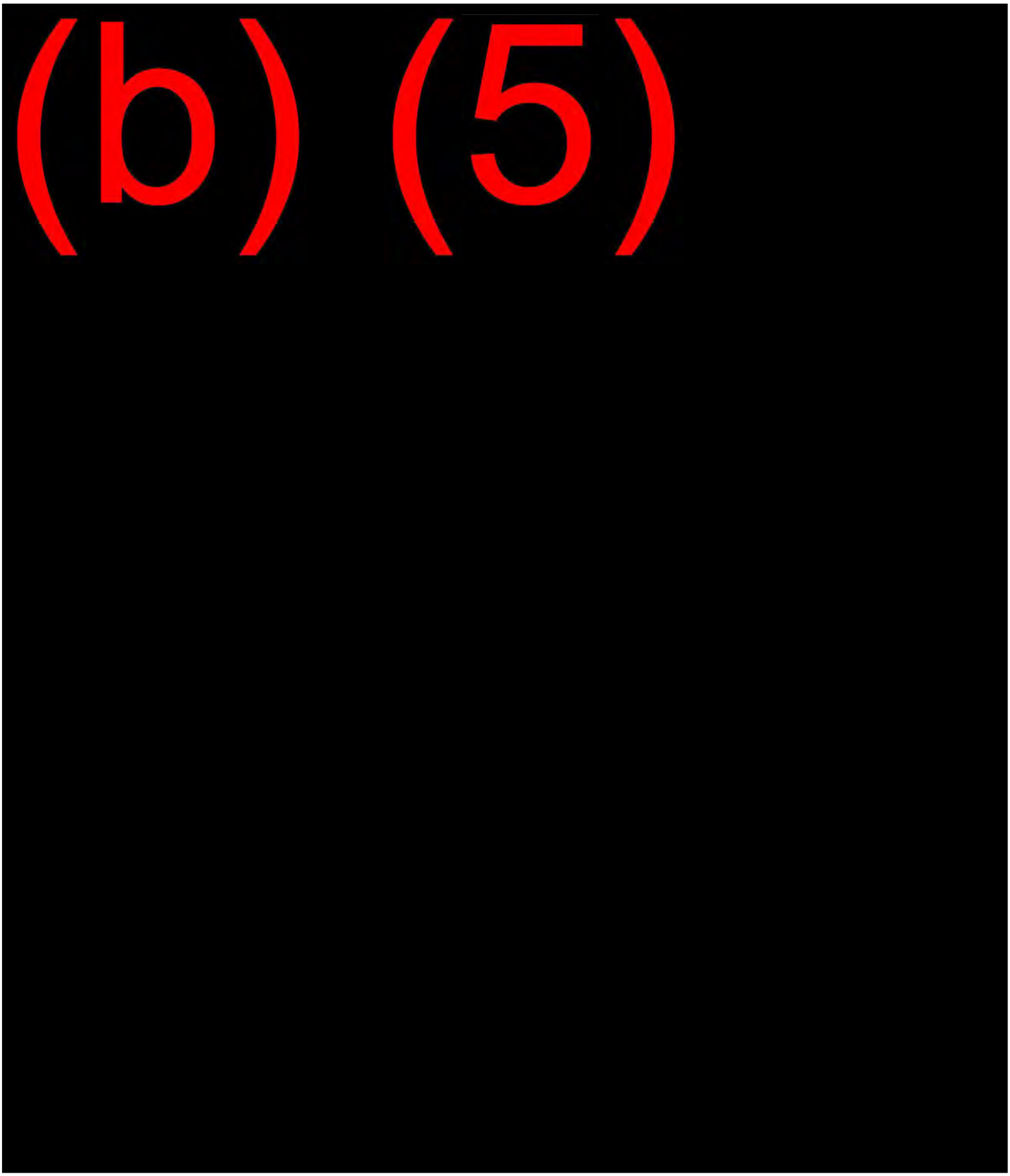

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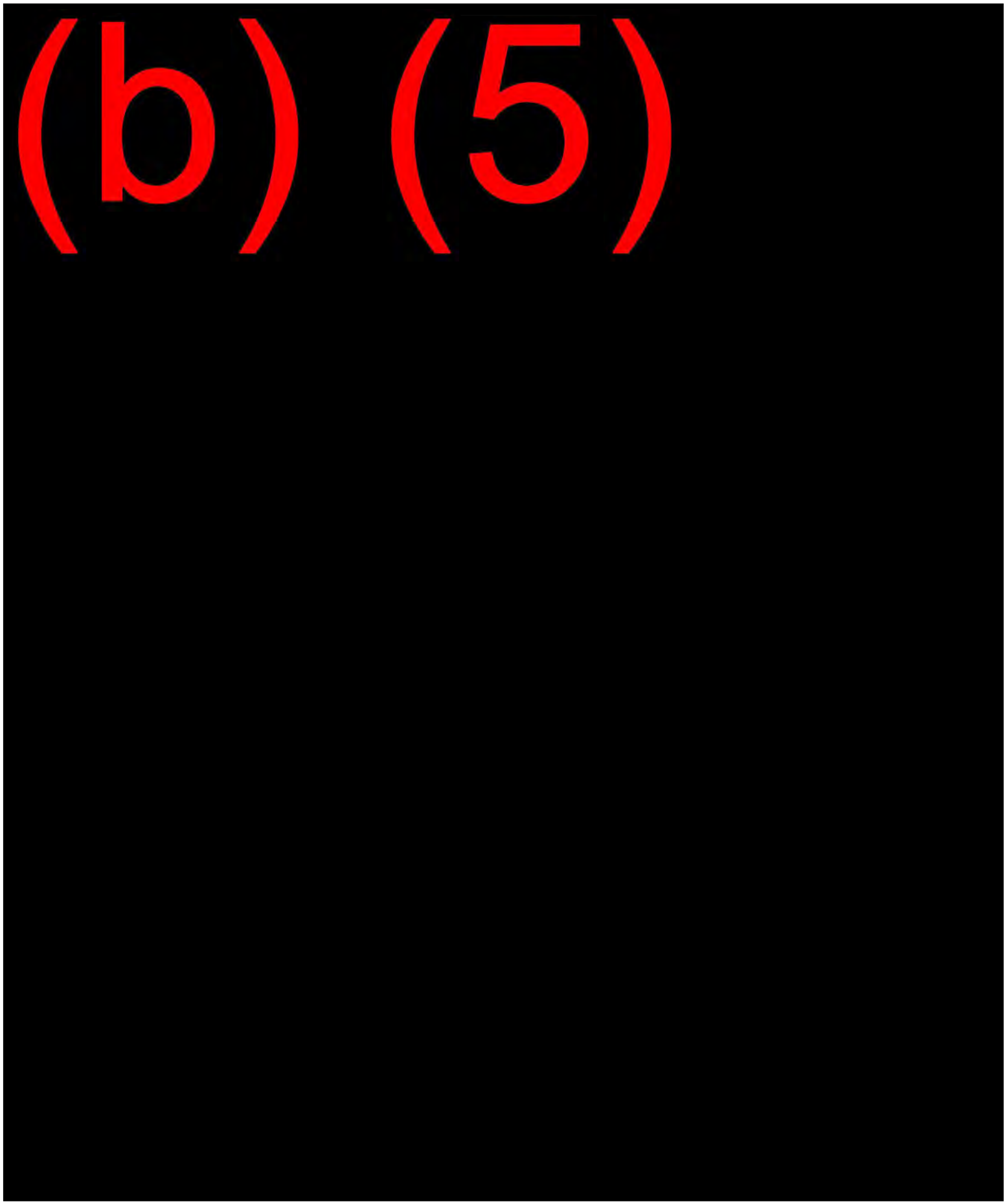

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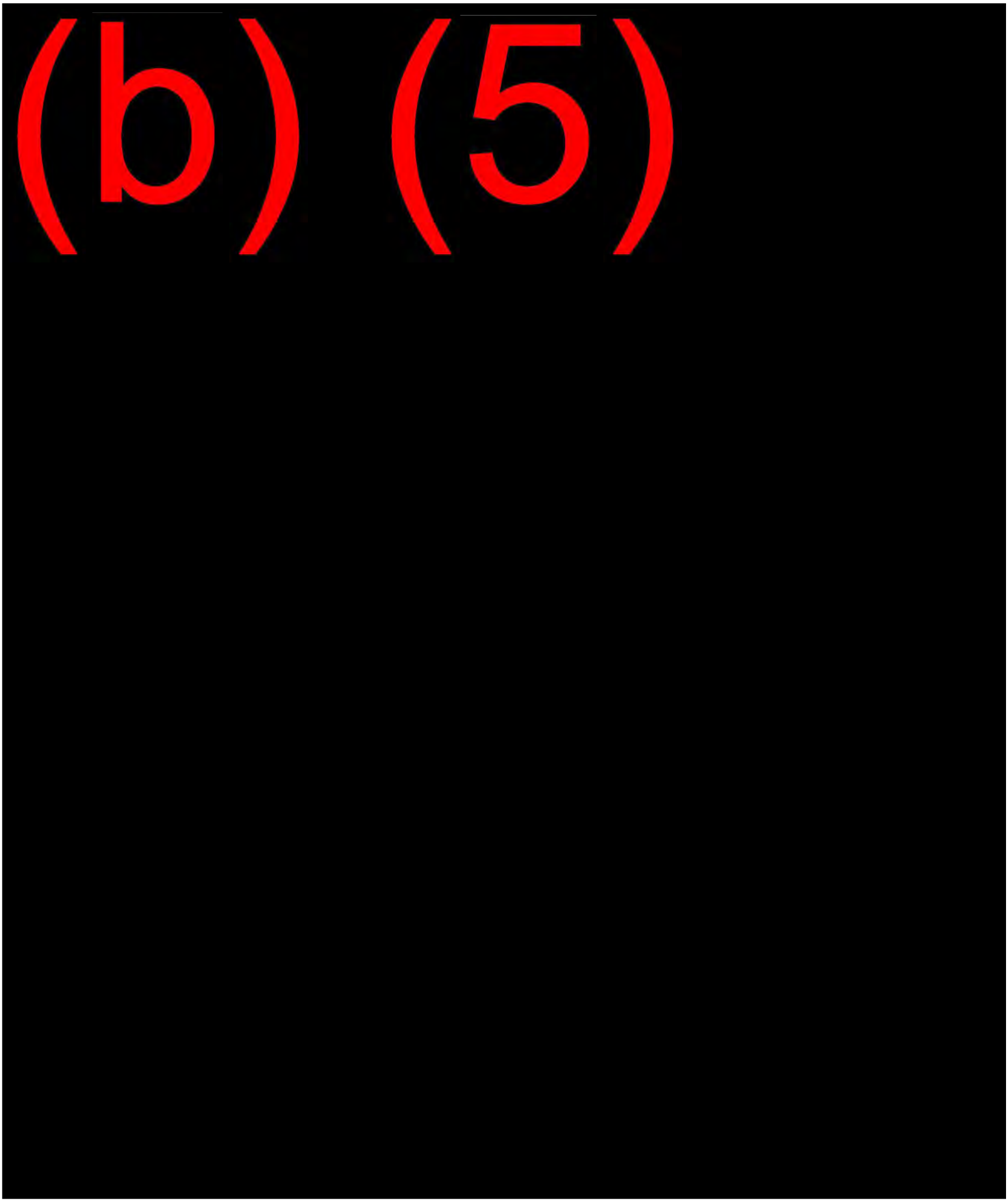

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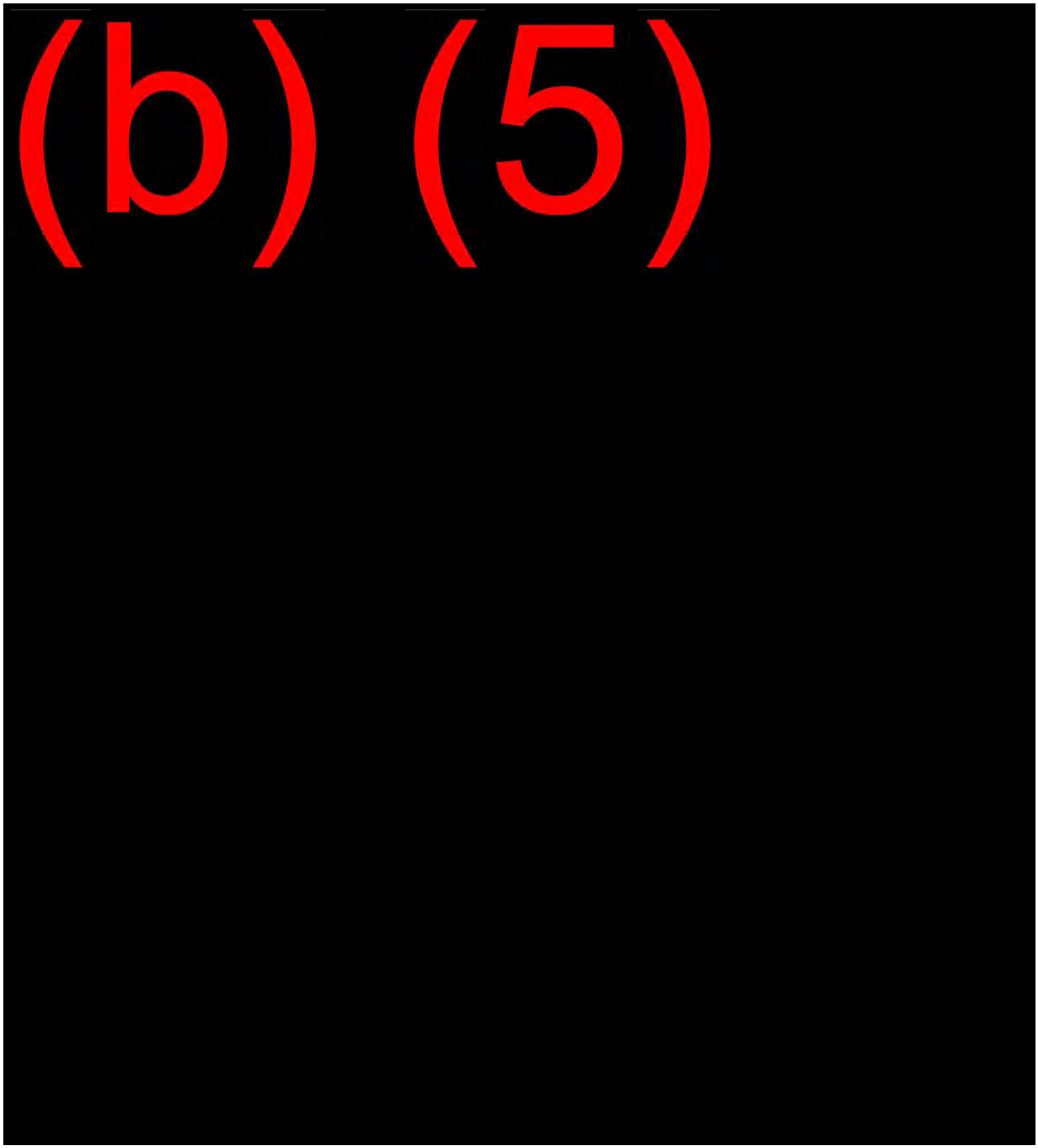

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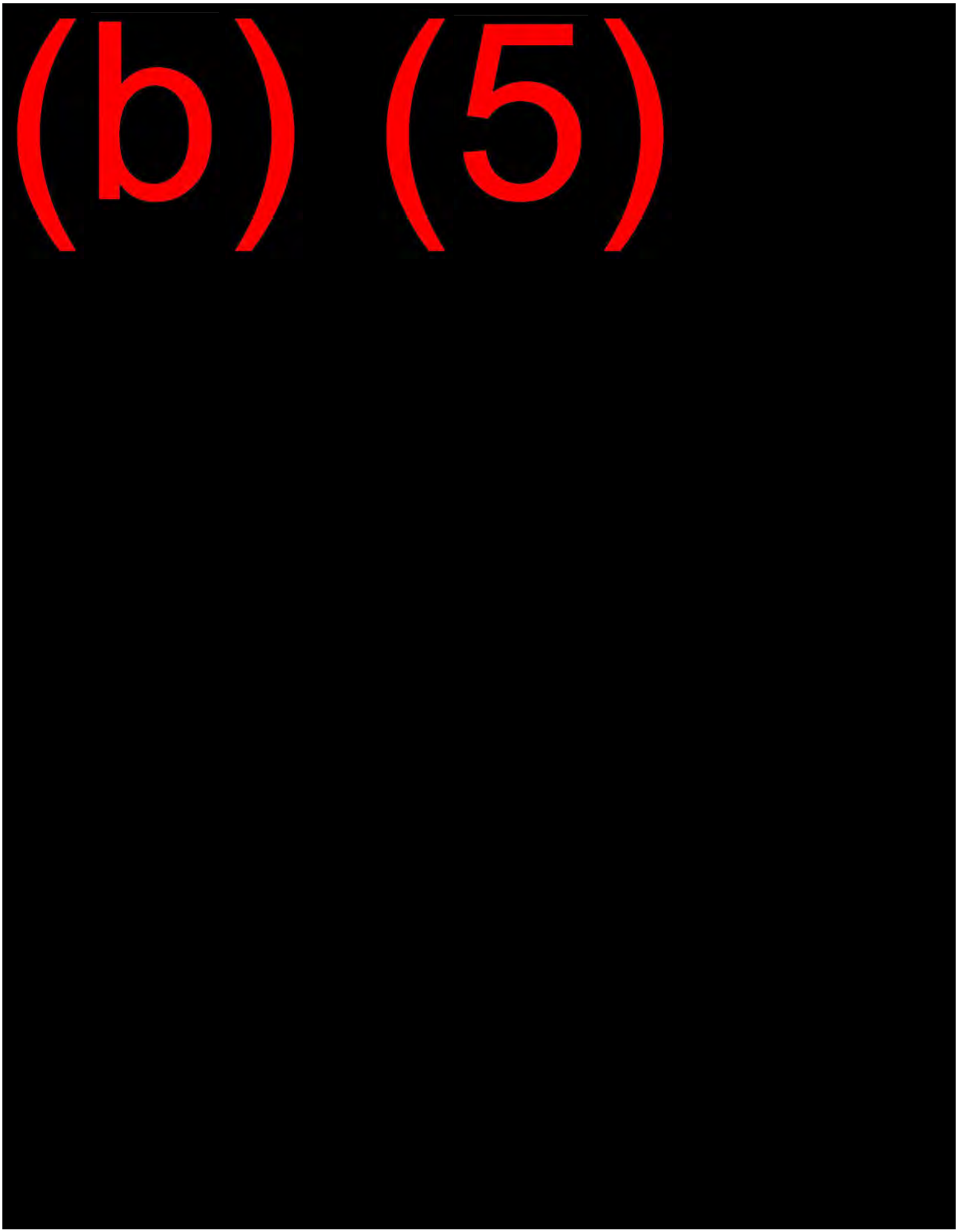

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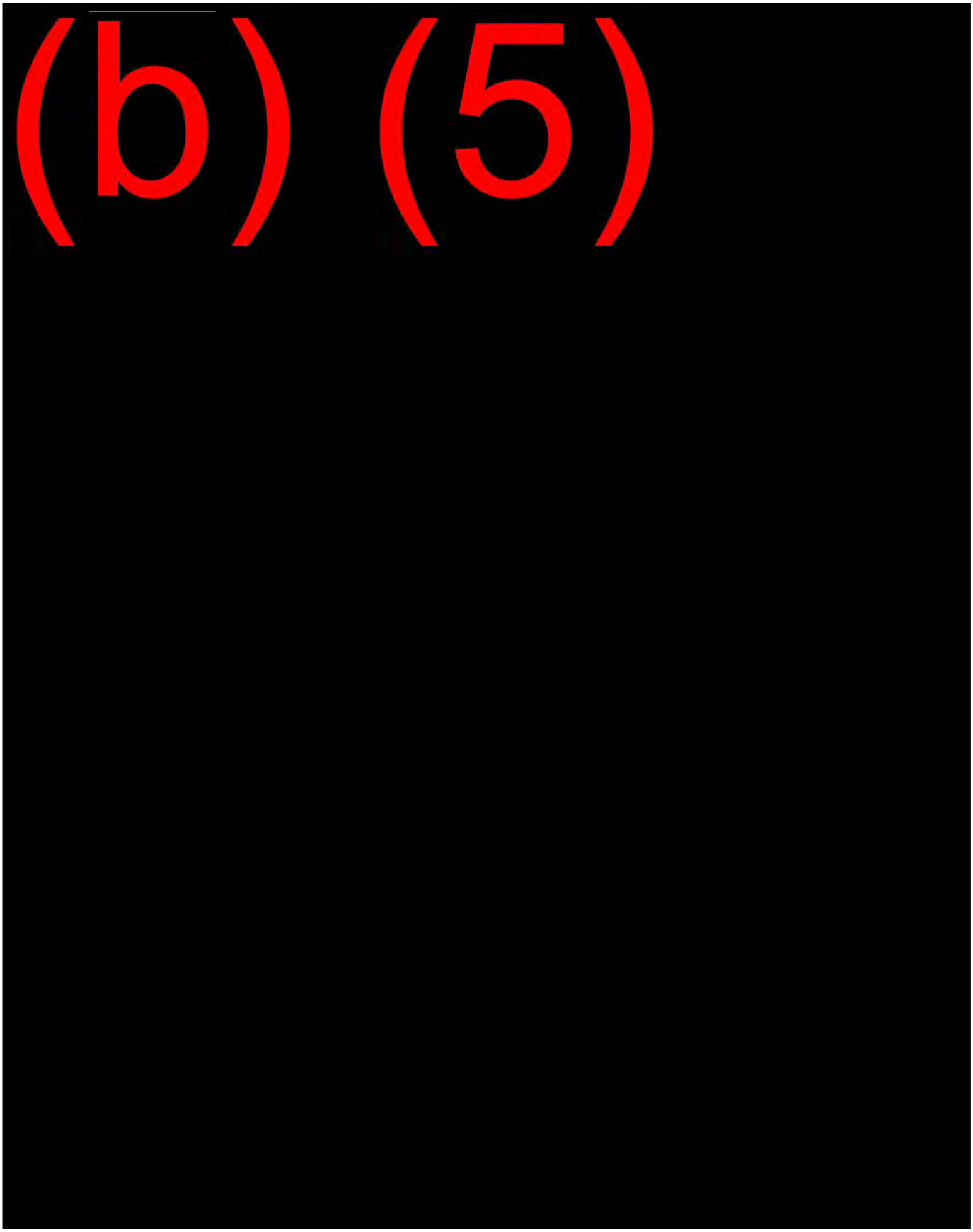

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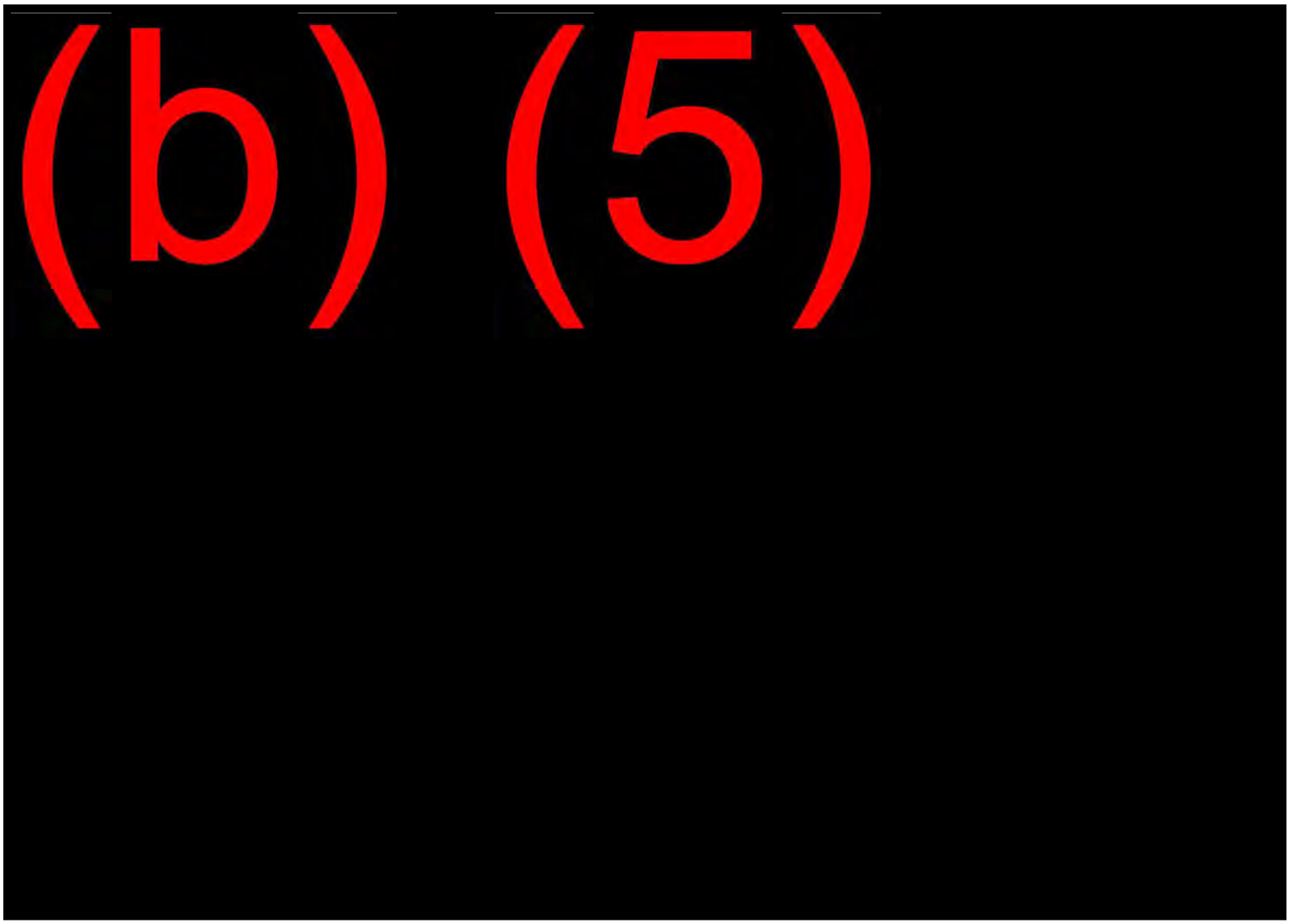

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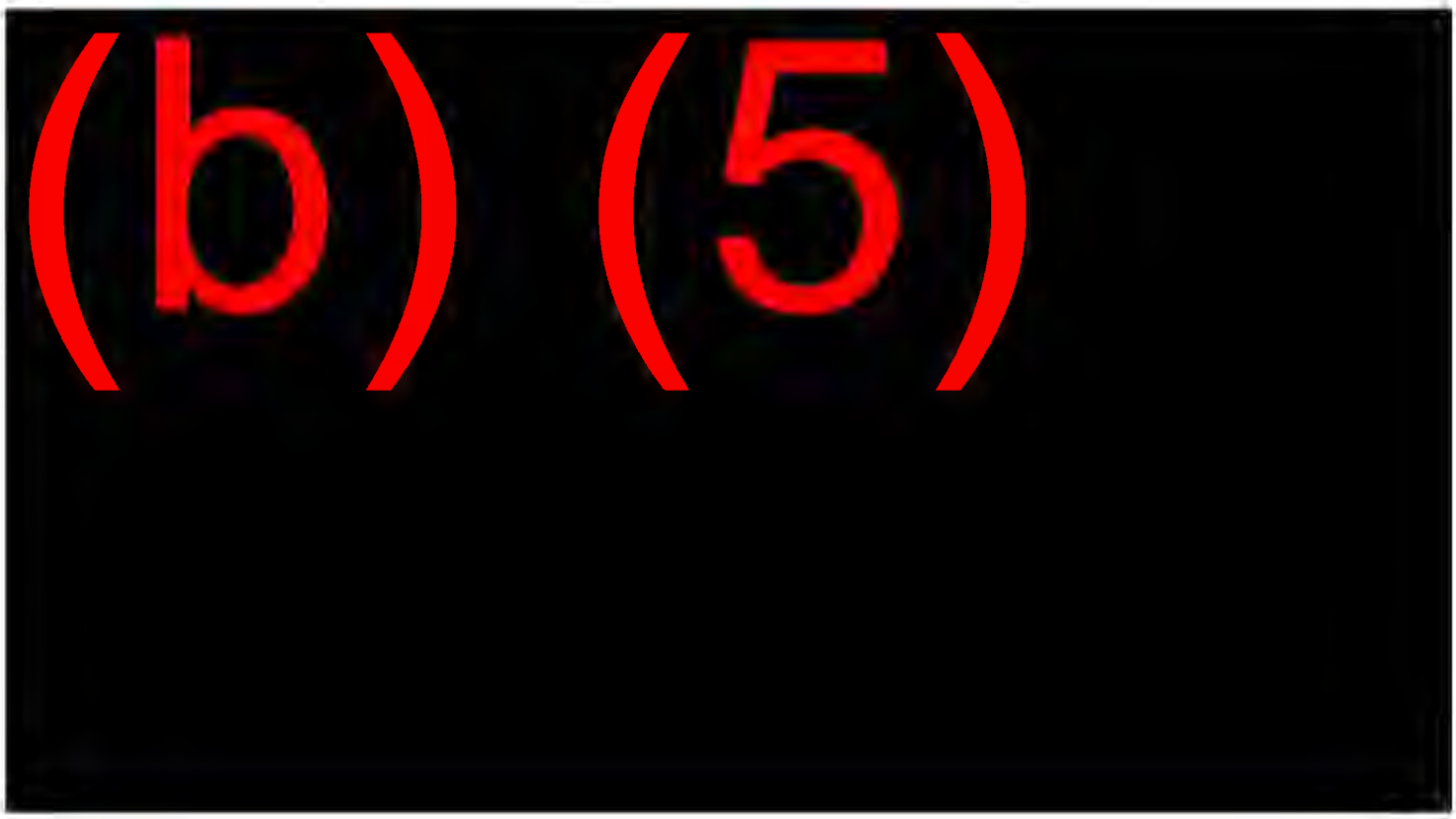
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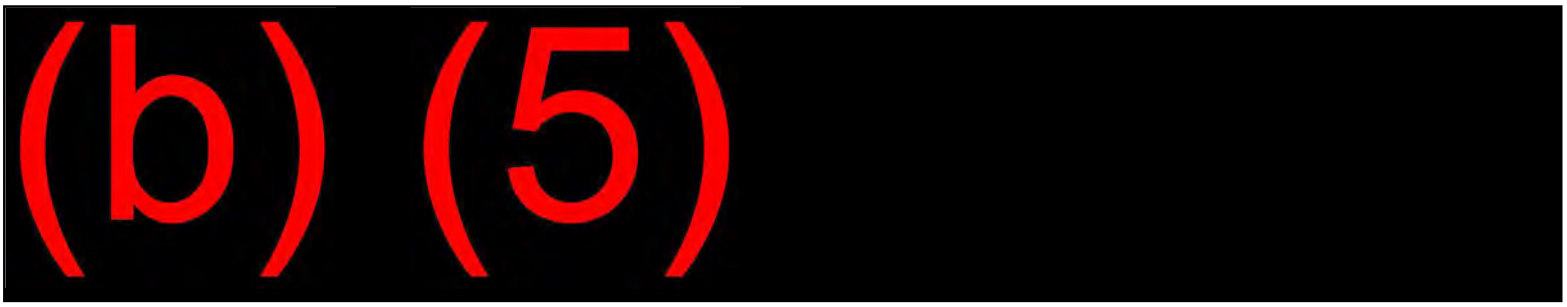

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English	AFR	VOA	Zambi
English	MENA	VOA	Lebano
English	WAS	VOA	Afghanista
English	EURA	VOA	Russi
English	AFR	VOA	Zimbabw
English	AFR	VOA	Keny
English	EURA	VOA	Belaru
English	WAS	VOA	Turke
English	MENA	VOA	Egyp
English	MENA	VOA	Morocc
English	WAS	VOA	Ira
English	AFR	VOA	Mal
English	AFR	VOA	Cote d'Ivoir
English	EURA	VOA	Ukrain
English	SAS	VOA	Banglades
English	MENA	VOA	Kuwai
English	SEAS	VOA	Indonesi
English	AFR	VOA	Nige
English	SEAS	VOA	Cambodi
English	SAS	VOA	Pakista
English	EAS	VOA	Chin
English	WAS	VOA	Afghanista
English	MENA	VOA	Yeme
English	MENA	VOA	Jorda
English	MENA	VOA	Palestinian Ter
English	LAM	VOA	Venezuel
English	CAS	VOA	Tajikista
English	AFR	VOA	Angol
English	AFR	VOA	Ethiopi
English	MENA	VOA	Tunisi
English	MENA	VOA	Lebano
English	MENA	VOA	Ira
English	EURA	VOA	Abkhazi
English	EURA	VOA	Chechny
English	EURA	VOA	Dagesta
English	LAM	VOA	Chil
English	LAM	VOA	Paragua
English	AFR	VOA	South Afric
English	LAM	VOA	Costa Ric
English	LAM	VOA	Ecuado
English	LAM	VOA	Bolivi
English	LAM	VOA	El Salvado

English	LAM	VOA	Guatemala	(b) (5)
English	LAM	VOA	Honduras	
English	LAM	VOA	Mexico	
English	LAM	VOA	Nicaragua	
English	LAM	VOA	Panama	
English	LAM	VOA	Peru	
English	CAS	VOA	Kyrgyzstan	
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English	SEAS	VOA	Vietnam	
English	AFR	VOA	Rwanda	
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English	LAM	VOA	Haiti	
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English	EEUR	VOA	Moldova	
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English	EEUR	VOA	Montenegro	
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English	AFR	VOA	Mali	
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English	AFR	VOA	Chad N'Djamena	
English	MENA	VOA	Sudan (Darfur)	
English	EURA	VOA	Azerbaijan	
English	WAS	VOA	Iran	
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English	SEAS	VOA	Burma	
English	EURA	VOA	Russia	

English	MENA	VOA	Iraq
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English	SEAS	VOA	Indonesia
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English	AFR	VOA	Tanzania
English	AFR	VOA	DR Congo - national
English	AFR	VOA	DRC-- 3 cities in Kivu
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English	CAS	VOA	Tajikistan
English	CAS	VOA	Kyrgyzstan
English	AFR	VOA	Central African Republic
English	AFR	VOA	Gabon
English	AFR	VOA	South Africa
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English	MENA	VOA	Libya
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English	LAM	VOA	Haiti
English	CAS	VOA	Kazakhstan
English	EEUR	VOA	Transnistria
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English	EURA	VOA	Kara-Cherkess
English	EURA	VOA	Nagrno-Karabkh
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English	LAM	VOA	Ecuador
English	LAM	VOA	El Salvador
English	LAM	VOA	Panama
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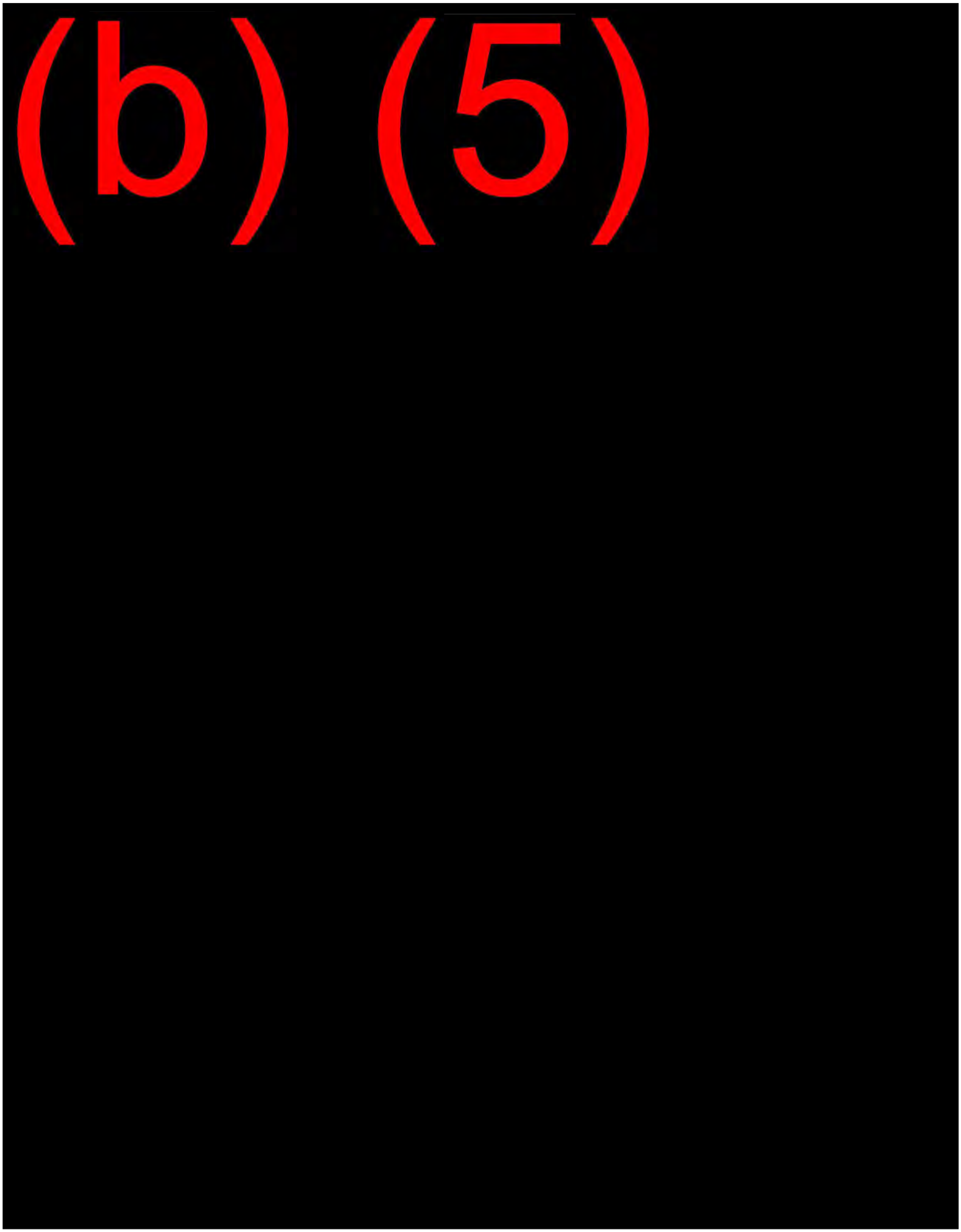
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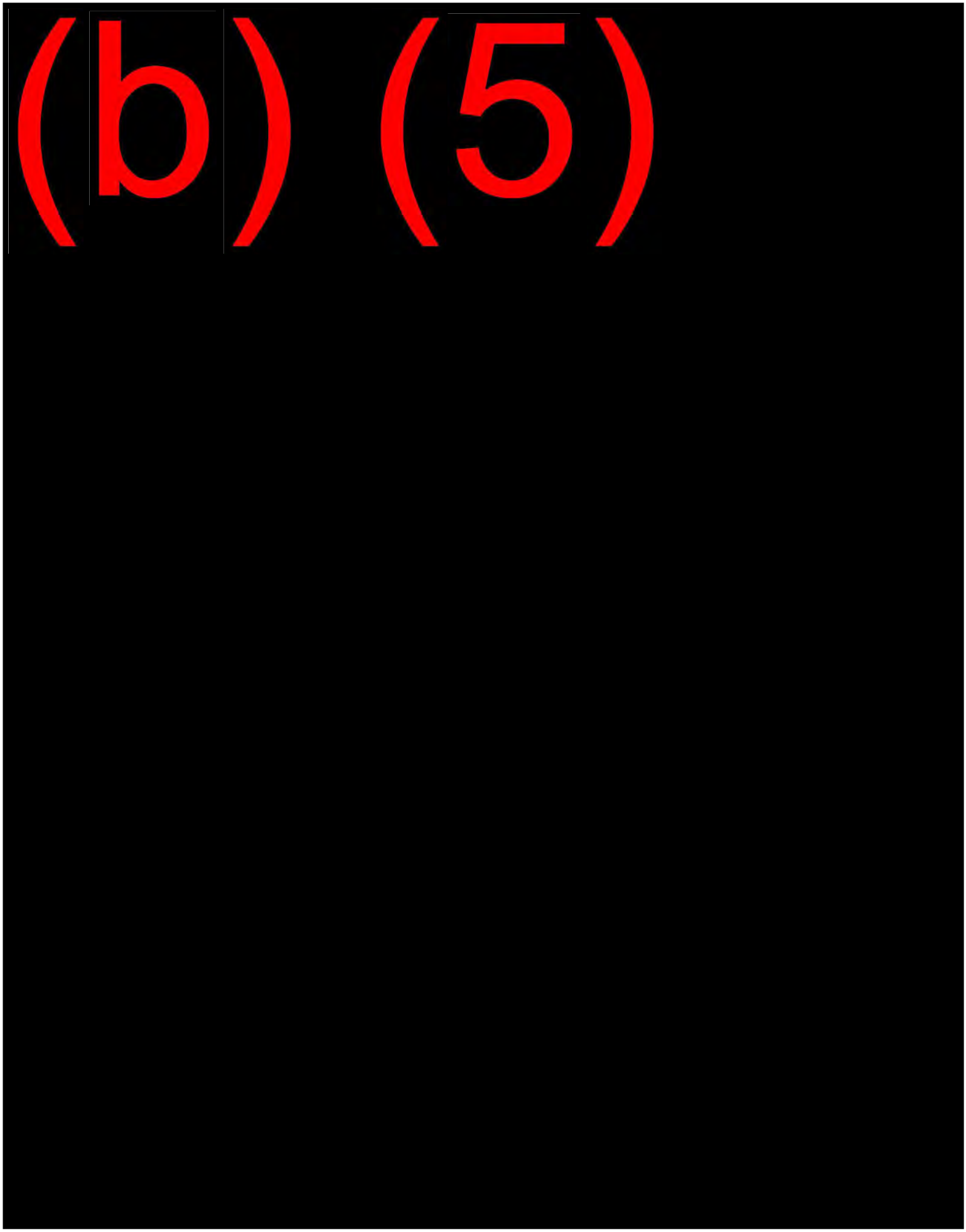
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English	EEUR	VOA	Latvia
English	EEUR	VOA	Macedonia
English	WAS	VOA	Turkey
English	MENA	VOA	Saudia Arabia
English	MENA	VOA	Jordan
English	MENA	VOA	Tunisia
English	SAS	VOA	Pakistan
English	SEAS	VOA	Vietnam
English	WAS	VOA	Afghanistan
English	SEAS	VOA	Laos
English	AFR	VOA	Somalia
English	MENA	VOA	Yemen
English	MENA	VOA	Morocco
English	AFR	VOA	Zambia
English	AFR	VOA	Kenya
English	AFR	VOA	Cote d'Ivoire
English	MENA	VOA	Saudia Arabia
English	CAS	VOA	Uzbekistan
English	EURA	VOA	South Ossetia
English	CAS	VOA	Turkmenistan
English	LAM	VOA	Dominican Republic
English	LAM	VOA	Paraguay
English	LAM	VOA	Venezuela
English	LAM	VOA	Peru
English	LAM	VOA	Haiti
English	CAS	VOA	Tajikistan
English	AFR	VOA	Mali
English	SEAS	VOA	Cambodia
English	SAS	VOA	Bangladesh
English	WAS	VOA	Iran
English	EAS	VOA	China
English	SEAS	VOA	Burma
English	AFR	VOA	Ethiopia
English	MENA	VOA	Tunisia
English	EURA	VOA	Russia
English	AFR	VOA	Cameroon
English	AFR	VOA	Chad
English	AFR	VOA	Congo Brazzaville
English	AFR	VOA	Benin
English	MENA	VOA	Algeria
English	EAS	VOA	Mongolia
English	SAS	VOA	Sri Lanka
English	SEAS	VOA	Philippines
English	MENA	VOA	Iraq
English	CAS	VOA	Kyrgyzstan
English	MENA	VOA	Palestinian Terr
English	AFR	VOA	Nigeria
English	AFR	VOA	Ghana
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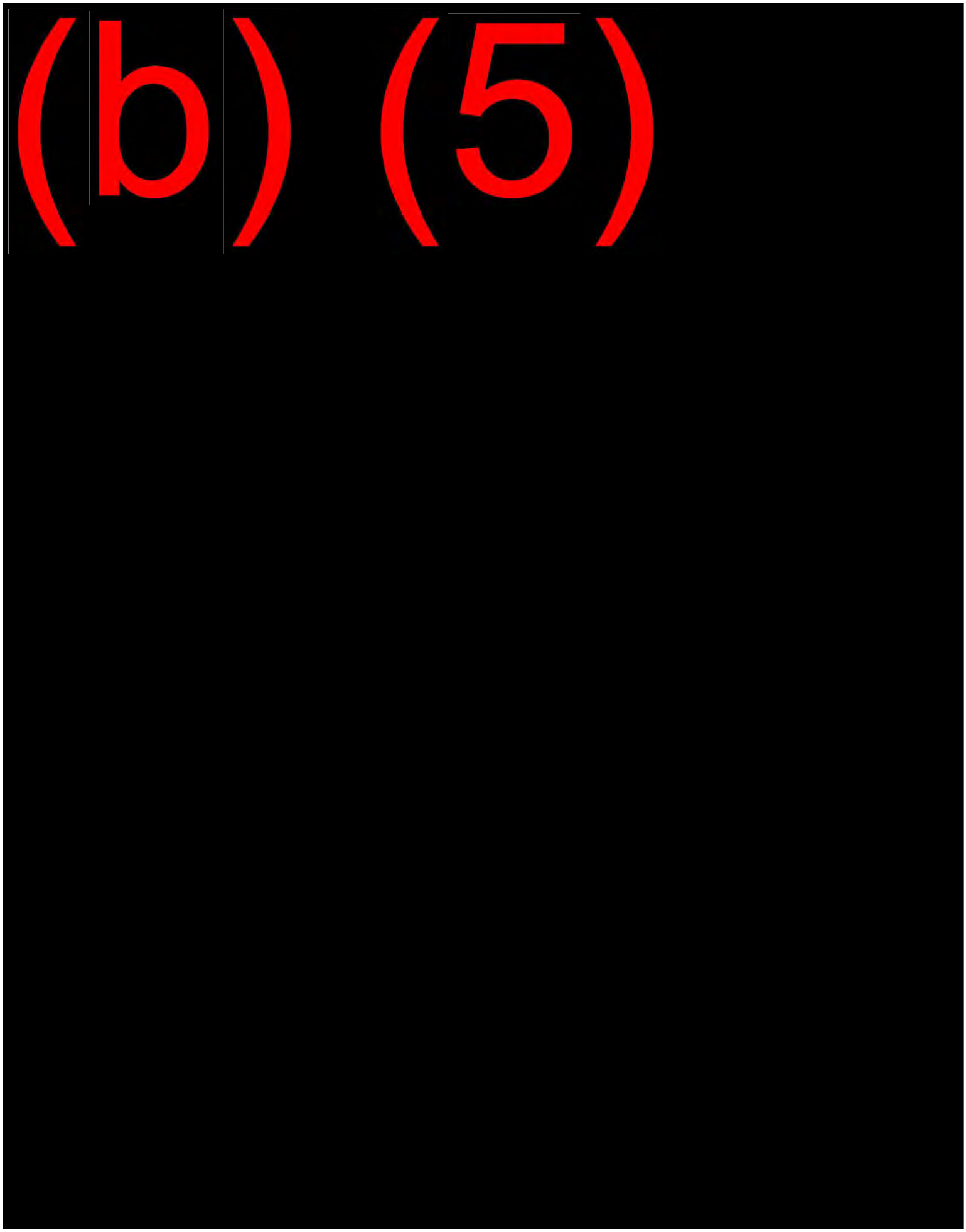
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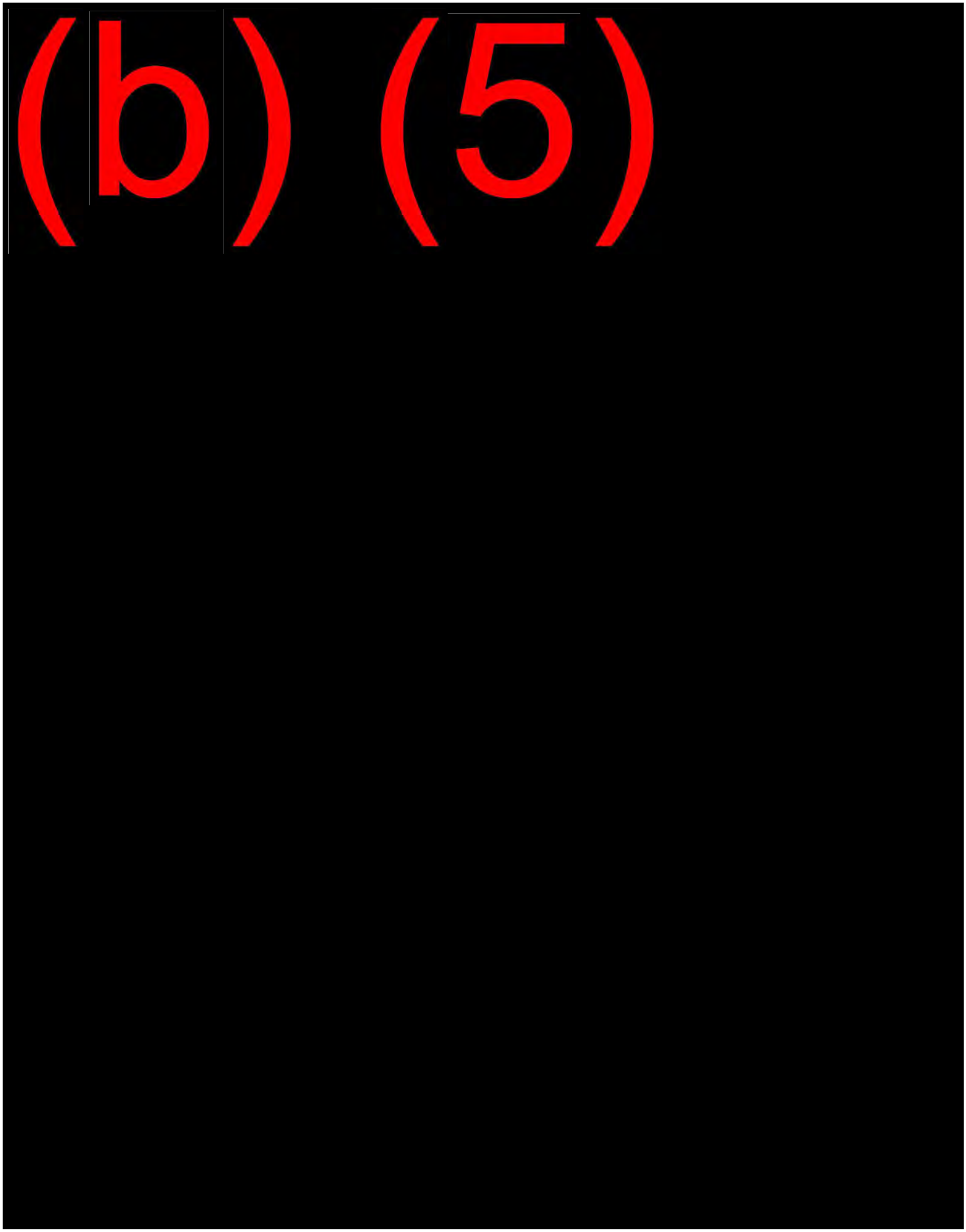
English	LAM	VOA	Mexico
English	SAS	VOA	Pakistan
English	SEAS	VOA	Indonesia
English	EEUR	VOA	Kosovo
English	EEUR	VOA	Bosnia
English	EURA	VOA	Armenia
English	WAS	VOA	Afghanistan
English	EEUR	VOA	Montenegro
English	EEUR	VOA	Macedonia
English	EEUR	VOA	Serbia
English	AFR	VOA	Malawi
English	AFR	VOA	Zimbabwe
English	AFR	VOA	Angola
English	AFR	VOA	Guinea
English	AFR	VOA	Niger
English	AFR	VOA	Rwanda
English	MENA	VOA	Lebanon
English	MENA	VOA	Iraq
English	MENA	VOA	Saudia Arabia
English	EURA	VOA	Ukraine
English	MENA	VOA	Morocco
English	WAS	VOA	Turkey
English	EEUR	VOA	Latvia
English	EEUR	VOA	Lithuania
English	EEUR	VOA	Estonia
English	EEUR	VOA	Moldova
English	LAM	VOA	Venezuela
English	SEAS	VOA	Cambodia
English	AFR	VOA	DR Congo - national
English	AFR	VOA	DRC-- 3 cities in Kivu
English	AFR	VOA	Burkina Faso
English	AFR	VOA	Senegal
English	AFR	VOA	Sierra Leone
English	EAS	VOA	Taiwan
English	EURA	VOA	Abkhazia
English	EURA	VOA	Chechnya
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English	MENA	VOA	Bahrain
English	MENA	VOA	Syria
English	SAS	VOA	Pakistan FATA

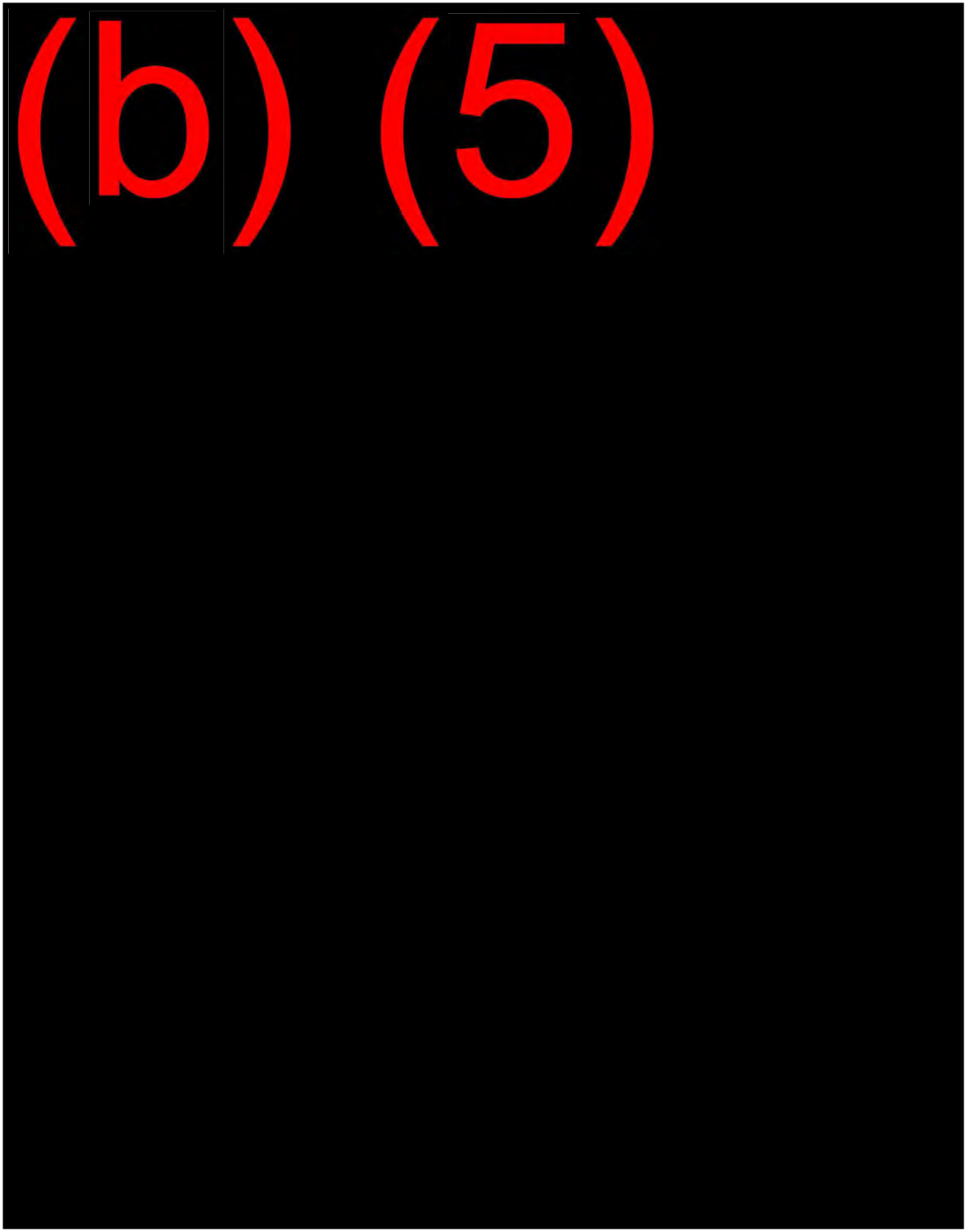
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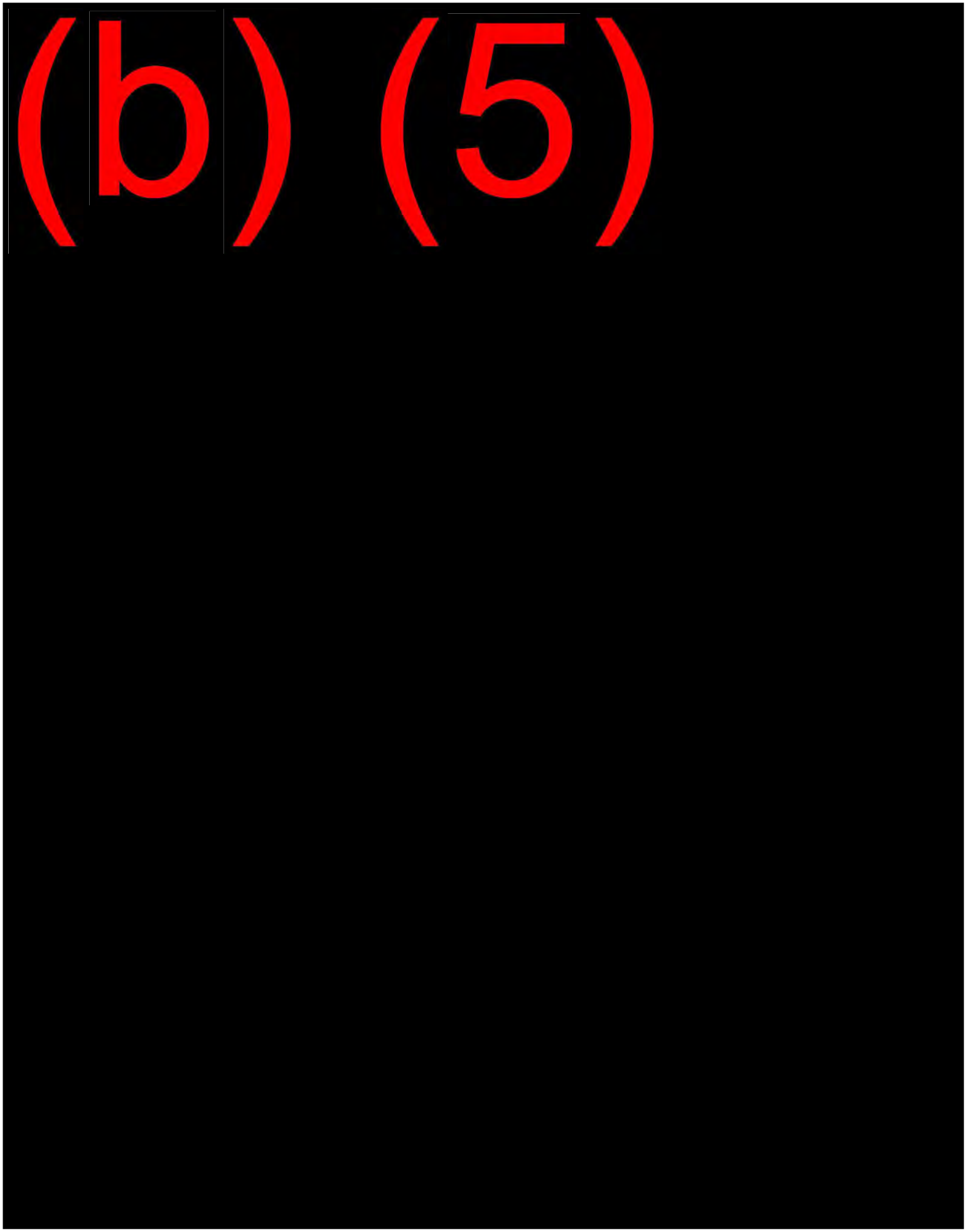

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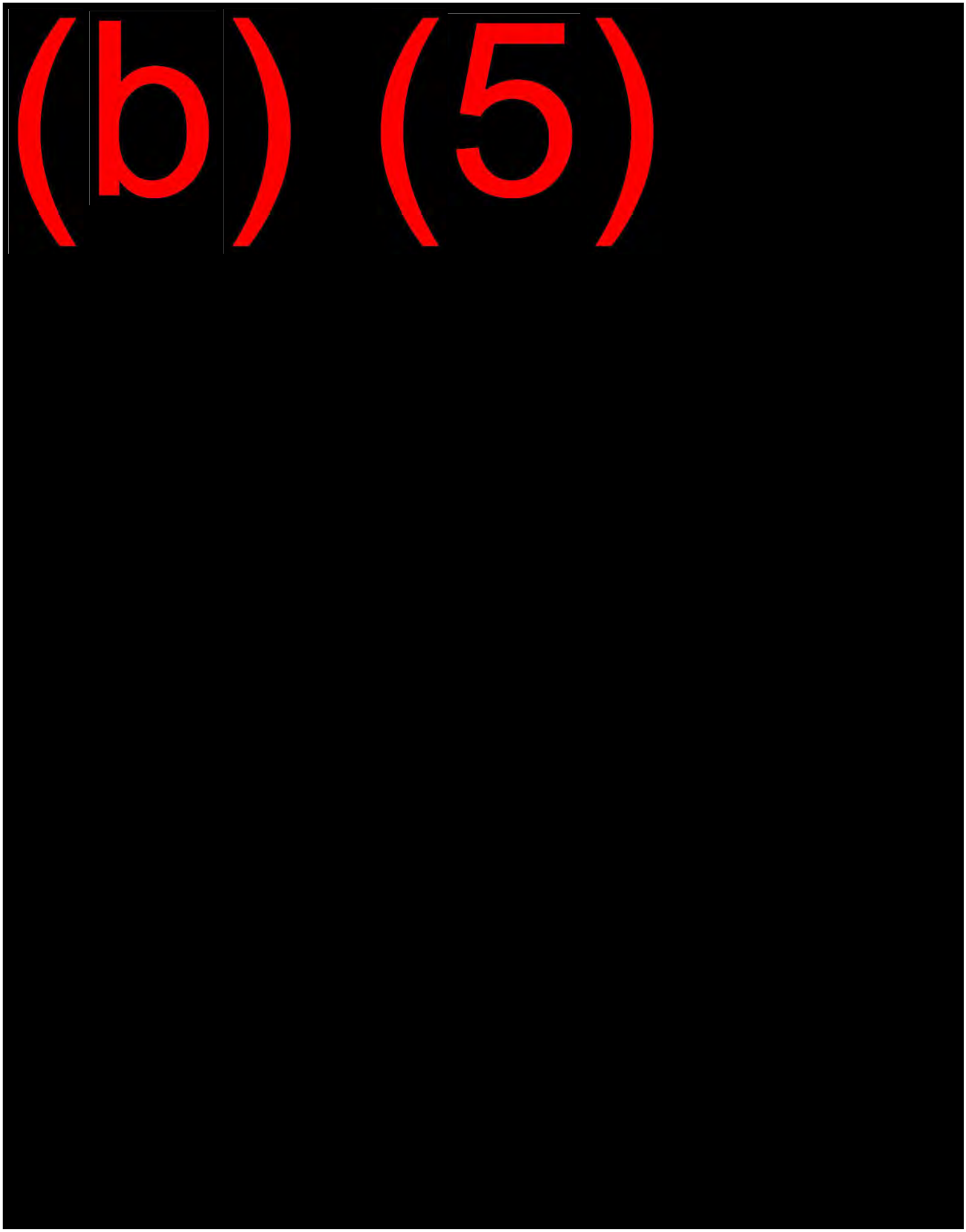

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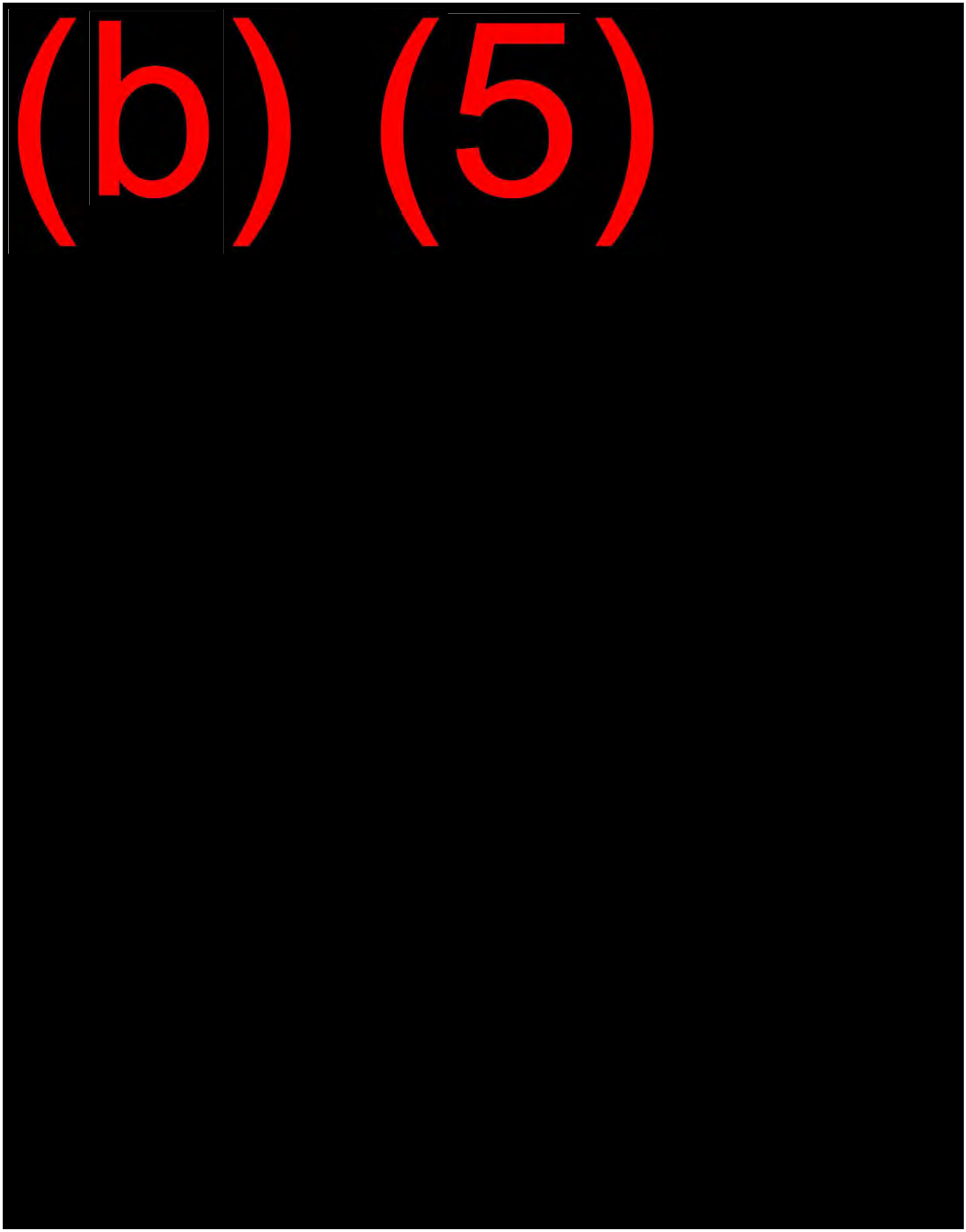

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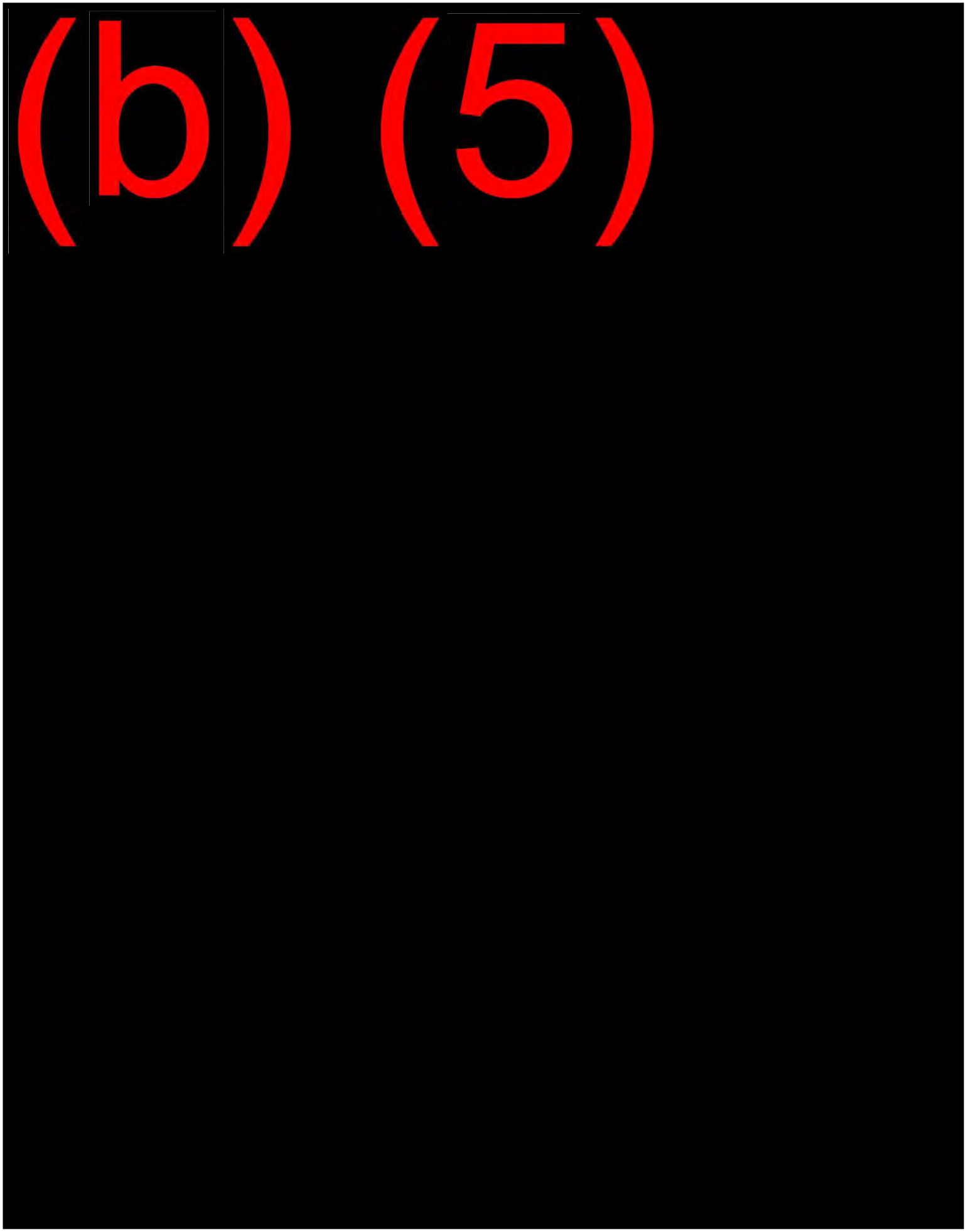

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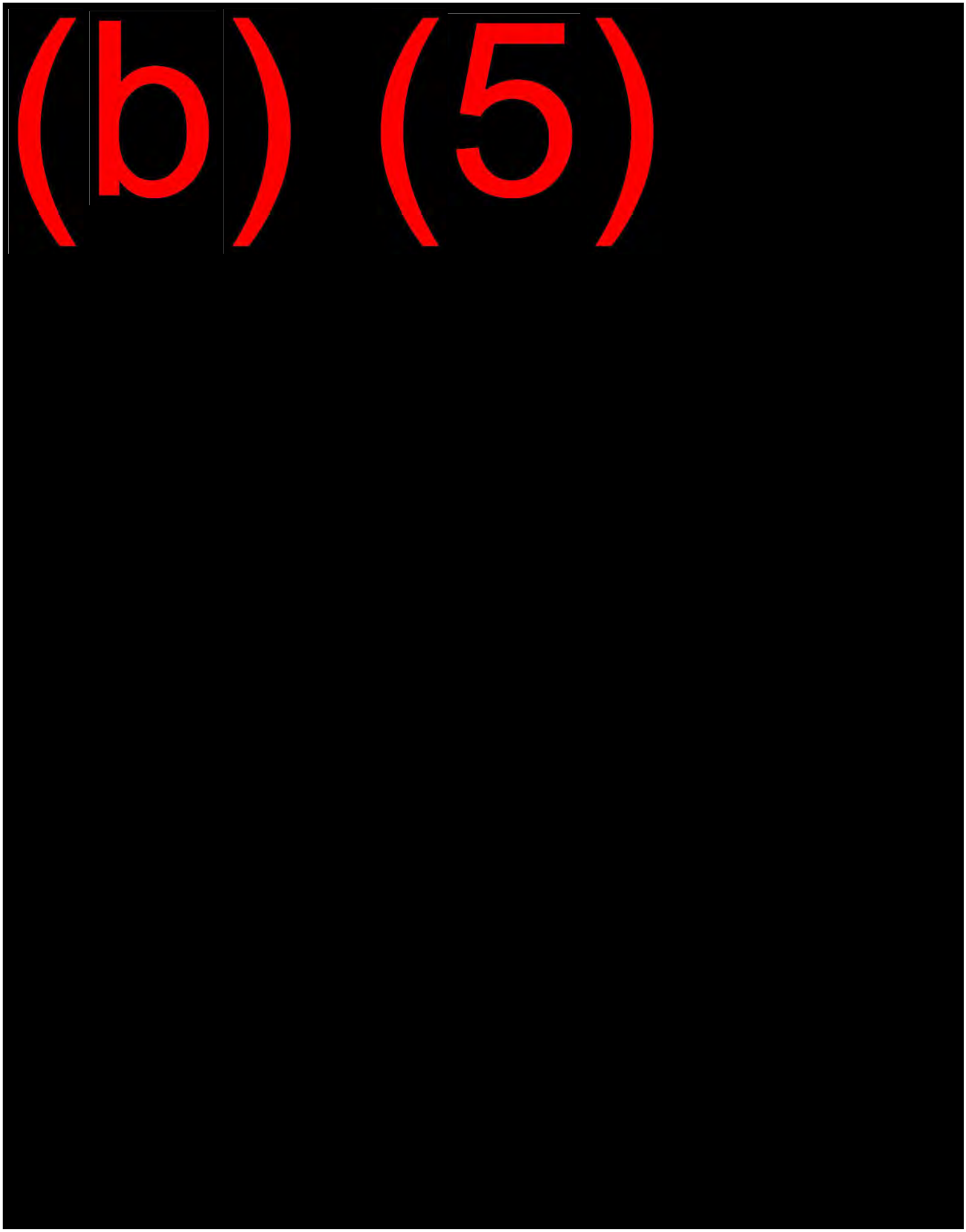

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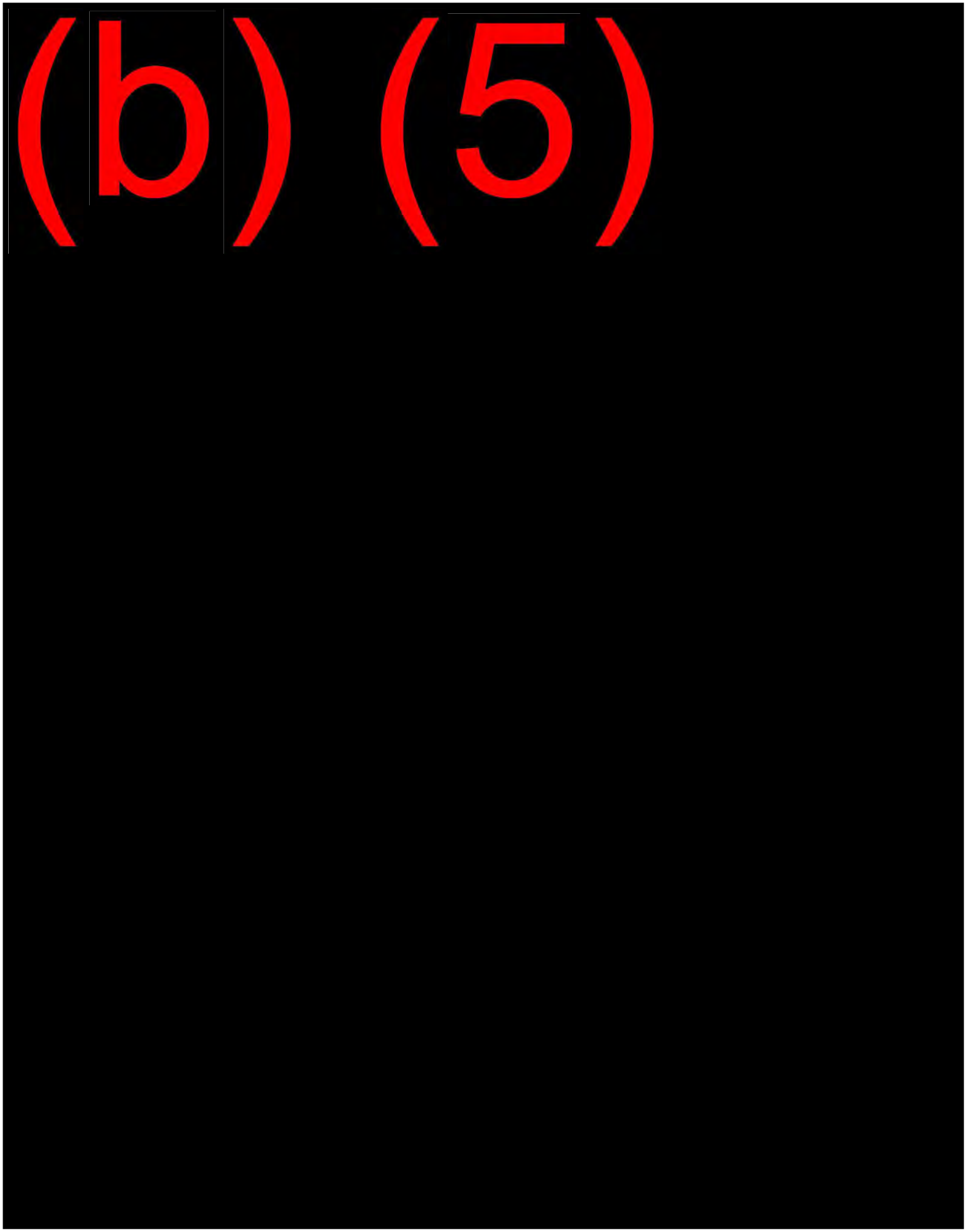

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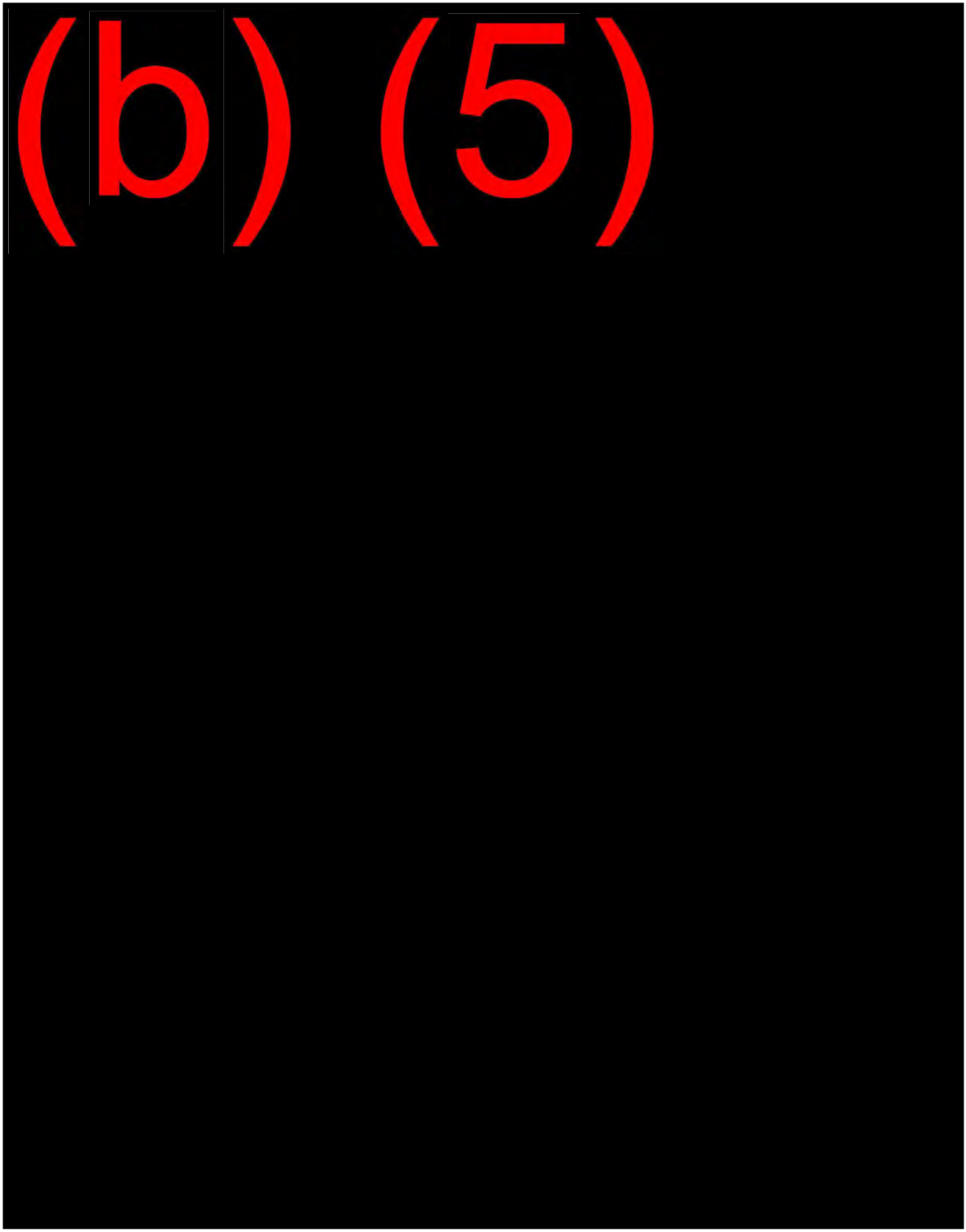

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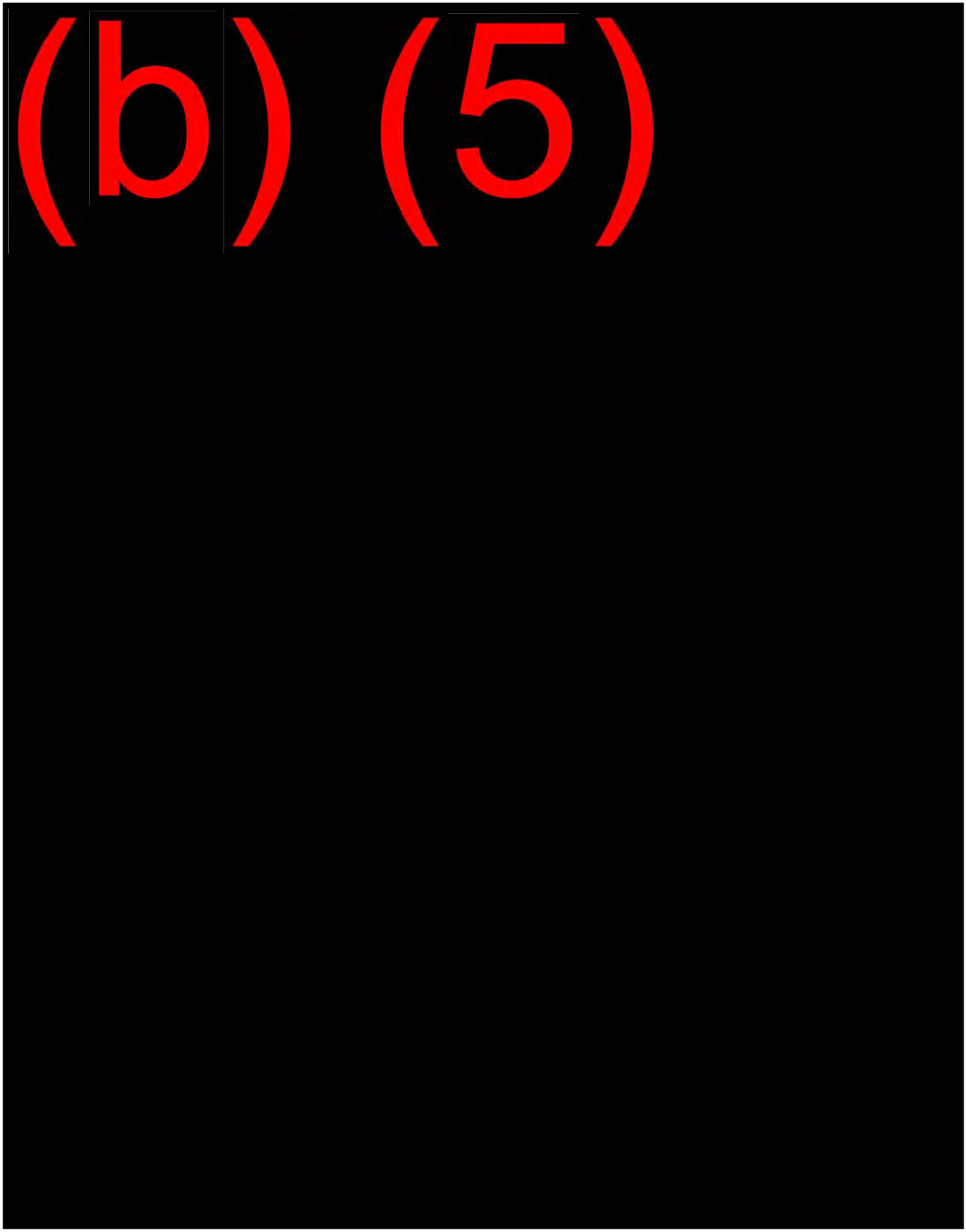

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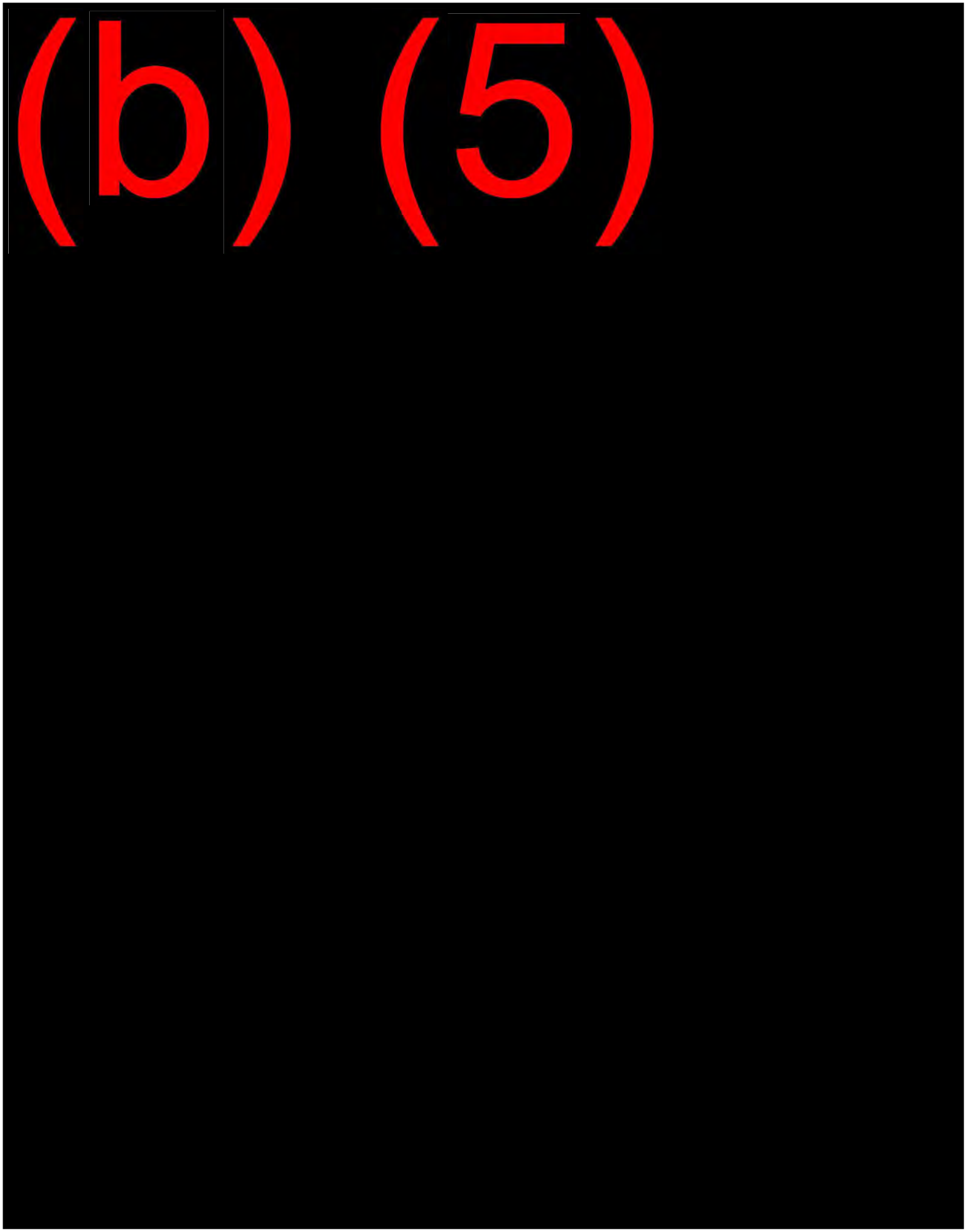

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Language	REGION	station	COUNTRY	(b) (5)	WEIGHT USE, NAME
any	AFR	any	Ethiopia		ght (age, gen
any	AFR	any	Kenya		GHT (Educat
any	AFR	any	Zambia		GHT (sex, ec
any	MENA	any	Jordan		eight (age, ge
any	MENA	any	Egypt		eight (age, ge
any	MENA	any	Lebanon		one
any	WAS	any	Afghanistan		one (national
any	EURA	any	Russia		eight (age, ge
any	AFR	any	Zimbabwe		eight (age, ge
any	AFR	any	Kenya		s unavailable)
any	EURA	any	Belarus		GHT (age, g
any	WAS	any	Turkey		eight (gender
any	MENA	any	Egypt		gt (weighting
any	MENA	any	Morocco		eight (age, ge
any	WAS	any	Iran		EIGHT_NEI
any	AFR	any	Mali		eight (age, ge
any	AFR	any	Cote d'Ivoire		one
any	EURA	any	Ukraine		eight (age, ge
any	SAS	any	Bangladesh		eight (age, ge
any	SEAS	any	Indonesia		eight (age, ge
any	AFR	any	Niger		gt (weighting
any	AFR	any	Nigeria		eight (age, ge
any	SEAS	any	Burma		EIGHT_NOI
any	SEAS	any	Cambodia		eight (Age, g
any	SAS	any	Pakistan		eight (Age, ge
any	EAS	any	China		ght (urban/rur
any	WAS	any	Afghanistan		t (Age, gende
any	MENA	any	Yemen		eight (age, ge
any	MENA	any	Jordan		gt (weighting
any	MENA	any	Palestinian Ter		one
any	LAM	any	Venezuela		eight (age, ge
any	CAS	any	Tajikistan		eight (age, ge
any	AFR	any	Angola		GHT (age, g
any	AFR	any	Ethiopia		gt (weighting
any	MENA	any	Tunisia		gt (weighting
any	MENA	any	Lebanon		gt (weighting
any	MENA	any	Iraq		er, education
any	EURA	any	Abkhazia		one
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any	AFR	any	South Africa		s unavailable)
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any	LAM	any	Costa Rica		GT (age, sex
any	LAM	any	Ecuador		GT (age, sex
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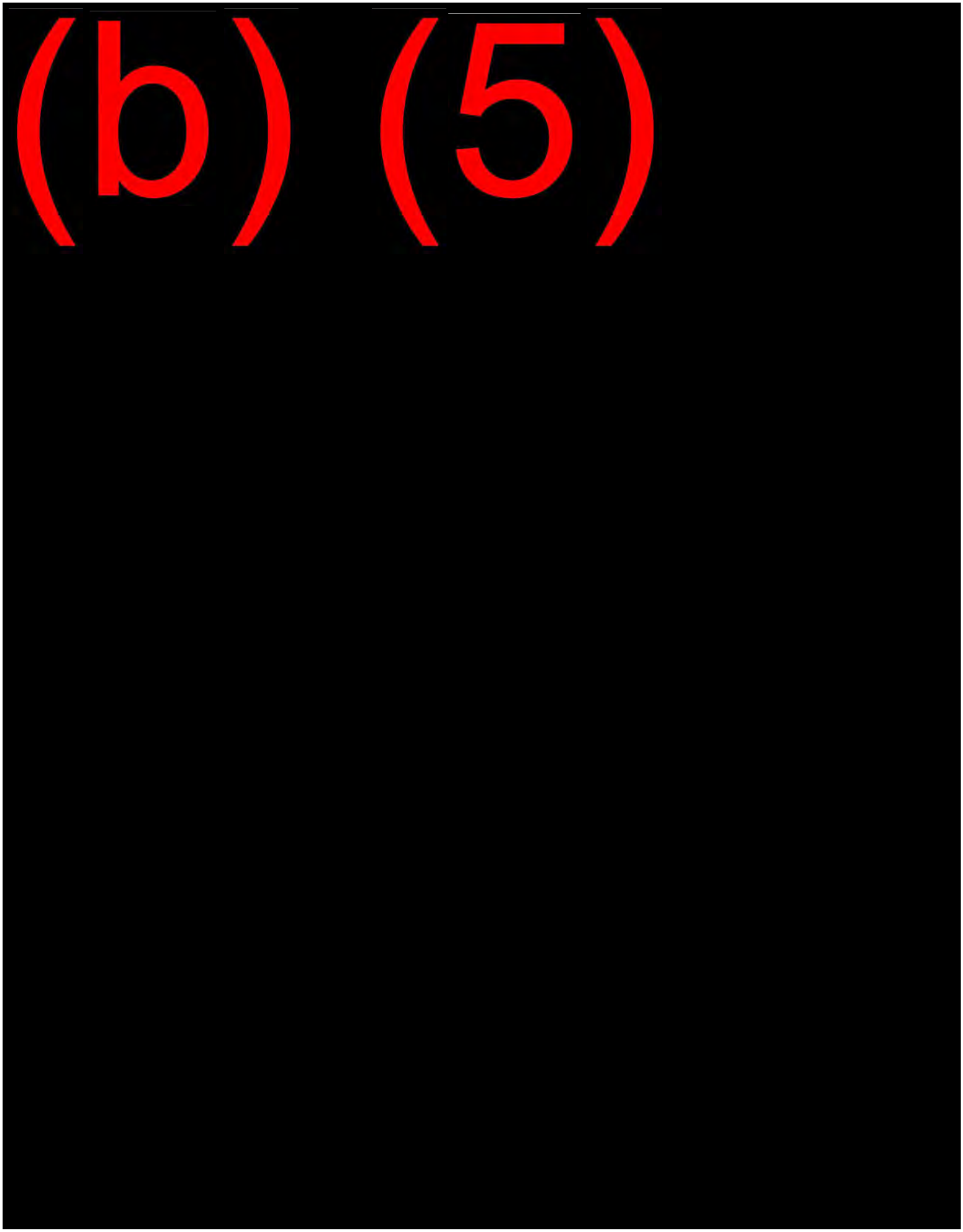
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any	LAM	any	Peru	WGT (age, sex
any	CAS	any	Kyrgyzstan	weight (age, ge
any	AFR	any	Somalia	weight (age, ge
any	SEAS	any	Vietnam	weight (Age, ge
any	AFR	any	Rwanda	weight (gender
any	MENA	any	Egypt	weight (age, ge
any	MENA	any	Mauritania	weight (weightii
any	AFR	any	DR Congo - n	wgt (weighting
any	LAM	any	Haiti	PROJWT (age,
any	AFR	any	Ethiopia	weight (age, ge
any	SEAS	any	Cambodia	weight (age, ge
any	SEAS	any	Philippines	ils unavailable)
any	SEAS	any	Thailand	WGHT (age, ge
any	AFR	any	Angola	weight (age ger
any	AFR	any	Guinea	WGHT (educat
any	SAS	any	Pakistan FAT	wght (gender, e
any	LAM	any	Mexico	wgt (weighting
any	AFR	any	Burkina Faso	wgt (weighting
any	AFR	any	Senegal	wgt (weighting
any	AFR	any	Nigeria	weight (age, ge
any	AFR	any	Kenya	weight (age, ge
any	AFR	any	Sierra Leone	genderandeduc
any	AFR	any	Tanzania	weight (age, ge
any	EURA	any	Armenia	WGHT (Age, G
any	EEUR	any	Bosnia	WGHT (age, ge
any	EEUR	any	Macedonia	WGHT (Gende
any	EEUR	any	Serbia	WGHT (Age, S
any	AFR	any	Burundi	WGHT (Gende
any	EAS	any	Taiwan	none (quota sa
any	EURA	any	Kabar-Balkari	WGHT
any	MENA	any	Syria	TotWt (weightir
any	AFR	any	Zimbabwe	weight (age, ge
any	WAS	any	Turkey	weight (age, ge
any	MENA	any	Jordan	wgt (weighting
any	LAM	any	Bolivia	wgt (weighting
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any	AFR	any	Cote d'Ivoire	weight (age, ge
any	EEUR	any	Moldova	WGHT (gender
any	EEUR	any	Kosovo	WGHT (ethnicit
any	EEUR	any	Montenegro	WGHT (Age, S
any	MENA	any	Yemen	wgt (weighting
any	AFR	any	Mali	nat_projwt (age
any	MENA	any	UAE	none
any	MENA	any	ad N'Djamena	weight (age, ge
any	MENA	any	Sudan (Darfu	wght (Age withi
any	EURA	any	Azerbaijan	WGHT (Age, g
any	WAS	any	Iran	weight (Age, ge
any	WAS	any	Afghanistan	weight (age, ge
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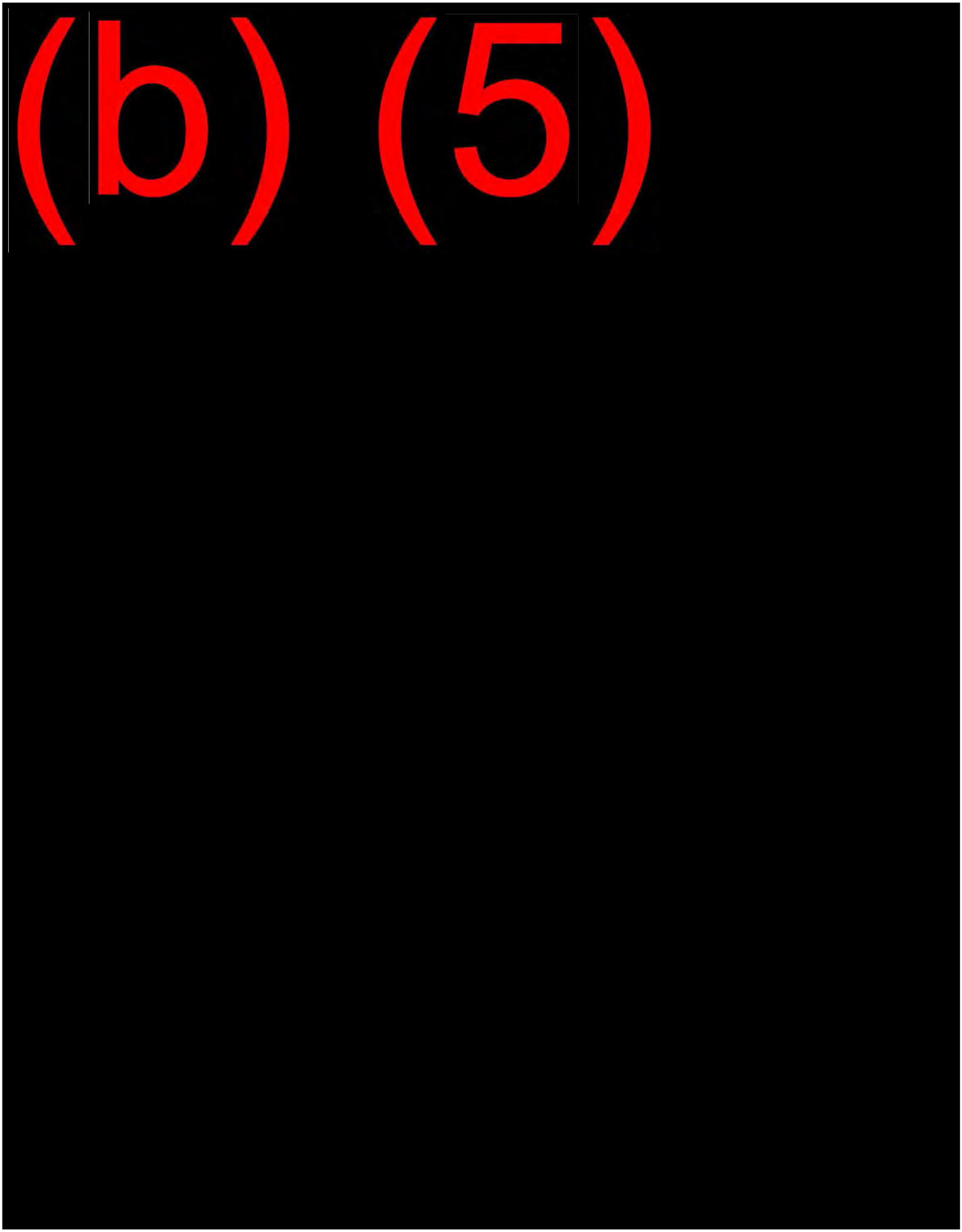
any	AFR	any	Uganda	weight (age, ge
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any	AFR	any	Burundi	wgt (weighting
any	SEAS	any	Indonesia	weight (age, ge
any	MENA	any	Morocco	and education)
any	AFR	any	Tanzania	wgt (weighting
any	EEUR	any	Moldova	wgt (weighting
any	AFR	any	Botswana	wgt (weighting
any	CAS	any	Tajikistan	weight (age, ge
any	CAS	any	Kyrgyzstan	weight (Houseł
any	AFR	any	Central African	poids (weightin
any	AFR	any	Gabon	wgt (weighting
any	AFR	any	South Africa	ils unavailable)
any	MENA	any	Egypt	weight (age, ge
any	MENA	any	Lebanon	weight (age, ge
any	MENA	any	Libya	weight (gender
any	AFR	any	Ethiopia	wgt (weighting
any	EAS	any	Hong Kong	Weight_Age_S
any	CAS	any	Kazakhstan	wght (age, sex,
any	EEUR	any	Transnistria	MOAS
any	EURA	any	Adygea	WGHT
any	EURA	any	Kara-Cherkess	WGHT
any	EURA	any	Nagrno-Karab	wsex4555 (sex
any	EURA	any	Tatarstan	WGHT (Sex, A
any	EEUR	any	Lithuania	wgt (weighting
any	MENA	any	h Sudan (Juba)	weight (age, ge
any	EEUR	any	Bosnia	wgt (weighting
any	SEAS	any	Thailand	wgt (weighting
any	EEUR	any	Montenegro	wgt (weighting
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any	EEUR	any	Serbia	wgt (weighting
any	LAM	any	Bolivia	wgt (weighting
any	EURA	any	Ukraine	combinewt
any	EURA	any	Russia	weight (age, ge
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any	LAM	any	Chile	wgt (weighting
any	LAM	any	Ecuador	wgt (weighting
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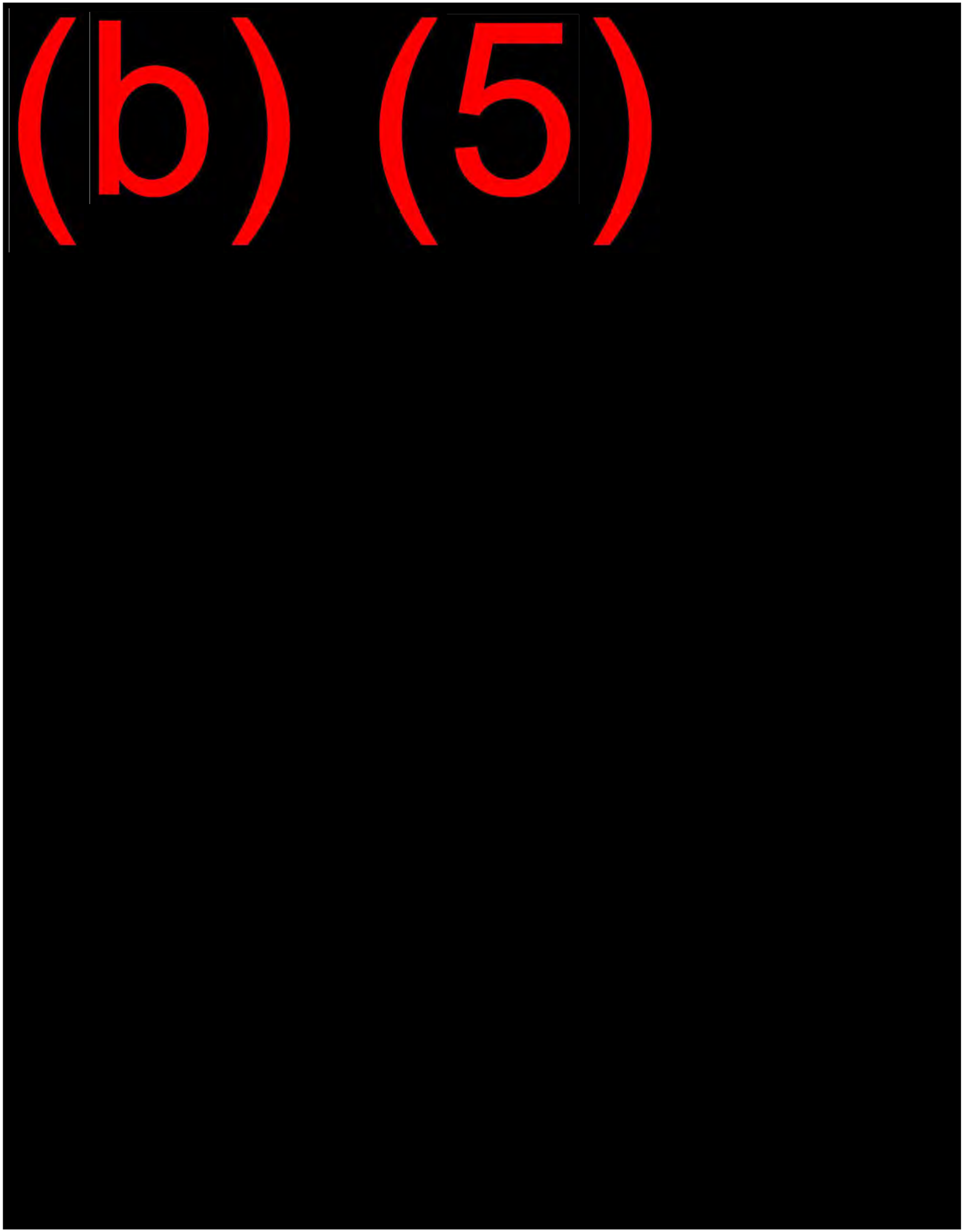
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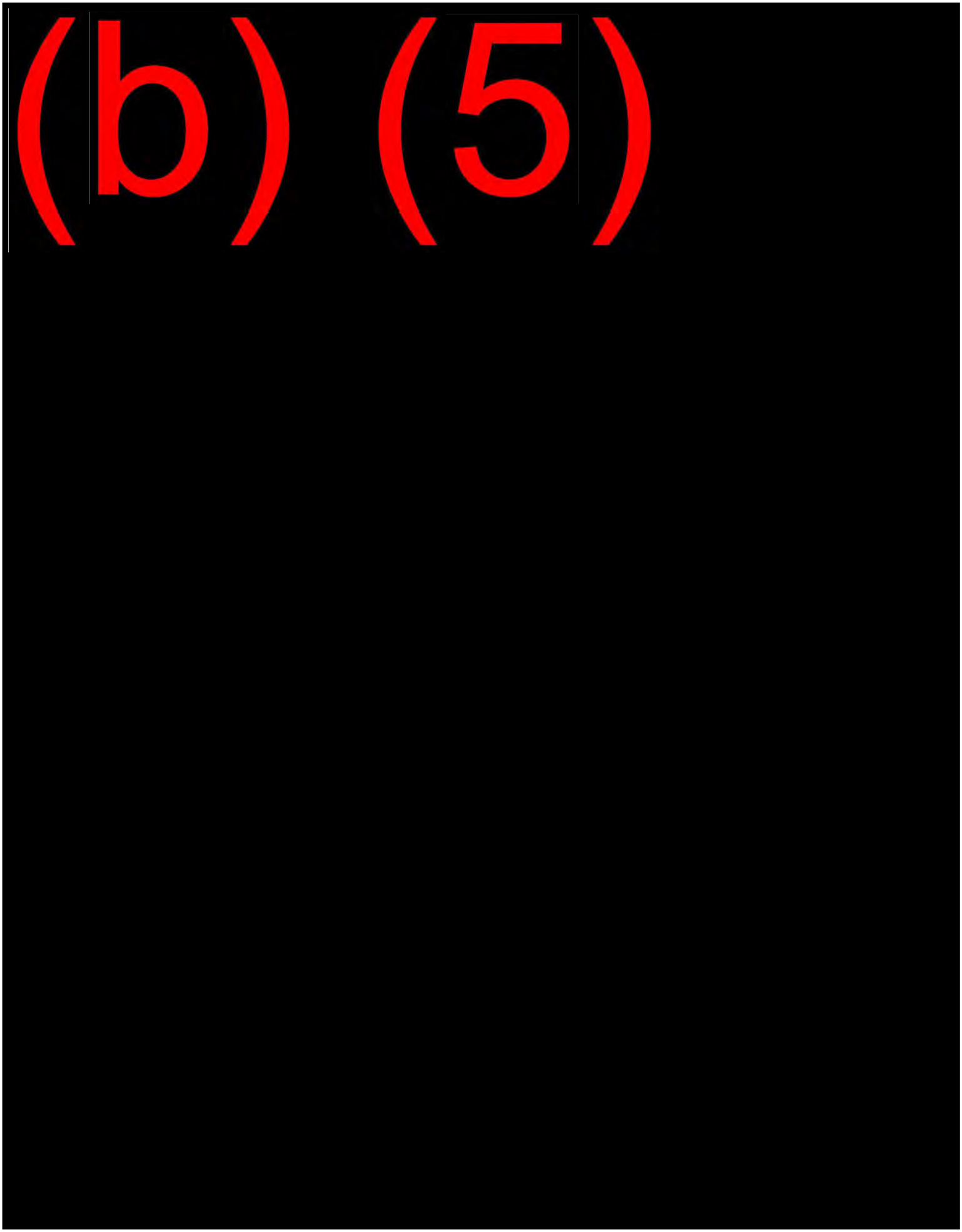
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any	MENA	any	Jordan		wgt (weighting
any	MENA	any	Tunisia		wgt (weighting
any	SAS	any	Pakistan		weight (Age, ge
any	SEAS	any	Vietnam		weight (Age, ge
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any	SEAS	any	Laos		weight (Age, ge
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any	MENA	any	Yemen		wgt (weighting
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any	AFR	any	Zambia		wgt (weighting
any	AFR	any	Kenya		wgt (weighting
any	AFR	any	Cote d'Ivoire		wgt (weighting
any	MENA	any	Saudi Arabia		wgt (weighting
any	CAS	any	Uzbekistan		weight (age, ge
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any	CAS	any	Turkmenistan		None
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any	MENA	any	Tunisia		wgt (weighting
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any	CAS	any	Kyrgyzstan		wgt (weighting
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any	AFR	any	Ghana		weight (age, ge
any	MENA	any	Qatar		nd education)
any	MENA	any	Kuwait		Weight (age, ge
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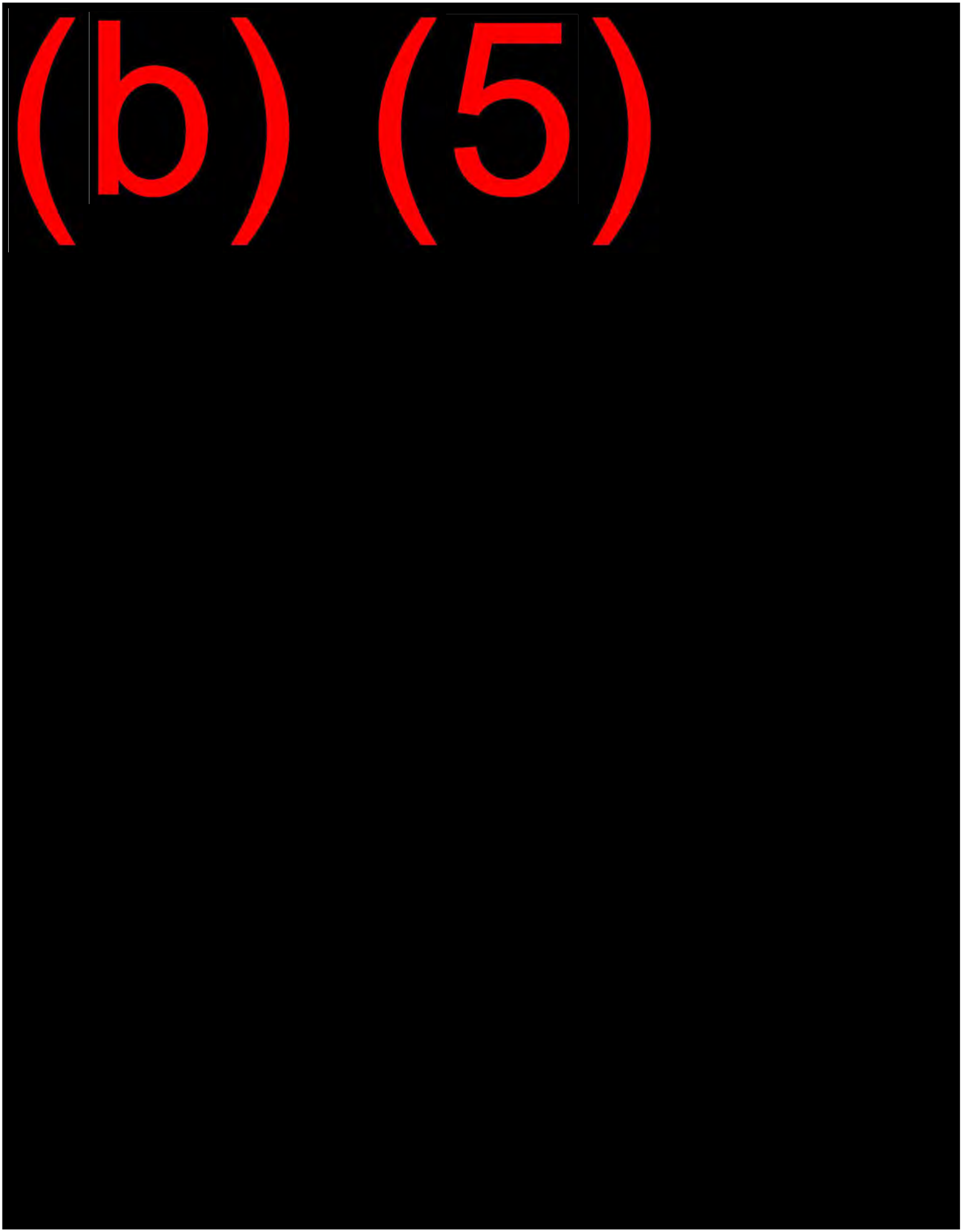
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any	EAS	any	South Korea		gt (weighting
any	EAS	any	Mongolia		gt (weighting
any	MENA	any	Iraq		eight (age, ge
any	MENA	any	Saudi Arabia		eight (age, ge
any	EURA	any	Ukraine		gt (Region/Ur
any	MENA	any	Morocco		nd education)
any	WAS	any	Turkey		eight (age, ge
any	EEUR	any	Latvia		gt (weighting
any	EEUR	any	Lithuania		gt (weighting
any	EEUR	any	Estonia		gt (weighting
any	EEUR	any	Moldova		eight (age, ge
any	LAM	any	Venezuela		gt (weighting
any	SEAS	any	Cambodia		eight (age, ge
any	AFR	any	DR Congo - n		eight (age, ge
any	AFR	any	DRC-- 3 citie		eight_noed (a
any	AFR	any	Burkina Faso		gt (weighting
any	AFR	any	Senegal		gt (weighting
any	AFR	any	Sierra Leone		s unavailable)
any	EAS	any	Taiwan		gt (weighting
any	EURA	any	Abkhazia		eight (sex)
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any	EURA	any	Dagestan		eight (age, ge
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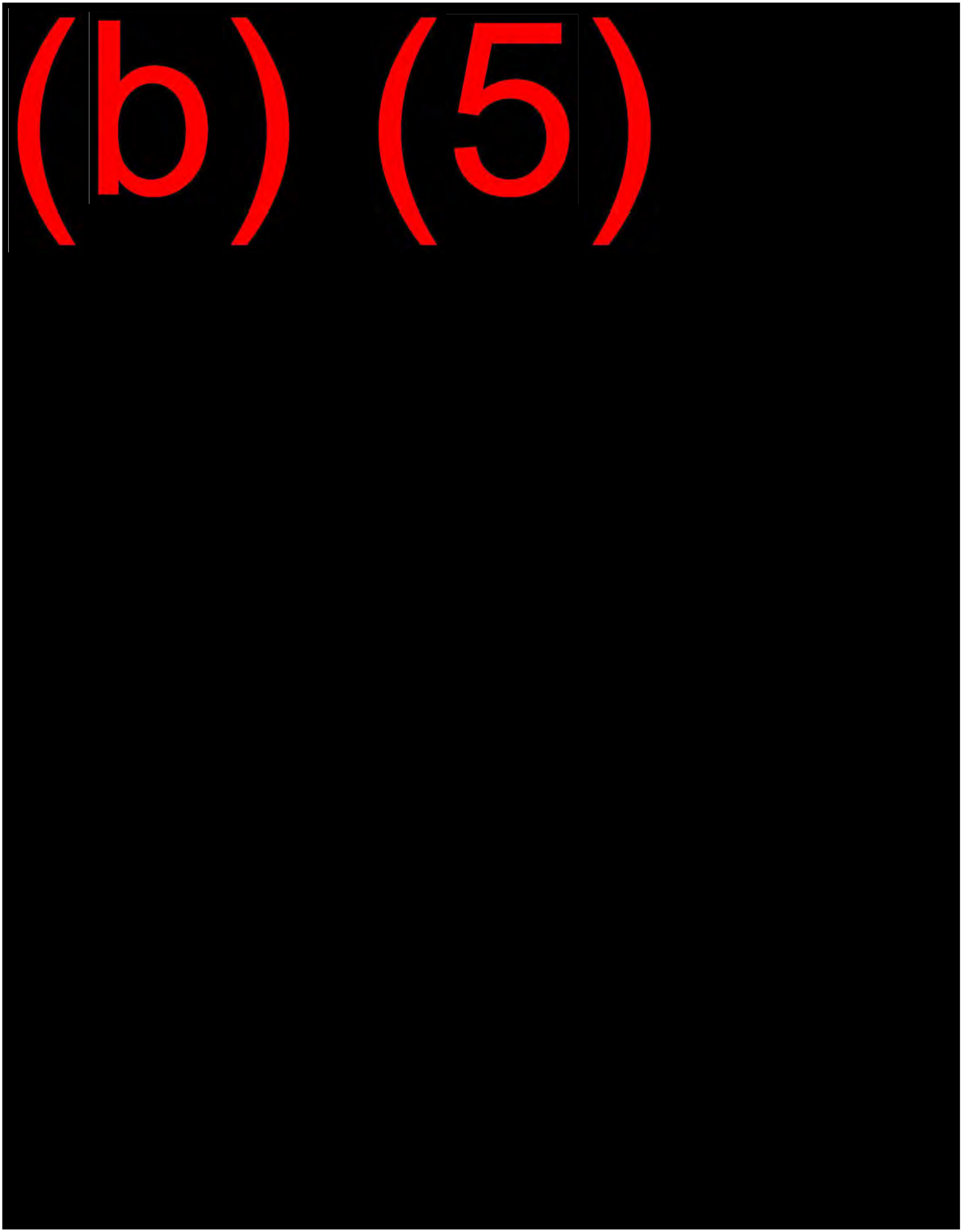

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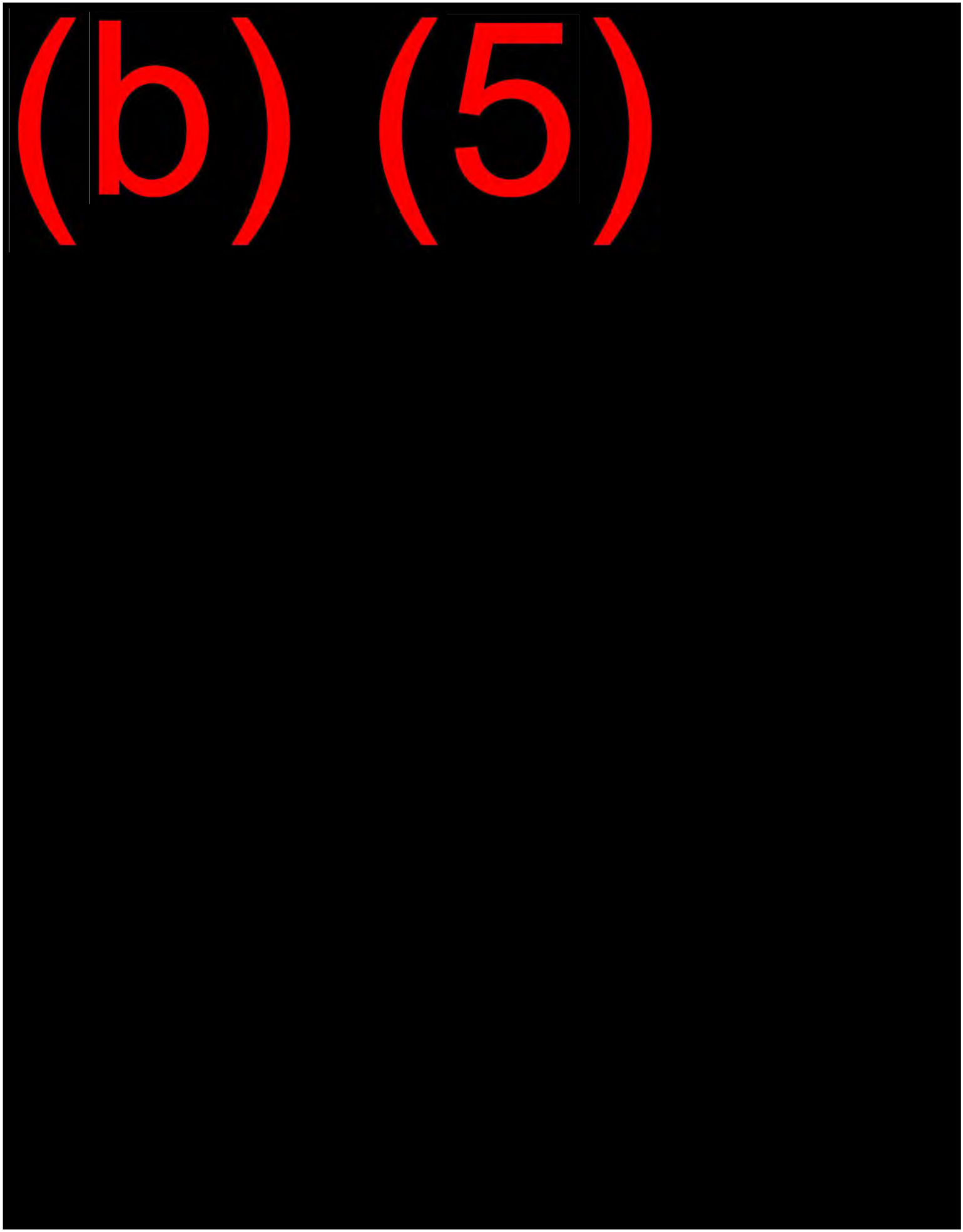

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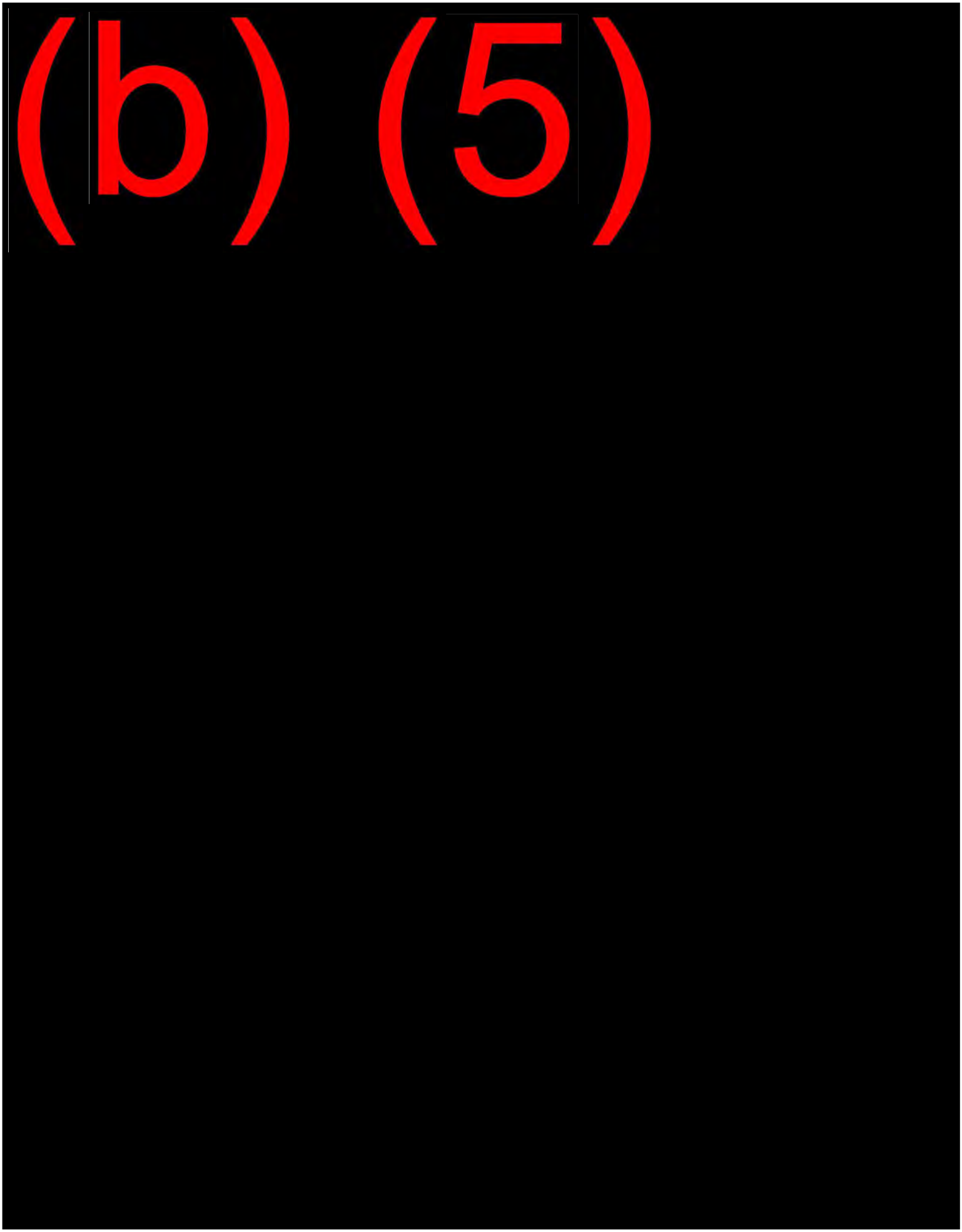

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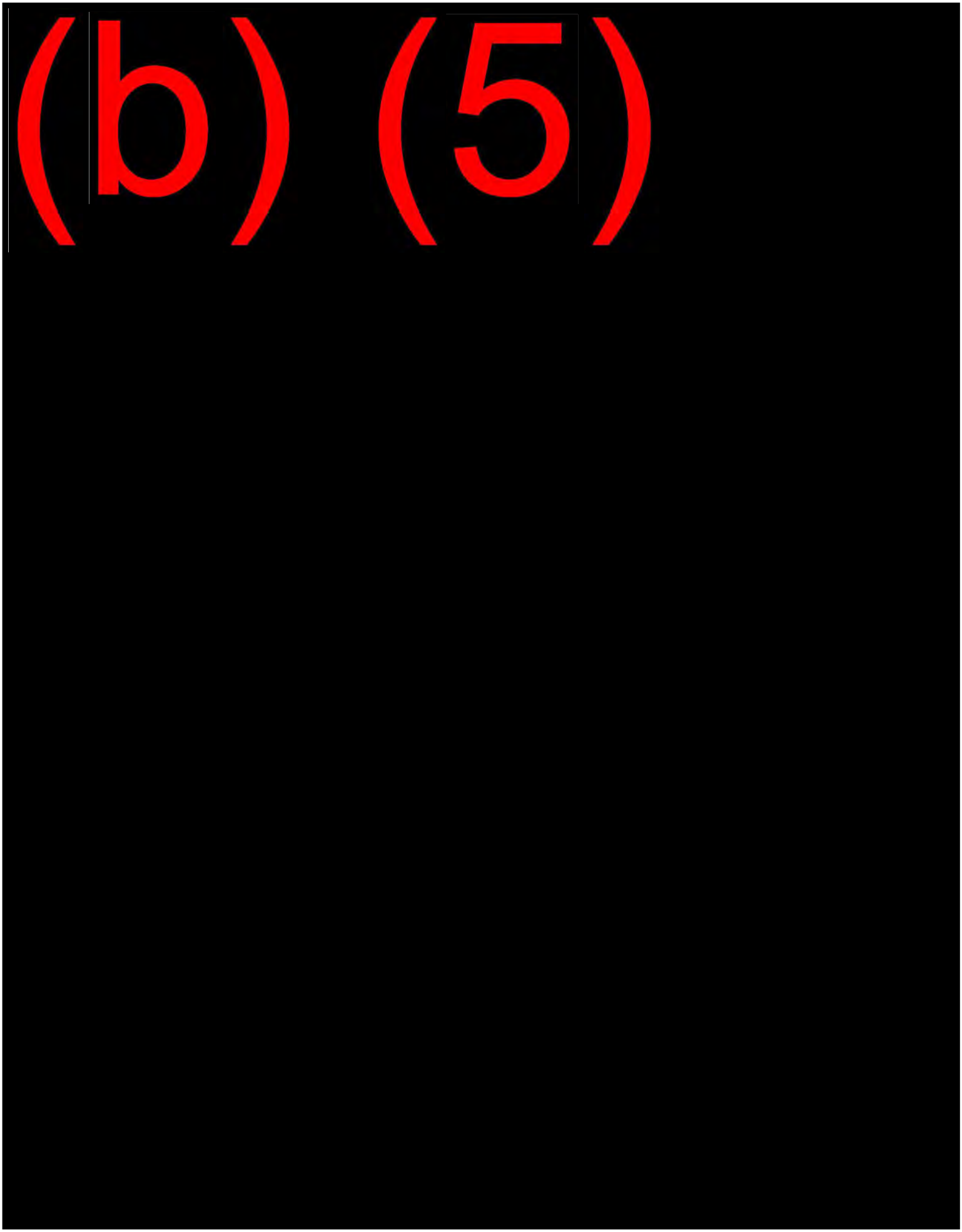

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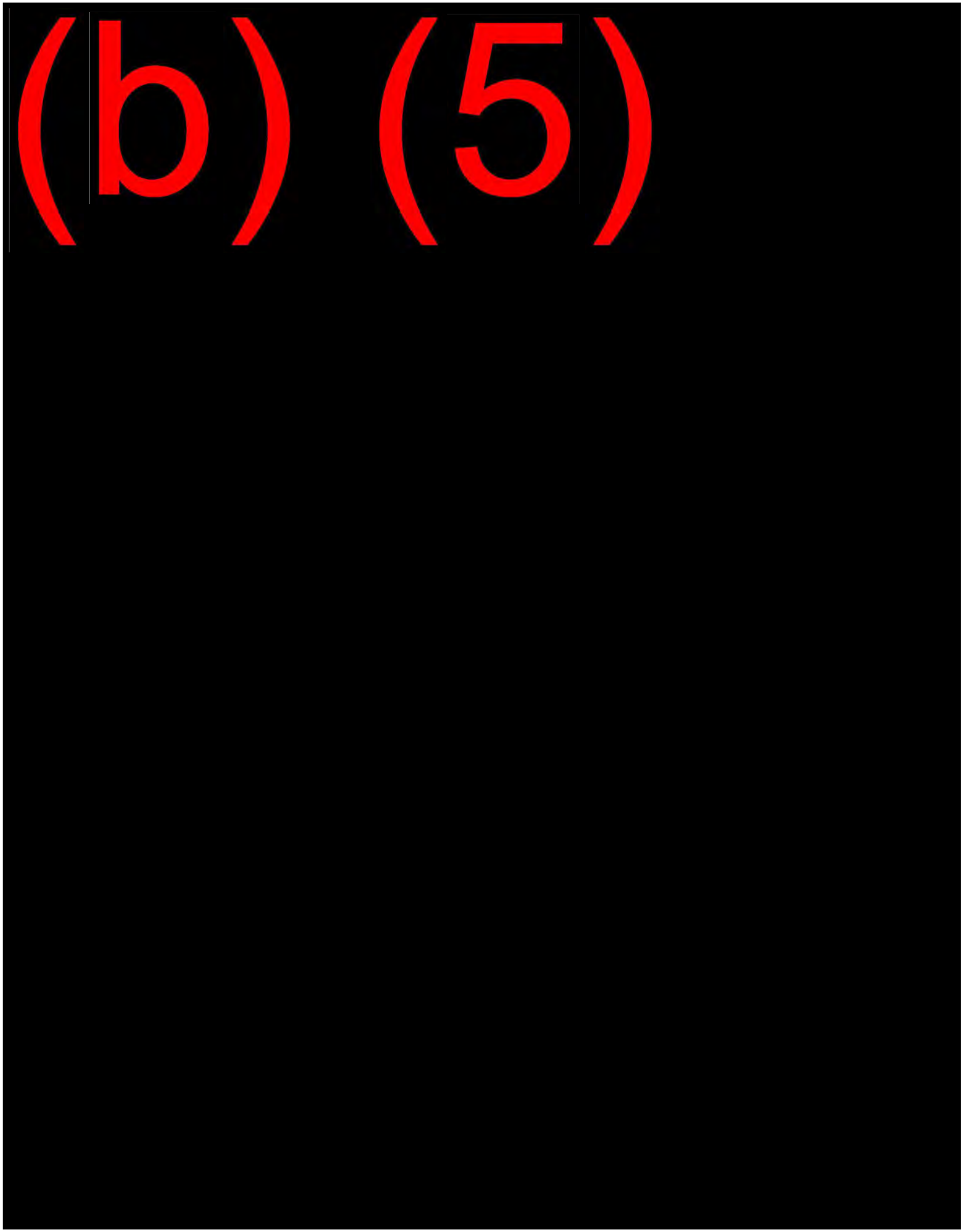

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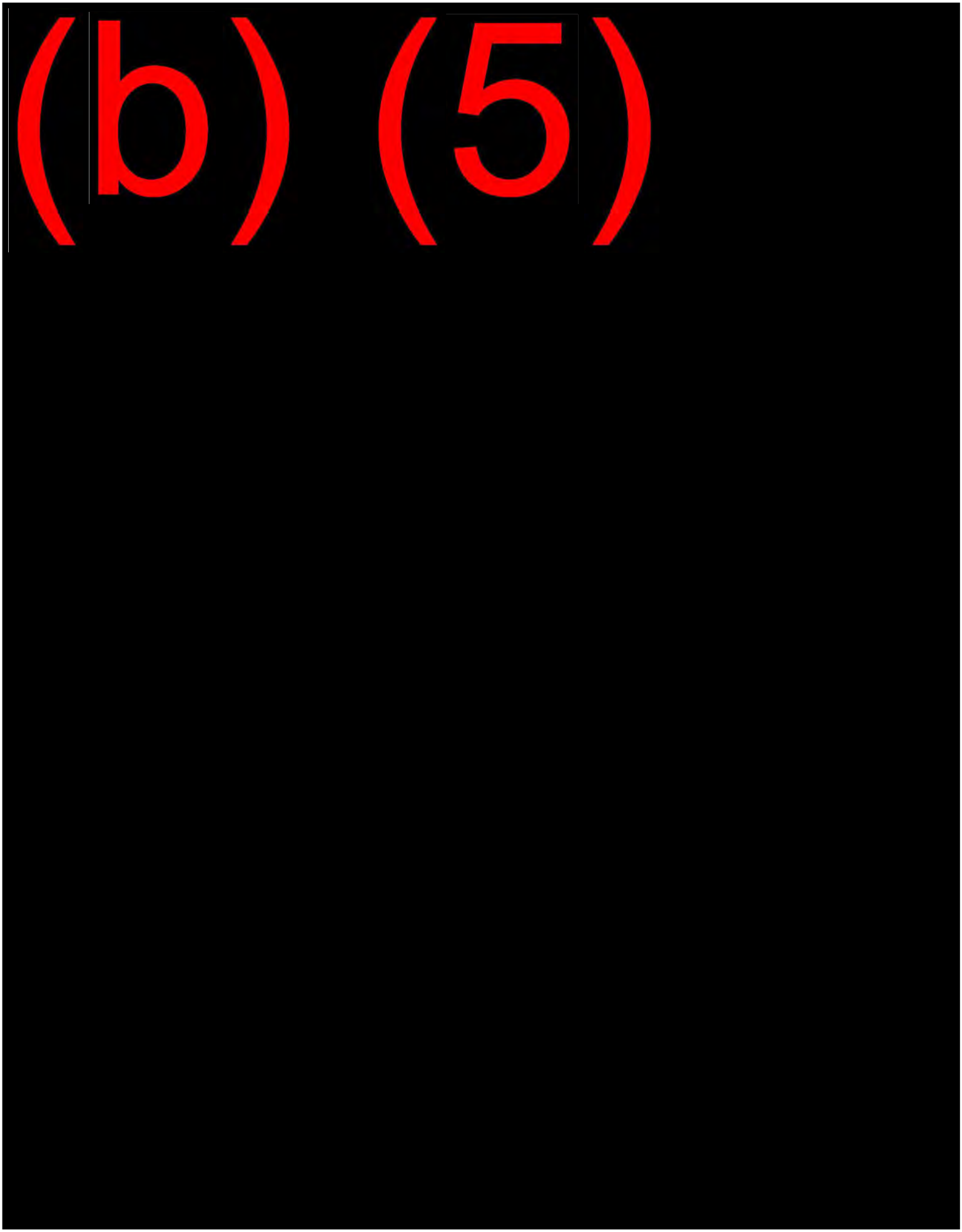

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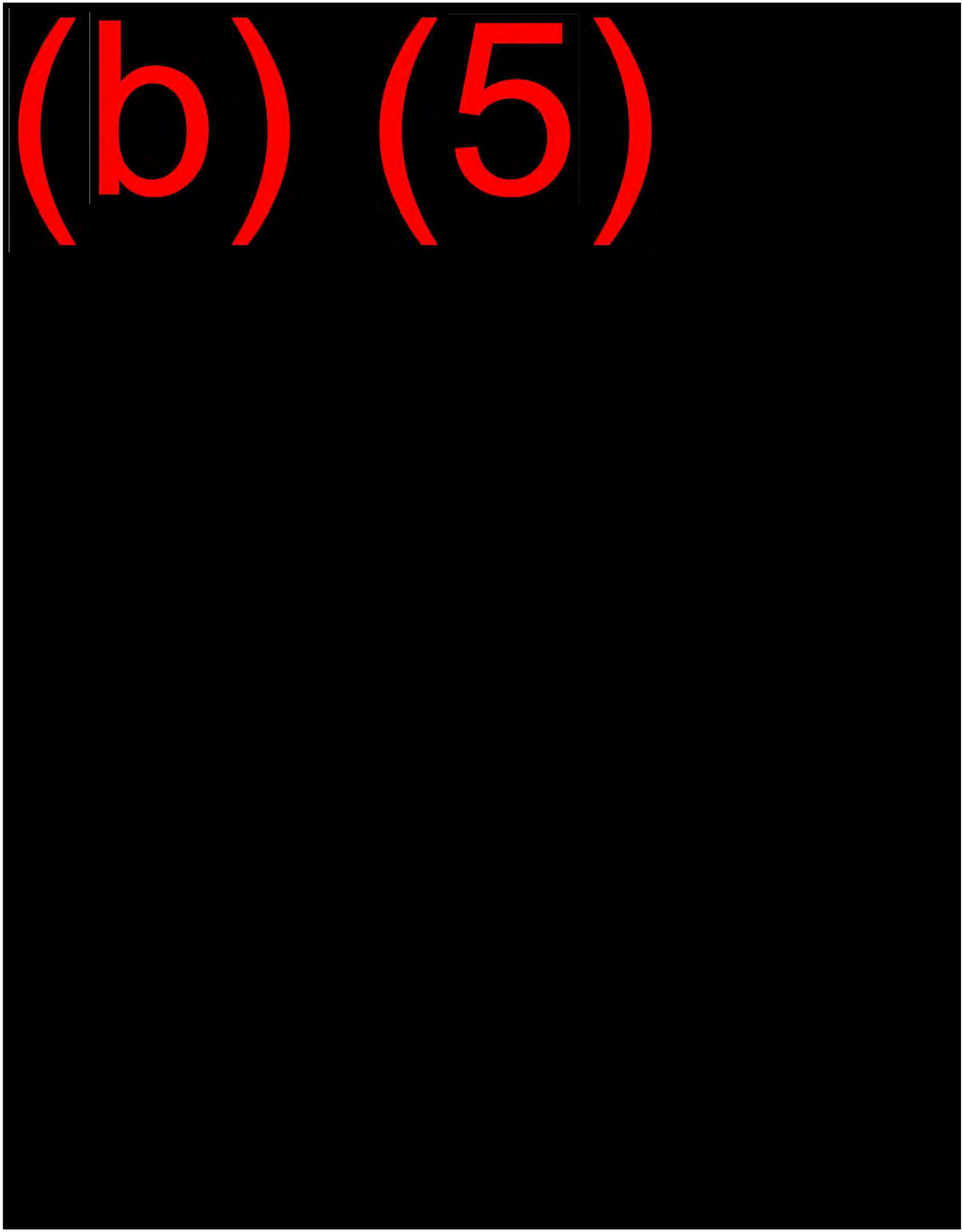
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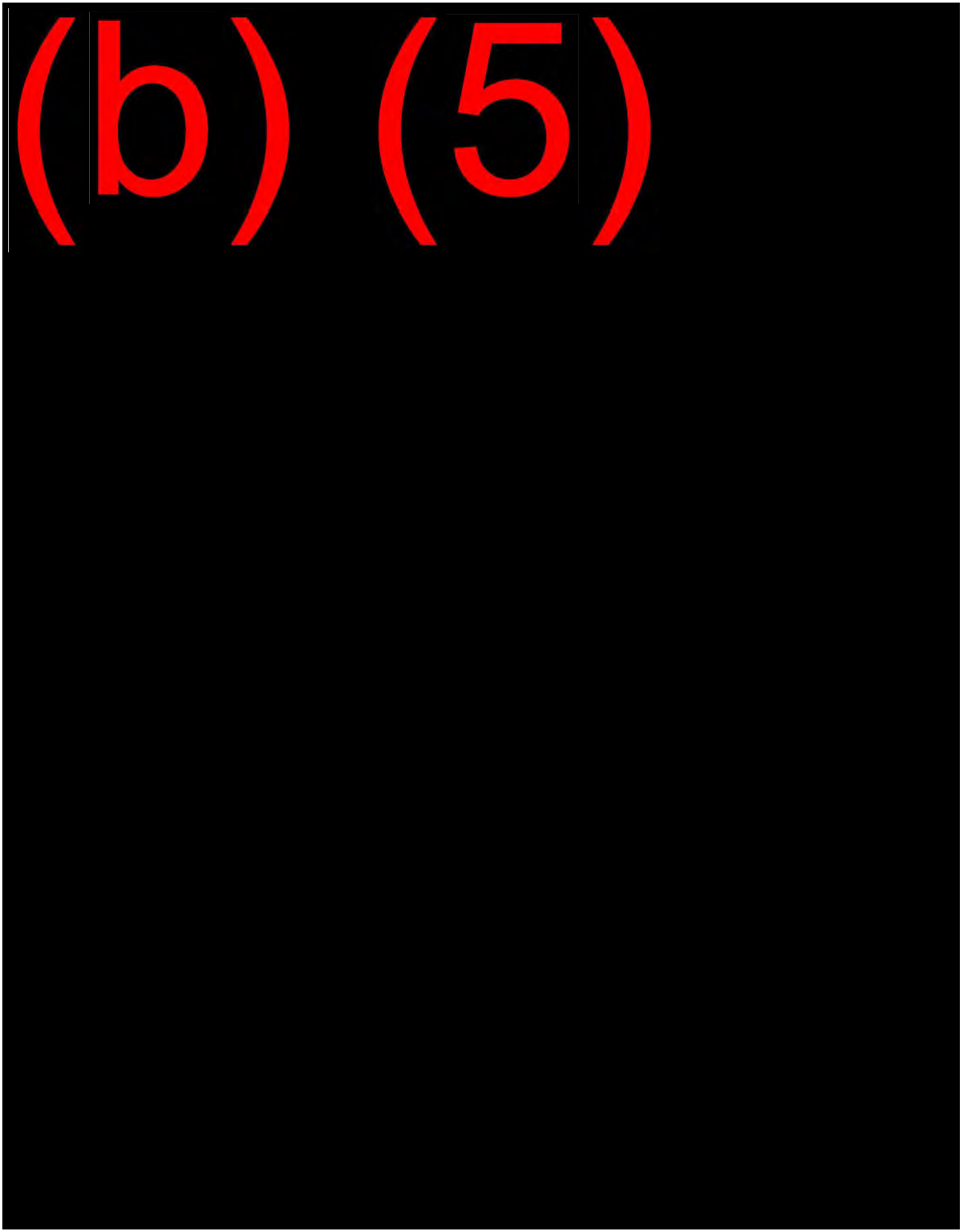

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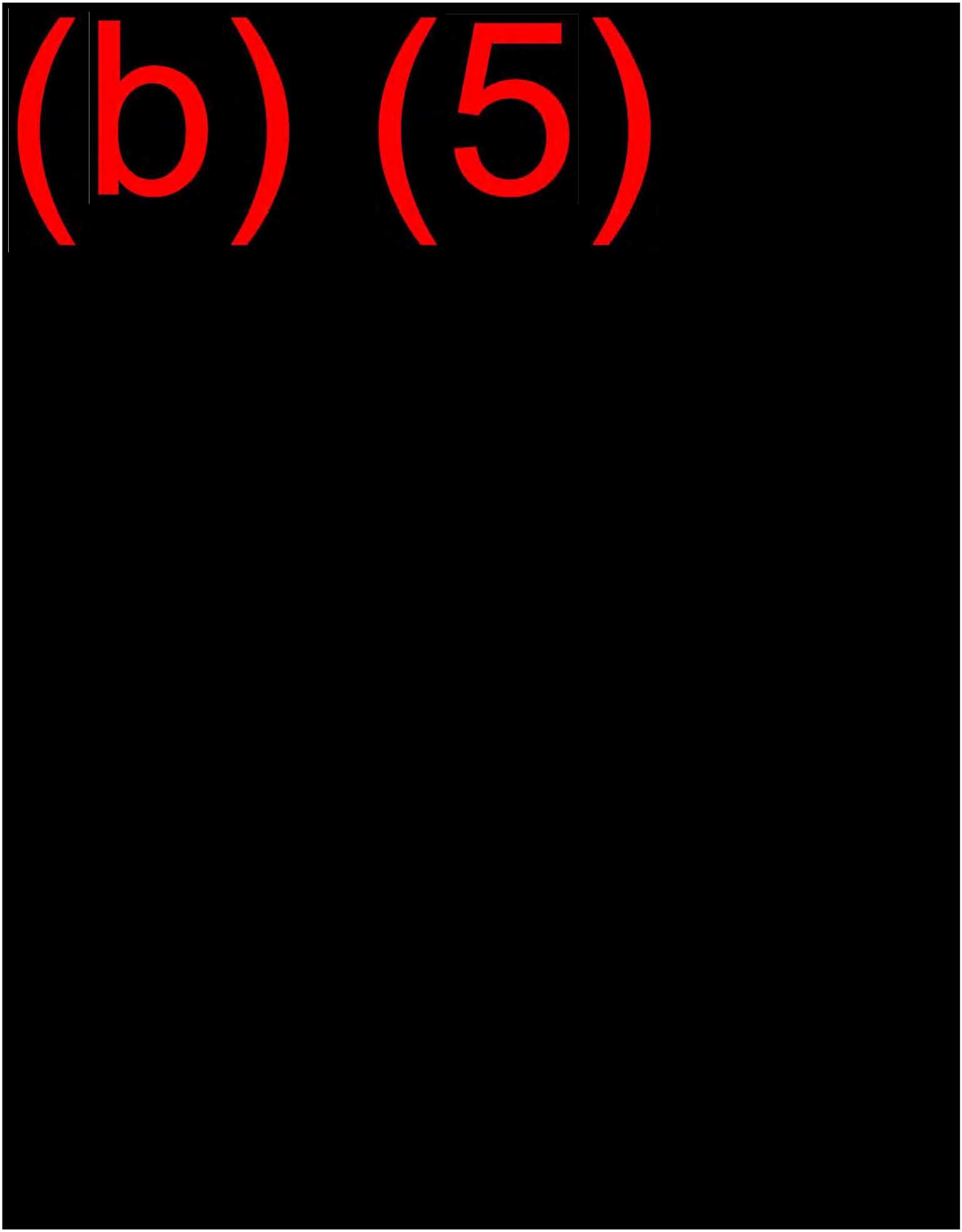

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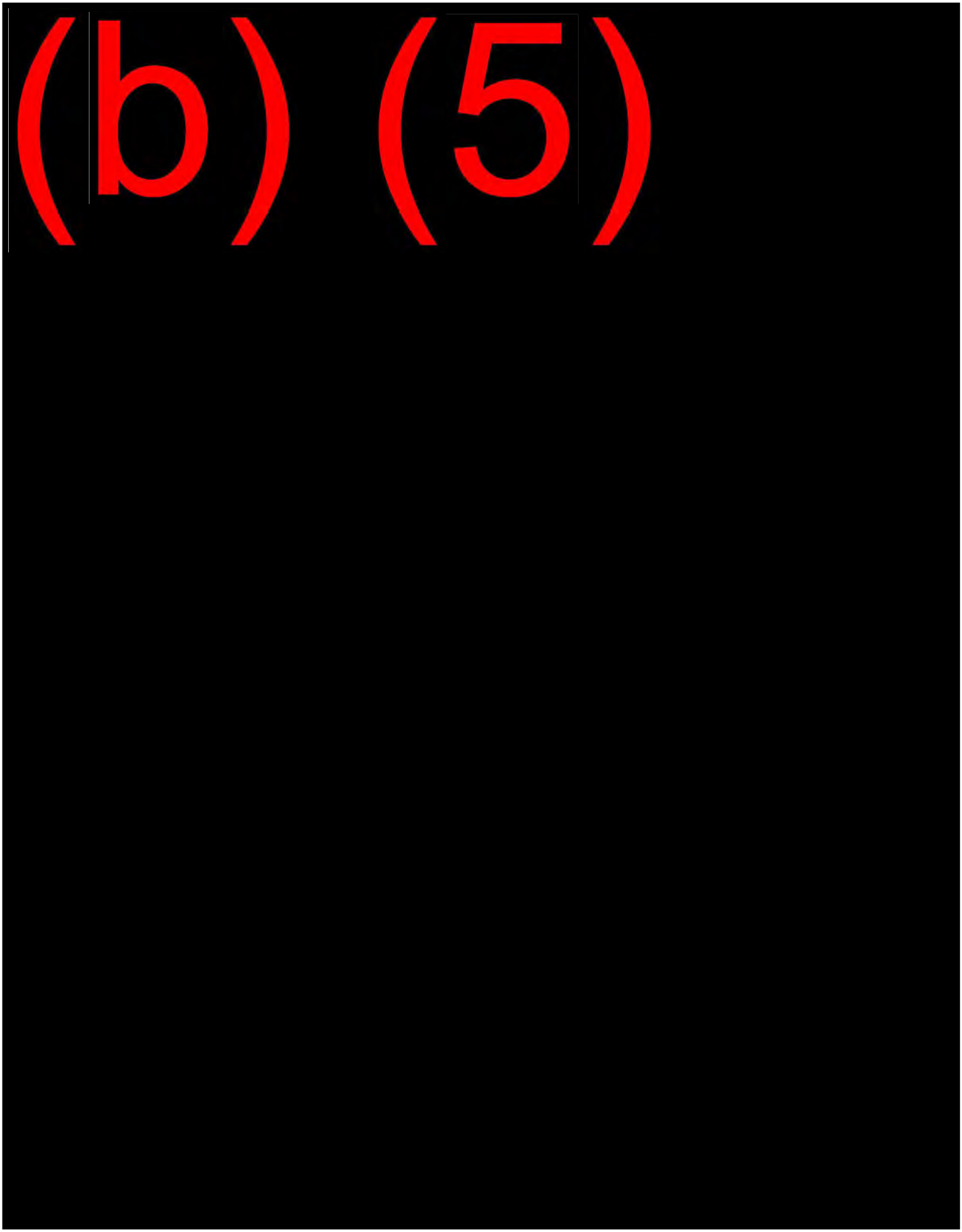

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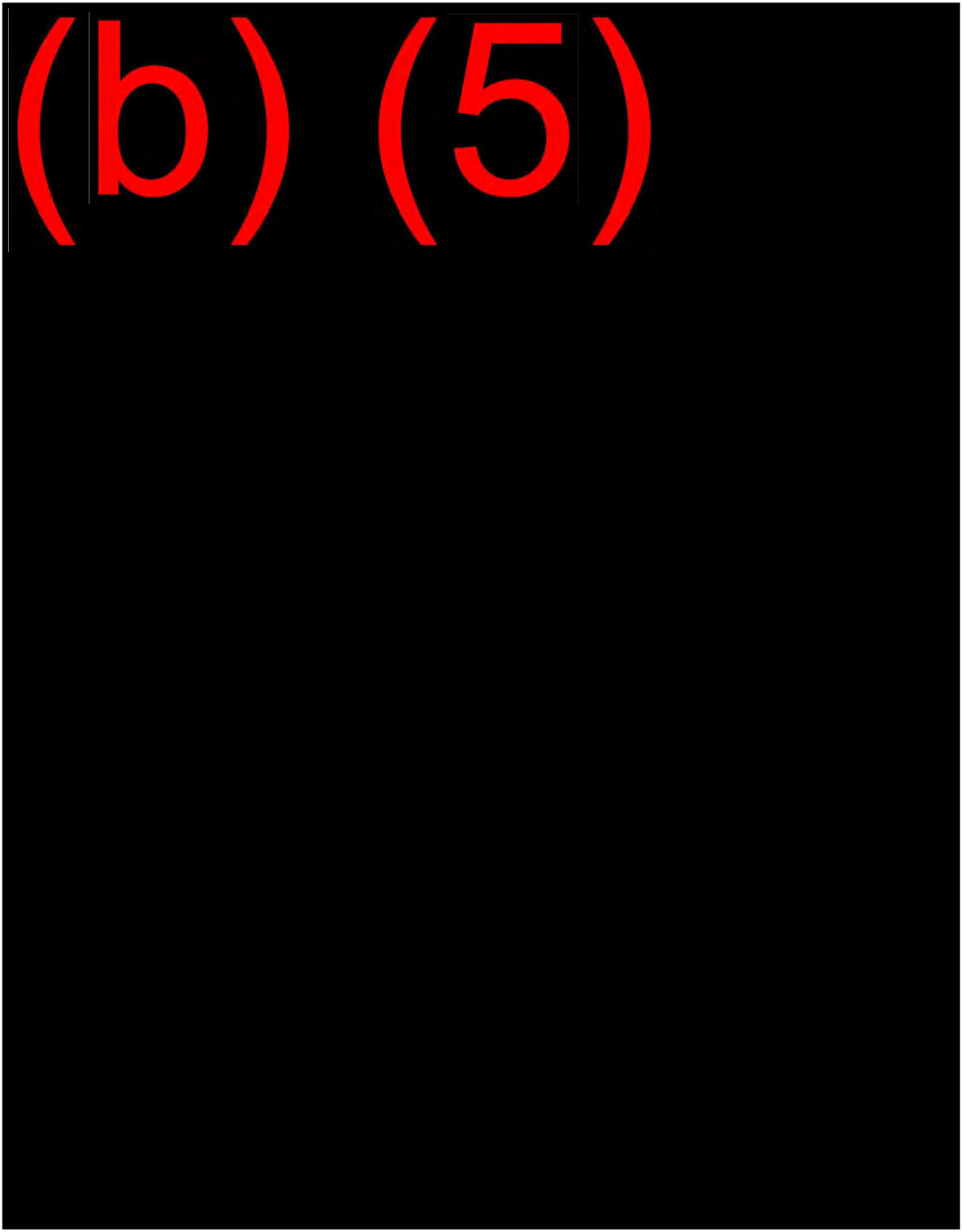

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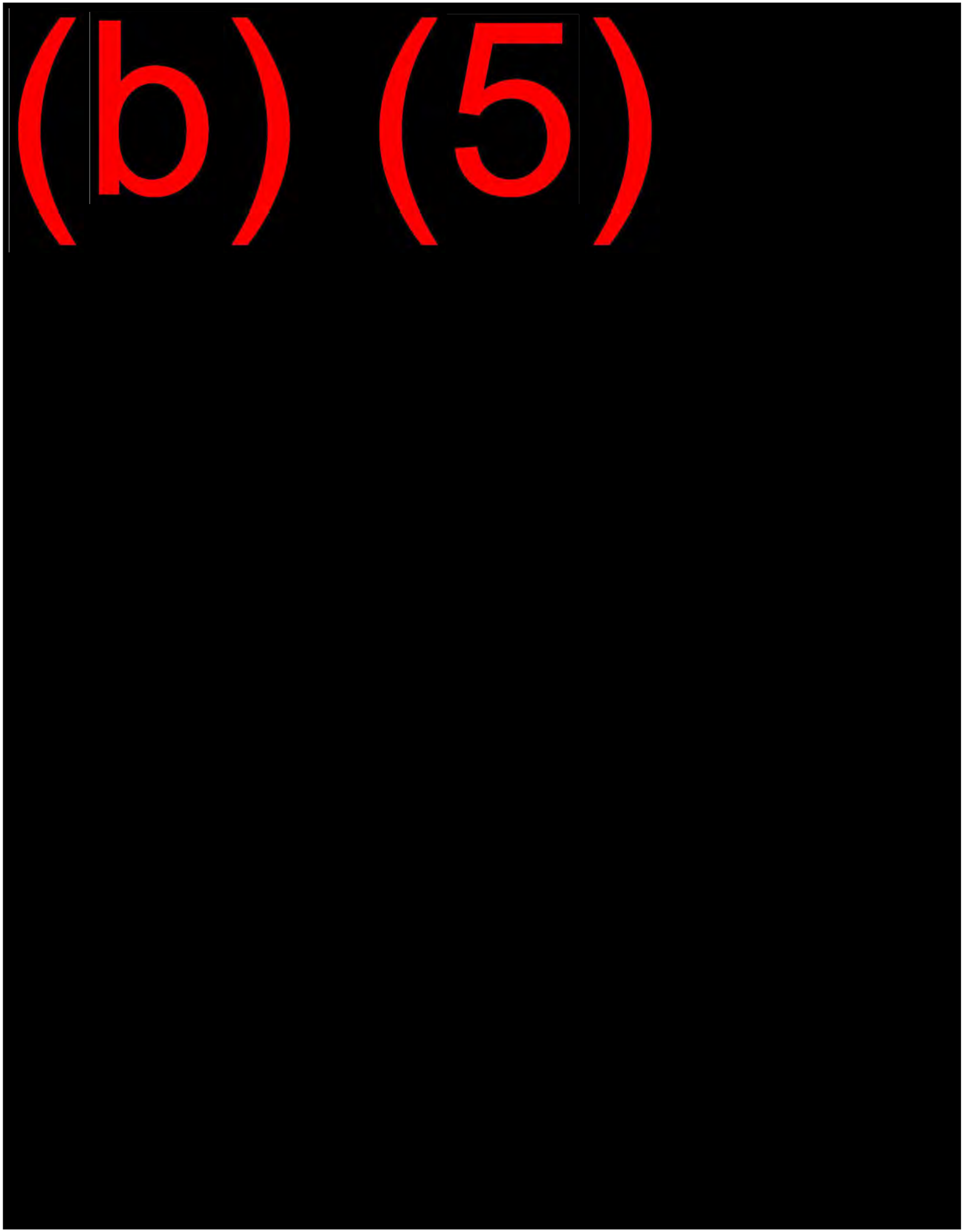

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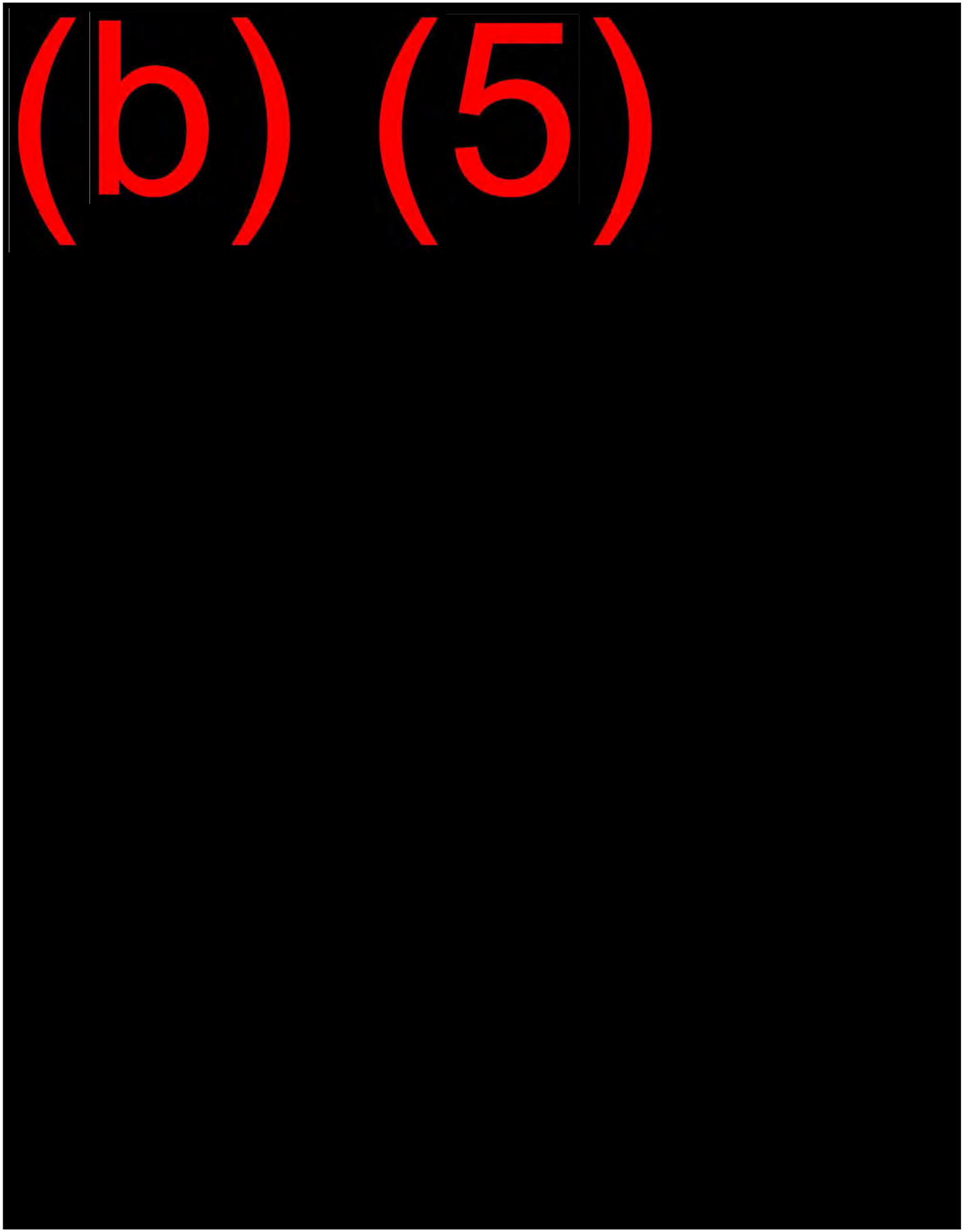

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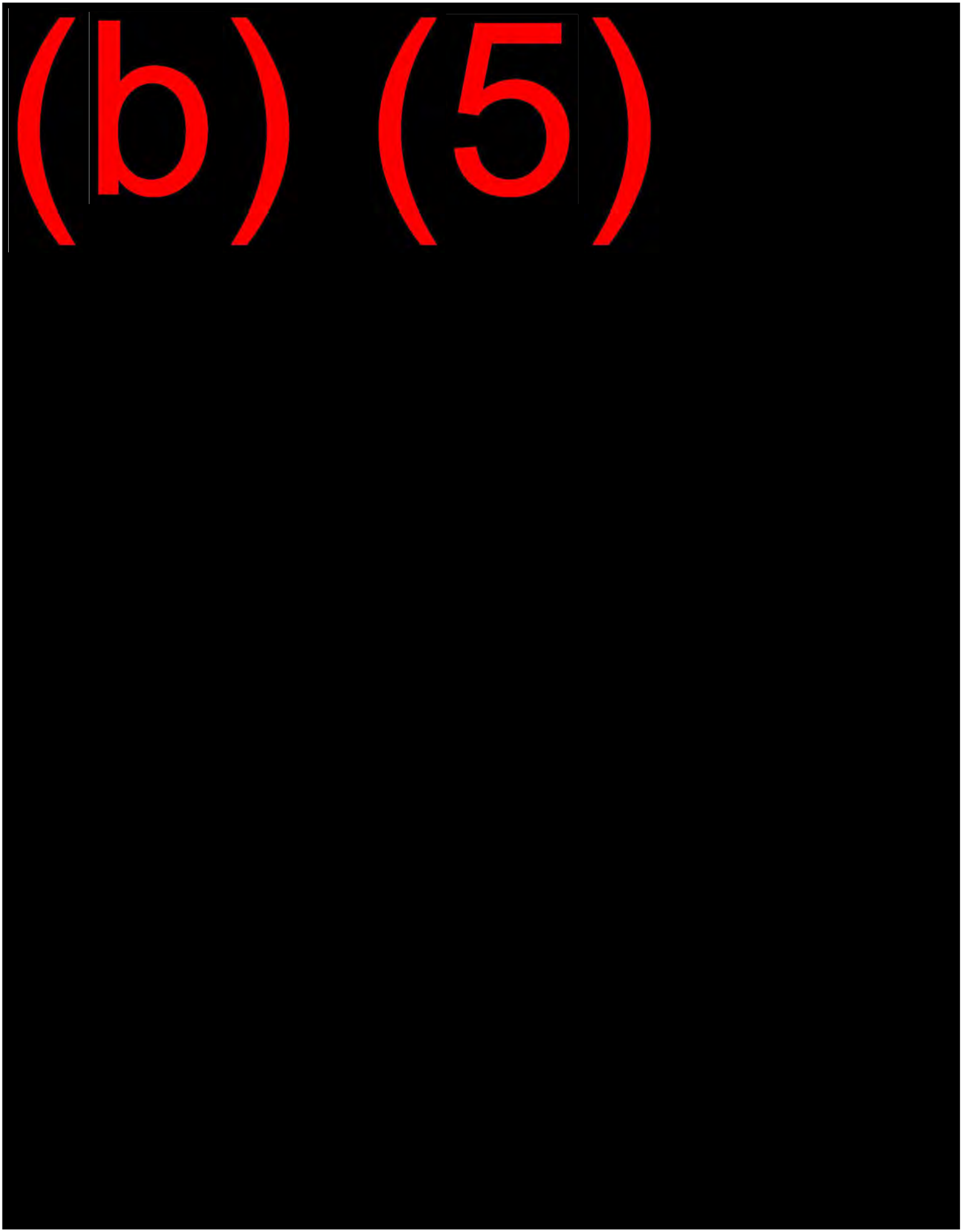

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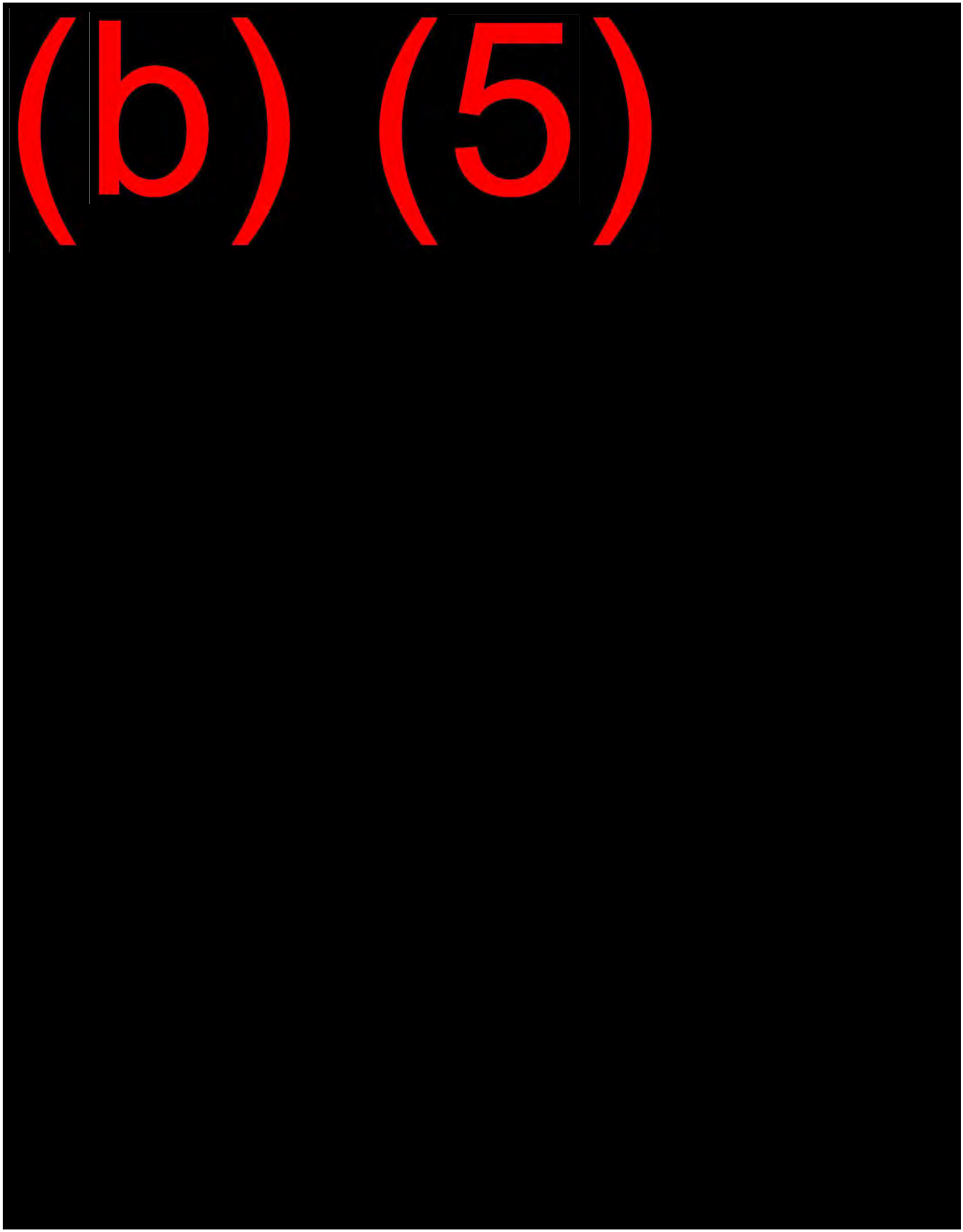

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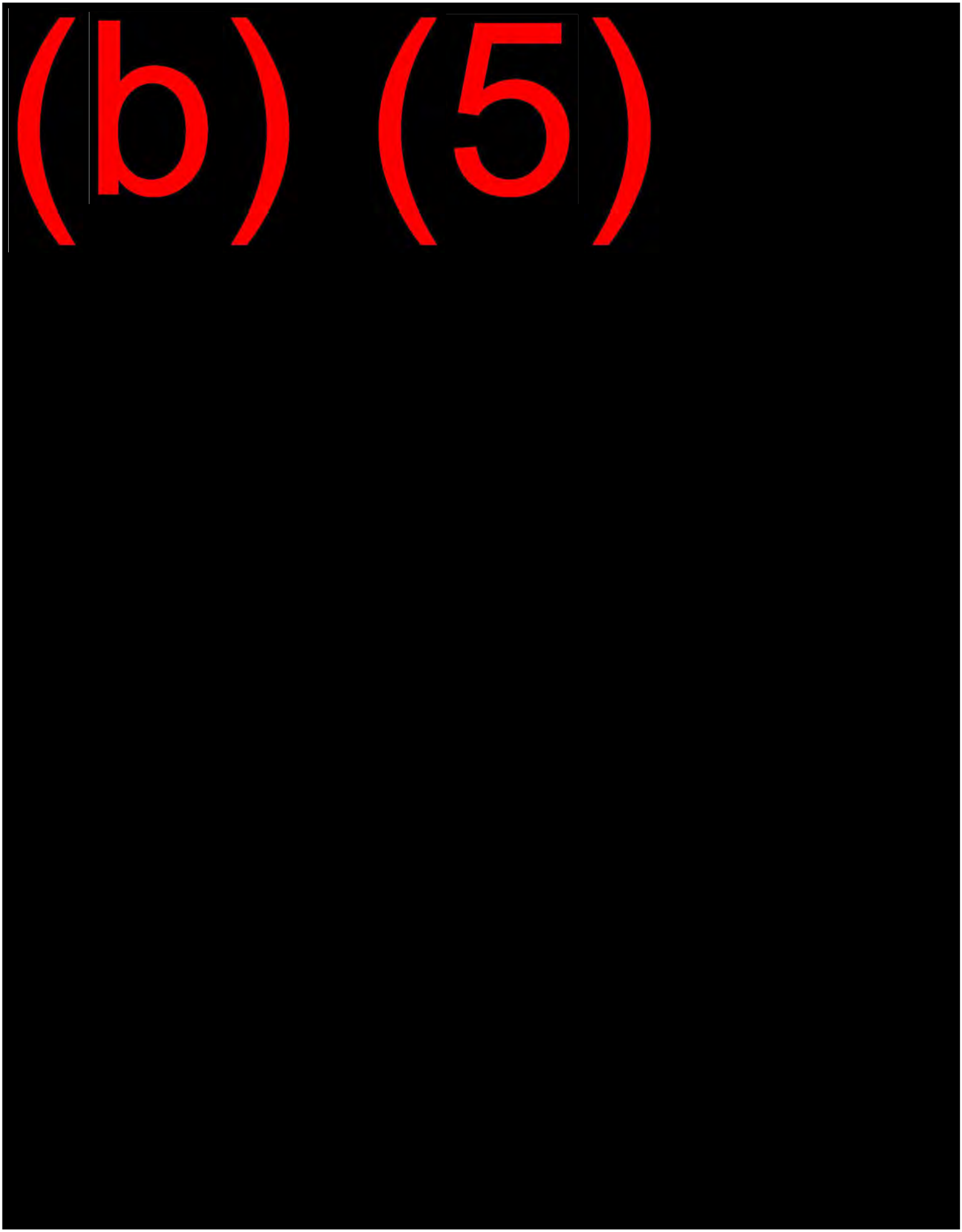

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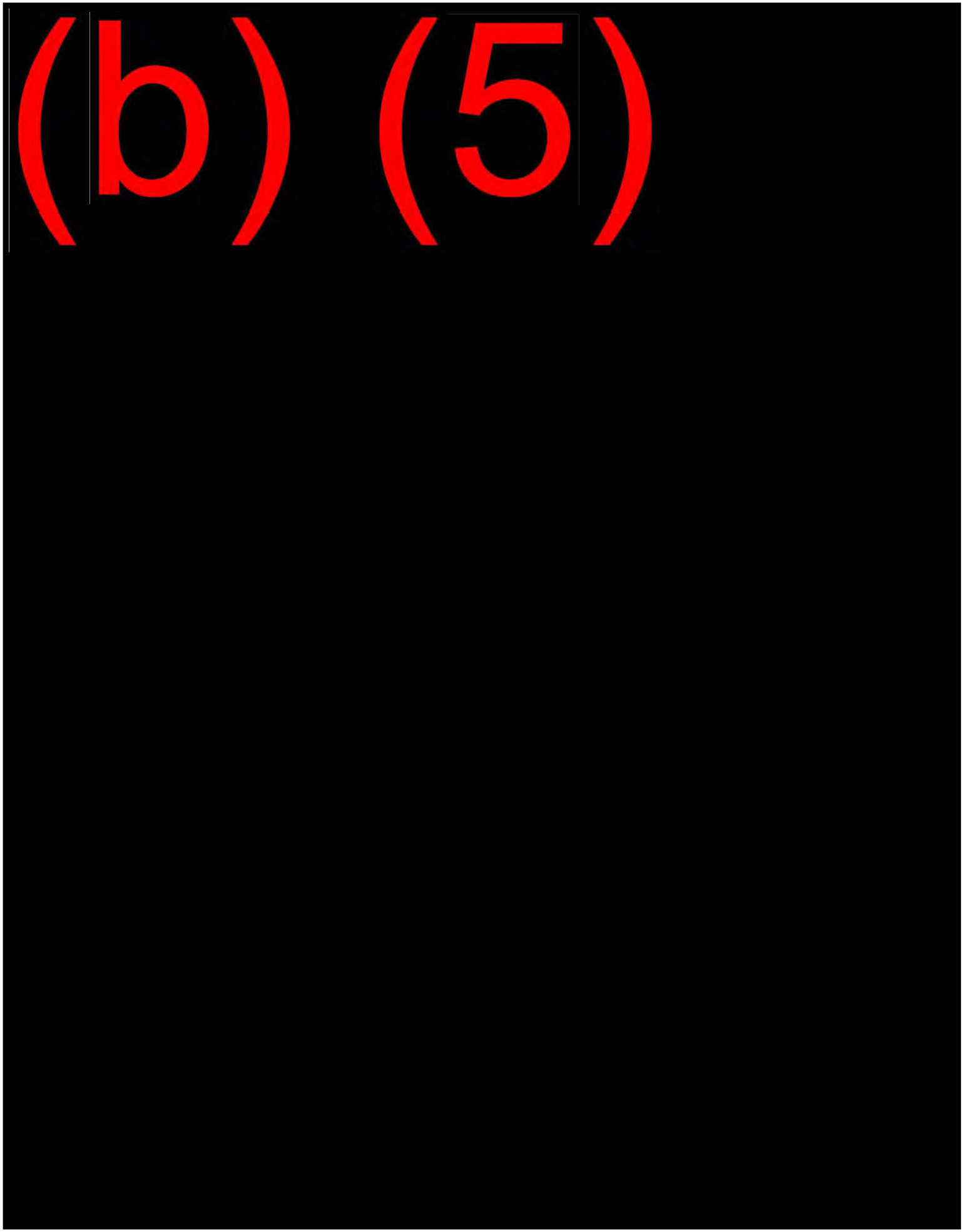

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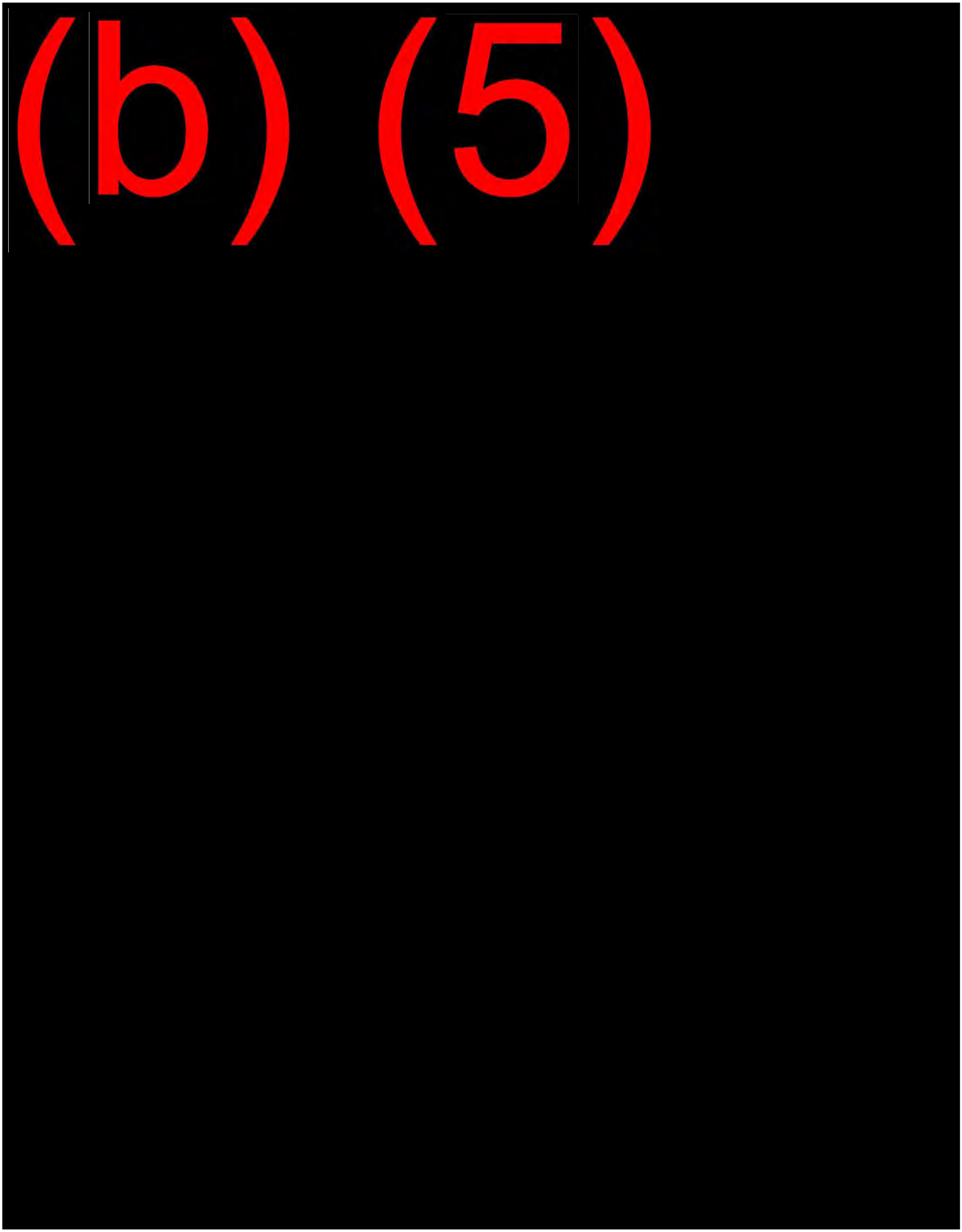

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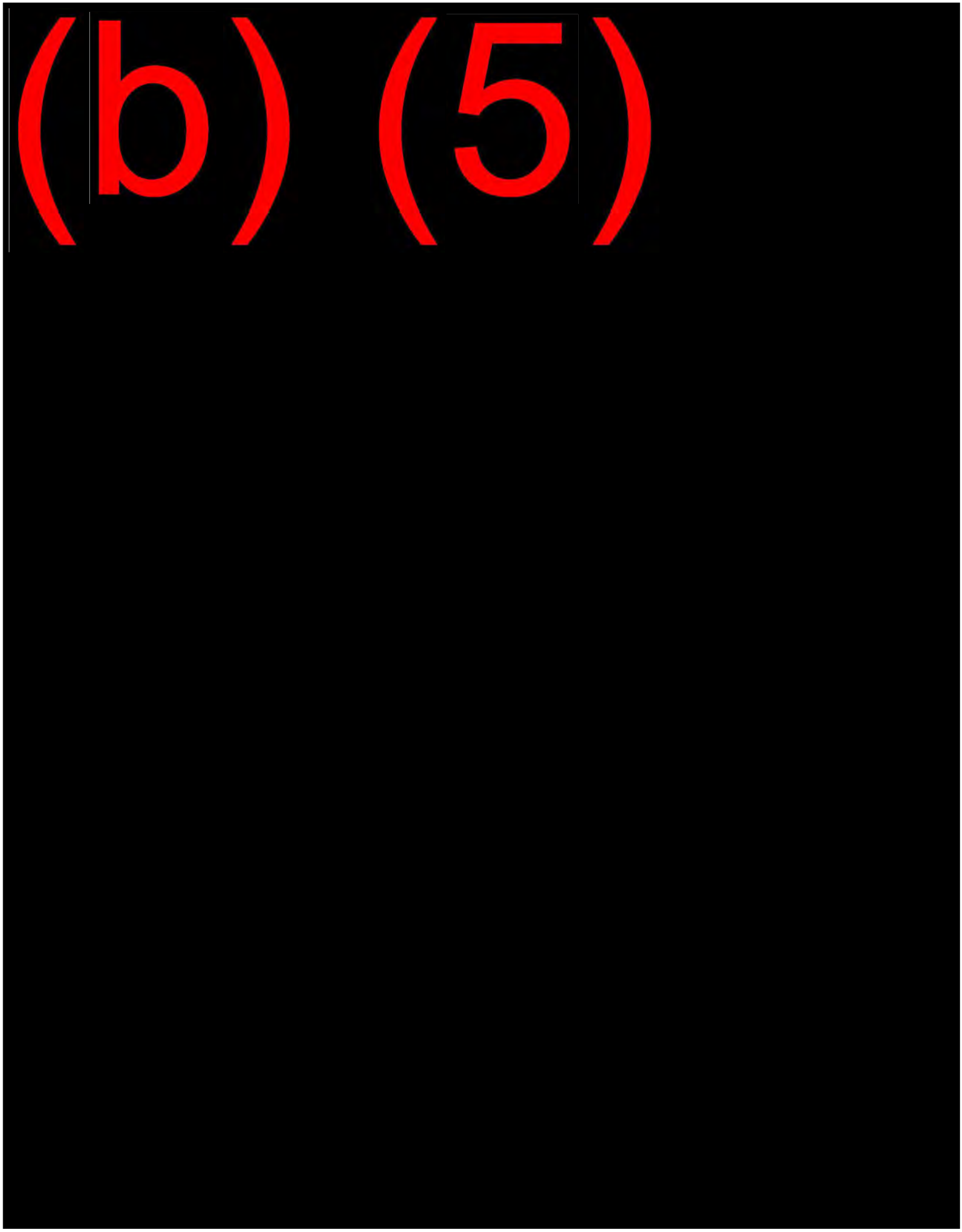

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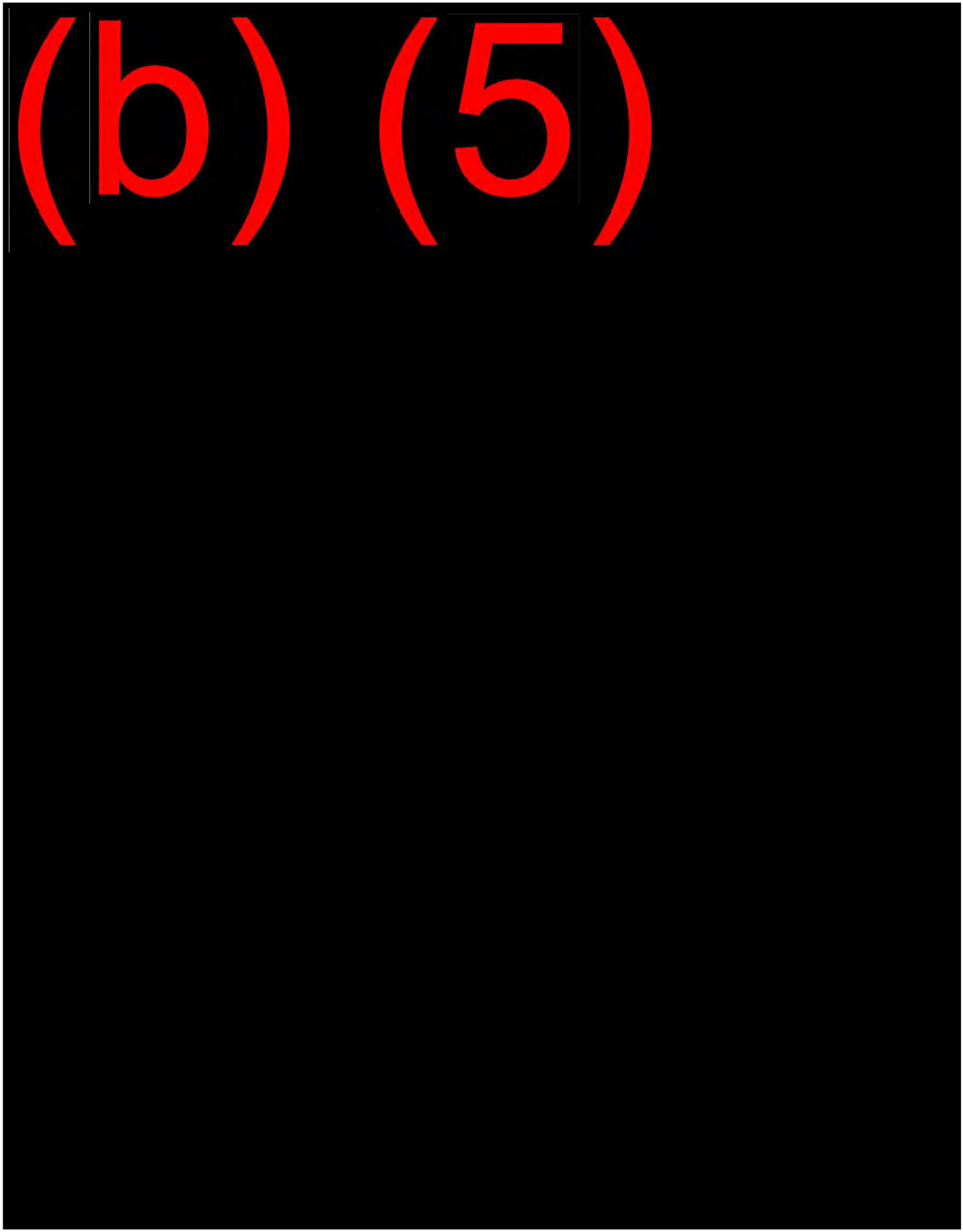

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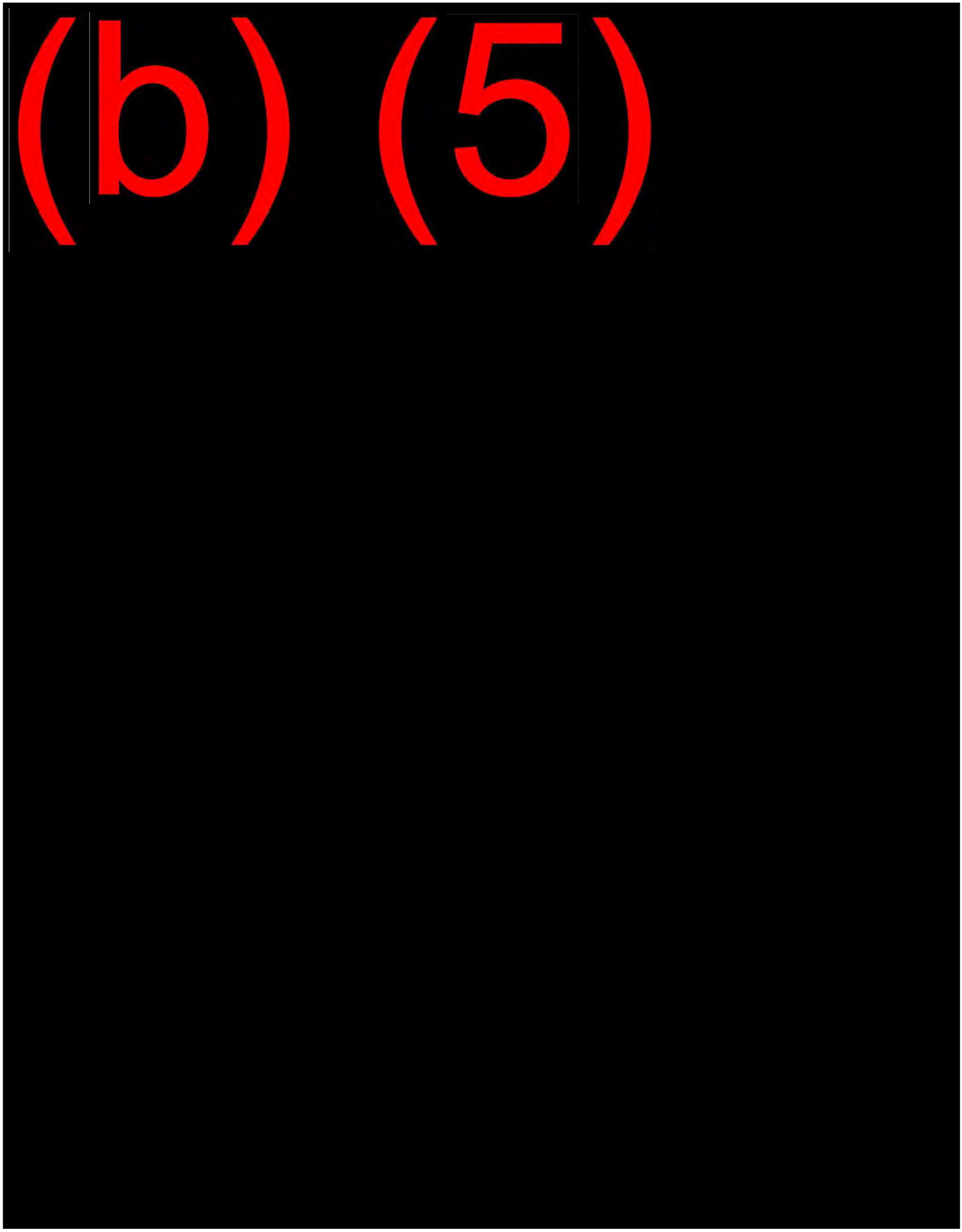

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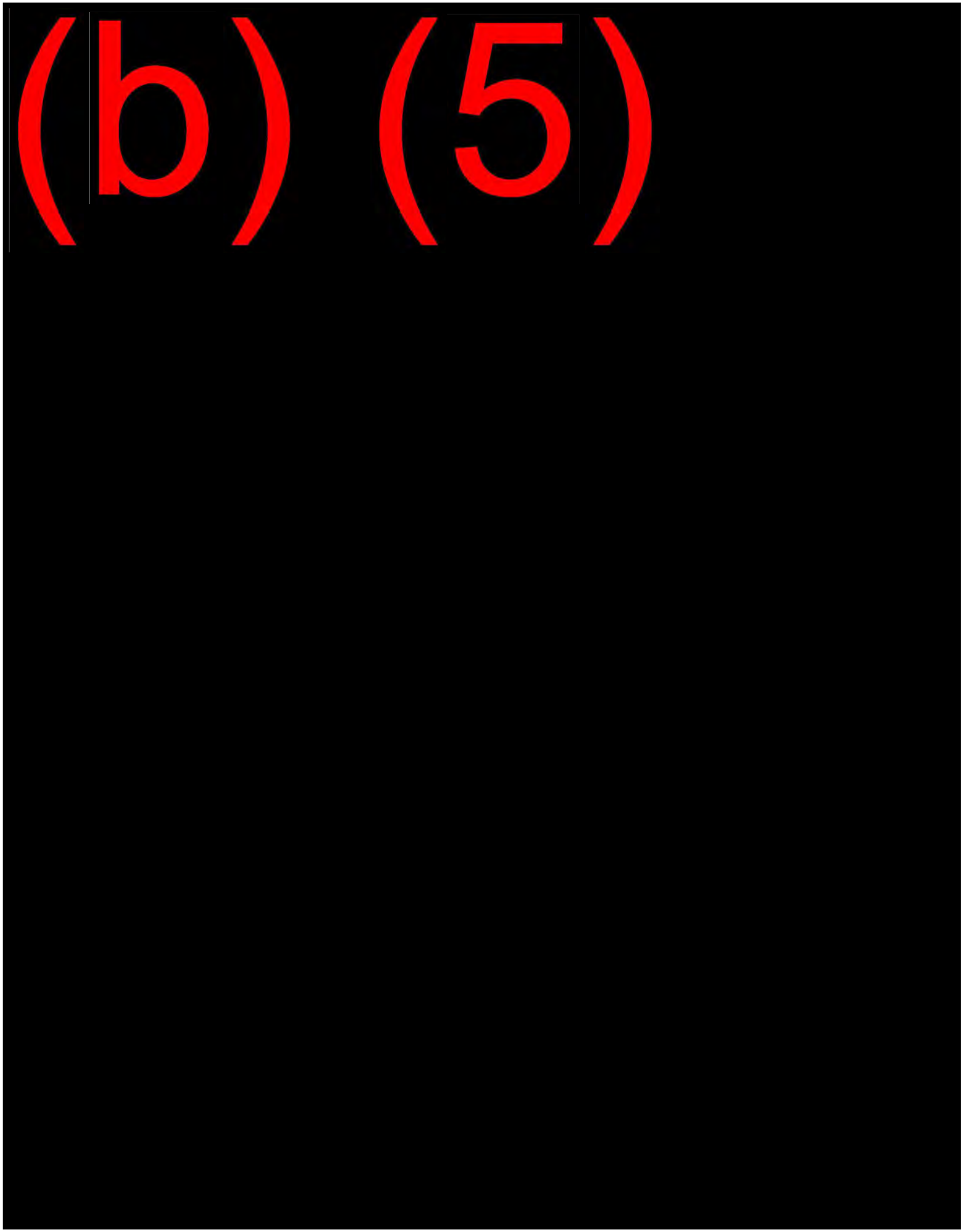

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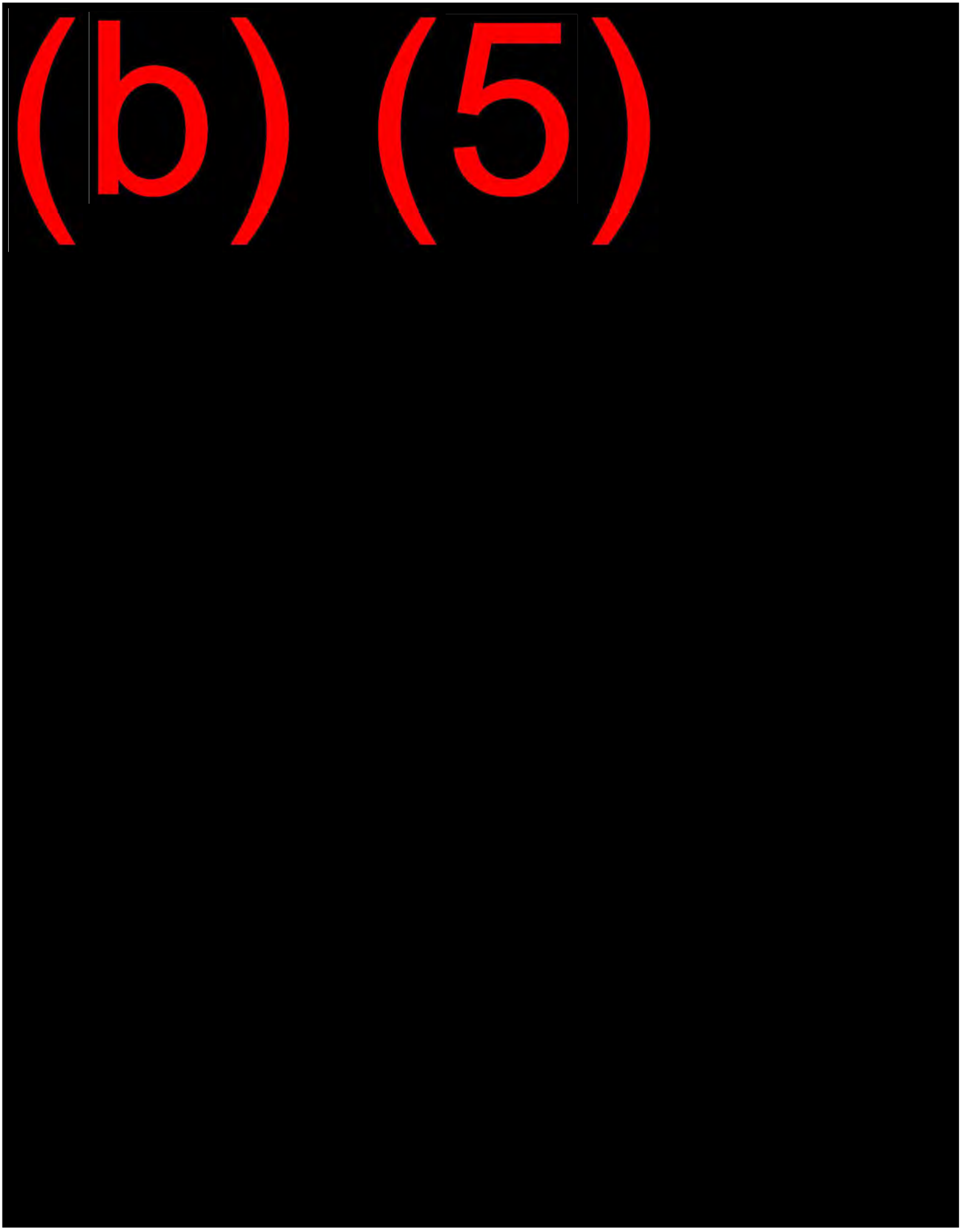

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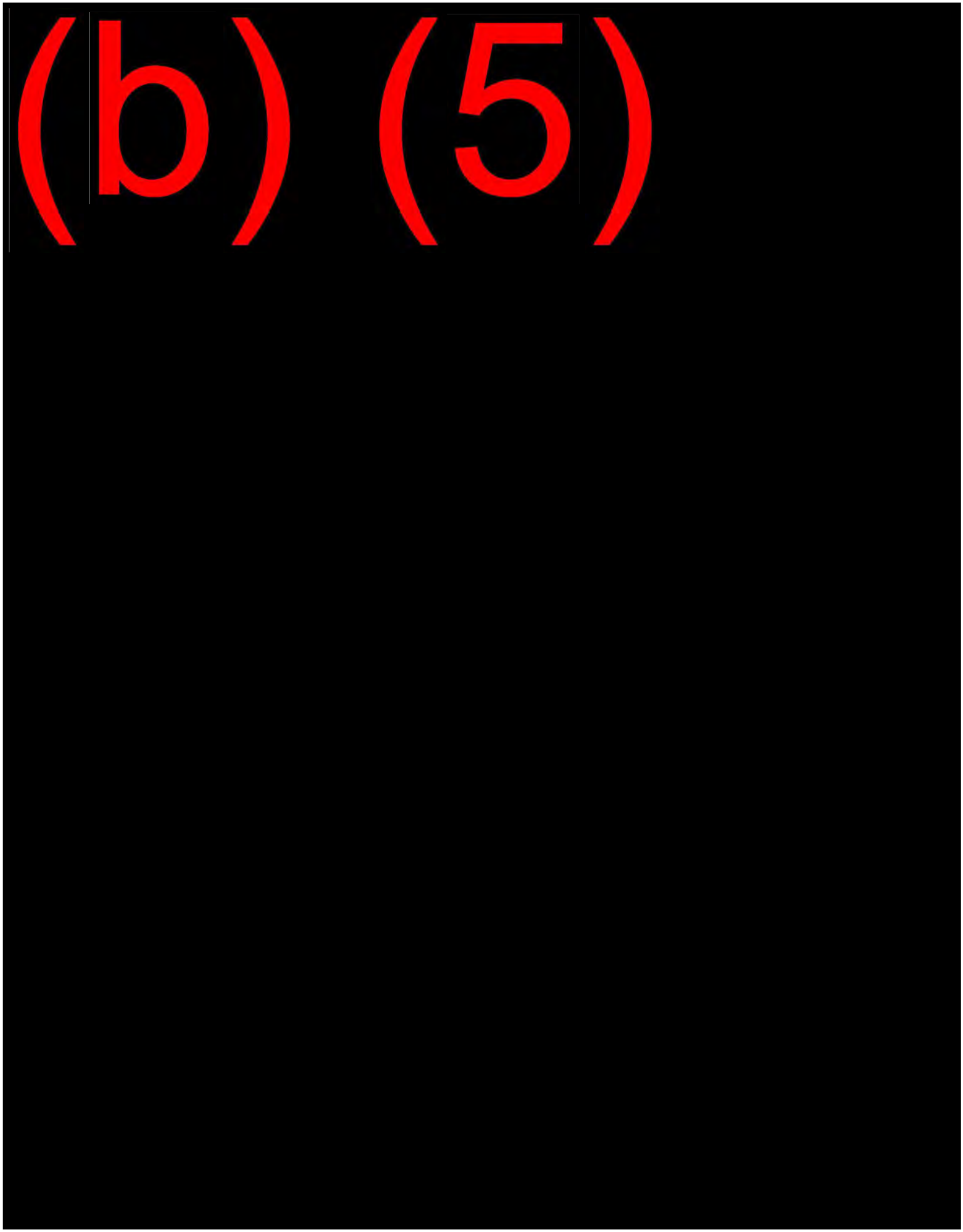

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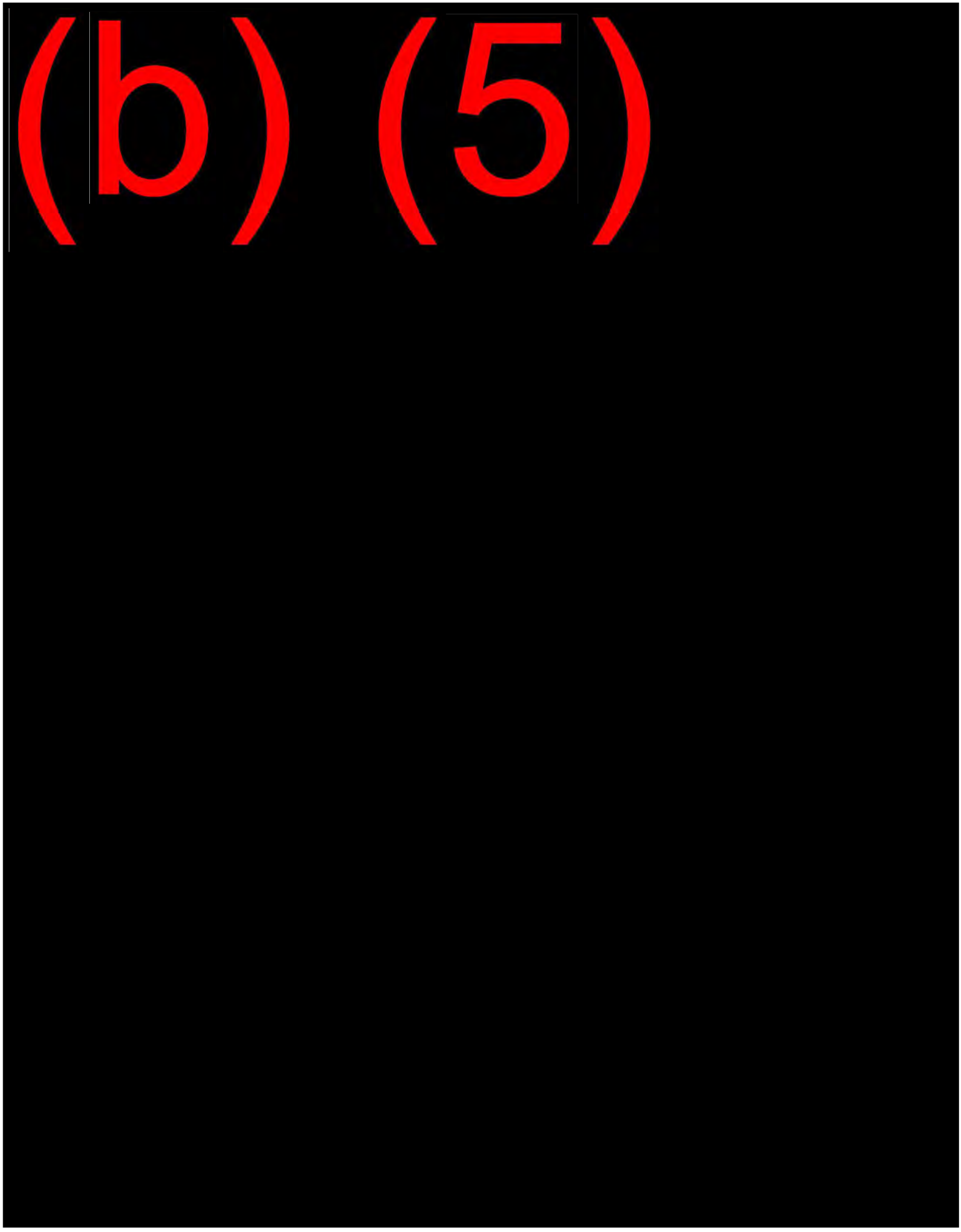

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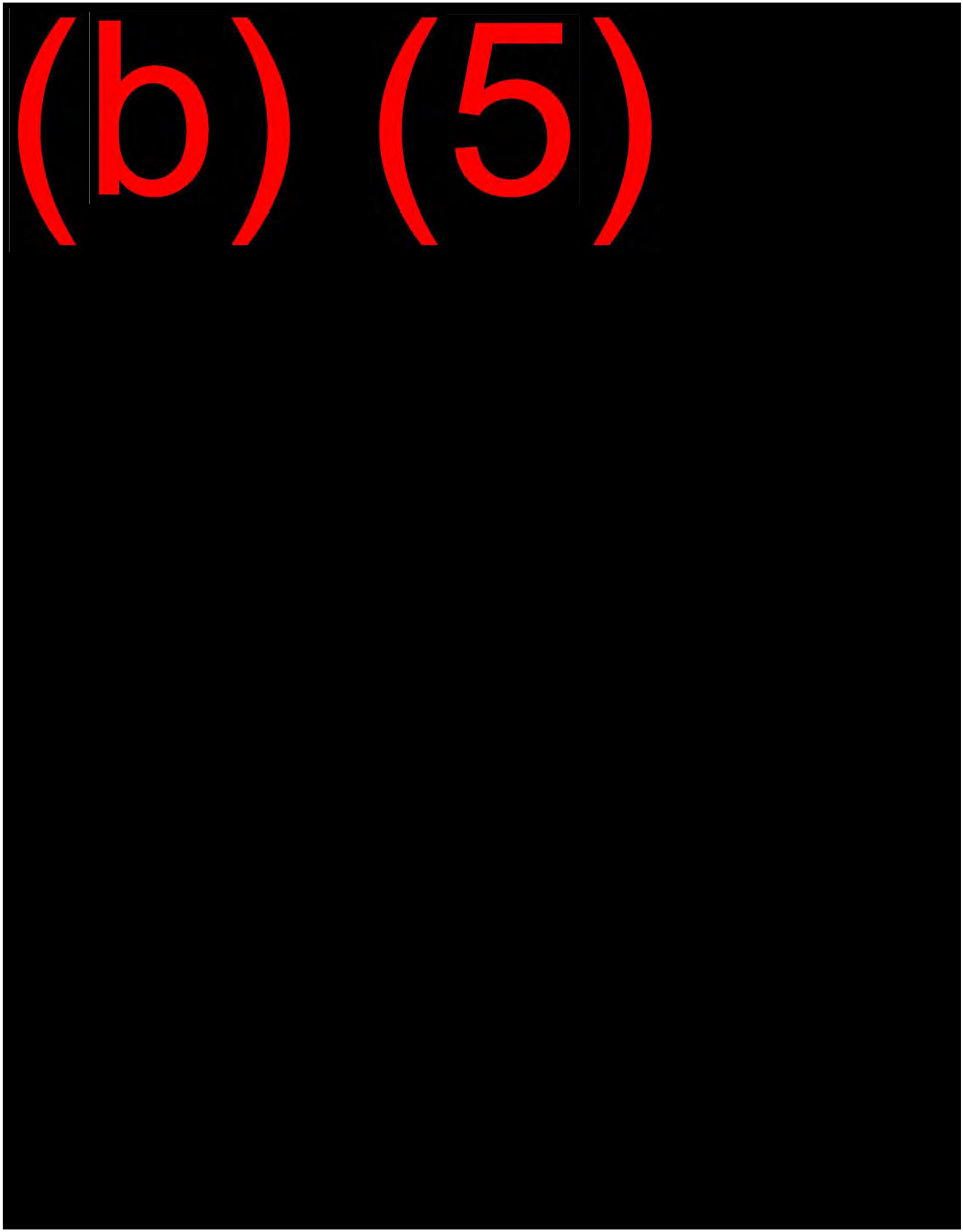

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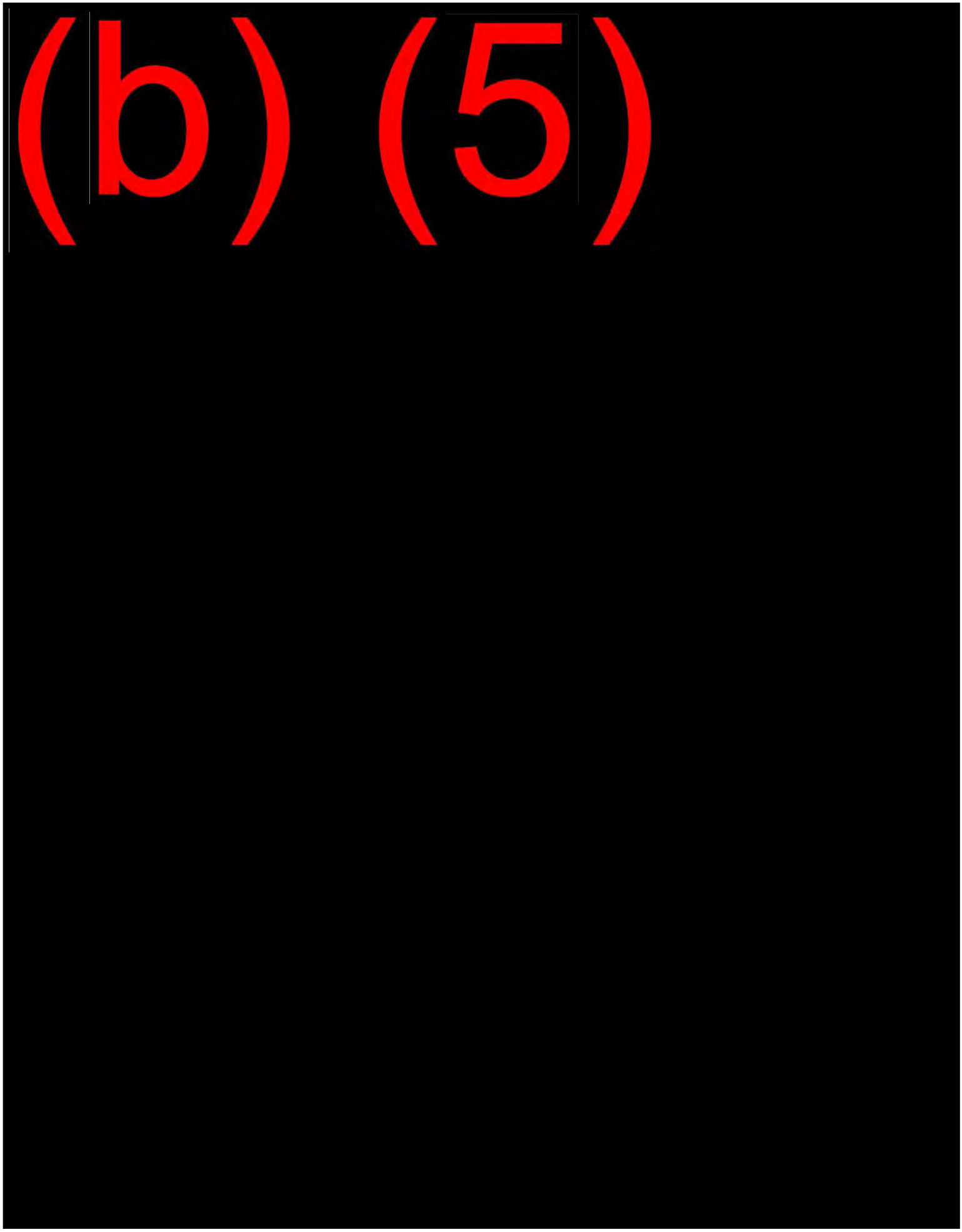

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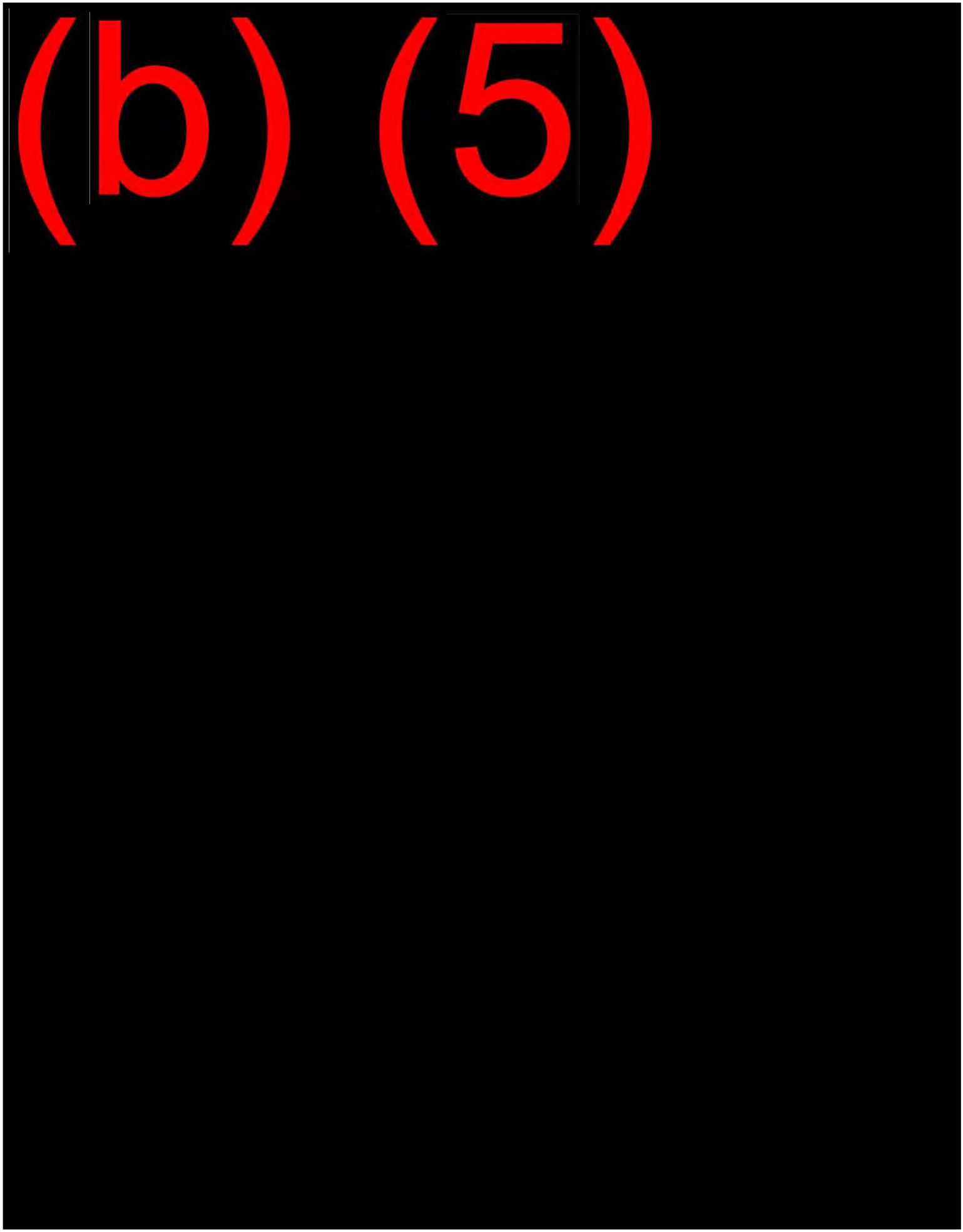

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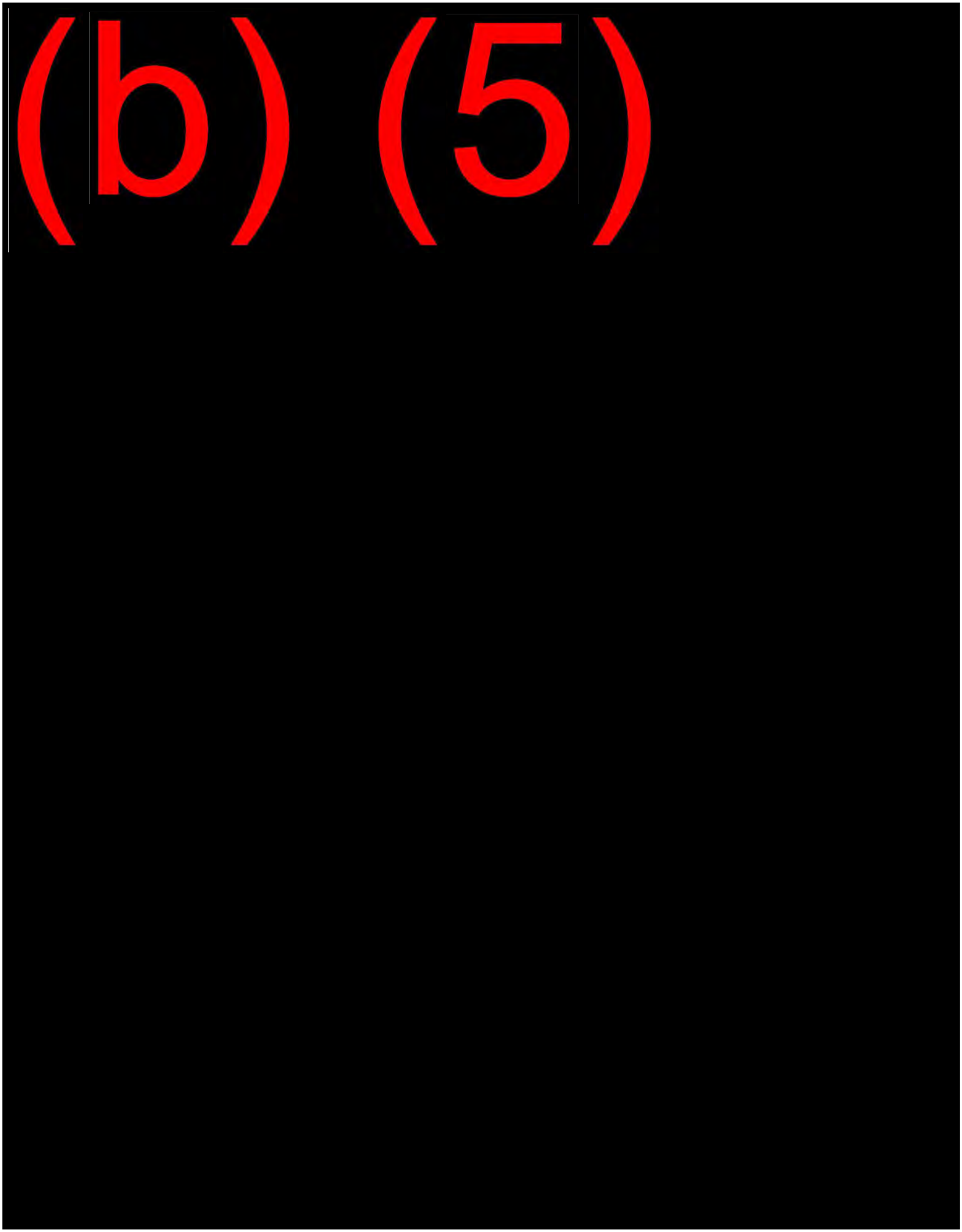

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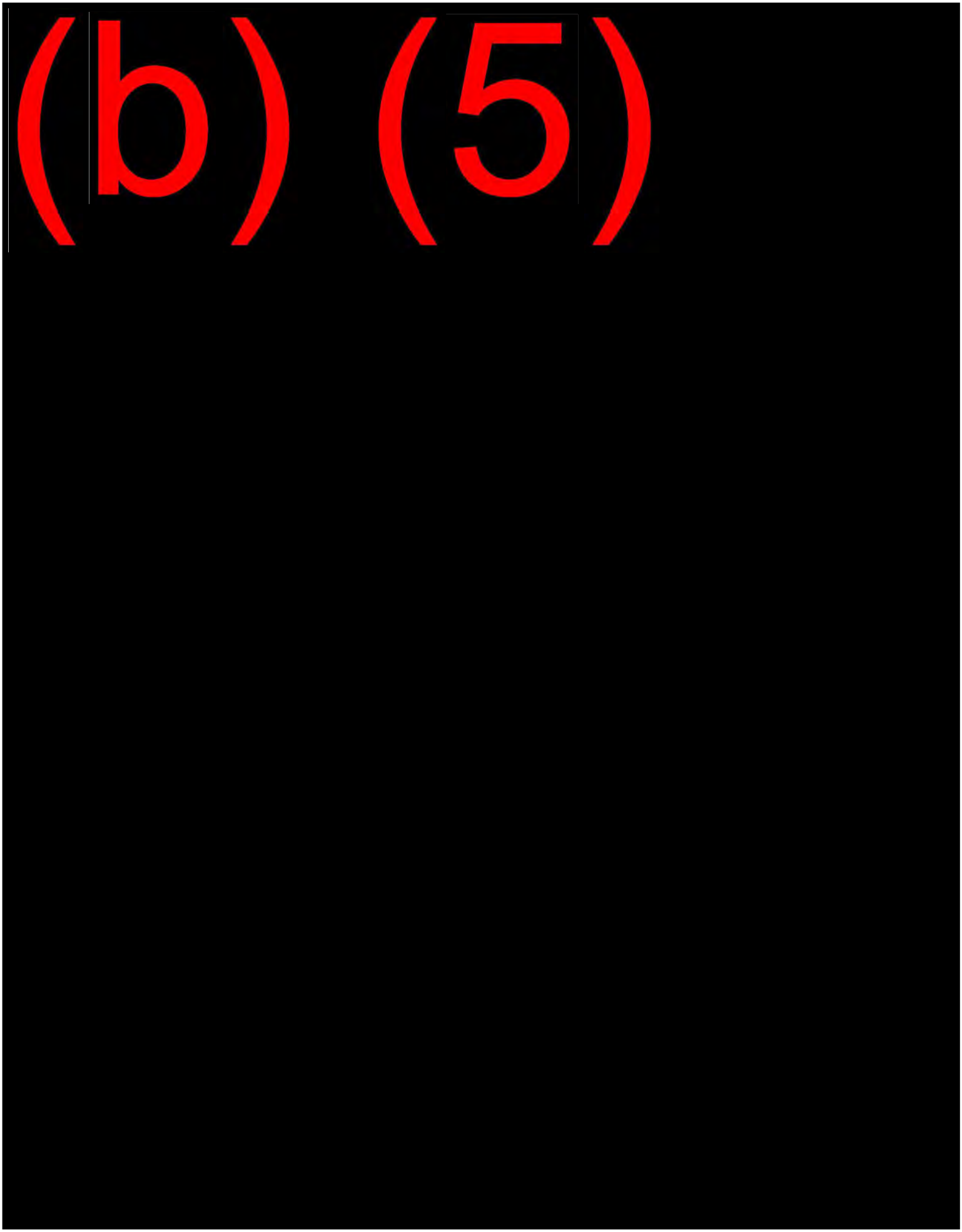

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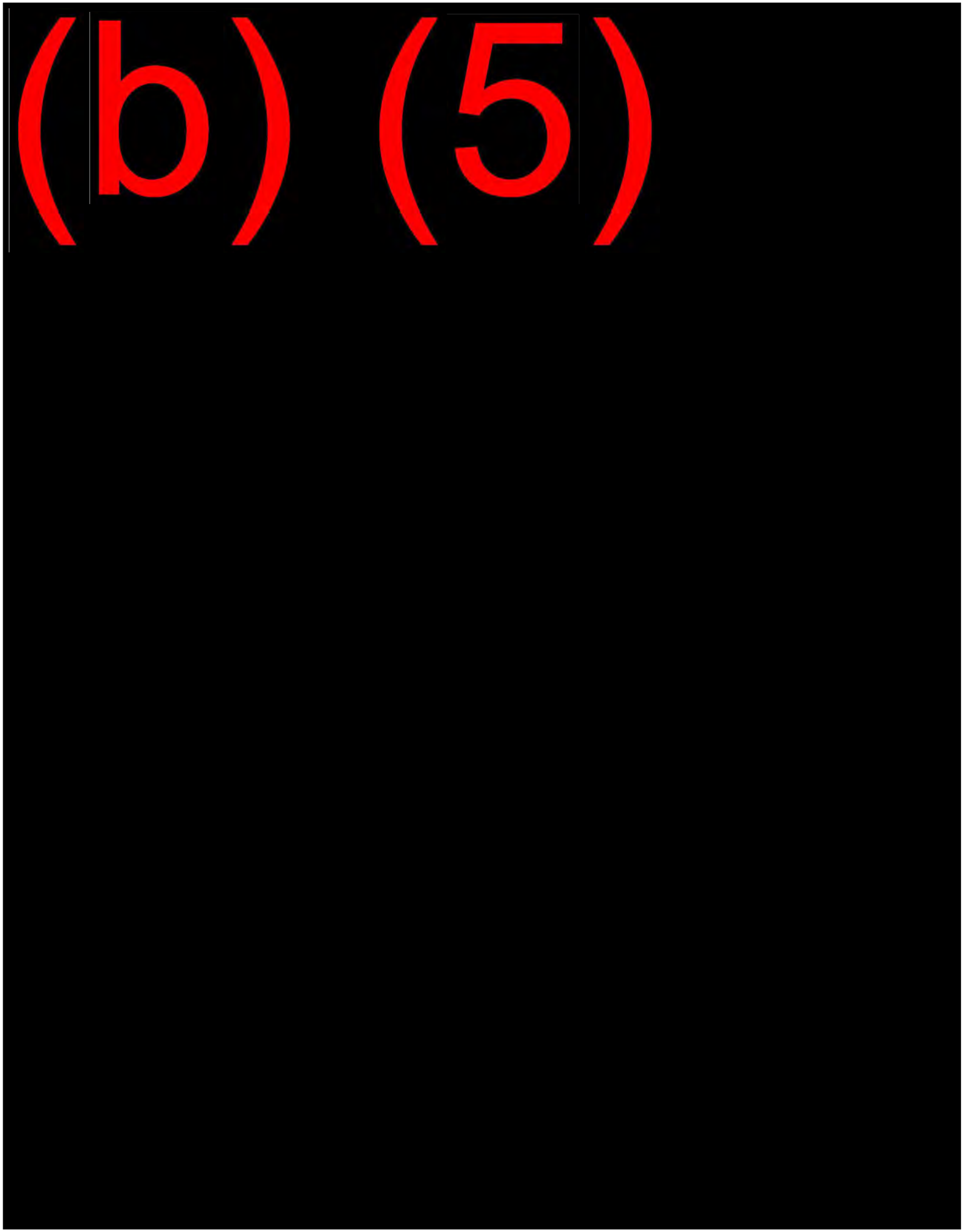

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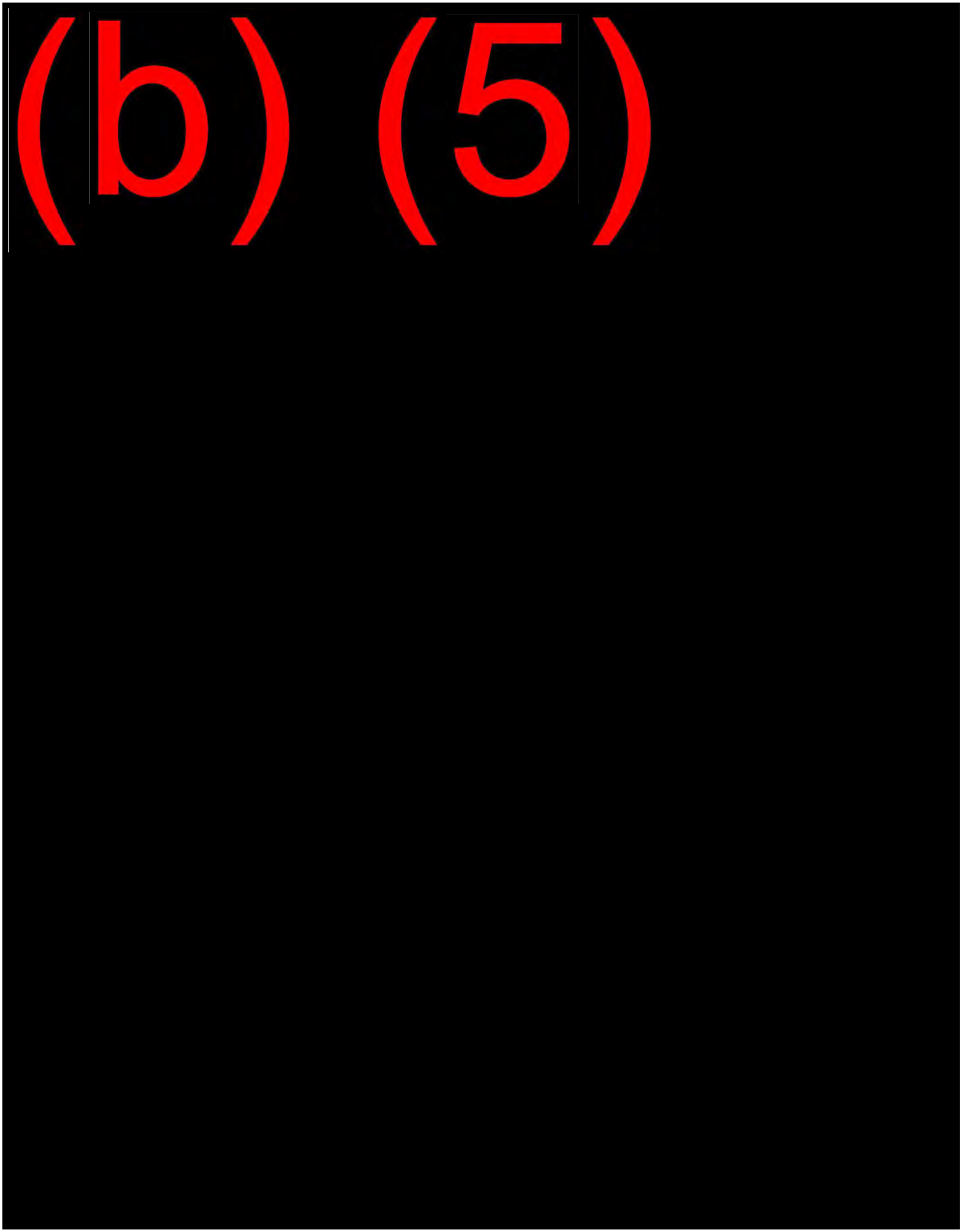

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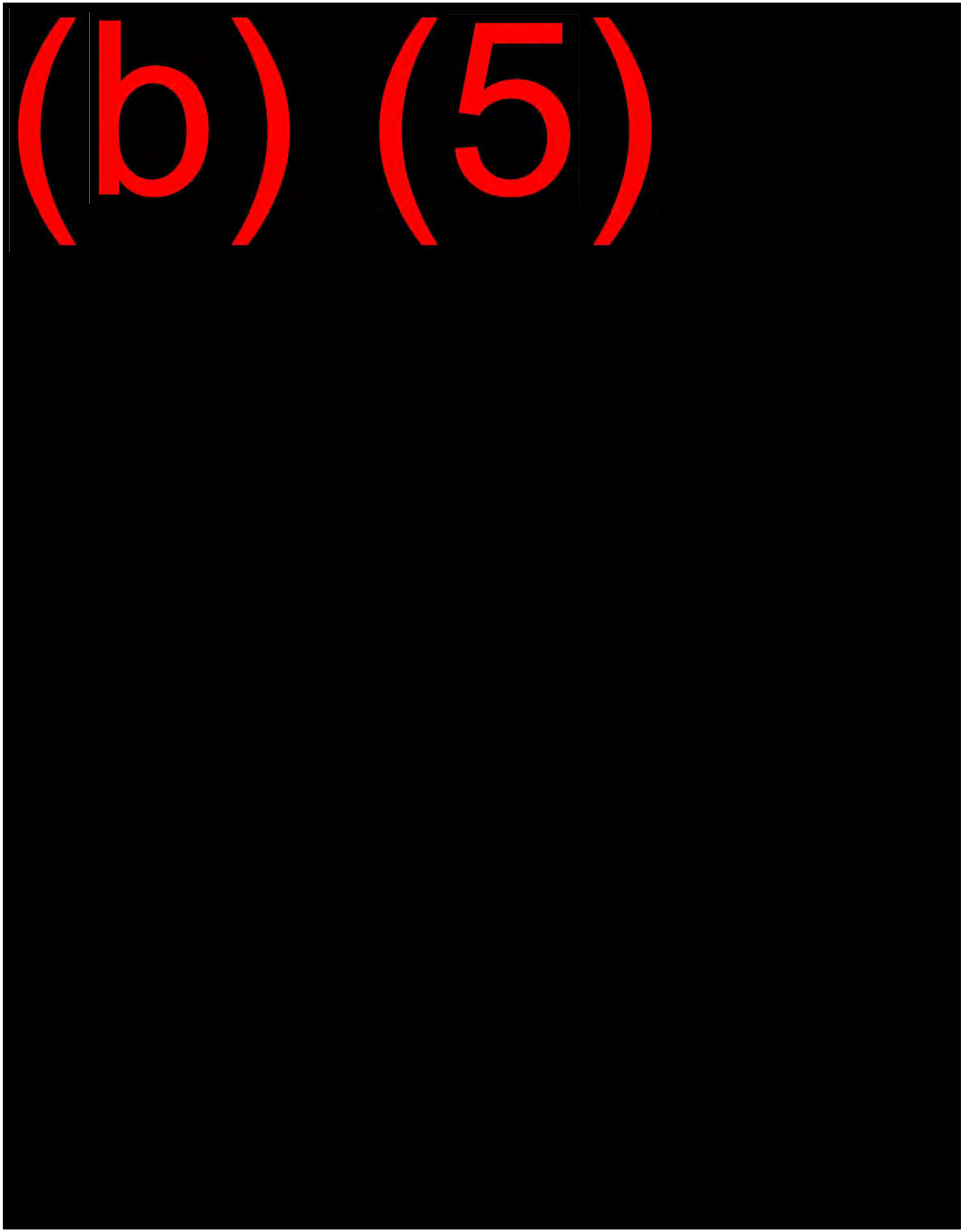

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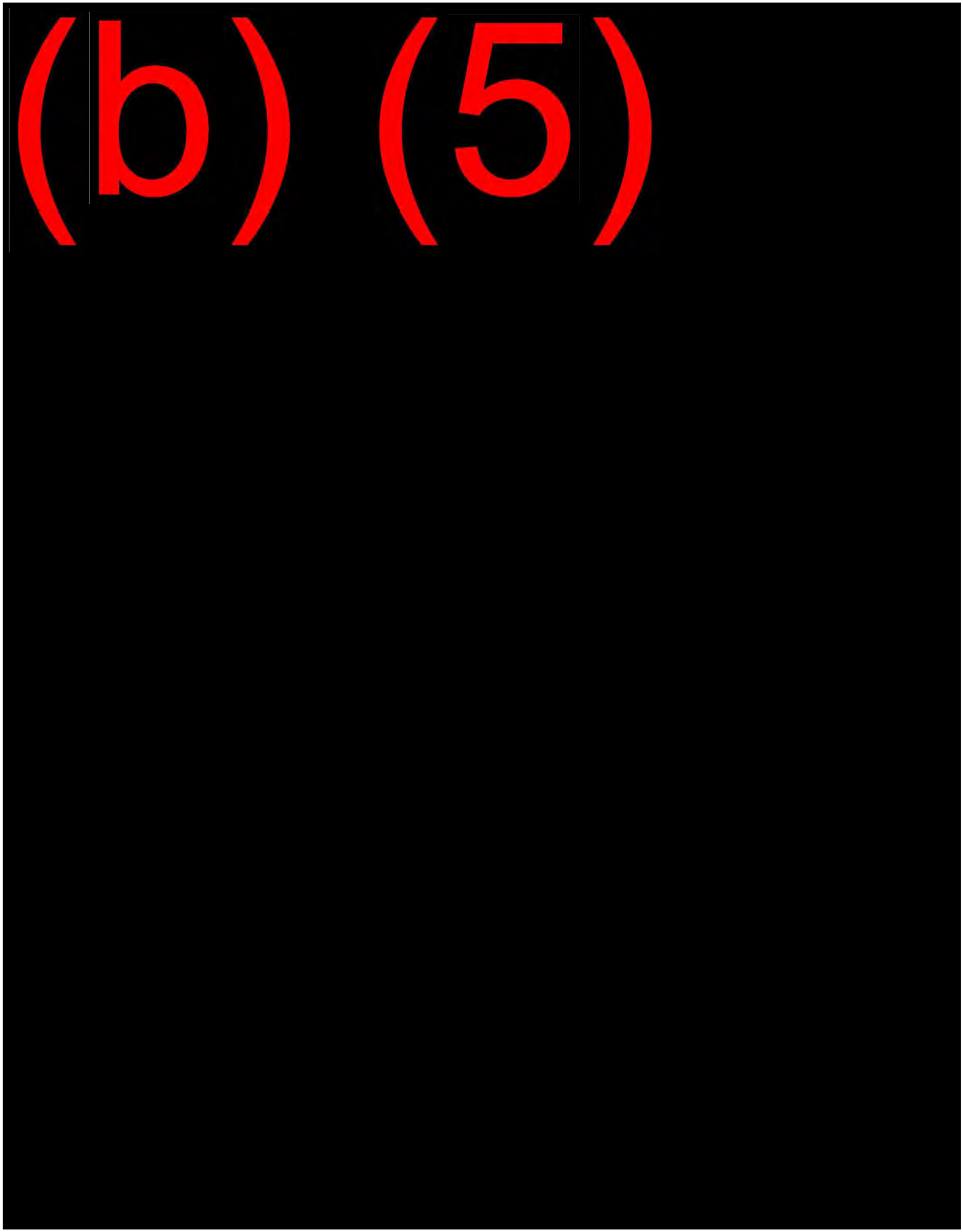

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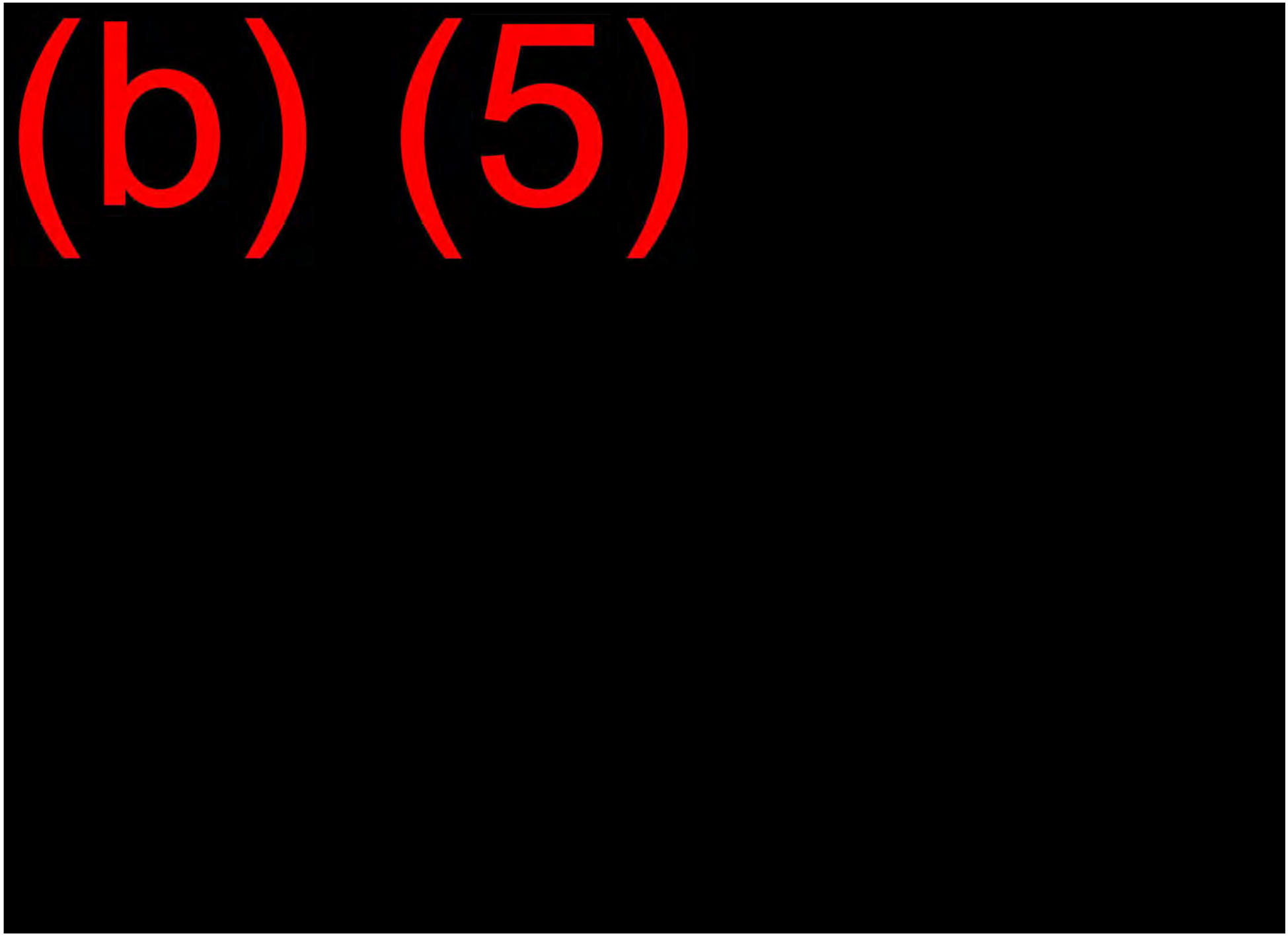

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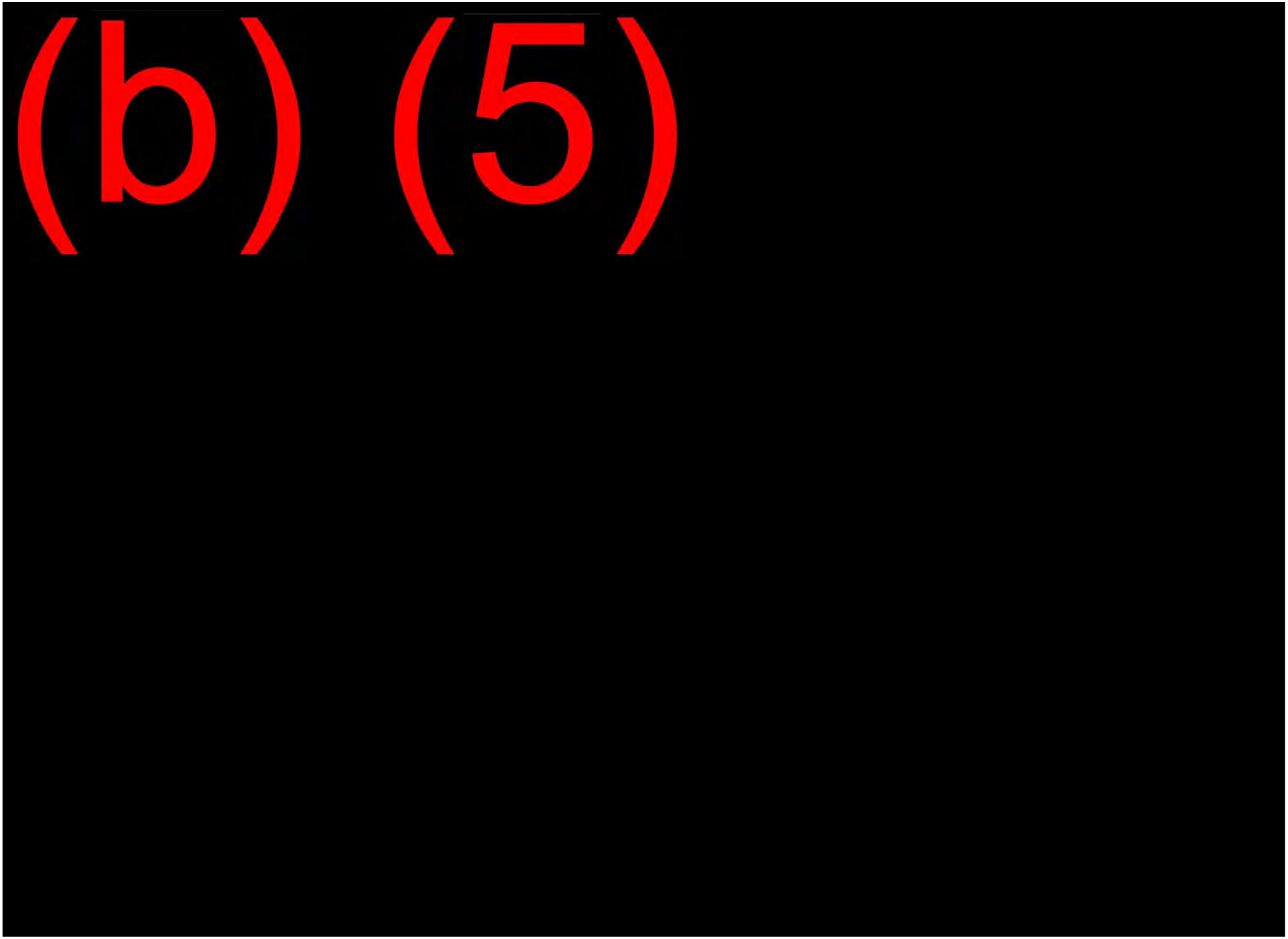

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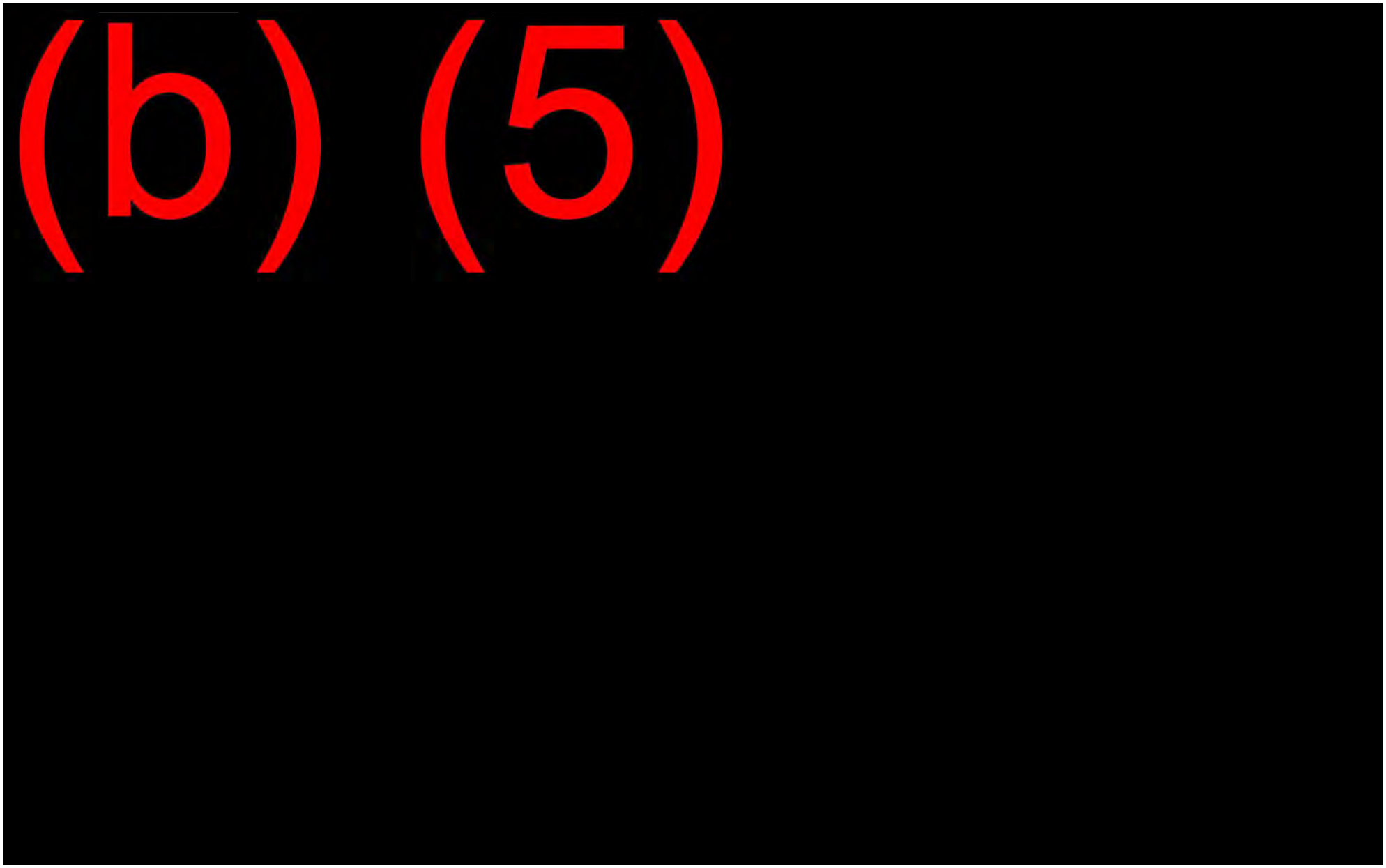

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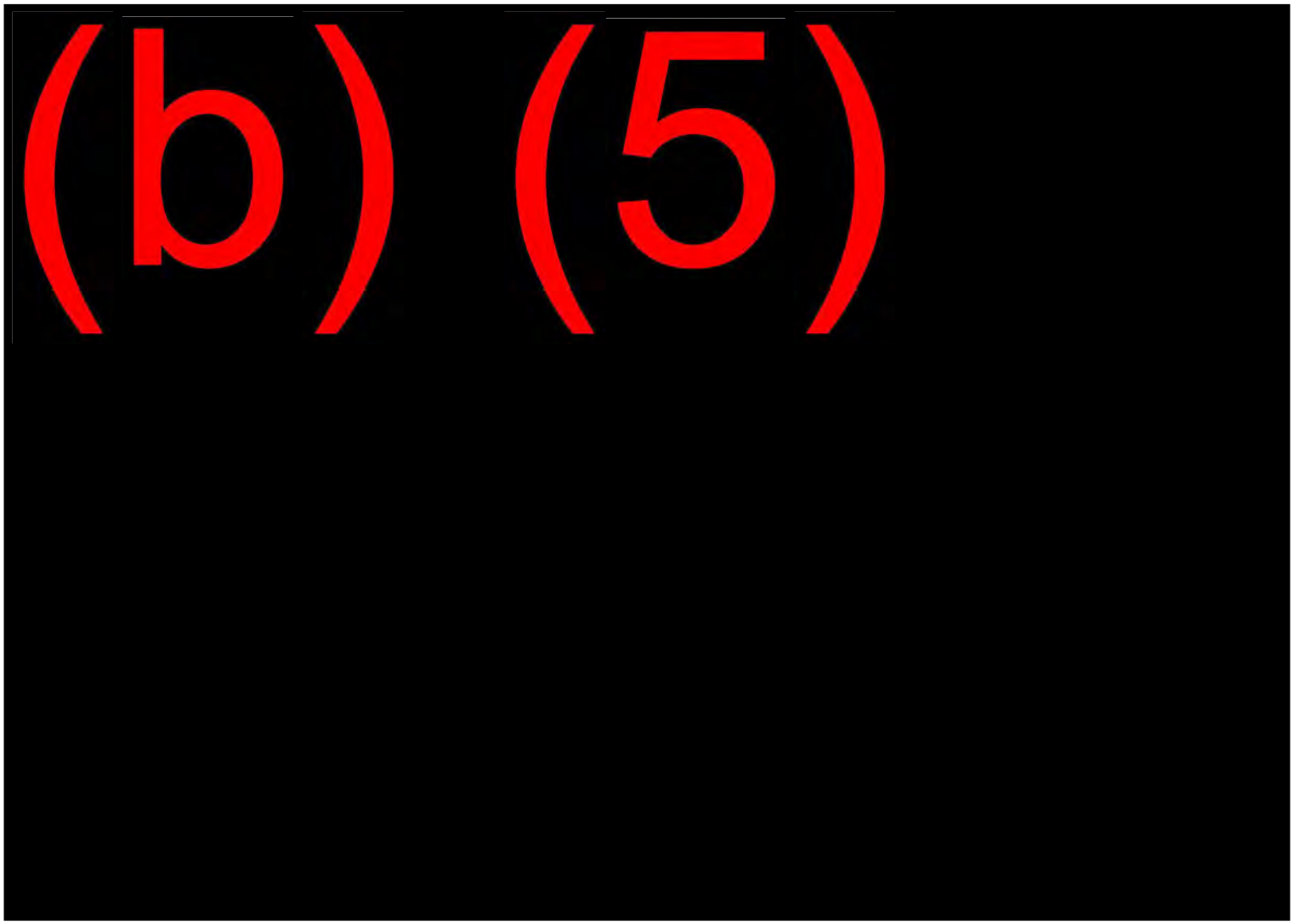

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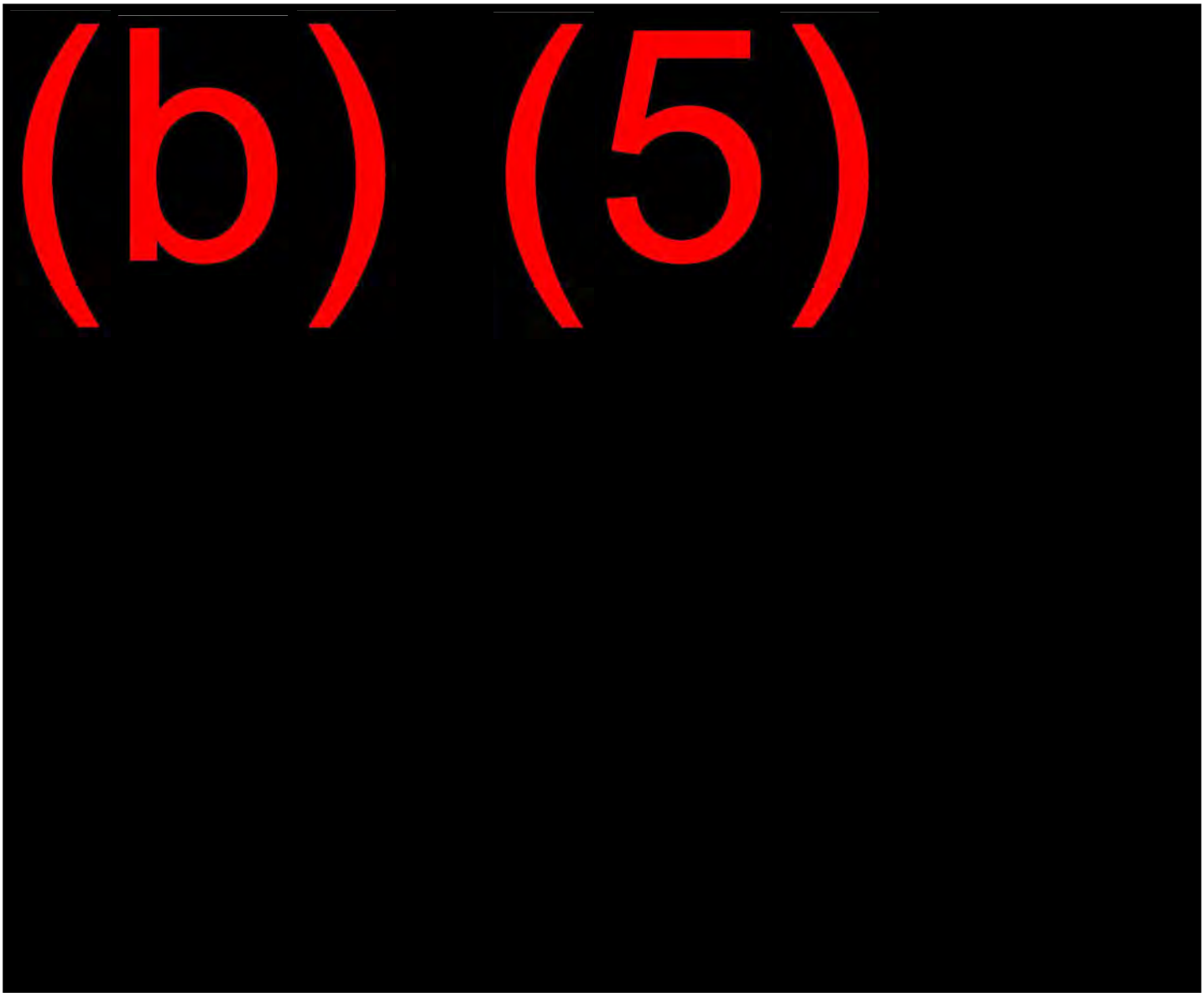

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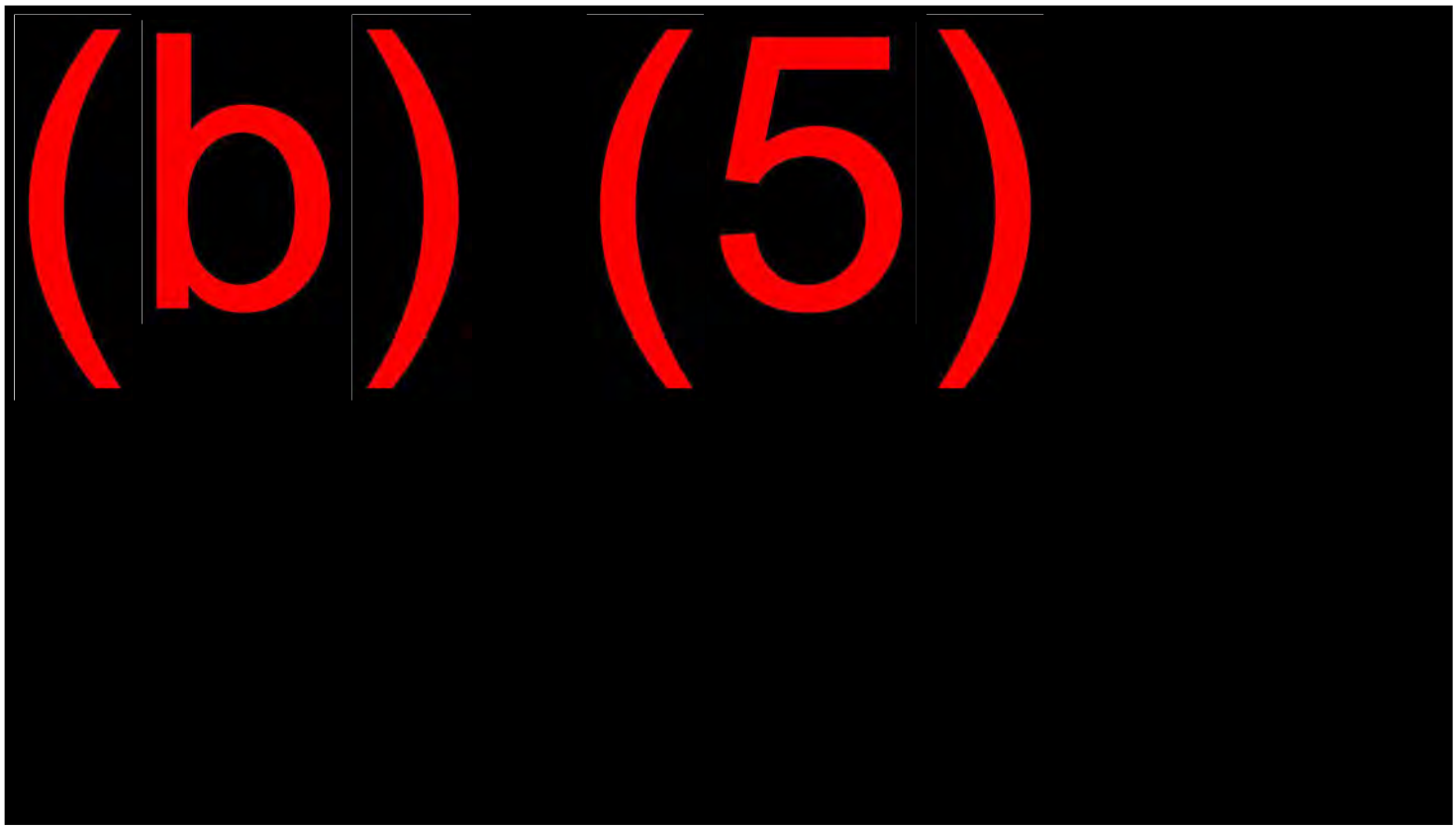

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OCB Transition Memo

- Mission, Current Operations, Way Forward

In 1983, Congress established the Office of Cuba Broadcasting (OCB), operated by the U.S. Agency for Global Media (USAGM), with a mission to promote freedom and democracy through objective news and current affairs programming to the people of Cuba. As Cuba continues to be the most repressive and media-restrictive country in the Western Hemisphere, OCB's mission and its significance to U.S. foreign policy and national security remain vital. Thirty-five years since its first broadcast, OCB (Radio and TV Martí) is also reimagining its approach to meet the current needs and demands of a competitive marketplace.

Historically, OCB's operations primarily provided interactive programming through satellite television and short and medium wave radio broadcasts. As computer access and the internet became more accessible, OCB began to distribute flash drives and deliver content through emails, DVDs, and SMS to individuals seeking out nongovernment controlled information. With the rise of 3G mobile connectivity, expansion of internet access and opening of digital platforms in Cuba, and with the benefit of recently rebuilt editorial processes and proposition statement, OCB's transformation will allow the network to maximize its public service media mission.

Shifting Toward a Digital-First Strategy Key to this transformation is connecting with a younger generation of Cubans who will define the country's future. OCB's modernization places emphasis on producing high-quality, meaningful content that appeals directly to Cuba's emerging opinion leaders. This strategy includes: • using popular social media platforms and messaging applications to connect individuals on the island; • creating original content that challenges state propaganda through investigative journalism; and • employing the power of short-form video and web reports to attract younger audiences. This digital-first approach includes reconstituting a network of reporters on the island to provide first-hand, realtime reports.

At the same time, radio and television also remain important means for distribution, and will continue to be supported. These investments will be balanced to reflect the fact that Cuba's modern media environment is increasingly dominated by digital storytelling. This balanced approach will result in greater impact in connecting with new audiences and informing them of the democratic values espoused in a free press.

Even in the most information-denied environments, USAGM journalists — supported by our internet freedom and circumvention technologies — reach across internet firewalls on digital and social platforms to connect with their audiences. USAGM and OCB are excited about the prospect of modernizing the Martís, adopting a similar approach to that employed in Russia, China, North Korea, and Iran.

The network has recently added senior-level hires with decades of experience to ensure this modernization is both effective and upholds the highest standards of journalistic ethics and integrity.

Currently staffed with about 90 FTEs and additional contractors.

OCB Language Services: Spanish

Management, Personnel and Budget information that need to be addressed on Day One, and in the near-term of 3-6 months

- OCB's financial situation based on the FT2021 Budget
- Status of OCB Stringers/reporters/contributors in Cuba
- Re-tooling the workforce to promote more digital content. Possible buyouts etc.
- Cost-cutting issues such as the OCB building (too big, too expensive, prone to flooding)
- Contingency planning to counter-act Cuba's on-going efforts to restrict information. (Cuba recently blocked Telegram for example)

Employment Opportunity profile: (See USAGM EEOC report)

COVID-19 prevention steps: Majority working from home, follow USAGM protocols

- Existing routine management, meetings, policies and requirements:

Daily internal editorial meetings. Regular senior staff meetings.

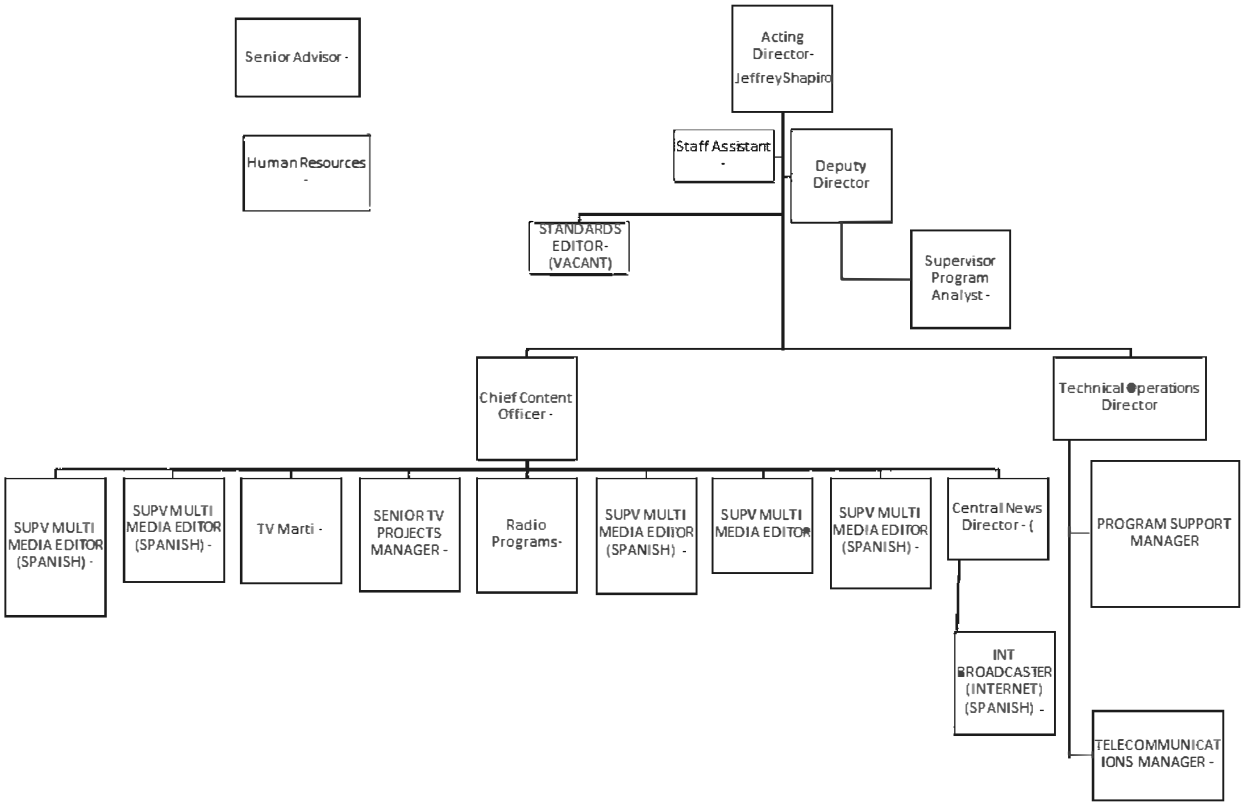
- Technology Capability & IT Security issues:

USAGM's migration from the C-band to the KU band is designed to improve TV Marti satellite capabilities.

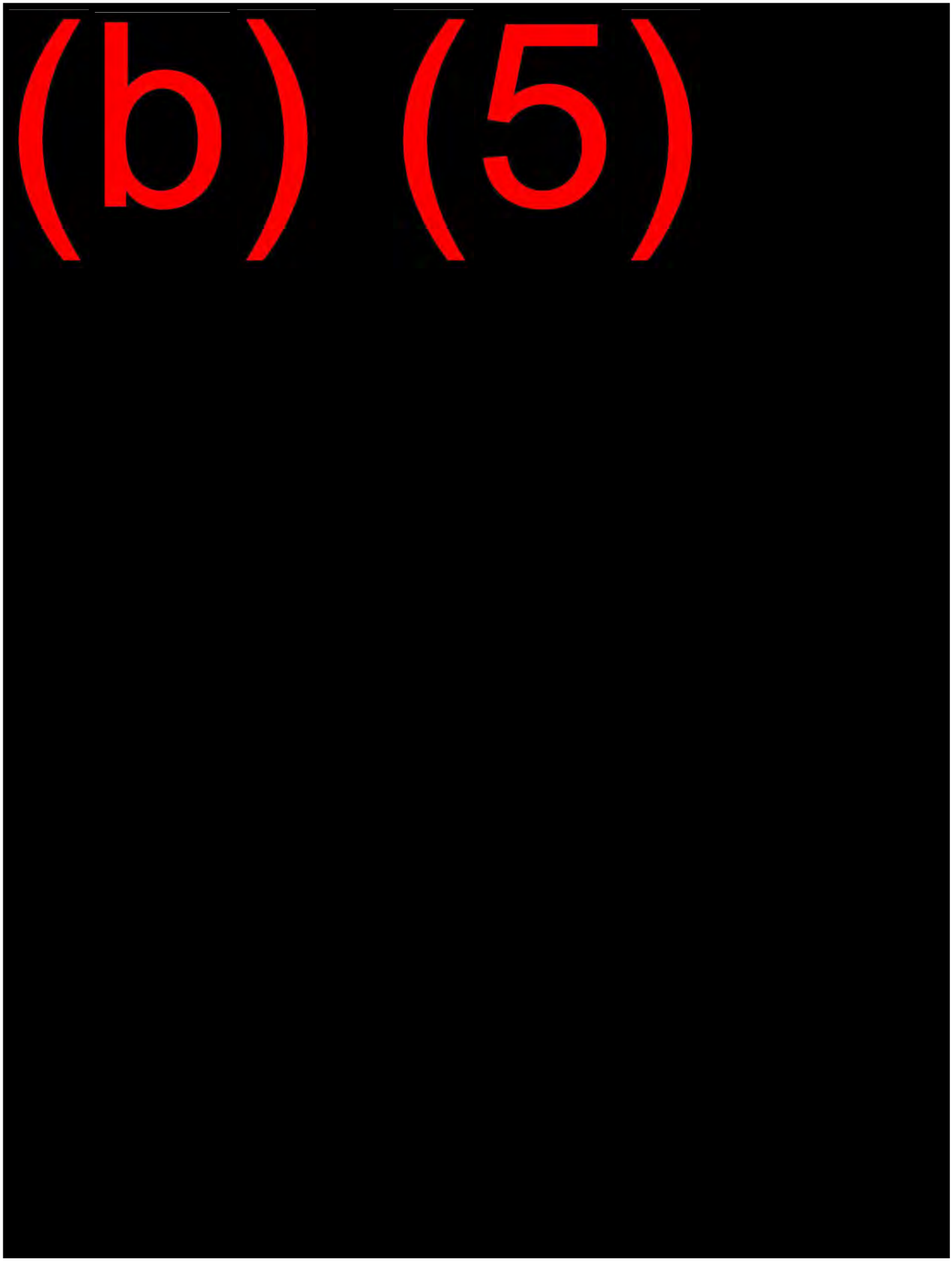
Supplemental Materials: Org Chart, Entity Budget sheets.

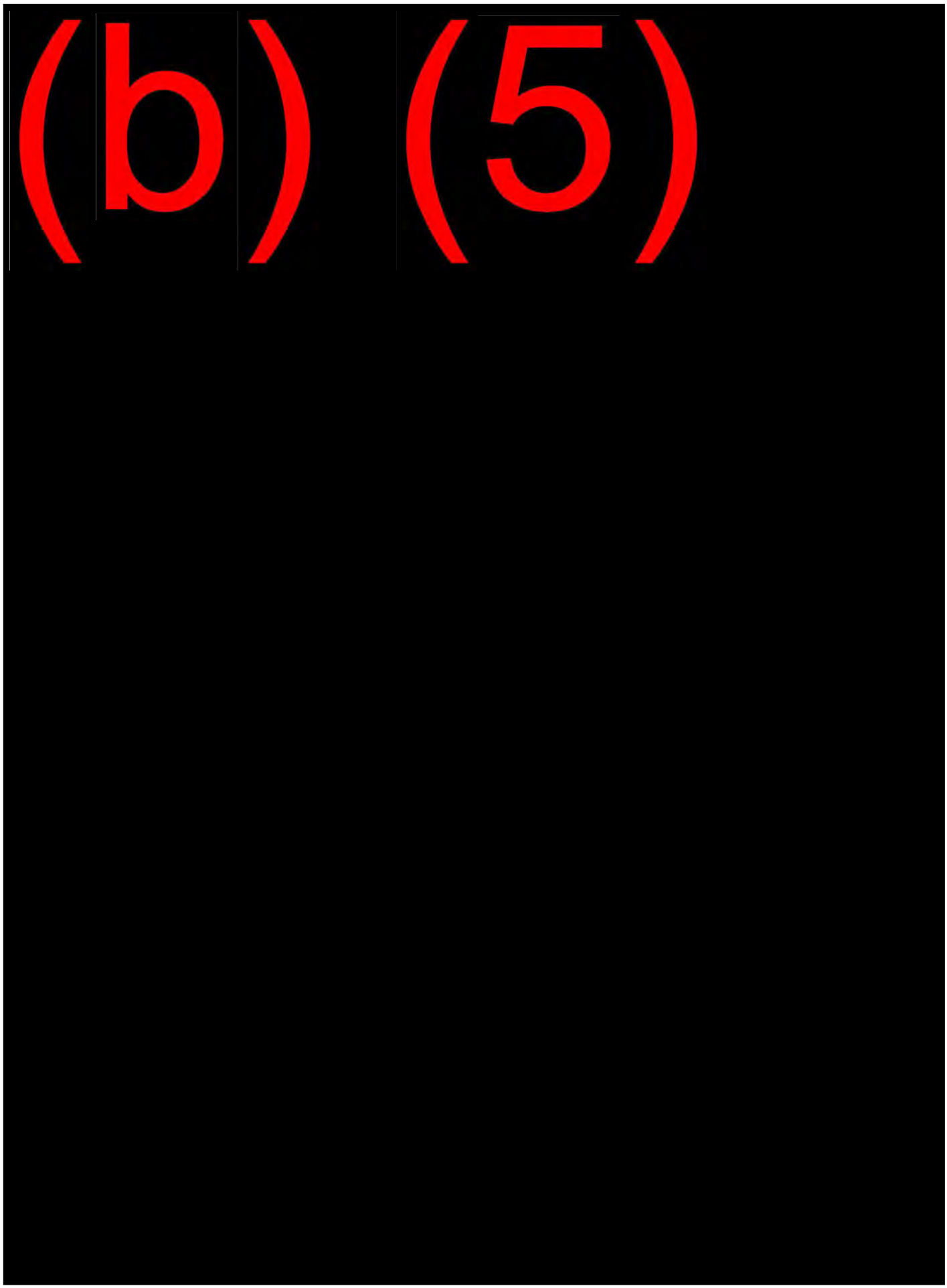
U.S. AGENCY FOR GLOBAL MEDIA
Summary of Appropriations
FY 2019 - FY 2021
(in thousands)

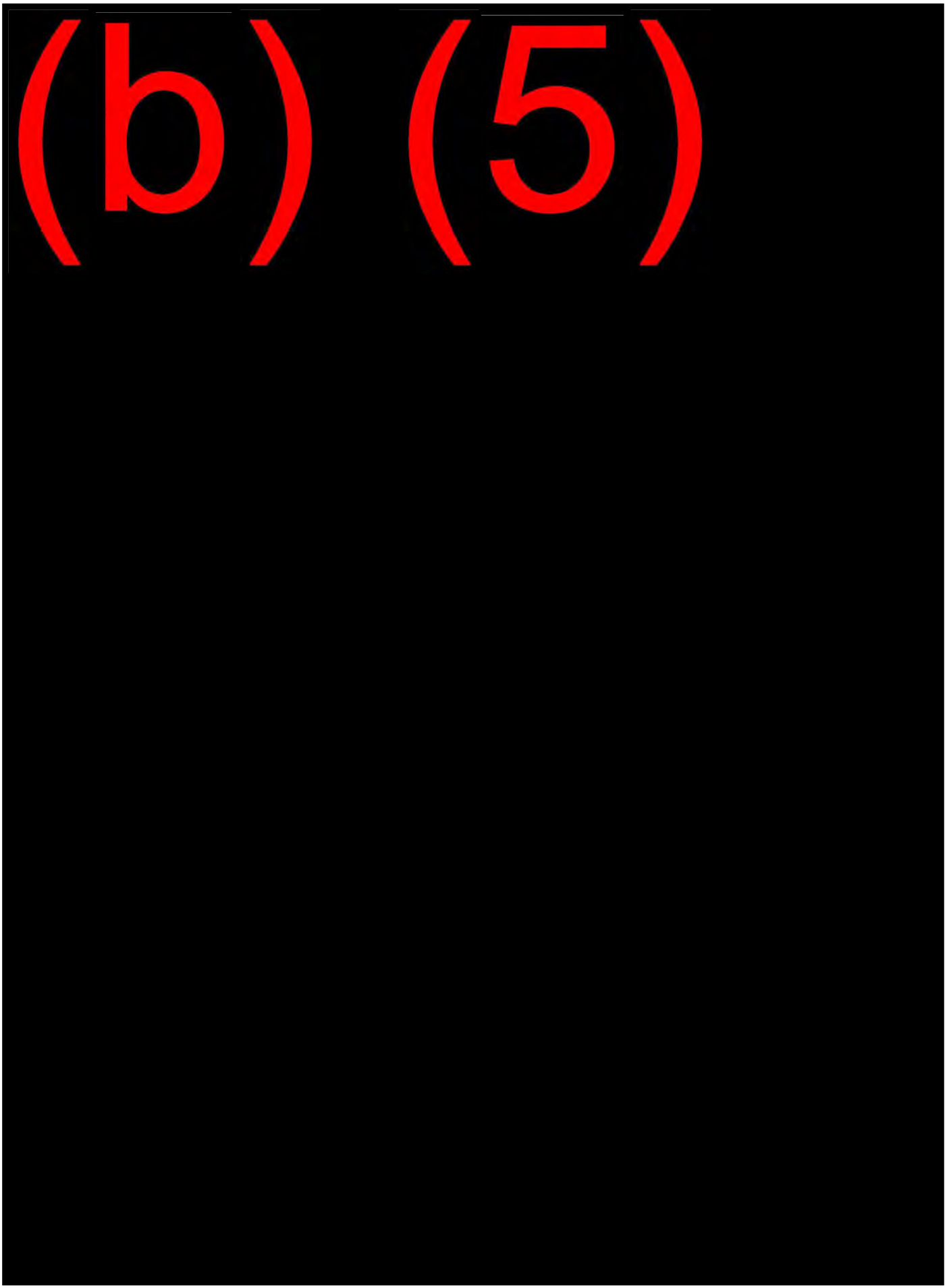
INTERNATIONAL BROADCASTING OPERATIONS *Programs, Projects, and Activities*	FY 2019 ACTUALS	FY2020 ENACTED	FY 2021 REQUEST
FEDERAL ENTITIES			
Voice of America	$ 250,591	$ 252,000	$ 191,559
Office of Cuba Broadcasting	$ 28,749	$ 20,973	$ 12,973
International Broadcasting Bureau	$ 52,879	$ 45,291	$ 42,800
Internet Freedom; Anti-Censorship (non-add to IBB)	$ 6,058		
Office of Technology, Services, and Innovation	$ 183,263	$ 180,591	$ 152,347

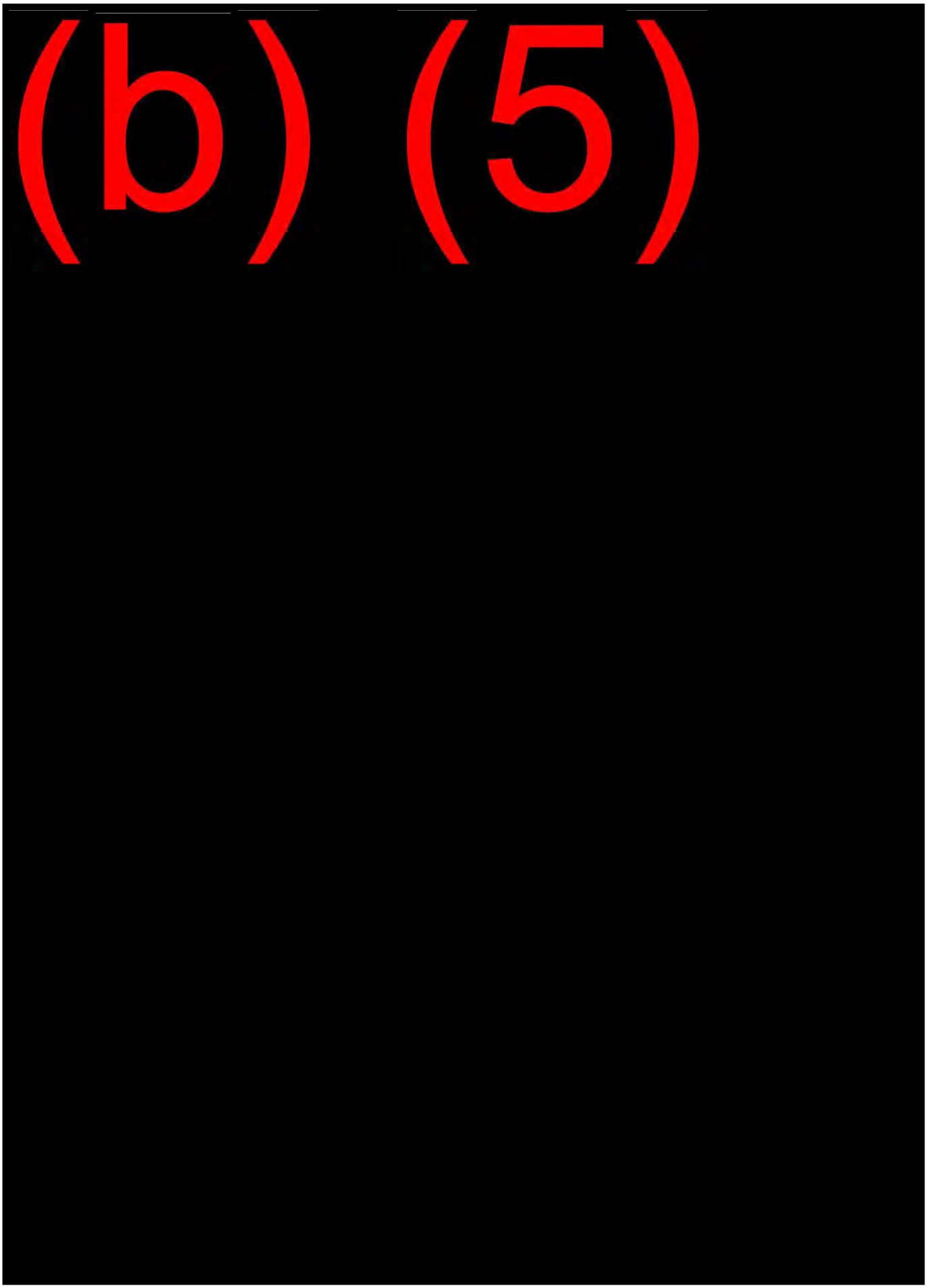

Senior Advisor -
Acting Director- Jeffrey Shapiro
Human Resources -
Staff Assistant -
Deputy Director
STANDARDS EDITOR- (VACANT)
Supervisor Program Analyst -
Chief Content Officer -
Technical Operations Director
SUPV MULTI MEDIA EDITOR (SPANISH) -
SUPV MULTI MEDIA EDITOR (SPANISH) -
TV Marti -
SENIOR TV PROJECTS MANAGER -
Radio Programs-
SUPV MULTI MEDIA EDITOR (SPANISH) -
SUPV MULTI MEDIA EDITOR
SUPV MULTI MEDIA EDITOR (SPANISH) -
Central News Director - (
PROGRAM SUPPORT MANAGER
INT BROADCASTER (INTERNET) (SPANISH) -
TELECOMMUNICATIONS MANAGER -

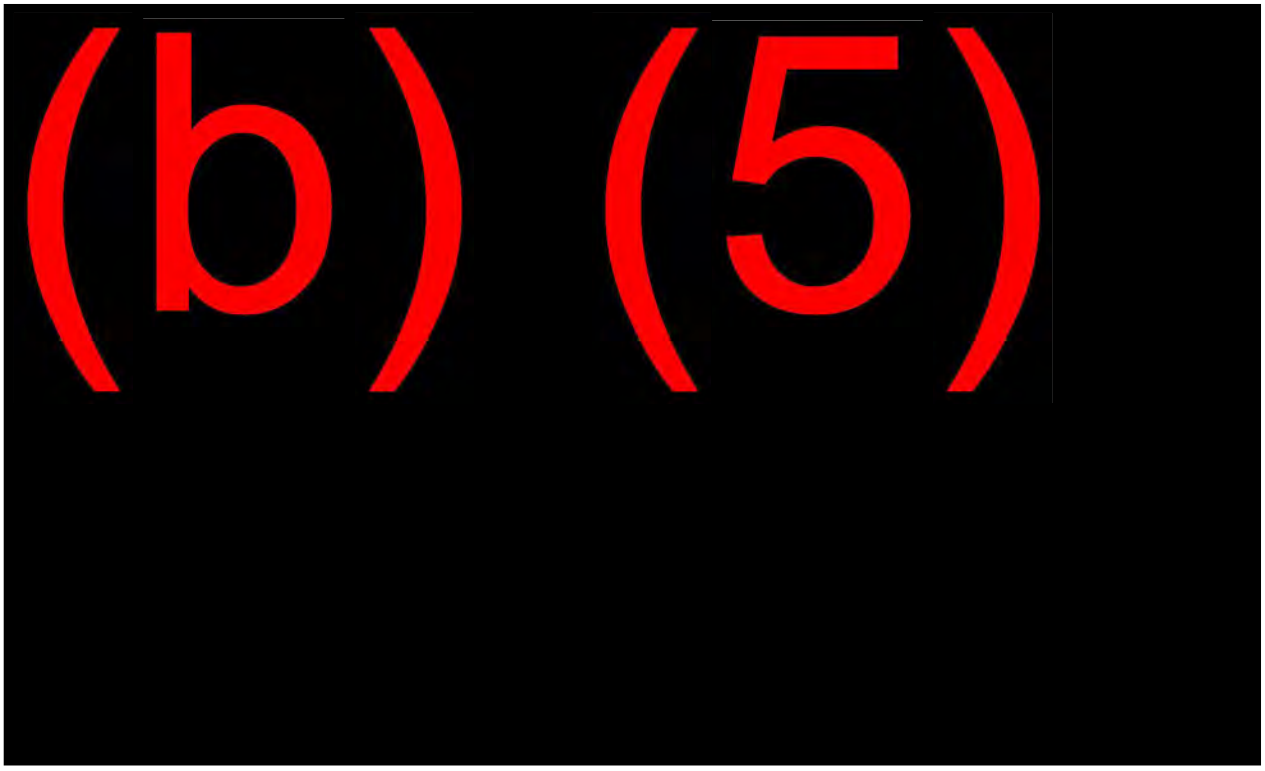
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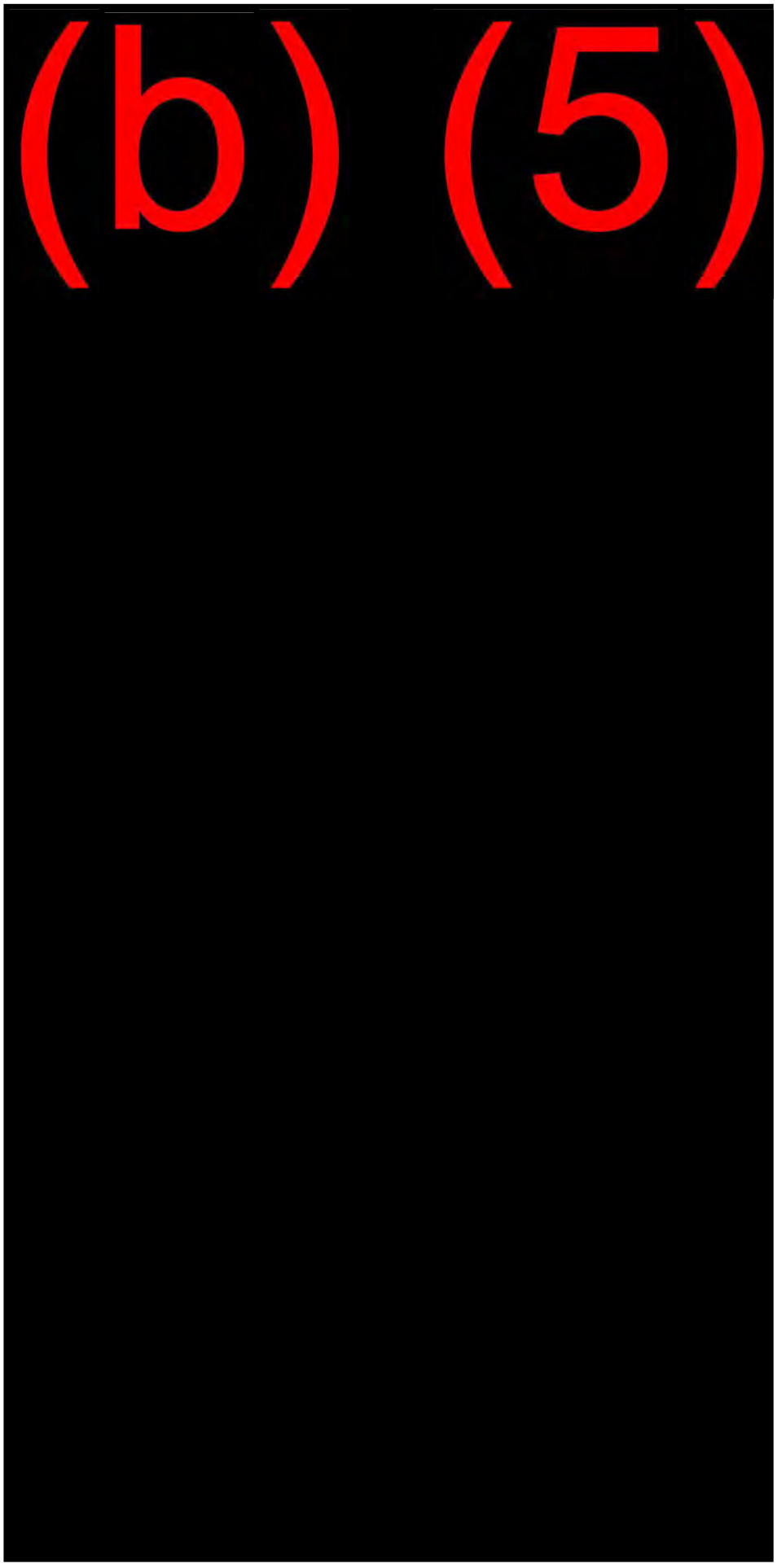

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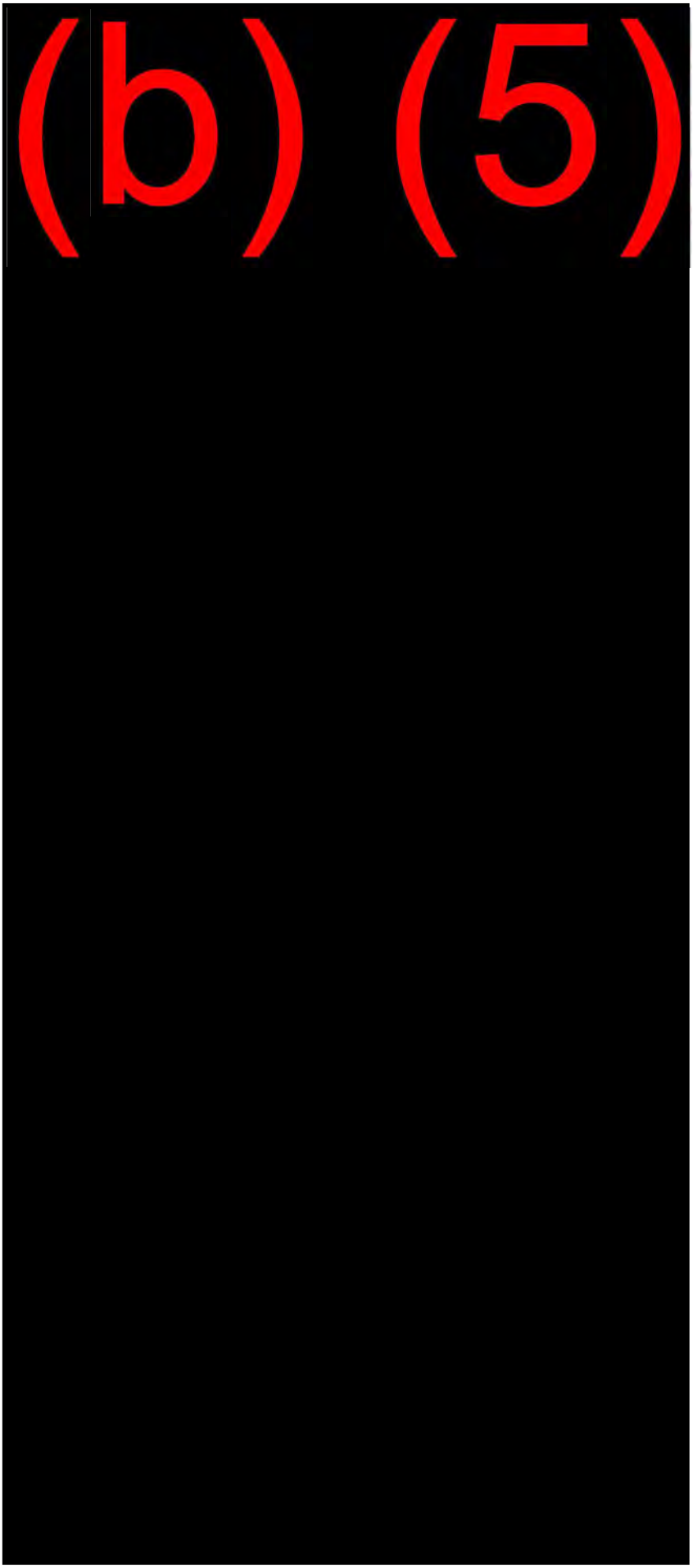

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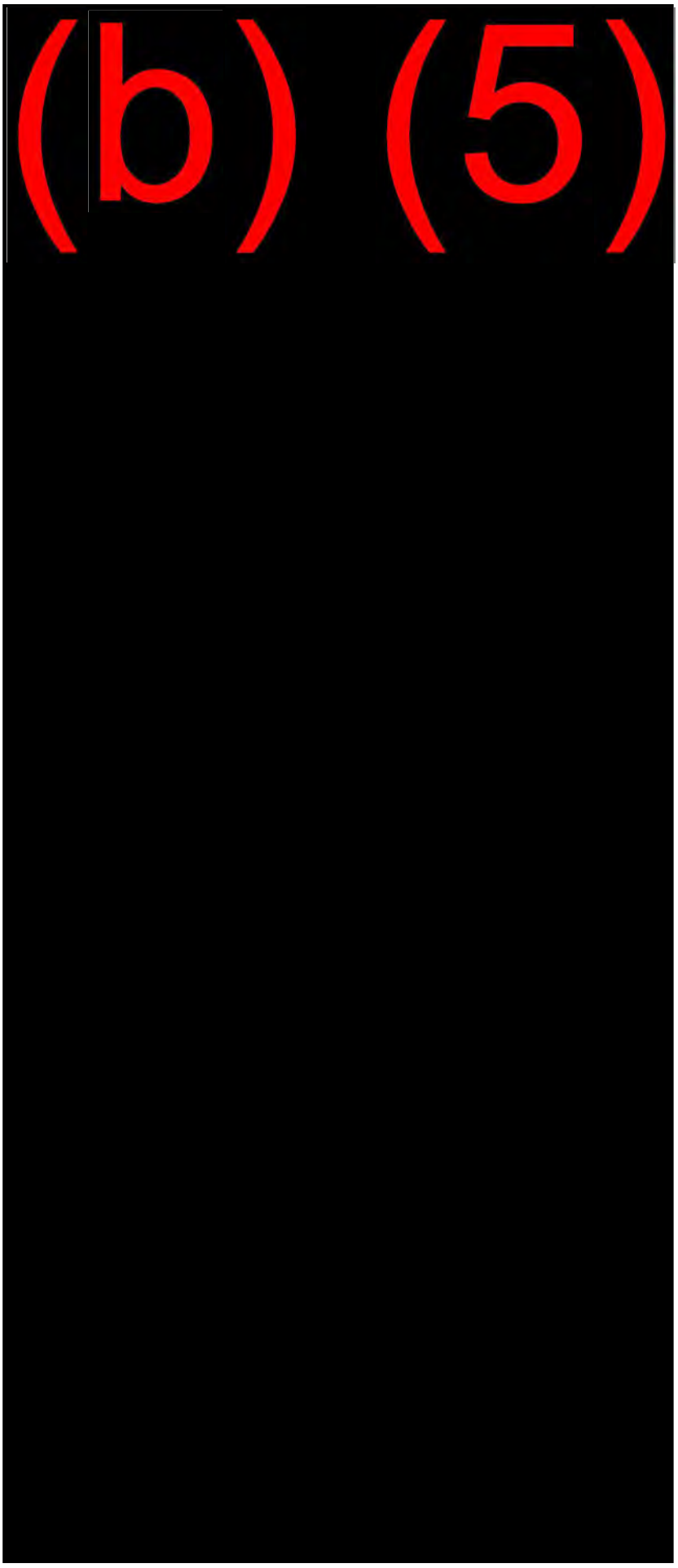

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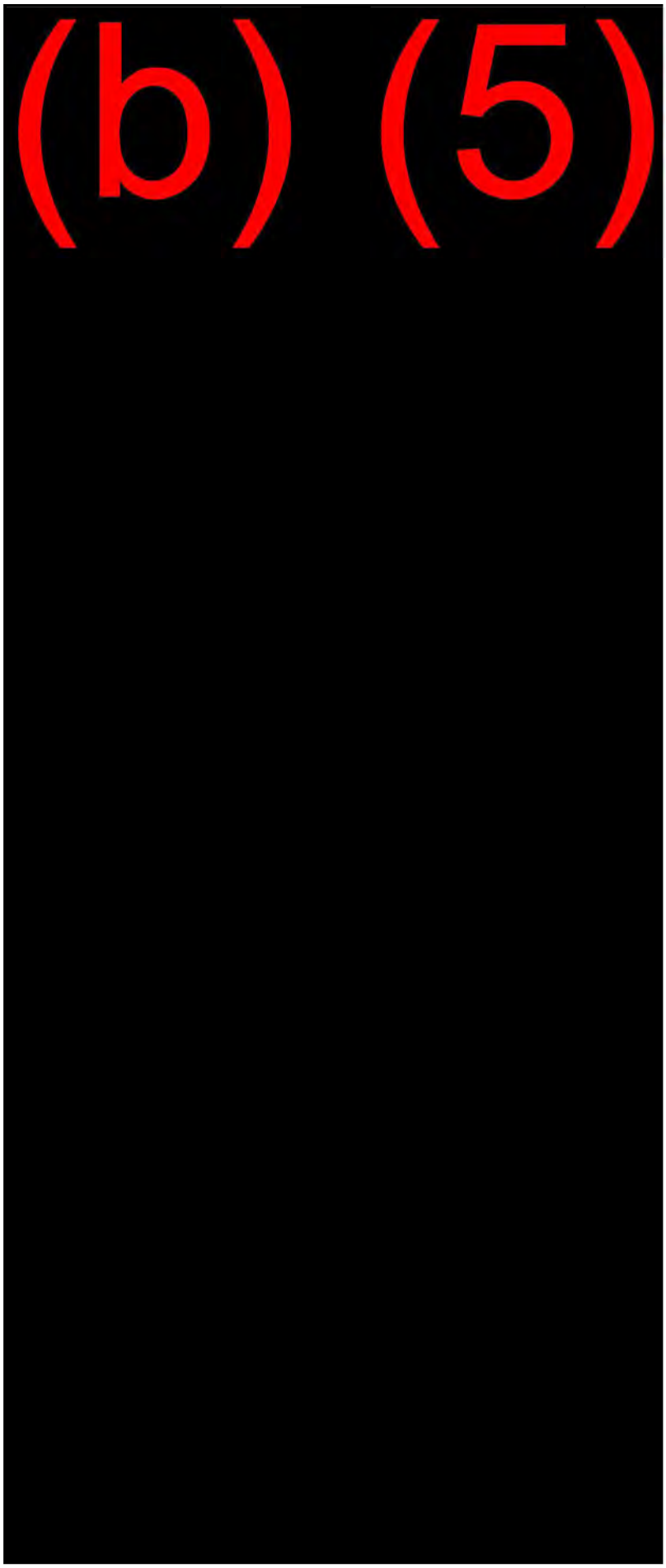

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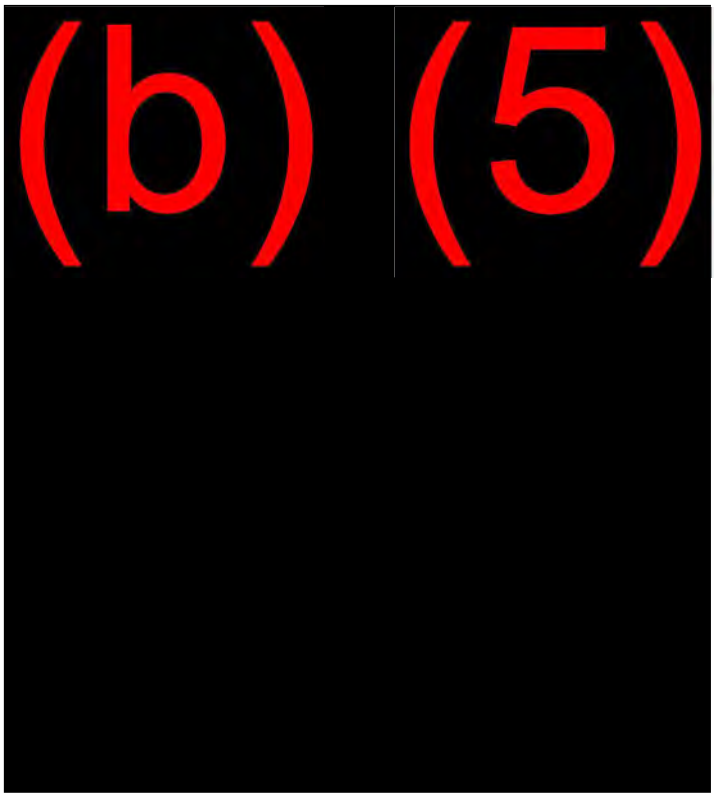

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Order of Succession to the Chief Executive Officer of the United States Agency for Global Media

1. Purpose. To provide for succession to act as, or on behalf of, the Chief Executive Officer (CEO) of the United States Agency for Global Media (USAGM) in case of death or resignation of the CEO, or if the CEO is otherwise unable to perform the functions and duties of the office, including in case of absence or sickness; to provide lines of succession for executive continuity within USAGM during vacancies arising in a period of national emergency or in the course of business; to provide for the repositioning and devolution of agency governance under circumstances of extreme disruption.

2. Authority and Directives.

A. This Order is issued pursuant to OMB and OPM guidance to ensure federal continuity of operations.

B. All prior guidance on this matter is hereby superseded and canceled, and all agency delegations in conflict with this Order are hereby superseded.

3. Order of Governance. In case of absence due to death, resignation, or if the CEO is otherwise unable to perform the functions and duties of the office, the functions and duties and respective responsibilities for operational management will be performed in an acting capacity or on behalf thereof by the incumbents of the positions designated in the following order:

Succession to the role of Chief Executive Officer of USAGM:

Sequence for identifying the Acting CEO, who shall have all of the authorities and responsibilities of the CEO:

(1) Deputy Director of USAGM;

(2) Chief Financial Officer;

(3) General Counsel;

(4) Deputy Director for Operations;

(5) Director of the Office of Management Services;

(6) Director of the Office of Technology, Services, and Innovation;

(7) Chief Strategy Officer;

(8) Deputy Chief Financial Officer;

(9) Deputy General Counsel;

(10) The most senior SES officer of USAGM not otherwise named above.

If any of the individuals named above are required to accede to the role of Chief Executive Officer pursuant to his succession plan, this order hereby authorizes and pre-approves for an immediate, noncompetitive appointment to the Senior Executive Service (SES), under a limited-term appointment, any individual named above who is not currently a member of the SES. No individual serving in a temporary/acting capacity in a position above shall accede from that position to that of the CEO.

4. Effective Date. This Order is effective immediately.

(b) (6) [redacted]

Grant K. Turner,

Chief Executive Officer

USAGM

June 3, 2020

USAGM OFFICE OF GENERAL COUNSEL

GENERAL COUNSEL (SES)
David Kligerman (Admin Leave)

DEPUTY GC (SL)
Vacant

CHIEF OF LITIGATION (SL)
Vacant

ASST GC,
[redacted] (Acting Chief of Litigation and can act as Deputy GC)

ASST GC
(b) (6) [redacted] (GS-15)

ASST GC
Vacant

ASST GC
Vacant

Contracted Litigation Attorney
Leaving 31 December

CHIEF OF OPERATIONS LAW (SL)
(b) (6) [redacted]
(Acting General Counsel)

ASST GC OPS
(b) (6) [redacted] (GS-15)

ASST GC OPS
Vacant

ASST GC (Ethics, FOIA)
[redacted] (GS-15)

Contracted IP Attorney (15 hrs/week)
(b) (6) [redacted]

We have one contracted support staffer, and one on detail after losing our Admin Asst in August.

TOP SIX LEGAL ISSUES

1. MANPOWER LOSS SINCE JULY 2020:

David Kligerman, GC, on Administrative Leave
Lillian Cheng, Deputy GC, (left for other agency)
(b) (6) litigation attorney (left for other agency)
(b) (6) , litigation attorney (left for other agency)
(b) (6) , operations attorney (left for other agency)
(b) (6) Contracted litigation attorney (leaving this month)

We will soon have two litigation attorneys left instead of six -- case load of 44 active cases

2. IRAQ – licensing issues in Iraq have still to be resolved (in current and back fees).

3. MOROCCO – fate of 17 transmitters to be decided. Can we transition from Radio Sawa in Arabic to French to Africa? No progress by USEMB Morocco in answering our strategy questions.

4. THAILAND – completely new IA needed between State and Thailand. Old one which covered our operations expired, leaving current and near-future operations in limbo and subject to an unjustified money-grab by Thailand.

5. Personal Services Contractor litigation.

6. FOIA.

James McLaren
Acting General Counsel
(b) (6)

DCRA Corp. Div.

SEP 20 2019

(b) (6) [redacted]

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ARTICLES OF INCORPORATION
OF
OPEN TECHNOLOGY FUND

To: D.C. Department of Consumer and Regulatory Affairs
Corporations Division
Washington, D.C.

We, the undersigned natural persons of the age of eighteen years or more, acting as incorporators of a non-profit corporation, adopt the following Articles of Incorporation for such corporation pursuant to the District of Columbia Non-Profit Act of 2010, as amended.

ARTICLE I

The name of the Corporation is Open Technology Fund (hereinafter called the "Corporation").

ARTICLE II

The period of duration of the Corporation is perpetual.

ARTICLE III

The purpose for which the Corporation is organized is to operate exclusively for charitable, educational, scientific and literary purposes, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or corresponding provisions of any subsequent federal tax laws); and within such limits to have as it purposes, to (1) further the internet freedom objectives of the United States Agency for Global Media ("USAGM") so as to expand unrestricted access to information available to the public on the internet, and (2) support the development and use of circumvention and secure communications technologies on a worldwide basis where the same is restricted in order to advance the internet freedom objectives of USGAM, and (3) lessen the burdens of government by furthering the internet freedom objectives of USGAM; and consistent with the above, to exercise all powers available to corporations organized pursuant to the District of Columbia Non-Profit Act of 2010, as amended.

ARTICLE IV

The Corporation shall have no members.

ARTICLE V

The affairs of the Corporation shall be managed by its Board of Directors. The number of directors (not less than three) and the manner of electing directors shall be fixed in the Bylaws of the Corporation.

FOIA21-032 (Batch 4) 005

ARTICLE VI

Except as provided in these Articles, the internal affairs of the Corporation shall be regulated and determined as provided in the Bylaws.

ARTICLE VII

In all events and under all circumstances, and notwithstanding merger, consolidation, reorganization, termination, dissolution, or winding up of this Corporation, voluntary or involuntary, or by the operation of law, or upon amendment of the Articles of Incorporation of the Corporation:

(a) The Corporation shall not have or exercise any power or authority either expressly, by interpretation, or by operation of law, nor shall it directly or indirectly engage in any activity that would prevent it from qualifying (and continuing to qualify) as a corporation described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or corresponding provisions of any subsequent federal tax laws).

(b) No part of the assets or net earnings of the Corporation shall inure to the benefit of or be distributable to its incorporators, directors, officers or other private persons having a personal or private interest in the Corporation, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services actually rendered and to make reimbursement in reasonable amounts for expenses actually incurred in carrying out the purposes set forth in ARTICLE III hereof.

(c) No substantial part of the activities of the Corporation shall consist of the carrying out of propaganda, or of otherwise attempting to influence legislation unless Section 510(h) of the internal Revenue Code of 1986, as amended (or corresponding provisions of any subsequent federal tax laws), shall apply to the Corporation, in which case the Corporation shall not normally make lobbying or grass roots expenditures in excess of the amounts therein specified. The Corporation shall not in any manner or to any extent participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office; nor shall it engage in any "prohibited transaction" as defined in Section 503(b) of the Internal Revenue Code of 1986 (or corresponding provisions of any subsequent federal tax laws).

(d) Neither the whole, or any part of or portion, of the assets or net earnings of the Corporation shall be used, nor shall the Corporation ever be operated, for objects or purposes other than those set forth in ARTICLE III hereof.

(e) In the event that the Corporation is a private foundation within the meaning of Section 509 of the Internal Revenue Code of 1986, as amended (or corresponding provisions of any subsequent federal tax laws):

FOIA21-032 (Batch 4) 006

(1) The Corporation shall distribute its income for each taxable year at such time and in such manner as not to subject it to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code of 1986, as amended (or any corresponding provisions of any subsequent federal tax laws).

(2) The Corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code of 1986, as amended (or any corresponding provisions of any subsequent federal tax laws).

(3) The Corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code of 1986, as amended (or any corresponding provisions of any subsequent federal tax laws).

(4)The Corporation shall not make any investments in such a manner as to subject it to tax under Section 4944 of the Internal Revenue Code of 1986, as amended (or any corresponding provisions of any subsequent federal tax laws).

(5) The Corporation shall not make any taxable expenditure that would subject it to tax under Section 4945(d) of the Internal Revenue Code of 1986, as amended (or any corresponding provisions of any subsequent federal tax laws).

(f) Upon dissolution of the Corporation, all of its assets and property of every nature and description remaining after payment of all liabilities and obligations of the Corporation (but not including assets held by the Corporation upon condition requiring return, transfer, or conveyance, which condition occurs by reason of the dissolution) shall be paid over and transferred to one or more organizations which engages in activities substantially similar to those of the Corporation and which are then qualified for exemption from federal income taxes as organizations described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or any corresponding provisions of any subsequent federal tax laws).

ARTICLE VIII

To the fullest extent permitted by law, no director shall be liable to the Corporation for monetary damages for any action taken, or any failure to take any action, as a director, provided that this provision shall not eliminate or limit the liability of a director (a) to the extent of a financial benefit received by the director to which the director was not entitled, (b) for an intentional infliction of harm, (c) for an intentional violation of criminal law, or (d) for voting for or assenting to an unlawful distribution made by the Corporation. To the fullest extent permitted by law, any repeal or modification of this ARTICLE VIII shall be prospective only and shall not adversely affect any right or protection of, or any limitation of the liability of, a director of the Corporation existing at, or arising out of facts or incidents occurring prior to, the effective date of such repeal or modification.

FOIA21-032 (Batch 4) 007

ARTICLE IX

The address, including street and number of the Corporation's initial registered office in the District of Columbia is 2025 M Street N.W., Washington, D.C. 20036. The name of the Corporation's initial registered agent at such address is Libby Liu.

ARTICLE X

The number of Directors constituting the initial Board of Directors is [three (3)] and the names and addresses, including street and number, of the persons who are to serve as the initial directors until the first annual meeting or until their successors be elected and qualified are:

NAME	ADDRESS
Dr. Leon Aron.	2025 M Street N.W., Washington, D.C. 20036
Ambassador Ryan Crocker	2025 M Street N.W., Washington, D.C. 20036
Mr. Michael Kempner	2025 M Street N.W., Washington, D.C. 20036
Ambassador Karen Kornbluh	2025 M Street N.W., Washington, D.C. 20036
Mr. Ben Scott	2025 M Street N.W., Washington, D.C. 20036
Mr. Kenneth Weinstein	2025 M Street N.W., Washington, D.C. 20036

ARTICLE XI

The names and addresses, including street number, of the incorporators of the Corporation are:

NAME	ADDRESS
Libby Liu	2025 M Street, N.W. Washington, D.C. 20036

FOIA21-032 (Batch 4) 008

IN WITNESS WHEREOF, the undersigned has set her hand and seal this 20th day of September 2019.

(b) (6)

Libby Liu, Incorporator

FOIA21-032 (Batch 4) 009

(b) (5)

[redacted]

(b) (5)

[redacted]

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[redacted]

U.S. Agency for Global Media (USAGM)
COVID-19 Reconstitution Framework

Updated May 26, 2020

Overview: The overall objective of this U.S. Agency for Global Media (USAGM) COVID-19 Reconstitution Framework is to identify factors for evaluation and procedures for implementation 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 data. This Framework treats the safety and security of USAGM's employees as the highest priority.

This Framework applies to all USAGM, Voice of America (VOA), and Office of Cuba Broadcasting (OCB) personnel – including federal employees, contractors, and Personal Services Contractors (PSCs) – and all USAGM, VOA, and OCB facilities. However, USAGM facilities outside of the United States and under Chief of Mission authority also will have to follow U.S. embassy guidance and consider local conditions. While all federal elements of the Agency will follow the overarching USAGM Reconstitution Framework, VOA and OCB are developing their own tailored plans – aligned with this overarching approach – to fit their specific needs and mission. In addition, this Framework will be shared regularly with USAGM's grantee organizations – Radio Free Europe/Radio Liberty, Radio Free Asia, the Middle East Broadcasting Networks, and the Open Technology Fund – to help inform their reconstitution decision-making process.

USAGM will implement every measure it can to keep personnel safe and approach reconstitution with maximum caution. However, the Agency cannot ensure personnel safety completely when it comes to possible COVID-19 exposure within USAGM facilities, so long as the pandemic continues at its current levels. Given the Agency's main objective to keep staff as safe as possible while effectively executing its mission even with the majority of staff working remotely, USAGM, VOA, and OCB personnel should expect that, for the foreseeable future, Agency operations will look very different than what typical operations looked like pre-pandemic. For example, USAGM leadership is working under the assumption that the majority of Agency staff will be required to work remotely at least through summer 2020 and possibly longer.

Guiding Principles for a Phased Approach: The White House- and CDC-issued *National Guidelines for Opening Up America Again* (Attachment 1) document and OMB- and OPM-issued *Aligning Federal Agency Operations with the National Guidelines for Opening Up America Again* memorandum (Attachment 2) outline a three-phased approach to full reconstitution and factors to consider before moving to each phase. This guidance incorporates "gating" criteria and core preparedness responsibilities that must be met by states and localities before proceeding to a phased reopening process. The gating criteria are, in summary: 1) influenza-like illnesses and covid-like cases of illness 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.

In addition, this guidance instructs federal agency heads to institute policies and procedures now that should be updated throughout the reconstitution process (See Attachment 1's *Guidelines for All Phases: Employers* slide and the "Guidance for All Phases" section below). The guidance also defines

basic guidelines that individuals and employers should consider during each operational phase of the transition to normal operations (See the "Operational Guidelines To Consider Before Moving to Each Phase" section below).

The guidelines covered in the abovementioned documents, subsequent OMB and OPM communications, and phasing assessments from states and localities will continue to guide this Reconstitution Framework. USAGM will coordinate with OMB and OPM to apply consistent regional operational decisions where practical. The timeline for moving through the three-phased approach will be dependent in large part on the ability of states to control infection levels and maintain a constant decrease over time. Full reconstitution will be achieved only when the Agency resumes full, pre-pandemic operations; moving to Phase 1 or Phase 2 does not equate to a return to normal operations.

With that said, reconstitution will be a slow and methodical process. USAGM leadership will continually re-evaluate the Agency's posture based on circumstances and relevant guidelines and adjust plans and timelines as needed. To allow for a gradual and cautious reopening progress, the Agency will take special care to protect vulnerable employees within USAGM's overall workforce and it with take into account that a single phase may contain multiple telework percentage targets.

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. The number of personnel returning to Agency facilities will be small and metered to maximize caution. Personnel will be identified based on mission-critical positions that can be better performed onsite than through telework. Employees self-identified as vulnerable or those responsible for caregiving would not be required to return.

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. 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 and recommend any adjustments to phases as appropriate. It also will report progress and any delays or problems to Agency leadership, managers, unions, and employees.

The Agency also 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. After the Agency decides to move to a phase, USAGM leadership will conduct a new, thorough assessment of reconstitution progress, risks, and lessons learned. Thus, this Framework is a living document that the EAC will continue to update until the return of normal operations.

Current Phase – Gating Phase: The Agency currently is in the "Gating Phase," as defined by the *Opening Up America Again* guidelines. USAGM is open, with required telework in place except for employees who must enter USAGM facilities to perform essential tasks that cannot be performed remotely. Approximately 95 percent of USAGM, VOA, and OCB staff are teleworking.

The Agency may return to a gating period or a prior phase at any point as required by circumstances.

Next Phase – Phase 1: The EAC will focus on the following criteria in assessing whether risks are minimized sufficiently enough to recommend a move to Phase 1:

- Geographic areas where Agency facilities are located should meet gating criteria and core preparedness measures and transition to Phase 1 of their respective reopening plans, as outlined in Attachments 1 and 2;
- USAGM should complete implementation of the policies and procedures covered in the "Guidelines for All Phases" section below, which is based on the *Guidelines for All Phases: Employers* guidance from the CDC, OMB, and OPM (Attachment 1); and
- The Agency should consider the Phase 1 guidelines outlined in the "Operational Guidelines To Consider Before Moving to Each Phase" section below.

Phase 2: Initiates when state/local conditions show no evidence of a rebound and national gating criteria have been met for a second time. Personnel identified to return to the workplace in Phase 2 will be approved by the EAC and Agency management as outlined below:

- Employees whose jobs are best performed on-site and can include senior leadership, staff supporting critical mission tasks, or other high priority senior-level program staff.
- Self-identified vulnerable Federal employees, as well as those who live with or provide care for individuals in the vulnerable population, will not be included in Phase 2.
- Federal employees who are responsible for caregiving in instances where services are closed due to COVID-19, as defined in the Excused Absence for Caregiving, will be permitted to continue to telework if not performing mission critical work that is required to be performed in a USAGM facility.

Phase 3 (Full Reconstitution): Initiates when state/local conditions show no evidence of a rebound and gating criteria (See Attachment 3) have been met for a third time. Unrestricted staffing of USAGM worksites will resume. All personnel will resume their pre-COVID-19 work schedules and telework agreements, as deemed appropriate by their supervisor, and will report to their USAGM facility. Requests for special accommodations will be evaluated through the reasonable accommodation process on a case-by- case basis.

Communication: In addition to implementing and continuously reviewing and updating this Framework, the EAC and Agency management will prioritize regular communication with all USAGM personnel, including providing details about the Framework and preparedness measures, return-to-workplace training, and answers to frequently asked questions. The Chief Global Communications Officer will take the lead in regularly updating and implementing communications plans. Clear and timely communication, especially regarding health and safety protocols, will be critical for success. It also is imperative to collect staff feedback to continuously monitor and manage general staff sentiment, assess the impact of reconstitution on the Agency, and ensure that health and safety concerns of are effectively prioritized and addressed.

Union Notification: USAGM's three staff unions – the American Federation of Government Employees (AFGE); American Federation of State, County, and Municipal Employees (AFSCM); and the American Foreign Service Association (AFSA) – will be noticed prior to announcing or implementing any reconstitution decisions that affect bargaining unit employees' working conditions.

USAGM's Office of Human Resource will take the lead in ensuring early notification and regular two-way communication between Agency and union leadership.

Guidelines for All Phases: USAGM has developed and implemented the following policies and procedures, in accordance with the *Guidelines for Employers: All Phases* guidance from OMB and OPM and informed by best practices. The EAC will continue to ensure the following policies and procedures remain in place until Phase 1 is implemented, at which point each of the following will be adjusted to conform with Phase 1 operations. In other words, the guidelines below will remain in place in some form through each phase of Agency reconstitution.

It is the responsibility of personnel to comply and for supervisors to reinforce these guidelines.

- **Facility Access:** Mission-critical, essential personnel only on site in Agency facilities. Restricted access for outside visitors and program guests.

- **Telework and Leave Flexibilities:** 95 percent of USAGM, VOA, and OCB employees are working remotely. Emergency Leave and Weather and Safety Leave available for vulnerable, high-risk employees and those otherwise unable to telework.

- **Social Distancing:** Strict social distancing measures are in place in Agency facilities, including staying at least six feet apart; required use of facemasks when social distancing is not possible; utilizing staggered shifts; conducting most meetings, trainings, etc. online or telephonically. Social distancing will also apply to common use areas of the building such as the Micromart, vending machine rooms, turnstiles, elevators, escalators, break rooms, studios, and other public locations to the greatest extent possible.

  All individuals on site should adhere to social distancing best practices and guidelines. When offices intend to have staff return regularly to the building, it is their responsibility to plan how these individuals will abide by social distancing guidelines, including seating and workspaces. At this point and in most cases, it will not be possible to reconfigure workspaces or undergo office moves to support social distancing. The TSI Facilities Management Division can work with individual offices on limited rearrangement of existing furniture and the installation of physical barriers or plastic shields where required and feasible.

  Managers and supervisors are required to enforce Agency social distancing protocols in support of the entire Cohen Building workforce.

- **Personal Protective Equipment (PPE):** USAGM continues to procure quantities of PPE – especially face masks, hand sanitizer, and disinfectant wipes – sufficient for the Cohen Building-based workforce for a period of several months going forward. The Facilities Management Division has assisted other USAGM locations (bureaus, offices, and transmitting stations) as much as possible in acquiring PPE, especially those locations where securing the appropriate supplies is challenging. However, because of the difficulty in ordering sufficient supplies, USAGM recommends that every effort be made to procure appropriate supplies and materials locally for faster receipt. Work areas outside of the Washington, DC metro area should contact the Facilities Management Division for assistance as needed.

USAGM is confident that it can continue to acquire enough PPE and cleaning supplies to meet the Agency's workforce needs over the next few months and to be sufficiently prepared to enter Phase 1. Facilities is unable to say when the below-mentioned orders will be delivered; apart from the N95 surgical masks, it expects all orders to be filled.

Personal Protective Equipment (PPE) Inventory - USAGM Facilities Management Division
As of May 20, 2020

PPE Item	On Hand Quantity	Units	Quantity on Order	Anticipated Delivery Date
Hand Sanitizer Pocket Size	0	bottles	6,000	Early July 2020
Hand Sanitizer 8 oz. size	298	bottles	0	
Hand Sanitizer 1 Gallon Pump	25	refills	440	Early July 2020
Gloves	80	boxes	200	Early July 2020
Wipes	0	containers	1,200	Late July 2020
Wall Dispenser Sanitizer Refills	300	refills	300	Early July 2020
Wall Dispenser (50 mounted)	4	dispensers	20	Early July 2020
K95 Masks	0	masks	5,000	Late July 2020
Non-surgical Masks	2,000	masks	25,000	Delivered May 20
Cleaning Spray (bottles)	1,179	bottles	0	
Paper Towels (boxes)	19	boxes	0	

- **Heightened Cleaning and Disinfecting Protocols:** All USAGM facilities and workspaces are continually evaluated to determine cleaning and sanitization needs based on the occupancy and potential for exposure for COVID-19. Full wipe-downs and other intensive cleaning and disinfecting of individual desks and offices within USAGM headquarters facilities will continue to occur when/if there are additional confirmed or suspected COVID-19 infections. Any contaminated area is sealed with caution tape and signage is put up until a deep clean can be completed in accordance with CDC recommendations.

  Protocols are in place to comply with Environmental Protection Agency (EPA) and CDC guidance to clean contaminated workplaces. USAGM's Facilities Management Division continues to work with the General Services Administration (GSA) to ensure that custodial staff continue their regimen of thorough cleaning and disinfecting within USAGM headquarters facilities. The Agency's heightened cleaning regimen involves thorough cleaning and disinfecting within USAGM headquarters facilities of: a) high-touch points (such as door knobs and light switches) in restrooms, conference rooms, studios, and other common spaces; and b) horizontal surfaces, such as countertops, dining surfaces, and conference tables where cough droplets could land frequently. Only bleach-free EPA-registered disinfectants that can claim to kill human coronaviruses are used. Disinfectant wipes are not reused but used to clean one

surface and then thrown out. Surfaces disinfected are not dried but allowed to stay wet for the time required to kill germs.

To reduce the number of high-touch points in Cohen Building restrooms, USAGM is replacing all manual-lever hand towel dispensers with touch-free hand towel dispensers. Water faucets in the Cohen Building already are touch-free.

- **Travel Restrictions and Monitoring:** Business travel is severely curtailed; personnel should notify their supervisor of any personal travel plans; all events and conferences are cancelled or postponed; and training is shifted online, cancelled, or postponed.

- **Employee Reporting and Contact Tracking:** The Agency has implemented robust employee reporting and contact tracing policies in accordance with CDC guidelines. Employees who either test positive for COVID-19 or who develop COVID-19 symptoms must inform the Agency immediately so management can begin contact tracing procedures. Employees should inform their supervisor or Marie Lennon, the Director of the Office of Management Services. The Agency will protect medical information as legally required. The Agency is not allowing COVID-19 positive or symptomatic personnel to physically return to USAGM facilities until they follow detailed procedures as outlined by the Agency.

- **Recommended Temperature Taking for Essential Personnel**: All USAGM, VOA, or OCB employees and contractors accessing Agency facilities are strongly encouraged to take their temperature before leaving their home to travel to an Agency building. Per CDC advice, if an individual has a fever with a measured temperature of 100.4 °F, they should notify their supervisor immediately and not come into the building.

- **Quarantine for Asymptomatic Employees:** 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. The Agency expects asymptomatic employees in quarantine to telework if possible. If there are no telework duties available for the employee, the Agency may grant the employee Weather and Safety Leave for the duration of the quarantine.

- **Encouraging Good Hygiene Practices:** Personnel have been encouraged to, and will continue to be encouraged to:
    - Wash hands with soap and water or use hand sanitizer, especially after touching frequently used items or surfaces;
    - Avoid touching their face;
    - Sneeze or cough into a tissue, or the inside of your elbow;
    - Disinfect frequently used items and surfaces as much as possible;
    - Stay home if they are sick; and
    - Contact and follow the advice of a medical professional if they experience symptoms associated with COVID-19.

The EAC currently is considering the following policies and plans for implementation:

- **Enhanced Entrance Screening Protocols with Temperature Checks:** To ensure symptomatic employees do not enter the workplace, USAGM is exploring putting screening procedures in place at entrances to Agency headquarters facilities, which may include temperature checks and symptom-related questions. Screening would require manual and/or automated checks of key infection indicators of everyone who enters the facility, including taking temperatures. To protect USAGM's workforce, individuals exhibiting a fever or any significantly apparent symptoms would not be allowed access to the facility.

Operational Guidelines to Consider During Each Phase

The *National Guidelines for Opening Up America Again* guidance includes additional parameters that employers must consider during each phase of the transition to normal operations. These are grouped into five operational categories: 1) geographic-based indicators; 2) telework status; 3) personnel; 4) facilities, service, and operations; and 5) federal employee and contractor travel. (Key geographic-based indicators, and their current statuses, are detailed in Attachment 3.)

Some of the guidelines in these categories can be implemented by USAGM. Those guidelines and steps the Agency has taken to implement them are described in the *Guidelines for All Phases* section above. However, some of the operational guidelines are outside of the Agency's control (*See Attachments 1-3*).

Phase 1

Operational Guidelines to Consider

Geographic-Based Decisions	See Attachment 3 for the full list of geographic-based decision factors. The EAC will closely monitor these factors in particular: • No confirmed positive cases of COVID-19 are reported in Agency facilities for at least 30 days. • Sustained reduction of positive COVID-19 cases over a 14-day period (i.e., a 14-day downward trend) in the locality. • Confirmation from GSA that the Agency has received the most updated information on possible COVID-19 cases in Agency facilities.
Telework Status	• Mandatory telework may be lifted but the Agency is should strongly encourage continued maximum telework opportunities for work that can be performed remotely. Any action will at the discretion of the CEO and pursuant to OMB and OPM guidance. • USAGM, VOA, and OCB management may use discretion in determining the exact percentage of personnel required in Agency facilities versus permitted to telework. • The following groups identified to return to the workplace in Phase 1 will be approved by the EAC:

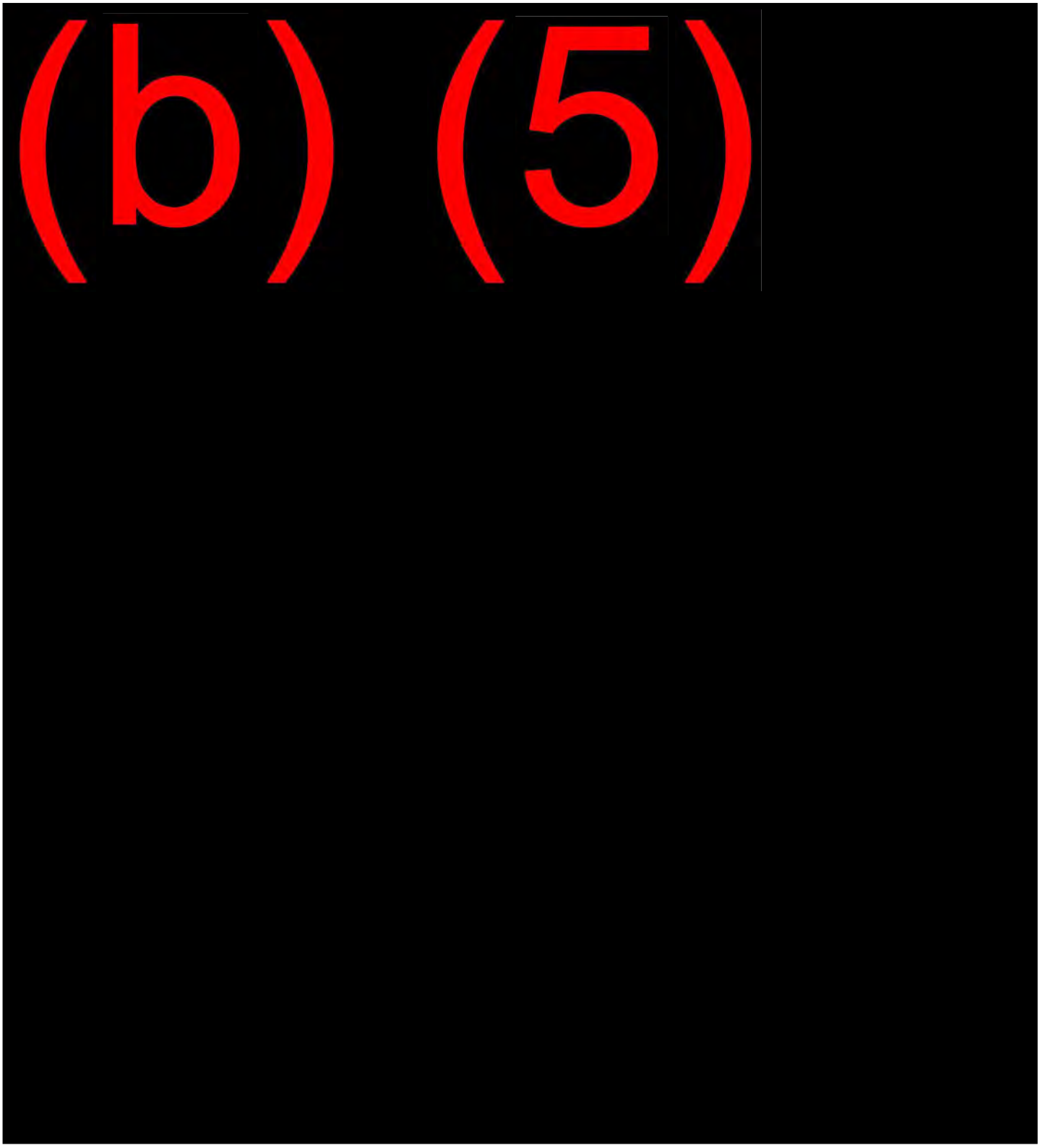
	○ Employees in mission-critical positions whose jobs can be better performed onsite than through telework. • Self-identified vulnerable personnel, as well as those who live with or provide care for individuals in the vulnerable population, will not be required to return to the workplace in Phase 1. • Personnel who are responsible for caregiving in instances where services are closed due to COVID-19 will be permitted to continue to telework. • In general, self-identified high-risk/vulnerable individuals may be allowed additional flexibility or continued isolation, pursuant to Agency policy. • Requests for special accommodations will be evaluated through the reasonable accommodation process on a case-by- case basis. • Because of the possibility of long commute times and long lines at entrances due to social distancing, staff and supervisors should discuss the impact on time and attendance. Supervisors are encouraged to work with their staff to develop flexible work schedules in this situation.
Personnel	• Wellness Check Form: Continually monitor and account for workforce wellbeing and readiness by ensuring all supervisors complete the wellness check form at regular intervals. • Self-monitoring and contact tracing: All employees working in Agency facilities are required to monitor their symptoms daily. Employees should check their temperature at home before traveling to Agency facilities. All employees, 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. • Self-reporting to the Agency: Employees who either test positive for COVID-19 or who develop COVID-19 symptoms **MUST** inform the Agency immediately so management can begin contact tracing procedures. Employees should inform their supervisor or the Director of Management Services. The Agency will protect medical information as legally required. Agency management will ask the employee to make a list of every Agency-affiliated person with whom the symptomatic employee came into close contact in the 72 hours prior to the onset of COVID-19 symptoms. Close contact means being within six feet of another person for a prolonged period. The Agency will contact all employees on the list to inform them that they may

	have been exposed to a person with a positive or presumptive case of COVID-19. • Quarantine for asymptomatic employees: All 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. The Agency expects asymptomatic employees in quarantine to telework if possible. If there are no telework duties available for the employee, the Agency may grant the employee Weather and Safety Leave for the duration of the quarantine. • Separating symptomatic employees in the workplace: During the workday, supervisors are responsible for monitoring indicative symptoms among their employees. If a supervisor notices an employee develop symptoms of COVID-19 in the workplace, the supervisor must immediately separate that employee from other employees and send the employee home. • Isolation for symptomatic employees: An employee who develops any symptoms associated with COVID-19 must stay away from Agency facilities, self-isolate, and contact a medical professional. The same requirements apply to employees who do not pass screening to enter Agency facilities. Symptomatic employees are not permitted in Agency facilities until they meet all below criteria for either the testing method or symptomatic method. o **Testing Method** - Employees can return to Agency facilities if **all** the following have occurred: ▪ The employee has no fever for at least three full days without using medicine that reduces fevers; AND ▪ The employee's other symptoms (e.g., coughing or shortness of breath) have improved; and ▪ The employee has received two negative FDA-approved COVID-19 test results in a row, taken at least 24 hours apart. o **Symptomatic Method** - Employees can return to Agency facilities if **all** the following have occurred: ▪ The employee has no fever for at least three full days without using medicine that reduces fevers; AND ▪ The employee's other symptoms (e.g., coughing or shortness of breath) have improved; and ▪ At least 14 days have passed since the employee's symptoms first appeared. Though the CDC recommends previously symptomatic individuals wait at least ten days after symptoms first appeared to return to work.

	Agency policy is to wait 14 days out of an abundance of caution. • Conduct new hire orientation and workforce trainings virtually.
Facilities, service, and operations	• Visitors: No outside visitors are allowed in Agency facilities. • Enhanced Screening and Temperature Checks: To ensure symptomatic employees do not enter the workplace, screening procedures will in place at entrances to Agency facilities, which may include temperature checks and symptom-related questions. Employees with a temperature over 100.4 degrees or higher should not be admitted into the building. • PPE Availability and Adequate Cleaning: The appropriate levels of personal protective equipment (PPE) and cleaning supplies must be available. All high-touch surfaces and common areas will be cleaned and disinfected routinely, in addition to regular custodial service. An accounting will be done to determine resources on hand, and what resources are required to reopen. The Agency will ensure overseas employees received PPE and supplies as well as communications from agency. • Social Distancing Measures: All spaces in Agency facilities that cannot support appropriate social distancing practices should be closed off. Strict social distancing measures remain in place for areas where people congregate and where social distancing cannot be achieved. Signage will be posted where needed to offer space-specific guidance, particularly for inside elevators and escalators and at building entrance turnstiles. Staggered shifts, rotations, and other flexible scheduling tactics will be encouraged. • Facemasks: Facemask use is required by all personnel in Agency facilities and when social distancing is not feasible. • Appropriate Hygiene: Personnel will be encouraged to continue good hygiene habits, including frequent handwashing.
Travel for federal employees and contractors	• Official agency travel will remain heavily restricted. All non-essential international and domestic travel will remain curtailed. • Mission-critical travel will be assessed on a case-by-case basis. • No official travel should take place in areas highly impacted by the COVID-19 pandemic.

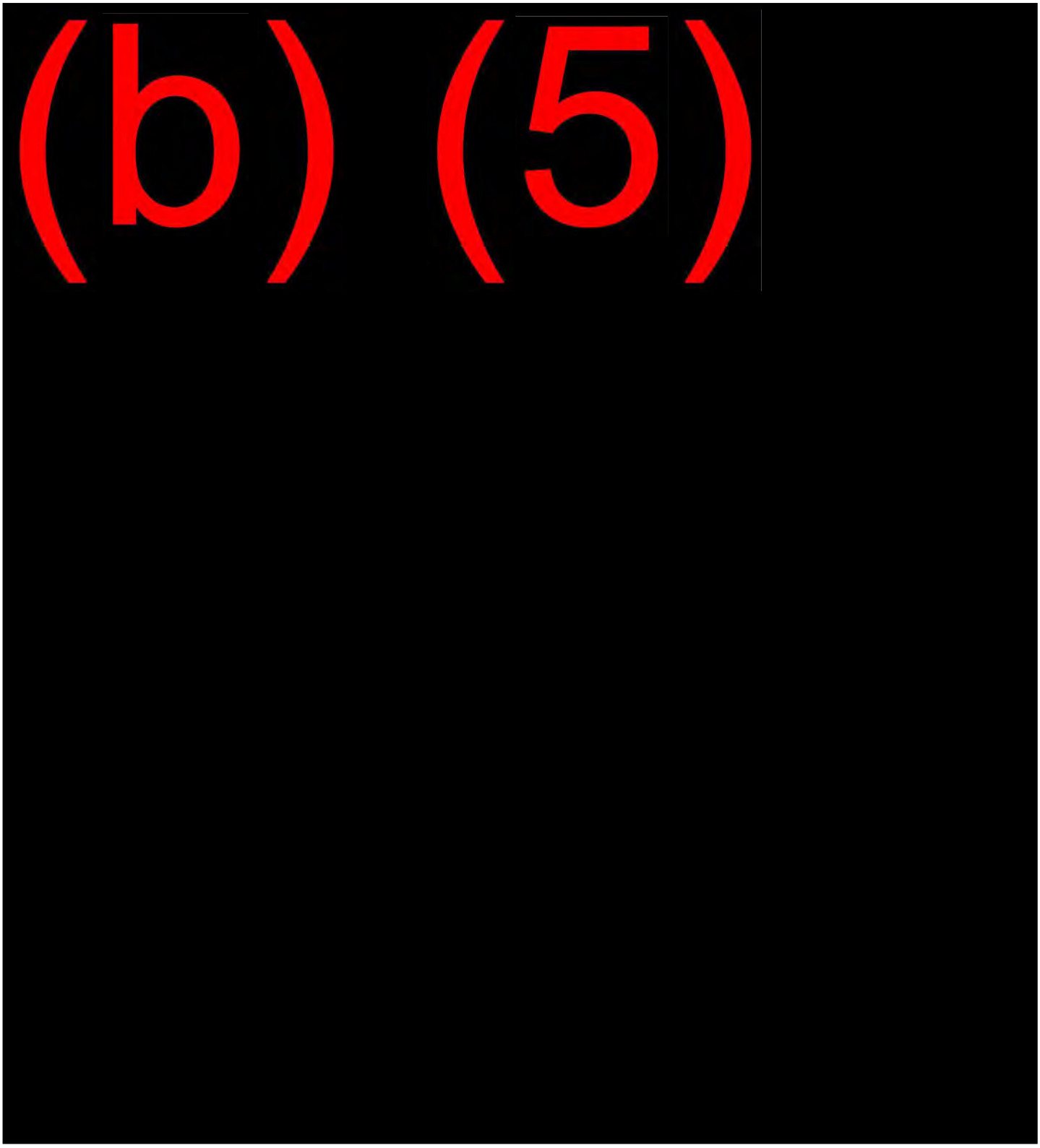
Phase 2

Operational Guidelines to Consider



Phase 3 – Full Reconstitution

Operational Guidelines to Consider





Office of Inspector General
United States Department of State

ISP-IB-19-22 | Office of Inspections | April 2019

Targeted Inspection of the Governance of the United States Agency for Global Media

U.S. AGENCY FOR GLOBAL MEDIA

FOIA21-032 (Batch 4) 024

HIGHLIGHTS
Office of Inspector General
United States Department of State

ISP-IB-19-22

What OIG Inspected
In this targeted inspection, OIG reviewed the U.S. Agency for Global Media's governance structure and mandate; strategic direction and communication; program implementation; and resource management.

What OIG Recommends
OIG made five recommendations to improve executive direction and supervision of U.S. Agency for Global Media in the areas of information and decision management, program implementation, and resource management, including internal controls and workforce issues.

In its comments on the draft report, the agency concurred with the five recommendations. OIG considers all five recommendations resolved. The agency's response to each recommendation, and OIG's reply, can be found in the Recommendations section of this report. The agency's formal written response is reprinted in its entirety in Appendix E.

April 2019
OFFICE OF INSPECTIONS
U.S. AGENCY FOR GLOBAL MEDIA

Inspection of the United States Agency for Global Media

What OIG Found

- The governance structure in place at the U.S. Agency for Global Media since 2015—led by a Chief Executive Officer supported by a bipartisan board that had transitioned to a more advisory role—significantly improved executive direction of the agency compared to the board-led governance structure in place during OIG's 2013 inspection.
- Serving concurrently as the board for its three grantee organizations allowed the agency's board to meet its responsibilities and mitigate the favoritism problems OIG noted in its 2013 inspection.
- Some provisions in the agency's governing statute—the International Broadcasting Act of 1994, as amended—relating to future board compensation, composition, and authorities are unclear or inconsistent.
- The Chief Executive Officer respected the broadcasting entities' editorial independence, but agency personnel expressed concerns that amendments made to the governing statute in 2017 potentially reduced protection for this independence.
- The Chief Executive Officer actively shared his vision and priorities internally and externally; however, not all information reached employees, and the agency's shifting governance structure since 2015 contributed to employee uncertainty about the agency's direction.
- The agency lacked a formal system for executive information and decision management.
- The agency did not effectively implement a new procedure for producing Voice of America editorials that present U.S. Government policies.
- The agency took steps to improve its internal controls, but key internal policy and procedural documents were out of date.
- The agency made progress on some persistent workforce issues, including performance management, but still failed to provide annual performance reviews for all employees.

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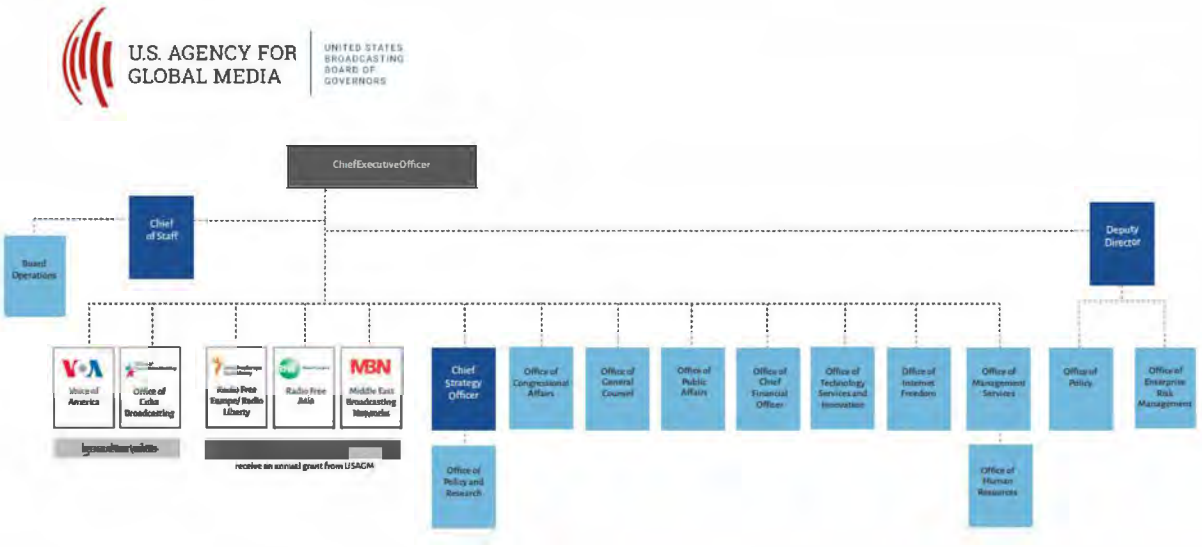
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FOIA21-032 (Batch 4) 026

CONTEXT

The U.S. Agency for Global Media (USAGM), known prior to August 22, 2018, as the Broadcasting Board of Governors (BBG), is an independent Federal agency authorized by Congress to supervise U.S. Government-funded civilian international broadcasting.[1] Currently led by a Chief Executive Officer (CEO) with input from a presidentially appointed, Senate-confirmed part-time board, USAGM oversees two federal broadcast entities (the Voice of America (VOA) and the Office of Cuba Broadcasting) and three private, nonprofit broadcast entities (Radio Free Europe/Radio Liberty, (RFE/RL), Radio Free Asia, and the Middle East Broadcasting Networks). All five are federally funded. The three non-Federal networks receive their funding through grants issued and managed by USAGM. The agency is staffed by Civil Service administrative and technical staff who provide day-to-day support and services to the five broadcast entities.

Figure 1: U.S. Agency for Global Media Organization Chart



*The Deputy Director position was vacant at the time of the inspection.

Source: USAGM

USAGM's overall mission is to inform, engage, and connect people around the world in support of freedom and democracy. Within that broad mission, however, the five broadcast entities have distinct mandates. VOA's mission is to represent the United States, its people, and its policies worldwide and to be a reliable and authoritative source of news. The other four entities have missions to broadcast to specific countries or regions where a free media is unavailable.

The combination of Federal and non-Federal entities with differing legal authorities and organizational structures under one overall agency resulted from a series of congressional and

[1] Throughout this report, the name BBG is used to describe the agency prior to its August 22, 2018, name change.

executive actions dating from 1948.[2] Key among these, the U.S. International Broadcasting Act of 1994[3] (the 1994 Act) consolidated all non-military, U.S. Government broadcasting, including VOA and the Office of Cuba Broadcasting, under the direction and supervision of a part-time, civilian board called the Broadcasting Board of Governors[4] that operated within the U.S. Information Agency. The Foreign Affairs Reform and Restructuring Act of 1998, which merged the U.S. Information Agency with the Department of State (Department), also made BBG an independent Federal agency. The 1998 Act, in creating the bipartisan BBG Board to head the newly independent agency, established a "firewall" to protect journalistic content from political interference.

OIG's January 2013 inspection of BBG[5] found that its part-time board failed to provide effective oversight of all broadcasting operations and recommended that BBG create a CEO position, which it did in 2015. BBG's board members delegated to the CEO the authority to manage day-to-day operations of the agency and its five broadcasting entities. The current BBG board-appointed CEO has served in that role since September 2015.

The FY 2017 National Defense Authorization Act[6] amended the 1994 Act and by establishing the CEO, by law, as a presidentially appointed and Senate-confirmed position, it elevated the CEO position over the board[7] and redefined the role of the board as advisory. In addition, section 6203(b)(1) of the 1994 Act, as amended, provides that until such time as a CEO is appointed by the President and confirmed by the Senate, "the current or acting Chief Executive Officer appointed by the Board may continue to serve and exercise the authorities and powers under this chapter." At the time of the inspection, the incumbent CEO and seven board members remained in their positions, pending Senate confirmation of the White House nominee to head the agency.[8]

Once a CEO is confirmed by the Senate, the provisions of the amended law will be fully applicable. A newly constituted board—The International Broadcasting Advisory Board, also appointed by the President but no longer confirmed by the Senate—will have only advisory authority and receive no compensation. The future advisory board will be reduced to five members, four of whom "should" be selected from a bipartisan slate proposed by Congress, plus the Secretary of State. The CEO will serve at the pleasure of the President and will have

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[2] See Appendix B.

[3] 22 U.S.C. 6201 et seq.; Public Law 103–236. Hereafter, a section number preceding or following the phrase "1994 Act" refers to the corresponding section of the most recent version of the law as codified in Title 22 of the United States Code. Thus, for example, "Section 6203(b)(1) of the 1994 Act" means 22 U.S.C. Section 6203(b)(1) as most recently amended.

[4] The 1994 Act created a nine-member Broadcasting Board of Governors composed of eight private citizens, selected on a bipartisan basis, and the Secretary of State, who serves in an ex officio capacity.

[5] OIG, *Inspection of the Broadcasting Board of Governors* (ISP-IB-13-07, January 2013).

[6] Section 1288 of the National Defense Authorization Act (P.L. 114-328, enacted December 23, 2016).

[7] See Appendices C and D for a summary outline of the responsibilities and authorities of the CEO and board as set forth in the legislation.

[8] Two of the nine board positions were vacant.

sole authority to appoint and remove the leadership of USAGM's five broadcast entities. The three grantee broadcast entities, as privately registered corporations, will continue to require fiduciary boards under the provisions of applicable state law.[9] At the time of the inspection, the incumbent USAGM board members served concurrently on the boards for the three grantee broadcast entities to meet these fiduciary requirements.

USAGM oversees one of the world's largest news gathering and reporting operations, delivering program content in 60 languages to more than 100 countries using a range of broadcast and digital platforms. USAGM's budget for FY 2018, including funds allocated to the three grantee broadcast entities, totaled $808 million. USAGM Civil Service technical support and administrative staff totaled approximately 330, with another 1,120 Civil Service personnel employed at VOA and the Office of Cuba Broadcasting. USAGM's five media entities combined employed more than 3,500 journalists, producers, technicians, and support personnel through a combination of Civil Service and contractor positions.

This targeted inspection reviewed how the new CEO-led governance structure, installed in 2015 and pending full implementation under the amended law, affected USAGM's ability to manage its resources to achieve organizational goals. Accordingly, OIG limited its inspection objectives to USAGM's governance structure and mandate; strategic direction and communication; program implementation and review; and resource management.[10]

GOVERNANCE STRUCTURE AND MANDATE

OIG found that USAGM's governance structure at the time of the inspection, consisting of a CEO supported by a board, improved the agency's ability to fulfill its statutory responsibilities. As detailed below, the USAGM board embraced its new, more advisory role. Its decision to serve concurrently as the corporate board for the three grantee organizations also allowed it to effectively meet its responsibilities and avoid problems with favoritism, which OIG identified as an issue in its 2013 inspection. However, USAGM's governance structure will change again when a presidentially appointed, Senate-confirmed CEO[11] assumes office with expanded powers and serves alongside a board stripped of all executive authorities. USAGM employees and others interviewed by OIG raised some concerns about the future structure, most notably whether the amendments to the 1994 Act could reduce editorial independence. This concern is discussed below, along with OIG's observations that the amended law is unclear or inconsistent regarding board compensation, composition, and authorities.

[9] Radio Free Asia and the Middle East Broadcasting Networks are incorporated in the District of Columbia, and RFE/RL is incorporated in Delaware.

[10] See Appendix A.

[11] Senate action was pending at the time of the inspection.

Broad Consensus That Chief Executive Officer-Led Structure Improved Agency's Executive Direction

OIG found broad consensus among the USAGM board members, directors of the broadcasting entities, and USAGM senior staff that shifting executive authorities to a CEO position represented a clear improvement in agency governance. In response to an OIG questionnaire,[12] 84 percent (73 of 87) of USAGM staff who provided an opinion believed that the creation of the CEO position had improved agency performance. All USAGM board members were unequivocal in describing the change as not merely positive but transformational in its effect on the agency. The incumbent CEO won praise for his collegial approach, managerial skill, knowledge of multi-media organizations, and dedication to the agency's mission.

Cohesive, Bipartisan, and Collaborative Board Embraced the New Governance Structure

OIG found that board members recognized their limited capacity to provide effective oversight of day-to-day operations and embraced their decision, which, as noted previously, preceded the legislation addressing this issue, to evolve into a more advisory role under a CEO-led agency. By delegating those functions to an experienced corporate manager,[13] the board could focus on providing expertise and counsel on key strategic initiatives, including the hiring of senior personnel, agency finances, and the development and launch of the agency's rebranding as USAGM. Board members uniformly praised the CEO for keeping them apprised of agency activities, including through weekly "CEO Flash Reports" with agency-wide updates, institution of monthly board calls to review on-going initiatives, and expansion of congressional outreach.

Throughout the inspection, OIG observed the board's cohesive, bipartisan, and collaborative approach to its new supporting role. When differences did emerge, board members sought to avoid divisive outcomes on issues where an overall board consensus was important to ensure a consistent, unified approach. For example, OIG observed a series of board conference calls convened to decide on extending an offer to a previously vetted candidate for a senior position. Opposition to proceeding with the offer emerged during the first call, including a push to consider other candidates, and rather than vote on a resolution that would have resulted in a divided board, members re-opened discussion on candidate criteria and agreed on a revised process timeline. The matter remained under deliberation as the inspection concluded, with members continuing to seek consensus.

Concurrent Board Structure Met Grantee Oversight Requirements

The USAGM board, in serving concurrently as the corporate board for the grantee organizations, decided that the three corporate boards should have a single chair with

[12] OIG sent personal questionnaires to the 330 USAGM Federal employees under CEO direction, seeking their confidential assessment of the CEO-led governance structure. Questionnaires were not sent to employees of the five broadcast entities, each of which is led by its own director.

[13] On August 14, 2015, and again on January 20, 2017, the board delegated to the CEO all its authorities to the extent allowed by law, including BBG general administrative management, oversight, and direction of all non-military U.S. Government international broadcasting activities.

members having the same responsibilities on all boards. This allowed the board to meet its responsibilities while avoiding problems associated with the previous structure when different BBG board members had served as chair and vice-chairs on the three grantee boards. By ending that practice, the USAGM board resolved the problem OIG identified in its 2013 report,[14] in which individual members demonstrated or were perceived to demonstrate favoritism to the entity on whose board they served when they made agency-wide budget and policy decisions. By assigning the same responsibilities to all board members, individual members had less incentive to favor one entity over another. OIG also observed that the USAGM board structure offered efficiencies by reducing the burden on grantee entity heads to separately staff and brief distinct boards and allowing USAGM to convene all board meetings on a single day.[15]

CEO Respected Editorial Independence, but the Amended Law Raised Concerns

All five broadcast entity heads told OIG that the CEO respected their networks' editorial independence and the professional journalistic standards set forth in the agency's legislation (commonly referred to as "the firewall"). However, several expressed concerns, which were shared by the CEO and other senior USAGM staff, that the amended law potentially reduces firewall protections. Specifically, the amendments removed all but advisory authorities from future USAGM boards, thereby eliminating an institutional check on CEO authority. The amended law also suggests, rather than mandates, that future boards be bipartisan.[16] Board members, network entity heads, and senior USAGM staff stressed to OIG the importance of the board's bipartisan composition as a means of protecting the journalistic integrity of USAGM's content and the editorial independence of the networks against potential interference from the Executive Branch. Notwithstanding these concerns, OIG found wide agreement that the most important protection for the firewall was having incumbents in the CEO and board positions who embrace and model the standards and principles as enunciated in law and summarized in the VOA charter.[17]

Amended Law Provides No Travel or Per Diem Compensation for Future Advisory Board

The amendments to USAGM's governing legislation created disparities[18] in compensation and composition between the future USAGM advisory board and the grantee organizations'

[14] ISP-IB-13-07, January 2013, noted the practice of individual BBG board members serving concurrently with different responsibilities on grantee corporate boards gave rise to "a widespread perception of favoritism in Board decisions."

[15] USAGM generally convenes all board meetings on the same day, holding the public (open) board meeting in the morning and the closed portion of the agenda plus separate corporate grantee board meetings in the afternoon to accommodate the members' schedules, all of whom serve on a part-time basis.

[16] Section 6205(d)(3) of the 1994 Act, as amended, instructs Congress to provide the President with bipartisan lists of potential candidates to consider for appointment to the board. However, the legislation does not mandate appointment from those lists. Instead, it states that candidates "should" (rather than "shall") be appointed from them.

[17] Section 6202(a-c) of the 1994 Act layout the standards and principles for U.S and international broadcasting, including VOA broadcasts.

[18] For example, under the 1994 Act, as amended, the CEO has the authority to name and replace grantee boards whose members may receive compensation based on applicable state law governing privately incorporated

corporate boards.[19] Notably, the amended statute states that the incoming USAGM advisory board members "may not receive any fee, salary, or remuneration of any kind,"[20] which the agency's general counsel determined would preclude reimbursement for travel and per diem expenses. USAGM board members and most other stakeholders OIG interviewed agreed that future USAGM advisory board members could forego a fee or salary for their service but should continue to receive reimbursement for travel, per diem, and reasonable expenses. Failure to reimburse future USAGM board members for these expenses risks undermining the agency's capacity to recruit a diverse and distinguished board in the future and to ensure the board's ability to have a quorum for its meetings. During the inspection, OIG advised USAGM to coordinate with the Office of Management and Budget and the congressional oversight committees to clarify the reimbursement of travel, per diem, and reasonable expenses for its future board members.

Some Aspects of Grantor-Grantee Relationship Remained Unclear

The amended law lacks clarity on some authorities with respect to the CEO position and the grantee organizations. For example, one section of the amended law[21] authorizes the CEO to "direct and supervise all broadcasting activities," including those of the grantee organizations, while another section[22] states that "the Board of Directors of RFE/RL shall make all major policy determinations governing the operation of RFE/RL." This relates to a broader, and still unsettled, issue about the appropriate degree of involvement between USAGM, as the Federal grantor, and the three non-Federal private broadcast entities, as grantees. Relevant legislative history and policy discussions spanning decades reflect a tension between those advocating increased centralization and Federal oversight as a means of achieving greater efficiency and control and those who believe that the missions of the grantee entities are best achieved by

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entities. (As noted previously, Radio Free Asia and the Middle East Broadcasting Networks are incorporated in the District of Columbia, and RFE/RL is incorporated in Delaware.) If a future CEO continues the current "mirror board" approach, members serving on both the future USAGM advisory and grantee boards would be eligible for compensation under state or D.C. law for fiduciary service on the grantee boards but ineligible under Federal law for serving on the USAGM board. The language in the 1994 Act, as amended, also differs regarding the appointment of Federal officials as members to the two boards. Specifically, the legislation states the President "shall" appoint to the USAGM advisory board U.S. citizens who (with the exception of the Secretary of State) are "not regular, full-time employees of the United States Government." Section 6205 (d)(1). However, language in a different section of the same legislation authorizes the CEO to name and replace the members of the grantees' corporate boards with Federal officials. Section 6204 (a)(21).

[19] The 1983 Radio Broadcasting to Cuba Act, (22 U.S. Code Sec. 1465c) mandated a separate nine-person advisory board, appointed by the President and confirmed by the Senate, for the Office of Cuba Broadcasting. However, this advisory board—the subject of controversy in the 1990s (*see* Congressional Research Service report for Congress on *Radio and Television Broadcasting to Cuba: Background and Issues Through 1994*, August 30, 1994, page 5)—has been inactive since 2001. In contrast to provisions for the future USAGM advisory board, Congress mandated that the Office of Cuba Broadcasting advisory board members receive compensation, travel expenses, and per diem for their service. The office continued to comply with Federal Advisory Committee Act reporting requirements for this board as recently as 2018.

[20] The 1994 Act, Section 6205(f).

[21] The 1994 Act, Section 6204(a)(1).

[22] The 1994 Act, Section 6207(a)(2).

strengthening their autonomy and non-Federal status. That core issue represents a policy determination upon which OIG takes no position.

STRATEGIC DIRECTION AND COMMUNICATION

OIG assessed USAGM's development of strategic goals and policies and how well the agency communicated and executed them. As detailed below, OIG found that improved strategic direction and communication at the executive level was not consistently supported by clear, sustained communication throughout the organization. In addition, process deficiencies undermined effective operational follow-through on some policy initiatives.

Proposed Reorganization Aimed to Strengthen Operational Oversight, Strategic Direction

The CEO developed an agency reorganization plan, centered on the creation of a Deputy Director for Operations position to improve day-to-day senior level oversight of management, personnel, transmission infrastructure, and technology. The CEO told OIG he sought to strengthen the agency's executive office to bolster his ability to focus on overall strategy and direction and increase senior-level oversight on operational issues. The plan also proposed consolidating the agency's offices involved in policy and research under a recently created Chief Strategy Officer position. The agency sent the draft Congressional Notification letter of the plan to the Office of Management and Budget for review on August 6, 2018. It remained under review at the time of the inspection.

CEO Rebranded the Agency and Shared His Vision Internally and Externally

OIG found that the CEO actively sought to communicate his vision for USAGM both internally and externally. Most visibly, he rebranded BBG as USAGM to reflect the agency's modernization and expansion into digital and social media. He hired a public affairs specialist with experience in supporting change management at another Federal agency and created an additional full-time public affairs position dedicated to internal communications. To communicate with USAGM employees, the CEO, along with the broadcast entity directors, conducted annual global town halls in 2017 and 2018 that reached all domestic and overseas agency and broadcast entity employees. Among other issues, these town halls addressed the importance of professional standards and workplace issues. He also shared "CEO Flash Reports"—weekly updates on agency issues prepared for the board—with all USAGM and grantee employees and solicited employee feedback through "Talk to John" intranet-based and physical suggestion boxes. The agency adopted the Facebook "Workplace" application to facilitate internal communication among all USAGM and grantee employees. In addition, the CEO engaged externally through public speaking, media interviews, and Twitter, and expanded the agency's congressional affairs office and met with members of Congress or their staffs two to three times a month.

Not All Chief Executive Officer Messaging Reached Agency Employees

Not all CEO communication efforts met with success, however, and some lacked sustained follow-through. For example, OIG found the most recent online "Talk to John" entry was from

December 2017, and entries on the agency's SharePoint leadership page were outdated and included names of senior staff who left USAGM more than a year earlier. Additionally, despite the CEO's efforts through town halls and meetings to promote the agency's Management Accountability Charter, which outlines steps for managers to address workplace issues such as timely performance evaluation and access to training, several managers told OIG they were unfamiliar with it. More broadly, OIG found that the shifting governance structure since 2015, and additional changes anticipated with a new CEO and advisory board, contributed to a sense of uncertainty. During interviews and in response to OIG questionnaires, some employees said they were unclear about the CEO's plans for the agency and their sections. Many employees also said they lacked a clear understanding of the respective roles, responsibilities, and lines of authority of the CEO, the board, and the heads of the broadcasting entities. OIG advised the CEO to strengthen information sharing at middle and lower management levels. Additionally, as noted below, OIG stressed the importance of following up major policy pronouncements with clear procedures and implementation plans to enforce the new policies.

Agency Lacked a Formal System to Manage Information and Clearance Processes

USAGM lacked a formal system to coordinate, assign, track, and review information and decision documents for the CEO and senior managers and to manage the clearance of policy and operational proposals with appropriate stakeholders. Three employees in the CEO's office managed information, but OIG found that each had developed individual, non-standardized systems for tracking tasks and sharing and filing information. Additionally, OIG found that although the executive office had begun to develop standardized document templates and clearance procedures, agency staff did not uniformly follow them. For example, in June 2018, agency staff neglected to clear with its own general counsel an intended memorandum of understanding between USAGM and the Department that proposed a new approach to statutory requirements relating to VOA editorials. Because the document had not gone through the proper clearance procedures, it lacked substantive clarity and was moreover improperly formatted and transmitted. As a result, it caused confusion among Department officials who did not understand USAGM's intent that the document serve as an inter-agency agreement. According to the Government Accountability Office's *Standards of Internal Control in the Federal Government,*[23] management should design a process to identify information requirements and obtain relevant data from internal and external sources in a timely manner. The lack of a formal system for task and document management weakened the efficiency and effectiveness of USAGM information-sharing, decision-making, and policy implementation.

Recommendation 1: The U.S. Agency for Global Media should implement a formal system to solicit, clear, and document information required for efficient executive decision making. (Action: USAGM)

[23] Government Accountability Office, *Standards for Internal Control in the Federal Government* (GAO-14-704G September 2014), Sections 13.02-13.05.

PROGRAM IMPLEMENTATION AND REVIEW

OIG reviewed steps that the CEO and USAGM senior leadership took to meet the agency's statutory requirements[24] for strategic planning, annual reporting, language review, and presenting U.S. policy on VOA through editorials and other means. OIG also reviewed the CEO's effectiveness in implementing the agency's strategic objectives and major program initiatives. OIG found that improvements in collaboration among networks fostered successful new program and content initiatives. However, as discussed in the preceding section and below, OIG also found that process deficiencies, including a lack of standard operating procedures for some new policies, undermined implementation and follow-through.

CEO's Twice-Monthly Meeting with Entity Heads Improved Collaboration Among Networks

The CEO initiated and led twice-monthly meetings of the International Communication Council, consisting of the five broadcast entity heads. This Council was designed to enhance strategic cooperation and collaboration among the agency's networks. OIG found that the CEO effectively used the meetings as a forum to advance policy initiatives that took advantage of the assets of more than one network. For example, in February 2017, USAGM launched *Current Time,* a joint RFE/RL-VOA Russian-language TV and digital network that aimed to provide an alternative narrative to official Russian propaganda. The agency replicated that model with a new 24/7 Persian channel, which launched in early February 2019, as a joint venture between VOA Persian and RFE/RL's Persian radio service. Additionally, the council generated subgroups to assist in the coordination of specific operational or programmatic elements, such as *The Dragon's Reach,* which reports on China's global expansion, with each network producing pieces that focus on their broadcasting regions. At the time of the inspection, VOA was developing a new content management system to help the five network entities track and share content more quickly and effectively.

All five network heads told OIG they found the council meetings useful. However, OIG found that the lack of meeting notes or structured follow-through sometimes undermined the communication and implementation of the council's decisions. For example, operations staff who report to the CEO learned of the planned launch of *Current Time* only indirectly when VOA requested additional staff support. This shortcoming could be addressed through a more formal system to manage and document information, as recommended above.

CEO Stressed Increased Focus on Digital Platforms for Content Delivery

OIG found that the CEO focused USAGM's resources toward increased use of digital and mobile platforms to deliver content in the ways that targeted audiences use media, and encouraged broadcast entities' directors to identify initiatives to move into these areas. At the Middle East Broadcasting Networks, for example, the director decided to eliminate all radio programming with the exception of Radio *Sawa*'s targeted Iraq stream in FY 2019. By repositioning its Pan-Arab content from radio to digital programming, the network projected net savings of [redacted]

[24] See Appendix C.

[redacted] to its operations and (b) (4) [redacted] annually to USAGM's overall operations, which would include [redacted] in transmission savings. In other examples, RFE/RL reported a 72 percent increase in content viewed over YouTube from FY 2016 to FY 2017 while Radio Free Asia's Cantonese Service reported a 792 percent increase in YouTube views during the same period, boosted by greater emphasis on short-form video content. In addition, VOA reported its strongest ever audience growth in social media, with triple-digit percentage gains in FY 2017 in Facebook engagement and video viewership in languages such as Urdu and Bosnian.

CEO Sought to Improve Performance Metrics and Research

The CEO sought to modernize USAGM's performance metrics by supplementing traditional measures of audience reach with more focus on impact, which the agency's FY 2018-FY 2022 Strategic Plan defined as "the concrete change that happens in the world as a result of our work." The plan reaffirmed the three pillars of USAGM's "impact model"—inform, engage/connect, and be influential—and provided statistical and anecdotal examples of its measurement tools. The CEO spoke publicly of the need to develop research that allowed USAGM to evaluate its impact model using multiple methods, including digital analytics. He created a new senior Chief Strategy Officer position to implement the new model and update agency research with current data science methodology. At the time of the inspection, newly created cloud-based dashboards had begun to provide staff with real-time measurement of user engagement.

OIG found, however, that a lack of transparency and inclusiveness in the development of the new research approach, as well as inadequate information sharing, initially undermined its effective implementation. For example, during a briefing to update the International Communication Council on progress using the new research methods, several entity heads questioned expectations about their role in the new approach. Additionally, they expressed concerns that the new methodology might not accurately capture data among certain rural radio audiences and had not been synchronized with previously planned surveys. As the CEO became aware of these issues, he pressed for better internal consultation on the changes among all those affected to address the confusion and concerns before moving forward.

New Policy for Voice of America Editorials Lacked Implementation Plan

USAGM did not effectively implement a new standard procedure for producing VOA editorials that present U.S. Government policies. The agency is required by statute to ensure that U.S. international broadcasting include "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."[25] By longstanding practice, USAGM's Office of Policy drafted editorials for VOA and cleared them with the Department. However, in July 2018, USAGM and the Department discussed a new policy with the Office of the Under Secretary for Public Diplomacy and Public Affairs and the Bureau of International Information Programs to draw on existing

[25] The 1994 Act, Section 6202(c)(3).

interviews and Department-generated material to produce this editorial content. USAGM and the Department reasoned that by repurposing available, cleared material, VOA could meet the statutory requirement without the staff burden and time delay associated with drafting and clearing original editorial content.

Successful agreement and implementation of this new policy required communication and collaboration among different elements of USAGM, the Department, and VOA. However, OIG found that USAGM managers did not clearly communicate the policy to affected staff or develop an implementation plan to assign responsibilities and tasks. As a result, USAGM provided no editorials to VOA between early September and the end of October 2018. Failure to communicate the policy to affected staff or develop an implementation plan undermined the agency's ability to implement its new policy successfully.

> **Recommendation 2:** The U.S. Agency for Global Media, in coordination with the Office of the Under Secretary for Public Diplomacy and Public Affairs, should develop a clear policy and accompanying standard operating procedures to meet its statutory requirement to present U.S. policy on Voice of America through editorials and other means. (Action: USAGM, in coordination with R)

Agency Met Annual Program Reporting and Language Review Requirements

OIG found that USAGM met all its statutory reporting requirements. USAGM published annual reports as required under section 6204(a)(9) of the 1994 Act. It released its quadrennial strategic plan for FY 2018 to FY 2022 in February 2018, as required by 5 U.S.C. 306(a). Furthermore, USAGM conducted language reviews as required under section 6204(a)(4) of the 1994 Act. At USAGM's request, the Department ranked the most widely used languages in all regions of the world to assist with the language prioritization process. The CEO and network leaders used their biweekly International Communication Council meetings to review and decide on proposals to add, remove, or otherwise change language service programming. For example, in FY 2018, USAGM ceased programming in the West African languages of Songhai and Tamachek and subsumed Croatian into its Serbian broadcasts.

RESOURCE MANAGEMENT

OIG limited its review of resource management to steps the agency took at the executive and policy level to address general internal controls and workforce and workplace issues.[26] Under the CEO's direction, USAGM instituted several reforms to improve overall resource management, some of which were too new for OIG to evaluate. However, the inspection also found specific deficiencies, including, outdated administrative policies and procedures and a lack of timely employee evaluations, among others, as discussed below.

Internal Controls

The Agency Took Steps to Improve Longstanding Internal Control Deficiencies

OIG found that while USAGM strengthened internal controls during the CEO's tenure, many initiatives were only newly instituted or remained incomplete. The CEO recognized the agency's need to improve operational oversight at all levels, which, as noted previously, he sought to address by establishing a Deputy Director for Operations position. While awaiting Office of Management and Budget approval of his reorganization plan and the new position, the CEO delegated much of the day-to-day operations oversight to the Chief of Staff in order to focus on strategy and content development.

Following the agency's establishment in FY 2017 of an OMB Circular A-123 program for management controls,[27] the CEO, for the first time, was able to sign a limited management controls statement of assurance. The limited statement reflected deficiencies identified in the agency's Independent Auditor's Report for FY 2017, which included grants monitoring, information technology (IT) security, unliquidated obligations, and the lack of an enterprise risk management program.[28] To address these issues, the agency in FY 2018 hired a Risk Management Officer, created a Risk Management Council that began instituting an enterprise risk management process, and took steps to address unliquidated obligations. In addition, USAGM's Chief Financial Officer issued grants management standard operating procedures in August 2018 and applied them beginning with FY 2019 grants, which were being drafted at the time of the inspection. The CEO took responsibility for signing all grants and grants amendments. The CEO and the board also received monthly reports on compliance with OIG and Government Accountability Office recommendations in order to track their progress.

[26] OIG did not conduct a full assessment of management controls and operations or review individual contracts, grant awards, or other financial documents to verify compliance with Federal standards.

[27] OMB Circular A-123, *Management's Responsibility for Enterprise Risk Management and Internal Control* (July 15, 2016) provides guidance to Federal managers to improve accountability and effectiveness of Federal programs as well as mission-support operations through implementation of enterprise risk management practices and by establishing, maintaining, and assessing internal control effectiveness.

[28] For more detail regarding deficiencies in unliquidated obligations, grantee monitoring, and IT security see *Independent Auditor's Report on the Broadcasting Board of Governors 2017 and 2016 Financial Reports* (Kearney & Company) AUD-FM-IB-18-10, November 13, 2017.

New Director of Contracts Improved Training, Tracking, and Oversight

USAGM took action to address its insufficient oversight of contracting, a problem OIG cited in a May 2015 Management Alert.[29] Specifically, in 2016, the agency hired a new Director of Contracts, who standardized training for contracting officer's representatives through the Federal Acquisition Institute Training Application System. A total of 182 of the agency's 187 contracting officer's representatives received certification in 2017 or 2018. The office director also implemented new contract review procedures and reorganized the office to provide better training and oversight of its contract specialists by setting up teams under the direct supervision of a contracting officer. In September 2017, the office began collecting data on overseas awards and purchases to provide better visibility on overseas contracting. This information, now available on the agency's SharePoint site, previously was unavailable due to incompatibility between overseas and domestic tracking software. To address the incompatibility problem in the longer term, the office in September 2018 allocated $1.3 million to upgrade its contracts tracking software to better capture overseas data.

Chief Information Officer Council Established to Guide Information Technology Management

The CEO initiated organizational changes to improve coordination and oversight of the agency's IT systems and security. In response to OIG's FY 2017 audit of the agency's information security program,[30] the CEO in May 2018 delegated responsibility over agency-wide IT and information security to the Chief Information Officer. Subsequently, the CEO created a Chief Information Officer Council to promote more effective IT management practices, including review and evaluation of proposed IT initiatives, acquisitions, and ongoing projects, as well as providing a forum to share information and discuss IT decisions that affect all broadcast entities. The CEO also instituted a Digital Governance Council, under a newly designated Chief Technology Officer, to coordinate shared issues related to content management and delivery on digital platforms. Because these bodies were only newly created, OIG could not evaluate their effectiveness.

CEO Explored Cost Savings Through Shared Services and Grantee Consolidation

At the CEO's direction, USAGM explored ways to achieve efficiencies through consolidation of administrative services among the five broadcast entities. For example, the Office of Contracts renegotiated and consolidated approximately two dozen individual contracts for news wire services into just three. USAGM told OIG that these three contracts, valid from FY 2018 through FY 2022, cost less in the first year than had been originally contracted and budgeted. The consolidated contracts over 5 years also included $9.6 million worth of additional content and license rights at no additional cost.

[29] OIG, *Management Alert: Broadcasting Board of Governors Significant Management Weaknesses* (MA-15-01, May 2015).

[30] OIG, *Audit of the Broadcasting Board of Governors Information Security Program* (AUD-IT-IB-18-13, October 2017).

On a larger organizational scale, the amended 1994 Act authorized the CEO to condition future grants to the three private broadcast entities "on the consolidation of such grantees into a single, consolidated private non-profit corporation." The CEO commissioned an outside firm to conduct a study of the advantages, disadvantages, and potential cost-savings of such a move. That study remained underway as the inspection concluded.

Key Internal Policy and Procedural Documents Were Outdated

OIG found that USAGM had not updated its Broadcasting Administrative Manual, which serves as the agency's basic reference for policies, procedures, and regulations, including in critical areas such as the agency's governance structure. For example, the manual did not mention that the agency is led by a CEO. Although the manual's SharePoint landing page and many entries throughout the document acknowledged that policies were out of date, the manual itself states that "[p]olicies are intended to govern the conduct, performance, accountability, and responsibility of Agency employees and are made accessible to all employees through the Agency intranet website."[31] Office managers had not prioritized reviewing and updating the policies. Staff shortages in the Office of the General Counsel and Office of Management Services Policy and Compliance Section, which are responsible for updating the manual, also contributed to the problem. This issue should be addressed, as the lack of a central source of current policies, procedures, and regulations weakened USAGM's ability to create an effective internal control system.

Recommendation 3: The U.S. Agency for Global Media should update policies and procedures in its Broadcasting Administrative Manual. (Action: USAGM)

Workforce and Workplace Issues

Agency Scored Low in Employee Satisfaction, But Improved in Some Areas

USAGM consistently scored below average for the global satisfaction index among medium-size agencies participating in the Federal Employee Viewpoint Survey.[32] The agency's 2018 overall global satisfaction index score of 57 percent reflected modest year-to-year improvement from its score of 53 percent in 2016 but still remained 10 points below the Federal Government average of 67 percent for medium-size agencies. OIG found that steps USAGM took to improve the agency's scores produced notable improvement from 2017 to 2018 in training, performance management, and performance recognition. For example, employees' satisfaction with the training they received increased by 9 percent, and their sense that their work unit had the necessary knowledge and skills to accomplish organizational goals increased by 14 percent.

[31] Broadcast Administrative Manual, Title II, Section 100(a), dated June 1, 2013.

[32] According to the Office of Personnel Management, the survey measures employees' perceptions of whether, and to what extent, conditions characteristic of successful organizations are present in their agencies. The global satisfaction index is a measure of employees' satisfaction with their pay, their job, their organization, and their willingness to recommend their organization as a good place to work. Agencies with 1,000 to 9,999 employees are categorized as medium size.

OIG found that the creation of the Office of Workforce Support and Development in 2015 to coordinate training, employee development, and work-life programs appeared to have helped improve satisfaction with the agency's training program. In November 2017, the office implemented mandatory training for supervisors, managers, and team leaders on employee performance counseling. As of October 2018, 216 of 274 supervisors had taken the training, with two sessions scheduled for November 2018 for the remaining 58 employees. The 2018 Federal Employee Viewpoint Survey scores showed an 11 percent increase in employees indicating that in the previous 6 months their supervisor had talked to them about their performance and a 7 percent increase in employees who believed that the agency took steps to deal with poor performance.

Agency Failed to Enforce Annual Performance Review Policy

Despite the improvement in the agency's Federal Employment Viewpoint Survey scores discussed above, OIG found that USAGM senior managers did not enforce timely completion of performance reviews, as required by law.[33] At the time of the inspection, only 67 percent of the agency's 1,454 Civil Service employees had received performance reviews for the most recent rating period (from May 1, 2017 to April 30, 2018). In the prior rating period, 71 percent received performance reviews. VOA, however, raised its compliance to 100 percent in 2018 from 70 percent the preceding year. USAGM was unable to provide OIG the performance review data for the 2015-2016 rating cycle because the agency did not have a centralized system at that time to monitor and track compliance with requirements for employee performance reviews. The agency implemented an automated performance management system (ePerformance) in July 2017 and, for the first time, assigned personnel to track and monitor performance management.

OIG found that despite having performance management policies, procedures, and training to guide supervisors on their responsibilities, senior managers did not hold supervisors accountable for completing annual performance reviews within 60 days of the end of the rating period. Failure to provide timely performance reviews can harm employee development, morale, and overall organizational efficiency as well as prevent employees from receiving merited within-grade and quality salary step increases and promotions.

> **Recommendation 4:** The U.S. Agency for Global Media should enforce its personnel policy for timely completion of annual performance reviews. (Action: USAGM)

Hiring Practices Met Requirements, but Fed Perceptions of Favoritism

In OIG questionnaires and interviews, several USAGM employees cited instances of hiring, especially at senior levels, which they believed showed favoritism and a lack of transparency and competition. Similar allegations had been made earlier to OIG's Hotline and, based on 13 allegations, OIG's Office of Evaluations and Special Projects examined BBG hiring practices from

[33] 5 U.S. Code Part III, subpart C Chapter 43, Subchapter I § 4302, Establishment of performance appraisal systems, states: "(a) Each agency shall develop one or more performance appraisal systems which— (1) provide for periodic appraisals of job performance of employees."

March 1, 2015, to March 1, 2017. In an April 2018 memorandum, OIG concluded that, although none of the actions it reviewed violated laws, rules, or regulations governing Federal hiring practices, some agency actions could have contributed to concerns. For example, one GS-15 position opening resulted in a certification of 20 eligible candidates, but a candidate was ultimately selected without interviews of any of those 20 people. Three other positions were advertised over holidays and in one case failed to meet Office of Personnel Management suggested guidance for the minimum number of days that a vacancy announcement should be open. During this inspection, OIG advised the agency to monitor and adjust practices to reduce the number of actions that could suggest a lack of fair and open competition.

CEO Supported Equal Employment Opportunity Program

The CEO expressed his support for the agency's policies on Equal Employment Opportunity (EEO) and sexual harassment prevention and his expectations with senior managers regarding EEO programs. In June 2018, the agency adopted a zero-tolerance policy regarding all forms of harassment, harassing conduct, and discrimination. That same year, the CEO spoke at three Office of Civil Rights-sponsored events within the agency and promoted USAGM's efforts to address and prevent, through email notices and videos, all forms of harassment in the workplace.

Agency Did Not Enforce Mandatory Equal Employment Opportunity and No FEAR Act Training

Despite the CEO's support for EEO and anti-harassment programs, OIG found that USAGM senior managers did not have a policy to ensure that employees complied with mandatory EEO and Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act training.[34] The Office of Workforce Support and Development, in coordination with the Office of Civil Rights, promoted EEO training through emails, flyers, centrally placed television monitors, and Workplace by Facebook. Additionally, the CEO sent out an administrative notice to endorse the agency's mandatory harassment prevention training. However, senior managers did not implement a policy to ensure compliance with the mandatory biennial EEO and No FEAR Act training. For example, although 650 employees took the No FEAR Act training in 2016, none took it in 2017. In 2018, 457 of the agency's 1,454 Civil Service employees had taken the training as of October. For the prevention of sexual harassment training, USAGM reported that 1,021 employees took the training in 2016, 8 in 2017, and 927 as of October 2018. USAGM cannot ensure that employees understand their rights and duties while in the workplace without instituting a policy to enforce compliance with the required EEO and No FEAR Act training.

> **Recommendation 5:** The U.S. Agency for Global Media should implement a policy to enforce compliance with mandatory Equal Employment Opportunity and Notification and Federal Employee Antidiscrimination and Retaliation training. (Action: USAGM)

[34] 5 CFR 724.203.

CEO Demonstrated Attention to Physical Security and Safety

OIG determined that the CEO took action to improve physical security and safety for personnel and facilities domestically and overseas. Upon his arrival in 2015, the CEO asked the agency's security office to prepare a global security audit to assess the status of VOA and grantee overseas facilities' compliance with applicable physical security standards, as well as threats and actions taken against reporters. The audit, including steps taken to address identified risks, continued to be updated quarterly and shared with the board.

Among 156 respondents to OIG's questionnaire, 65 percent indicated that the CEO and agency leadership demonstrated attentiveness to the safety and security of facilities and staff. In the 2018 Federal Employment Viewpoint Survey, 64 percent of the 793 respondents agreed that "my organization has prepared employees for potential security threats." In interviews with OIG, USAGM staff credited the CEO with taking a number of actions to improve security, including installing badge-reading turnstiles for entry and exit at the USAGM headquarters and encouraging staff to support training, drills, and emergency provisioning. He dedicated a memorial wall at the USAGM headquarters to commemorate agency journalists killed in the line of duty, and presided over two ceremonies in 2018 to honor three RFE/RL reporters killed in Afghanistan in 2018 and a VOA reporter who died in Somalia in 2017.

RECOMMENDATIONS

OIG provided a draft of this report to USAGM and Department stakeholders for their review and comment on the findings and recommendations. OIG issued the following recommendations to the U.S. Agency for Global Media. The agency's complete responses can be found in Appendix E.[35] The agency also provided technical comments that OIG incorporated in the report, as appropriate.

Recommendation 1: The U.S. Agency for Global Media should implement a formal system to solicit, clear, and document information required for efficient executive decision making. (Action: USAGM)

Management Response: In its April 2, 2019, response, the agency concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of a formal system for efficient executive decision making.

Recommendation 2: The U.S. Agency for Global Media, in coordination with the Office of the Under Secretary for Public Diplomacy and Public Affairs, should develop a clear policy and accompanying standard operating procedures to meet its statutory requirement to present U.S. policy on Voice of America through editorials and other means. (Action: USAGM, in coordination with R)

Management Response: In its April 2, 2019, response, the agency concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of a policy and standard operating procedures to present U.S. policy on Voice of America.

Recommendation 3: The U.S. Agency for Global Media should update policies and procedures in its Broadcasting Administrative Manual. (Action: USAGM)

Management Response: In its April 2, 2019, response, the agency concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of the updated policies and procedures in the agency's Broadcasting Administrative Manual.

[35] This work was delayed because of the lapse in OIG's appropriations that occurred from 11:59 p.m. December 21, 2018, through January 25, 2019.

Recommendation 4: The U.S. Agency for Global Media should enforce its personnel policy for timely completion of annual performance reviews. (Action: USAGM)

Management Response: In its April 2, 2019, response, the agency concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of the agency's enforcement of its personnel policy for timely completion of annual performance reviews.

Recommendation 5: The U.S. Agency for Global Media should implement a policy to enforce compliance with mandatory Equal Employment Opportunity and Notification of Federal Employee Antidiscrimination and Retaliation Act training. (Action: USAGM)

Management Response: In its April 2, 2019, response, the agency concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of the agency's policy to enforce compliance with Equal Employment Opportunity and Notification of Federal Employee Antidiscrimination and Retaliation Act training.

PRINCIPAL OFFICIALS

Title	Name
Chief Executive Officer	
	John F. Lansing
Senior Staff	
Chief of Staff	Matthew Walsh
Director, Office of Management Services	Marie Lennon
General Counsel	David Kligerman
Chief Financial Officer	Grant Turner
Chief Strategy Officer	Shawn Powers (Acting)
Associate Director for Program Support	Gary Thatcher
Director, Technical Services and Innovation	Phillip Terry Balazs
Board of Governors	
Chairman	Kenneth R. Weinstein
Member	Leon Aron
Member	Ryan C. Crocker
Member	Michael W. Kempner
Member	Karen F. Kornbluh
Member	Jeffrey S. Shell
Secretary of State (Member *ex officio*)	Michael Pompeo

Source: USAGM

APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY

This inspection was conducted from September 4 to December 17, 2018, in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2012 by the Council of the Inspectors General on Integrity and Efficiency, and the Inspector's Handbook, as issued by the Office of Inspector General (OIG) for the Department and the U.S. Agency for Global Media (USAGM).

Objectives and Scope

The Office of Inspections provides the Secretary of State, the Chief Executive Officer of USAGM, and Congress with systematic and independent evaluations of the operations of the Department and USAGM, consistent with Section 209 of the Foreign Service Act of 1980. This targeted inspection assessed how USAGM's CEO-led governance structure, provisionally installed beginning in 2015 and pending full implementation under amended law, had affected the agency's ability to manage its resources to achieve organizational goals. OIG focused on the role of the CEO position as supported by the board, keyed to the statutory responsibilities and authorities outlined in the International Broadcasting Act of 1994, as amended. OIG specifically focused on USAGM's governance structure and mandate; strategic direction and communication; program implementation and review; and resource management.

Methodology

In conducting inspections, OIG uses a risk-based approach to prepare for each inspection; reviews pertinent records; circulates and compiles the results of survey instruments, as appropriate; conducts interviews with Department and on-site personnel; observes daily operations; and reviews the substance of the report and its findings and recommendations with offices, individuals, and organizations affected by the review. OIG uses professional judgment, along with physical, documentary, testimonial, and analytical evidence, collected or generated, to develop findings, conclusions, and actionable recommendations. For this inspection, OIG assessed USAGM's governance structure on the basis of 95 interviews, 182 employee and functional questionnaires, and OIG's review of documents and observations.

APPENDIX B: THE U.S. AGENCY FOR GLOBAL MEDIA TIMELINE

1948	The United States Information and Educational Exchange Act of 1948, commonly referred to as the Smith-Mundt Act, established the terms for U.S. Government engagement in public diplomacy and authorized "creation of an information service to disseminate abroad information about the United States, its people, and policies."
1950	Radio Free Europe/Radio Liberty went on the air with a broadcast to Czechoslovakia.
1953	President Eisenhower established the United States Information Agency (USIA), under Executive Order 10477 and the President's Reorganization Plan No. 8, to carry out public diplomacy. The Voice of America, established in 1942, became the single largest element of USIA.
1973	The International Broadcasting Act of 1973 (P.L. 93-129) established the Board for International Broadcasting to oversee and fund Radio Free Europe/Radio Liberty.
1976	President Ford signed into law (P.L. 94-350) the Voice of America Charter, intended to protect the independence and integrity of VOA programming.
1985	The Office of Cuba Broadcasting, established by the 1983 Radio Broadcasting to Cuba Act, began Radio Marti broadcasts.
1990	USIA established the Bureau of Broadcasting to consolidate its three broadcasting services—Voice of America, the WORLDNET Television and Film Service, and Radio and TV Marti—under one umbrella organization supported by an Office of Engineering and Technical Operations.
1994	The International Broadcasting Act of 1994 (P.L. 103-236) abolished the Board for International Broadcasting, established the Broadcasting Board of Governors (BBG) within USIA, and brought all U.S. non-military international broadcasting under the aegis of BBG.
1996	Radio Free Asia was founded under the provisions of the 1994 Act (P.L. 103-236) and began programming in Mandarin.
1998	The Foreign Affairs Reform and Restructuring Act of 1998 abolished USIA and divided its duties between the Department of State and BBG, which became a separate agency in 1999. BBG assumed authority for VOA, Cuba Broadcasting, and its three grantee organizations – Radio Free Europe/Radio Liberty, Radio Free Asia, and, later, the Middle East Broadcasting Networks.
2004	The Middle East Broadcasting Network, established in 2003, began broadcasts with Alhurra Television and Radio Sawa.
2016	The National Defense Authorization Act for FY 2017 (P.L. 114-328) contained technical amendments to the 1994 Act, establishing the position of Chief Executive Officer and an International Broadcasting Advisory Board in place of the Board of Broadcasting Governors.
2018	BBG changed its name to the United States Agency for Global Media to reflect its modern operations beyond radio and television into digital and mobile platforms.

Source: Compiled by OIG from information supplied by USAGM, Department of State, and other sources.

APPENDIX C: CHIEF EXECUTIVE OFFICER PRINCIPAL STATUTORY FUNCTIONS AND AUTHORITIES

Principal statutory functions and authorities of the Chief Executive Officer (CEO) as set forth in the United States International Broadcasting Act of 1994, Sec. 6204(a) (as amended through P.L. 114-328, enacted December 23, 2016):

- To direct and supervise all broadcasting activities.
- 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.
- To ensure that United States international broadcasting is conducted in accordance with the standards and principles contained in Section 6202 of this title, which includes VOA presentation of responsible discussions and opinion on United States policy.
- To review, evaluate and determine, at least annually, after consultation with the Secretary of State, the addition or deletion of language services.
- To make and supervise grants and cooperative agreements for broadcasting and related activities in furtherance of the purposes of this Act and on behalf of other agencies, accordingly.
- To allocate funds appropriated for international broadcasting activities among the various elements of the Board and grantees, subject to reprogramming notification requirements in law for the reallocation of funds.
- To review engineering activities to ensure that all broadcasting elements receive the highest quality and cost-effective delivery services.
- To undertake such studies as may be necessary to identify areas in which broadcasting activities under its authority could be made more efficient and economical.
- To submit to the President and Congress an annual report which evaluates and summarizes activities, including steps taken to review and evaluate the mission and operation of the agency, 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.

APPENDIX D: BOARD STATUTORY FUNCTIONS AND AUTHORITIES

Statutory functions and authorities of the Board as set forth in the United States International Broadcasting Act of 1994, Sec. 6205(e) (as amended through P.L. 114-328, enacted December 23, 2016):

- To provide the Chief Executive Officer (CEO) with counsel and recommendations for improving effectiveness and efficiency of the agency and its programming.
- To meet with the CEO at least twice annually and at additional meetings at the request of the CEO.
- To report periodically or upon request to congressional committees specified in subsection (d)(2) regarding its counsel and recommendations for improving effectiveness and efficiency of the agency and its programming.
- To obtain information from the CEO as needed to fulfill these duties.

APPENDIX E: MANAGEMENT RESPONSE



U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

330 Independence Avenue SW | Washington, DC 20237 | usagm.gov

April 2, 2019

UNCLASSIFIED

TO: OIG – [redacted] Assistant Inspector General for Inspections

FROM: USAGM – John F. Lansing, Chief Executive Officer and Director

SUBJECT: Response to Draft Report: Targeted Inspection of USAGM Governance

Thank you for the opportunity to respond to the Draft OIG Report: Targeted Inspection of the Governance of the United States Agency for Global Media (ISP-IB-19-22). The Agency appreciates the thoroughness of the report, and the expertise and insight of the inspectors who performed this review.

The USAGM Board and I are pleased to see the comments in the report that the Agency's new governance structure, led by a Chief Executive Officer and supported by its bipartisan Board, improved the Agency's ability to fulfill its statutory responsibilities. We have worked to enhance communication and cooperation within the Agency, as well as between the Agency and its grantees. This has bolstered strategic planning and our ability to provide audiences objective news and information using both federal and grantee assets.

We also thank the inspection team for their analysis and advice that some provisions in the U.S. International Broadcasting Act, as amended, are unclear or inconsistent. The Agency intends to implement OIG's advice and work with the appropriate oversight bodies to clarify any inconsistencies.

The Agency acknowledges the five formal recommendations made in this report as helpful in improving our overall operations and efficiency. We note our concurrence with each recommendation below.

OIG Recommendation 1: The U.S. Agency for Global Media should implement a formal system to solicit, clear, and document information required for efficient executive decision making. (Action: USAGM)

Management Response: USAGM concurs with recommendation 1.

OIG Recommendation 2: The U.S. Agency for Global Media, in coordination with the Office of the Under Secretary for Public Diplomacy and Public Affairs, should develop a

Voice of America | Radio FreeEurope/Radio Liberty | Office of Cuba Broadcasting | Radio Free Asia | Middle East Broadcasting Networks

clear policy and accompanying standard operating procedures to meet its statutory requirement to present U.S. policy on Voice of America through editorials and other means. (Action: USAGM, in coordination with R)

Management Response: USAGM concurs with recommendation 2. We agree that USAGM and State should continue to improve the new interagency process with a clear SOP outlining how processes are to work under the new USAGM-State MOU.

The Agency also wishes to make clear, that we take very seriously our obligation to publish editorials. As indicated in the joint State-USAGM MOU, in 2016, the State Department indicated the need to improve the then-current editorial process, due to its inefficiencies, and USAGM diligently worked with the State Department to improve the process. We are concerned that a reader might incorrectly draw inferences from the OIG narrative that the Agency took unilateral action on editorial policy or that the Agency views publishing editorials as a staff burden.

Implementing the new policy has required re-training of the editorial staff, which slowed down the overall production of content. The Agency is actively engaged in ensuring that stakeholders are aware of all elements of the new editorial processes contained in the MOU. Nevertheless, during this period, the Office of Policy published every editorial proposed by the Department of State, and continues to do so after an internal review of the content. Again, simultaneously, VOA has increased its production and distribution of content that presents and responsibly discusses the policies of the United States Government

OIG Recommendation 3: The U.S. Agency for Global Media should update policies and procedures in its Broadcasting Administrative Manual. (Action: USAGM)

Management Response: USAGM concurs with recommendation 3.

OIG Recommendation 4: The U.S. Agency for Global Media should enforce its personnel policy for timely completion of annual performance reviews. (Action: USAGM)

Management Response: USAGM concurs with recommendation 4.

OIG Recommendation 5: The U.S. Agency for Global Media should implement a policy to enforce compliance with mandatory Equal Employment Opportunity and No FEAR training. (Action: USAGM)

Management Response: USAGM concurs with recommendation 5.

Again, we appreciate the opportunity to respond to this report. We look forward to working with the OIG as these recommendations are implemented.

APPENDIX F: FY 2018 STAFFING AND FUNDING

STAFFING

Agency	Civil Service
USAGM Executive and Support Staff	334
VOA	1,007
OCB	113
Total	**1,454**

Source: USAGM

FUNDING

Description	Amount (in thousands)
Federal Entities	
Voice of America	(b) (4)
Office of Cuba Broadcasting	
International Broadcasting Bureau	
Internet Freedom; Anti-Censorship (non-add to IBB starting in FY 2017)	
Office of Technology, Services, and Innovation	
Total, Federal Entities	**515,445**
Non-Federal Entities	
Radio Free Europe/Radio Liberty	(b) (4)
Radio Free Asia	
Middle East Broadcasting Networks	
Total, Non-Federal Entities	
Broadcasting Capital Improvements	
USAGM Total	**807,686**

Source: USAGM

ABBREVIATIONS

BBG	Broadcasting Board of Governors
CEO	Chief Executive Officer
EEO	Equal Employment Opportunity
No FEAR	Notification and Federal Employee Antidiscrimination and Retaliation
RFE/RL	Radio Free Europe/Radio Liberty
USAGM	U.S. Agency for Global Media
VOA	Voice of America

OIG INSPECTION TEAM MEMBERS

(b) (6)



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If you fear reprisal, contact the
OIG Whistleblower Coordinator to learn more about your rights.
WPEAOmbuds@stateoig.gov

Radio Free Asia:
Piercing through Disinformation with Trusted, In-Depth Journalism

December 2020



To: The Biden Agency Review Team for the U.S. Agency for Global Media

From: Radio Free Asia's Senior Management Team

FOIA21-032 (Batch 4) 057

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Introduction: The Road from Tiananmen to Hong Kong



Radio Free Asia rose from the ashes of the 1989 Tiananmen Square massacre. As Americans watched in horror and helplessness as the tanks rolled into Beijing and Chinese soldiers brutally cut down thousands of pro-democracy protesters, silencing their voices forever, another powerful image emerged -- one of courage and hope. A lone, ordinary Chinese man was seen blocking a line of tanks as he stood in the middle of a boulevard, pleading for common sense and restraint in the face of an ominous threat. This incredible act of bravery struck the world and inspired U.S. law- and policy-makers, who were seeking ways the United States could help. What if this individual, whose identity was never revealed -- and the millions just like him -- had a local, independent media that pushed back on the state's lies and propaganda with truth-telling journalism, they wondered. What if the people of China had a platform allowing their uncensored voices to be heard?

Over the next five years, Congress heard from concerned citizens, not only about the aftermath of Tiananmen in Mandarin- and Cantonese-speaking areas of China, but also about silenced resistance in its Tibetan and Uyghur regions. They heard about experiences in Southeast Asia's repressive one-party states -- Vietnam, Cambodia, Laos and Burma -- and within the borders of the world's most secretive dictatorship, North Korea. In response, they crafted legislation creating a surrogate news organization with a mission to serve people living in these Asian countries where freedom is constantly under fire.

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Congress' mandate was clear: This Congressionally-funded, independent news provider would be a nimble, private operation, responding to conditions on the ground in real time to counter state propaganda through in-depth, trustworthy journalism. The mission was to get to the heart of what was happening throughout these countries, providing the local news that people needed, but their governments would never allow. (See APPENDIX A: Enacting Legislation)



A Rohingya Muslim woman Hamida Begum, who crossed over from Myanmar into Bangladesh, kisses her infant son Abdul Masood who died when the boat they were traveling in capsized just before reaching the shore.

Throughout Radio Free Asia's 24-year history, during which technology and media have dramatically evolved and advanced, RFA's mission has remained crystal clear: bringing uncensored, unbiased local news and information to people otherwise kept in the dark by their governments. Whether it's exposing corruption among officials, crackdowns on houses of worship, or land grabs that cheat citizens of their property rights, RFA's nine language services and its recently launched online news portal BenarNews bring these stories without fear, favor or apology to audiences via the airwaves, the web, social media, TV and any other available platform. RFA's current work in Hong Kong offers a clear example of this strategy, as millions in the former British territory anxiously witness the erosion of their long-held freedoms, spurred by the CCP's crackdown and dismantling of the "one country, two systems" policy. RFA tirelessly reports on fast-moving developments there and makes sure the voices of Hong Kong residents are heard in China's Mainland. RFA's work remains focused on China as the country expands its influence in Asia and the larger world. For millions with little or no access to reliable, independent media, RFA is often their only lifeline to the truth about what is happening in their own neighborhoods and countries.

As new technologies empower dictators and despotic regimes not only to censor and monitor their citizens but also to generate highly effective fake news sites and videos and disseminate disinformation to vulnerable audiences, RFA's unique capabilities and mission have never been more important.

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EXECUTIVE SUMMARY: A Bulwark Against Disinformation

"A dozen reporters and editors working for Radio Free Asia's Uyghur Service, reporting on events taking place halfway around the world, have confounded the massive propaganda machine of the Communist Party of China."

-- Fred Hiatt, Washington Post

Since its inaugural Mandarin news broadcast in the fall of 1996, Radio Free Asia has served as a journalistic bulwark against the misleading and false internal narratives pushed by leaders in China, North Korea and throughout Asia, who sacrifice truth to retain their grip on power. In China, with the CCP aggressively trying to recast its failed response to the coronavirus outbreak, RFA's investigative journalism has exposed the under-reporting of COVID-19 fatalities in Wuhan -- the pandemic's original epicenter -- striking a blow against the Chinese government's false narrative of success. RFA was also among the first to expose the detentions of millions of Uyghurs and the build up of a high-tech security state in Xinjiang, making the situation impossible for China's leaders to deny. In Southeast Asia, where Beijing has sought to expand its influence through development projects and military assistance, RFA investigates the negative consequences experienced by local citizens who are often displaced or left without income while government officials and cronies grow rich. In North Korea, as the Kim government escalates its saber-rattling with resource-draining nuclear and missile tests, RFA reports on the hunger affecting millions and on the blatant rights abuses committed by a repressive regime. As China's leaders ambitiously lay out their vision for the country's future as the dominant world power, RFA reports on the mistreatment of Uyghur, Mongolian, and Tibetan minorities, who are denied basic rights and refused the freedom to express their cultural identity, including the practice of their faiths.



In April 2020 VICE News profiled RFA's Uyghur Service, interviewing service members about their reporting methods, such as voice manipulation to avoid recognition.

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Today, RFA's impact is evident as it pushes back on disinformation while serving as a voice for the voiceless, utilizing new and traditional media formats online, on the airwaves, through TV broadcasts and via satellite transmissions to reach its audiences in China, Southeast Asia (Vietnam, Laos, Burma, and Cambodia), and North Korea. This impact can be felt and measured by listener feedback, quantitative audience research, and reactions from Asian government authorities. The means of reaching audiences since RFA's inception have been revolutionized, and RFA has adapted its story-telling accordingly to emerging platforms, seeking new ways to engage audiences so they can readily access the truth. As RFA has modernized its methods, so too have authoritarian regimes. Leveraging significant investments, governments in China and other "strong-man-ruled" Asian countries deploy sophisticated strategies and new tactics to influence the information space, presenting new and greater challenges in the 21st century for Radio Free Asia and its journalists.

Personnel:
304 Employees ; 464 Contractors

Language Services:
China (Mandarin, Tibetan, Uyghur, and Cantonese);
SE Asia (Burmese, Vietnamese, Lao,
and Cambodian/Khmer); North Korea (Korean)

Enacting Legislation:
P.L 103-236. The International Broadcasting Act of 1994
P. L. 105-277. International Broadcasting Act Amendment
P.L. 105-261. Radio Free Asia Act of 1998
P.L. 114-328. Technical Amendments to the International Broadcasting Act

Annual Budget:
$44.3 million

Weekly Audience:
50,008,368

(Figure derived from nationally representative surveys only.
Excludes data from refugee/defector/traveler surveys for Tibetan, Uyghur, and Korean audiences.)

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CHINA: Countering a Massive Propaganda Machine

Bringing to Light Difficult Truths the CPP Tries to Suppress. Radio Free Asia consistently pushes back on the whitewashed portrayal of Chinese society proffered by China's official state media. RFA has done the difficult work of tackling and explaining in layman's terms complex "Gray Rhino" issues in China's economy that hurt ordinary citizens, such as local government debt and China's real estate bubble. RFA Mandarin's visually engaging video series on these topics received a National Murrow Award in October 2020. RFA's coverage of the wives of detained human rights lawyers in China, another National Murrow Award winner, has put a spotlight on families torn apart by the CCP's "709" crackdown against many of the country's most prominent rights advocates. RFA has consistently followed up on the prosecution of many of the lawyers caught up in the crackdown, maintaining a detailed record of the CCP's contempt for rule of law. In August 2020, when the worst flooding in 80 years hit the southwest region of the country, image-conscious authorities prevented media from reporting fully on the extent of the disaster. This order did not deter RFA, which stepped in to meet its audience's need during a real-life crisis. When RFA covered how CCP elites were stashing money in Cypriot accounts in late August, an estimated 2.1 million WeChat impressions of the story were viewed before it was forcibly removed from the platform, according to the Thresher project, which tracks activity within China's Firewall.

Launching a Product to Engage Younger Chinese-Speaking Audiences Globally. In September, RFA soft launched WhyNot/Wainao, an online digital news magazine created under the USAGM initiative for a new global Mandarin brand -- building on RFA Mandarin's shift to digital story-telling formats. RFA's WhyNot/Wainao engages younger Chinese-speaking populations inside China and around the world -- who are skeptical of CCP narratives on a range of social, cultural, and financial topics, including Chinese economics and wealth, Hong Kong's pro-democracy movement, the Chinese LGBTQ community, and the effects of the CCP's repressive policies on everyday citizens. Currently, the project is a relatively small investment of $1.5 million, a budget which has allowed RFA to hire 8 full-time staff in DC and Hong Kong and about 40 contractors in China, Taipei, Hong Kong and DC. WhyNot/Wainao combines a striking visual style with in-depth reporting, story-telling, and analysis to make sense of China's dynamic society in ways that restricted domestic media cannot. In addition to written pieces, the team produces infographics, video and even an animated cartoon series.

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Highlights of WhyNot/Wainao reporting include:

- Focusing in on socially and economically disadvantaged groups who never stopped working on the front lines simply to survive in the age of COVID-19 in features like "Unheard Voices of the Pandemic," that include: (1) construction workers who "miraculously" built a COVID-19 hospital in 10 days, but weren't paid as promised; (2) Hong Kong youth activists struggling with whether to protest during the pandemic; (3) low-income rural parents using nearly all their annual income for a smartphone, internet connection, and a ream of printing paper to keep their kids in school; (4) former professionals working temp jobs as food delivery drivers who are never counted as "unemployed"; and (5) domestic workers struggling to balance work with caring for their own families.





- A deep look into the 100 days after Hong Kong adopted its pro-Beijing National Security Law, "Life under the National Security Law" revealed how the law has upended daily life in the former British colony. Compiling interviews with dozens of Hong Kong residents, WhyNot/Wainao looked beyond policy implications to reveal how the lives of Hong Kong's journalists, creatives, financiers, educators and parents have changed. The five-part special suggests that confusion, fear and uncertainty define reality for many of Hong Kong's 7 million citizens, even while some are adapting to the new normal.

- An exclusive interview with leading Hong Kong activist Nathan Law, which was circulated on the Mainland's Duoban social media platform as Law sought exile in London.

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Pushing Back on China's False Narrative on COVID-19. Challenging the Chinese Communist Party's self-serving propaganda is and has always been at the core of RFA's DNA -- its incisive journalism on the novel coronavirus pandemic being a prime example. RFA's reports have provided its audiences in the Mainland with a reality check on the Chinese Communist Party's massive disinformation campaign to present China at the forefront of fighting COVID-19 and aiding countries in their struggle to control a deadly plague that Chinese officials have falsely claimed originated in the United States.

RFA's reporting has systematically picked apart disinformation in China, keeping audiences informed with timely, accurate news and analysis. During the crisis, Chinese netizens have grown distrustful of CCP narratives, and have turned to RFA's journalism instead. **RFA Mandarin's Facebook page had a nearly 400 percent increase in engagement and 800 percent increase in video views in the first three months of this year** in comparison with the last three months of 2019 -- a boost attributed to COVID-19 related videos, reports, content and features. The Thresher project, which tracks censorship and official narratives within

China's firewall on WeChat, showed high WeChat activity on RFA's Wuhan death count coverage before it was shut down, as well as active PRC "rumor debunking" accounts aimed at countering RFA's report.



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Exposing the Under-Reporting of Wuhan Fatalities. RFA's Mandarin Service, through investigative journalism, revealed the absurdity of the CCP's low official death toll by doing the math on cremated remains distributed to families in Wuhan.



That explosive story put Wuhan's death count upward of 40,000 instead of China's official 2,500 figure. A month after RFA's report, Chinese officials revised the estimate slightly -- still falling short of RFA's projected analysis by a factor of 10. In December, CNN shared files verifying suspicions based on reports like RFA's that officials were aware of the under-reporting of deaths.

Exposing China's Regional Military Ambitions. RFA has long reported China's demonstrations of its military might, as it ramps up efforts to exert influence in the region -- including in the South China Sea and Taiwan. This year, RFA's exclusive August 18 analysis of images showed a Chinese nuclear attack submarine emerging from a secret underground bunker at a naval base on Hainan Island, apparently pulled by two tugboats. RFA's posting of the image on English and Chinese social media platforms prompted a flurry of pick-ups by an eclectic selection of the world's news media, including CNN, the Daily Mail, Business Insider, Russia's state-controlled Sputnik News, Nepal24hours and also, indirectly, by Vietnamese state media. The follow-up story examining the importance of China's submarine fleet in the South China Sea was heavily viewed on the RFA English website, with nearly 11,700 views, and 15,700 more on Facebook. RFA's Mandarin and Cantonese versions of the story attracted more than 28,000 Facebook views. In July, RFA exposed images of eight Chinese anti-ship fighter aircraft on Woody Island in the Paracel Islands archipelago and earlier this month identified warships and fighter jets in the Spratly Islands.

Taking Chinese Propaganda to Task on Social Media. RFA's Mandarin Service has critically examined misleading or outright false tweets coming from Chinese Foreign Ministry Spokesman Zhao Lijian, and has exposed how the Chinese state-controlled supply system has failed to get medical supplies to where they are needed most. The service also interviewed Dr. Anthony Fauci in early March, who explained that China's early suppression of information at a critical stage aided the epidemic's spread. RFA Cantonese's widely viewed explainer videos have also taken the CCP's propaganda to task. Its series titled "Post Truth" breaks down the disinformation wars currently raging

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over the coronavirus; "Patient Zero" exposes the lie of the virus originating in the United States. RFA resident artist and political cartoonist Rebel Pepper's distinctive cartoons have spread widely during the pandemic. A giant version of Pepper's original Xi Jinping crowned with a pink coronavirus particle was plastered on a wall near Hong Kong's Bureau of Home Affairs shortly after its minister was replaced by a pro-Beijing politician.

Shining a Light on the CCP's Crackdown on Domestic Whistleblowers and Critics. RFA has kept tabs on all the government critics silenced for criticizing the CCP's response to COVID-19, including a Chinese tycoon who went missing before being sentenced to 18 years in prison for publishing an editorial on the CCP's response, an ordinary citizen charged with "subversion" for writing an open letter to President Xi, a Wuhan doctor who went missing after she told international reporters about being reprimanded for warning other doctors about the virus, and various citizen journalists who disappeared after reporting on the epidemic.



Highlighting Dissent Among Chinese Political and Academic Elites. In September, Mandarin Service reporter Vienna Tang did an exclusive on-camera interview with a retired professor of the CCP Central Party School, Cai Xia, who was expelled from the Party in August. Cai analyzed Party factions, discussed challenges to achieving constitutional democracy in China, and commented on the 18-year sentence handed down to Chinese tycoon Ren Zhiqiang (see above). RFA's interview has garnered more than 608,000 views and 7,400 comments on YouTube. The New York Times and other Western media have picked up on RFA's exclusive window into intra-CCP conflicts, linking to RFA's Mandarin content directly.

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Exposing Pandemic Threats and Risks in Tibetan and Uyghur Regions. RFA Uyghur sounded the alarm on the threat COVID-19 poses for crowded and unsanitary internment camps, countering the CCP narrative that detainees need not fear the virus. RFA's Tibetan Service has also pushed back on official state media reports, raising unanswered questions about a Tibetan cadre who was "overworked" to death while fighting COVID-19.

Earning Recognition and Notoriety. RFA's exceptional work on COVID-19 has earned notice from U.S. experts and officials. Members of Congress retweeted and cited RFA's analysis and coverage, including Senator John Cornyn, the GOP caucus of the House Foreign Affairs Committee, and China expert and Hudson Institute fellow Michael Pillsbury. The coverage was also picked up by TIME magazine, VICE News, the *Toronto Sun*, the *Times of London*, and even twice by *the Washington Post*, among many others. Faced with this onslaught, the official China Global Television Network (CGTN) was compelled to respond, labeling this solid reporting as "baseless Wuhan death speculations." (Later, however, China revised its estimates of COVID-19 deaths upward.)



RFA was among the first to highlight reports swirling around underreported COVID-19 statistics in Wuhan.

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Scaling the Great Firewall. Access to China's Internet is largely controlled by its Great Firewall and most communication within China takes place on domestic messaging and social platforms, such as WeChat and Weibo, which are controlled by the government. RFA has actively worked with USAGM's Open Technology Fund -- an internet-freedom enterprise that was originally created by RFA before branching out as a stand-alone entity -- to establish so-called "onion sites" for its English, Mandarin and Cantonese Services' websites, which makes it easier for mainland audiences to access our website and evade censors. RFA's content has broken through, though it is difficult to track the methods Mainland audiences have used to get our content and successes can be fleeting. USAGM's Thresher project has documented other ways RFA coverage reached inside China's Great Firewall, with Thresher analysts suggesting Weibo users shared RFA articles, but removed the branding to avoid detection and censorship. As RFA Mandarin explained the CCP's global online disinformation campaign, RFA itself became a victim of fake news. RFA's coverage of the virus has been so impactful that pro-Chinese propagandists have created fake Twitter accounts to impersonate RFA's. An investigation by ProPublica showed a copycat account called "Radio Free Northeast" using RFA's logo and touting China's coronavirus assistance to Italy.



A graphic shows RFA's verified Mandarin Twitter feed (left) side by side with a nearly identical impersonator account (right) as part of a Chinese disinformation campaign.

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Focusing on Freedom in Hong Kong. RFA's Cantonese Service was launched shortly before the British returned political control of Hong Kong to Chinese authorities on July 1, 1997, and serves the more than 70 million native Cantonese speakers, primarily in Guangdong and Guangxi Provinces and in Hong Kong and Macau.

During the handover ceremony, one RFA analyst predicted that the CCP's takeover of Hong Kong would likely be more like a cancer than a heart attack. History has sadly proven the accuracy of his diagnosis. As Chinese control has expanded, RFA's coverage of Hong Kong has grown in prominence and importance, exposing the hollowness of the CCP promise of "one country, two systems." Hong Kong's media, once among the most free in the world, has moved from self-censorship to outright mainland Chinese ownership. From the 2014 Umbrella Movement to the 2019 protests against the CCP-backed extradition law, to China's sudden imposition of a new national security law passed in June, RFA's unique strength is its complete freedom to expose CCP hypocrisy and abuse.



- Reporters have been on the streets and in the universities as Hong Kong's youth have continued to call out Beijing's attempts to control the former British colony, including a proposed extradition law and, this year's new national security law which criminalizes free expression.

- **As the Crackdown Continues, So Does RFA's In-Depth Coverage.** RFA stood witness to the arrest of prominent pro-democracy media tycoon Jimmy Lai, who thanked supporters in a tearful interview, viewed more than 165,000 times. Faced with similar fates, 12 activists, including "Stand with Hong Kong" leader Andy Li, left by speedboat to seek asylum in Taiwan. The boat was intercepted by Guangdong Coast Guard authorities, who charged the group with "illegally crossing a national border." RFA's exclusive coverage of the group's plight was cited by the Wall Street Journal, Guardian, The Standard, Taipei Times and Apple Daily. Activist and former secretary general of the disbanded Demosistō Party Joshua Wong also shared the story on his Facebook page. RFA covered active resistance to changes in Hong Kong textbooks, citing the Teachers' Union and NGOs that warned about brainwashing the next generation.

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• RFA showed how Hong Kong citizens were not cowed by official bans on commemorations of the Tiananmen anniversary, as they turned out in droves to remember those who died in the June 4th massacre. And RFA has been there to cover how organizers of the Victoria Park vigil now face prosecution.

• RFA's Chinese services have documented Hong Kong's gradual loss of autonomy for decades. RFA highlighted not just the dramatic "Umbrella Movement," but also China's abduction of five Hong Kong booksellers, who sold books censored in the Mainland. RFA doggedly followed these cases, from the initial spate of disappearances in 2015, to reappearances, online confessions, and international campaigns for their release. In April, one of these disappeared booksellers reopened "Causeway Bay Books" in Taiwan, which he told RFA was "the last bastion for Hong Kong people."

Exposing China's Crackdown on Uyghurs. The Uyghurs are a Turkic-speaking, Muslim minority population of 12+ million who live in China's northwest Xinjiang region under the repressive rule of Beijing. The area has seen great economic growth and is crucial to China's Belt and Road Initiative. But the Uyghurs living there have seen their fortunes decline and their rights diminish with the state's suppression of their cultural identity, which is quite distinct from Han Chinese culture. As the world's only international Uyghur-language news outlet for Xinjiang, RFA Uyghur's small team of reporters has proven its effectiveness in exposing chilling details of China's efforts to control the Uyghur population, including the detention of more than 1 million Uyghurs in reeducation camps. Today, major Western media outlets are echoing the shout-outs by human rights groups, members of the U.S. Congress, leading voices in the administration, multilateral organizations, and academics who have long credited RFA with being the first to expose the mass Uyghur detentions in 2017. RFA has collaborated with other USAGM brands on this coverage, including RFE/RL with which it launched the "Locked up in China" project about Uyghur detention camps that also detain other Muslim minorities from Central Asia, in addition to Uyghurs.

• The *Economist* recognized the central role of RFA's "brave reporting" in exposing "China's gulag" while the *Washington Post* said, "A dozen reporters and editors working for Radio Free Asia's Uyghur Service, reporting on events taking place halfway around the world, have confounded the massive propaganda machine of the Communist Party of China."

• RFA Uyghur reporters did the hard work of uncovering the identities of Uyghurs captured in an iconic photo of detainees at the Lop detention facility released by the Xinjiang Judicial Administration, confirming the men were not the dangerous terrorists portrayed by official propaganda.

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• China has used claims of terrorism as a bludgeon against ordinary religious practice by Uyghur Muslims whose homeland is known as China's Xinjiang Uyghur Autonomous Region (XUAR). Uyghurs abstaining from alcohol or pork have been treated with suspicion, while mosques in Xinjiang have been defaced and destroyed. Some residents have been required to report on Uyghurs fasting during Ramadan to Chinese authorities.

• RFA's exclusive coverage has made it a preferred source for news and media organizations reporting on the crackdown. These outlets have cited RFA reports, including the disappearance of Xinjiang University's president, the transfer of thousands of Uyghurs to prisons outside the XUAR, orphanages holding the children of the disappeared and heartbreaking interviews with former detainees. In 2019, pickups came from the *Wall Street Journal, BBC, Fox News, New York Times, National Public Radio, CBS, NBC, The Washington Post, National Review, Al Jazeera, Financial Times, South China Morning Post, and major Western wire services including Reuters, AFP and Associated Press.*



● Exposing Uyghur Forced and Slave Labor in China. Recently the U.S. Customs and Border Protection sanctioned a Chinese company based on information reported by RFA Uyghur, detaining a shipment of leather gloves produced by Yili Zhouwan Garment Manufacturing Co. at the Long Beach port. "CBP will not tolerate modern slavery in U.S. commerce," said the CBP statement. RFA had interviewed former reeducation camp detainees forced to work at the company. Earlier, CBP also detained 13 tons of human hair sourced to a company that RFA Uyghur confirmed used forced labor from Lop County Number 4 Vocational Skills Education and Training Center. (CNN did an extensive report on Uyghur hair products after the RFA story.) In October RFA Uyghur also verified the authenticity of trending YouTube videos secretly filmed at a textile mill, showing forced work by former detainees.

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Reporting on China's Destruction of Uyghur and Tibetan Cultural Heritage. RFA Uyghur and Tibetan reporters have clearly shown China's attempts to forcibly assimilate minority communities into mainstream Han Chinese culture by destroying traditional education and practices, placing Han Chinese in minority homes, encouraging intermarriage through financial incentives, and punishing those who speak out against cultural annihilation. China's wholesale attack on Uyghur and Tibetan language, culture, traditions, customs, and values has included:

• China's demolition of a world-renowned center for the study of Tibetan Buddhism, Yachen Gar Buddhist Academy. RFA has not only maintained a count of the thousands of votaries displaced by these activities, it also has told the stories of what happened to individual monks and nuns following their evictions, including arrests, detentions and suicide. RFA also covered the expulsion of thousands of monks and nuns from, and earlier destruction of the Larung Gar Buddhist Community. For years, RFA has been a primary source for international reporting on the self-immolations of more than 150 Tibetans protesting Chinese control since 2009, most recently in late November 2019.



Satellite images show the destruction of the Yachen Gar Buddhist Community.

• Eradication of Uyghur and Tibetan languages in public education and government activities, reducing fluency in native languages and undermining the ability to pass on treasured literary and religious texts.



• Multiple policies aimed at bringing Han Chinese into Uyghur homes, including the "pair up and become family" program that has put Chinese men in the homes of Uyghur families whose husbands have been detained.

• A new "ethnic unity" law aimed at Tibetans which puts Han Chinese in all school and government organs at all levels and encourages intermarried couples to be promoted.

• The destruction of Kashgar's old city, a crucial part of Silk Road history.

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NORTH KOREA: A Light in the Darkness

When RFA was founded, it was unclear whether North Koreans actually would be able to receive its shortwave broadcasts because DPRK radios had tuners welded to official frequencies and those caught accessing outside media had been sent to gulags or even executed. Despite these totalitarian measures, early RFA Audience Research interviews with recent defectors found a number of brave North Koreans had broken the welding locks and listened to RFA, almost always completely alone. One man talked about hiding under a thick quilt in the middle of the night, afraid his own family could be incriminated if they discovered that he listened to RFA's broadcasts. Reports of North Koreans sent to prison camps for accessing foreign media continue today. Still, ongoing surveys of North Korean refugees and defectors have repeatedly confirmed that citizens are willing to take these risks, even as a majority of respondents say media control is worse now under Kim Jong-un than it was under his father. RFA was the most listened to international radio station in the most recent survey.



RFA's unique network of in- country sources and its use of North Korean reporters and commentators provides access to citizens within all provinces of the DPRK, breaking exclusive stories from deep inside this isolated country. RFA's Korean coverage is widely cited by top international media as well as by the South Korean press. North Korean officials have called out RFA, accusing the United States of engaging in "psychological warfare" through its support of the network.

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• Most recently, RFA Korean led the world in providing evidence of COVID-19's spread in North Korea. In-country sources told RFA that ruling party organizations and neighborhood watch groups were hosting widespread lectures on preventing viral spread, during which they shared information about infections in Pyongyang, North Hamgyong and Hwanghae provinces. RFA's DC office contacted the WHO in Pyongyang, which declined to offer any comment. This report was picked up by the Guardian, Reuters, DW, Foreign Policy, Korea Times, USA Today and the South Korean Hankyoreh. RFA Creative Director [redacted] developed a multimedia presentation based on the Korean Service's coronavirus coverage. North Korean officials have published propaganda to counter RFA reporting.



• In producing "13 North Koreans' 10,000 km Journey in Search of Freedom," RFA's Korean Service reporter [redacted] accompanied a rescue mission to cover the incredible journey of 13 North Korean asylum seekers. This group, which included [redacted] crossed the Mekong River into a country in Southeast Asia, ending a perilous two-month journey to begin the process of seeking asylum in South Korea. The feature was a finalist for a National Murrow Award.

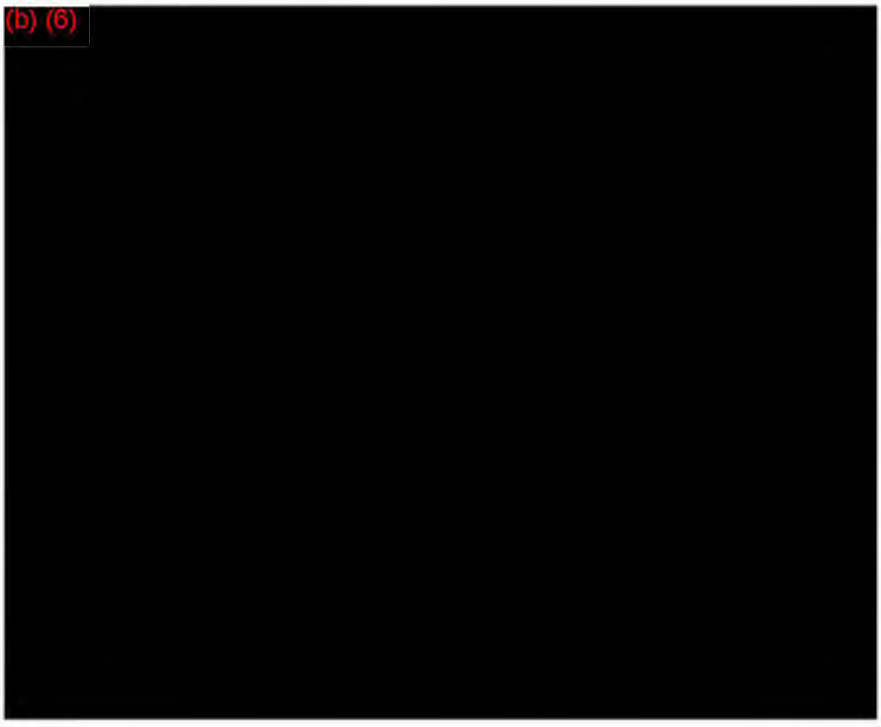
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SOUTHEAST ASIA: Holding Regimes Accountable

"Without RFA we, the political prisoners, would be badly deprived of our rights in the prison. The government is listening to RFA. Whenever news about our bad situation is leaked to RFA, the Ministry of Interior would immediately order prison officials to address it... Other than RFA, no other media outlet would cover our stories and sensitive social issues."

-- Former Khmer Political Prisoner

Southeast Asia has always been at the core of RFA programming, which challenges the state propaganda of the region's authoritarian regimes -- governments that have borrowed models of censorship and repression from China and the former Soviet Union. Sadly, the need for surrogate news media in the target countries -- Burma, Cambodia, Laos and Vietnam -- has not changed. But the media playing field has. While shortwave radio remains key for reaching remote, rural audiences, a growing cohort of RFA's consumers in Southeast Asia now get their news through their smartphone's Facebook feed. RFA services and their journalists have adapted to these changes, producing video content and engaging audiences via social media. Still, the imperative remains the same: to provide an independent source of domestic news and to hold authorities to account.



Technological changes have radically altered RFA's methods of news gathering. Even as governments in the region crack down on any use of social media decreed to be anti-state, RFA listeners provide news tips and citizen journalist video that drives reporting and enables us to cover countries from the grassroots up. This has opened up new horizons for reporting on remote areas and conflict zones. Additionally, RFA is using commercial satellite imagery and ship-tracking software to report exclusively on territorial disputes in the South China Sea.

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• China's Reach in Southeast Asia. A common theme across Southeast Asia is the growing economic and political footprint of the powerhouse on their doorstep, China. In keeping with RFA's grassroots approach to news-gathering in the region, the services report extensively on the impact of China's investments in local communities, who all-too-often get the short end of the stick from Chinese companies that are poorly regulated by local authorities. RFA tracks stories of villagers displaced to make way for industrial and infrastructure projects, environmental degradation and pollution, and in some cases, criminal activity. RFA's services have collaborated with all USAGM networks on the "China's Reach" project tracking Chinese influence and activities around the globe, with RFA's focus on Southeast Asia.

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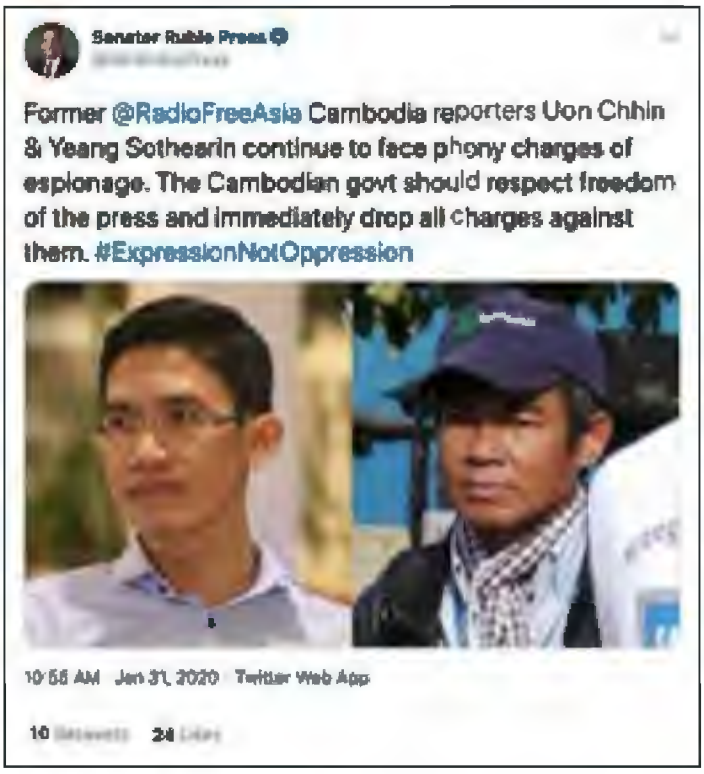






• **Free Press Under Fire in Southeast Asia**. RFA is no longer welcome in three of the four target countries in Southeast Asia. It is excluded from communist-ruled Laos and Vietnam and it was forced to close its office in Cambodia in 2017 during a crackdown on independent media. Currently three RFA contributors are in prison in Vietnam: [redacted], who was sentenced to seven years in 2017 for [redacted] coverage of environmental protests; [redacted], a blogger who was detained/abducted in Thailand in January 2019 after [redacted] sought asylum with the United Nations, and subsequently sentenced to 10 years in prison in Vietnam in a politically motivated prosecution; and [redacted], a blogger who was arrested in May 2020 for supposedly holding "anti-state" documents. In Cambodia, two of our most respected journalists, Uon Chhin and Yeang Sothearin, were arrested two months after our office closure in 2017. They were released on bail after nine months in prison but remain on trial, falsely accused of "espionage" and circulating pornography. (See APPENDIX B: Threats to Press)

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RFA is allowed to operate in Myanmar (Burma), and has an editorial staff including more than 20 reporters based in the main city Yangon, the capital Naypyitaw and most of the state capitals. However, after five decades of military rule democratic reforms in Myanmar have fallen short of expectations. The military remains a dominant force and a legacy of draconian national security legislation leaves journalists vulnerable to prosecution. That includes RFA, which tackles sensitive stories that domestic news outlets avoid. The following summaries, by language service, identify RFA's strategy and programming highlights in Southeast Asia:

• RFA Burmese has reported extensively on military atrocities against minority Rohingya Muslims who were forced to flee to Bangladesh in 2017. RFA was forced off the air on its key in-country affiliate, the Democratic Voice of Burma -- simply for its use of the name "Rohingya" as the government does not regard them as a minority group and objects to the name being used by broadcasters.



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For the past two years, RFA Burmese has provided **unrivaled coverage of military- ethnic fighting in Rakhine State**, the region the Rohingya fled. It has documented civilian casualties and pressed the military and insurgents to account for their actions when regular citizens are caught in the crossfire.

As part of a revamp of its news coverage in early 2020, RFA Burmese began covering all its news stories with full video, including **weekly segments in each of seven ethnic minority languages**, with Burmese subtitles. During recent national elections, RFA Burmese chalked up 28.3 million video views and nearly 2 million interactions on Facebook on a single day. As part of its election coverage, RFA hosted a comprehensive hubpage with up-to-date information on parties, candidates, and breaking developments in the lead-up to election day.

- **RFA Khmer** has 7 million Facebook followers in a country of 16 million people, serving as a watchdog for ordinary Cambodians, as the government of Prime Minister Hun Sen has smothered critical voices in the domestic news media.

Viewers turn to RFA for dependable information and **balanced political coverage that includes views from the main opposition party**, which has been outlawed by the government. When exiled opposition leader Sam Rainsy attempted to return to Cambodia in 2019, RFA Khmer garnered 10 million engagement actions on Facebook in a single week.

RFA Khmer maintains a laser-like focus on political prisoners inside Cambodia and their prison conditions. Recently released political detainee Visal Kea described how RFA broadcasts are closely monitored by prison, law enforcement and court officials because the government is sensitive to such criticism. He told RFA: "*Without RFA we, the political prisoners, would be badly deprived of our rights in the prison. The government is listening to RFA. Whenever news about our bad situation leaked to RFA, the Ministry of Interior would immediately order prison officials to address it. That's what I witnessed. My fellow detainees asked me to say thank you to RFA for paying good attention to them. Other than RFA, no other media outlet would cover our stories and sensitive social issues.*"

RFA has an ongoing **investigative project that uses public records to reveal the lavish overseas properties of elite Cambodians**, including close relatives of Hun Sen such as his niece Hun Chantha, pictured here aboard the Orient Express. Multimedia presentations of those investigations have garnered millions of views online. RFA has conducted undercover reporting of illegal logging in the forests of Cambodia. The country has some of the highest rates of deforestation in the region. The Khmer service documents the efforts of activists who risk arrest to expose illicit activities.

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Hun Chantha, the niece of Cambodian Prime Minister Hun Sen, enjoys a lavish lifestyle thanks to her political connections.



• **RFA Lao** is widely viewed as the only international news outlet that is capable of scraping beneath the surface, on a daily basis, into what's really happening in this one-party state that borders China and is increasingly dominated by its giant neighbor to the north.

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RFA reports exhaustively on the massive impact of Chinese investment that is transforming Laos. This has included an investigative video series on villagers displaced by a high-speed China-Lao railway, extensive reporting about heavy pesticide use on Chinese-backed banana plantations that have sickened local people, and hydropower dams financed in part by China that are altering the ecosystem of the mighty Mekong River.

- **RFA Vietnamese** provides an outlet for independent, online commentary in a country where the Communist government suppresses political dissent through intimidation and detention. Sadly, **three RFA contributors are currently imprisoned in Vietnam.** (See APPENDIX B: Threats to Press)

Because of the government's concerted effort to jam RFA's shortwave signal, RFA Vietnamese has adapted, becoming a trailblazer in its use of social media and in customizing content to reach smartphone users. Video content ranges from sophisticated infographics dissecting historical events to viral news videos that can garner millions of views.

RFA Vietnamese was at the forefront of **independent reporting on the** Dong Tam land dispute in January 2020, where villagers in the suburbs of Hanoi resisted authorities' violent seizure of land designated for the expansion of a military airport. Video of the night of the clash, which left four people dead, attracted more than 5 million views on Facebook.

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BenarNews: Countering Violent Extremism in Asia

In 2015, in collaboration with U.S. Indo-Pacific Command and USAGM, RFA launched a digital news site offering accurate and timely news to underserved audiences vulnerable to extremist propaganda and recruitment. Publishing in five languages, BenarNews targets three Muslim-majority countries – Indonesia, Bangladesh and Malaysia – and two countries where Muslim insurgencies have dragged on for decades, Thailand and the Philippines.



BenarNews has become a trusted resource for news on security issues and militant groups in these countries – as well as for news on how local governments are handling these threats. Benar reports on the causes and consequences of violent extremism, from the five-month battle to reclaim a city seized by Islamic State-linked militants in the southern Philippines, to the struggles of four Indonesian children to overcome injuries sustained when a terrorist tossed a Molotov cocktail into a church.

By September 2020, BenarNews had earned 10 million article reads and more than 1 billion content views on Facebook. It is frequently cited and reprinted in regional and international media including The Star (Malaysia), Prachatai (Thailand), Reuters and South China Morning Post.

Since 2019, and in collaboration with RFA, BenarNews has expanded its coverage to the growing influence of China in Southeast Asia -- including close tracking of China's territorial ambitions in the South China Sea.

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Some highlights and examples of the impact of its reporting include:



• Extensive reporting on the coronavirus pandemic, including clusters of infections from mass Muslim religious gatherings and at migrant worker dormitories in Indonesia and Malaysia.

• Up-close coverage of the pandemic in Bangladesh, using Skype interviews and citizen footage to tell the stories of doctors, nurses and gravediggers, that earned millions of views.

• Use of satellite tracking software to monitor the increasing number of Chinese vessels harassing ships of other nations and trespassing in their waters in the South China Sea, as well as Beijing's expanding claims to land and undersea features in the strategic waterway.

• A reporter asking a question at the Foreign Ministry in Hanoi based on an exclusive BenarNews/RFA story about China apparently laying undersea cables in the disputed Paracel Islands, prompting a Vietnamese official to reject that activity and reaffirm its sovereignty over the island chain.



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• A sit-down interview with then-Malaysian Prime Minister Mahathir Mohamad in September 2019 that was widely reprinted and cited in regional media.

• Comprehensive coverage of the Rohingya refugee crisis that has seen close to 1 million Rohingya Muslims flee from Myanmar to Bangladesh, including a special website, in collaboration with RFA, that won a Gracie Award in 2018.

• A story about the use of sexual violence against Rohingya women in Myanmar before their escape to Bangladesh, which won a U.S. journalism award for excellence in digital content.

• Rare expert analysis of the influence of the Rohingya militant group known as the Arakan Rohingya Salvation Army (ARSA) which appears to be recruiting





Rohingyas in refugee camps in Bangladesh.

• An exclusive interview conducted in the Philippines with the ex-leader of a Muslim rebel group that chose to lay down arms as part of a landmark peace process in the country's troubled south.

• Almost daily coverage of the Muslim insurgency in southern Thailand, with both the government and militants recognizing the reporting as fair and balanced.

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APPENDIX A: Enacting Legislation

In enacting the International Broadcasting Act of 1994 (P. L. 103-236), Congress made "the following findings and declarations: (1) It is the policy of the United States to promote the right of freedom 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; (2) Open communication of information and ideas among the peoples of the world contributes to international peace ...and stability and the promotion of such communication is in the interests of the United States …and the creation of a new broadcasting service to the people of the People's Republic of China and other countries of Asia which lack adequate sources of free information, would enhance the promotion of information and ideas, while advancing the goals of United States foreign policy."

The Act authorized an annual grant for the purpose of carrying out radio broadcasting by Radio Free Asia to the following countries: The People's Republic of China, Burma, Cambodia, Laos, North Korea, Tibet, and Vietnam (Congress later repealed this section, broadening RFA's target markets in Asia -- see below). RFA was authorized as a private, nonprofit company to be funded by the Broadcasting Board of Governors with a mission to "provide accurate and timely information, news, and commentary about events in the respective countries of Asia and elsewhere; and be a forum for a variety of opinions and voices from within Asian nations whose people do not fully enjoy freedom of expression."

A 1998 Amendment to the Act included the Secretary of State as a member of the board, ex officio, and provided that "The Secretary of State and the Board, in carrying out their functions, shall respect the professional independence and integrity of the broadcasting services and grantees of the Board."

In 2017, as part of the NDAA P.L. 114-328, section 307 was repealed which removed mention of specific Asian countries making it clear that Congress intended that RFA broadcast throughout Asia where necessary.

APPENDIX B: Threats to Press

RFA's impact doesn't go unnoticed, by either the populations it serves or the governments of its target countries. Regimes seek to block RFA's transmissions and websites, and crack down on its journalists, their sources, and even their loved ones and family members.

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RFA's broadcast countries in Southeast Asia remain hotbeds of media censorship and repression. In Vietnam, authorities frequently arrest dissidents and journalists on politically motivated charges. Blogger (b) (6) recently became the third RFA contributor in Vietnam to be jailed, after the imprisonment of blogger (b) (6) in 2019, and videographer (b) (6) in 2017. In neighboring Cambodia, the regime of the increasingly repressive Prime Minister Hun Sen employs similar tactics in order to silence opposition voices. After RFA was forced to suspend its in-country operations in Cambodia during a widespread media crackdown in 2017, two RFA journalists, Uon Chhin and Yeang Sothearin, were arrested on trumped up charges of conducting espionage on behalf of a foreign government. After nine grueling months in pre-trial detention, Chhin and Sothearin remain in a years-long protracted legal battle, with the threat of prison terms hanging over their heads. Their repeated appeals to drop the charges against them have been rejected by Cambodia's courts, most recently in Oct. 2020. In August, Cambodian Interior Ministry spokesman Khieu Sopheak speaking off the record in a telephone interview with RFA Khmer had ominous words for RFA's most popular news anchor, Vuthy Huot: "Tell him if he is brave enough to come back to Cambodia, I will chop him into pieces." Huot, a U.S. citizen, has not been in Cambodia since 2017 when he ran afoul of authorities after attempting to conduct a prison interview. In Myanmar one senior RFA reporter in Yangon has been charged under anti- terrorism legislation for interviewing the leader of an ethnic armed group, and could potentially face a long prison term if convicted. The reporter, whose case has been raised with the government by the U.S. Embassy, has so far avoided arrest.

In China, where RFA was the first media outlet to expose the mass detention of Uyghurs in Xinjiang, at least six of RFA's journalists have family members missing, detained, or jailed -- held in retaliation for their courageous work. Two journalists who recently joined the Uyghur Service also had relatives detained prior to their employment with RFA. In Hong Kong, Beijing's influence and control over the media is on the rise. As the city's autonomy continues to erode with the implementation of a new draconian security law, the press will likely face increasingly stringent restrictions.

Appendix C. Audience Research

One of the greatest challenges to RFA is garnering reliable research to learn who uses RFA content. **The fear and censorship that make RFA broadcasts necessary also hinder efforts to get regular, reliable audience information**. Research vendors suggest that respondents sometimes are fearful of admitting to using content that has been censored or otherwise deemed inappropriate by their governments.

RFA has weekly and annual audience size projections derived from nationally representative surveys for its Chinese, Cambodian, Burmese, Vietnamese, and Lao audiences only. The total RFA weekly audience projected from these surveys is nearly 50 million (49,933,968); annual audiences exceed 85 million. A growing portion of these audiences are engaging with RFA digital products, including exclusive blogs, and social media posts and videos.

Data from nationally representative surveys

	Fieldwork dates	Annual reach %	Annual audience	Weekly reach %	Weekly audience
China	Aug 2017	6.9%	72,750,585	4.2%	44,052,756
Hong Kong	June 2016	6.5%	428,090	2.0%	131,720
Taiwan	Sep 2020	7.0%	1,437,240	2.0%	410,640
Myanmar	May 2018	15.1%	5,466,085	6.2%	2,244,353
Cambodia	Sep 2019	22.7%	2,584,395	13.9%	1,582,515
Laos	Sep 2016	3.6%	149,526	1.8%	74,763
Vietnam	July 2016	3.9%	2,335,484	2.4%	1,437,221
TOTAL			85,151,405		49,933,968

Audience surveys have become increasingly difficult to conduct inside China, with most vendors expressing unwillingness to ask directly about use of RFA. Chinese law requires firms to get approval for all research done on behalf of foreign entities and the risks of conducting surveys are simply too high for most firms.The last China survey, conducted in 2017, excluded fieldwork in the Tibetan and Uyghur autonomous regions.

Audience measurement becomes absolutely impossible when audiences are highest. Research firms refuse to conduct surveys during crises, when RFA knows the reliance on international media and motivation to work around Internet censorship peaks.

There are no audience projections for Tibetan, Korean and Uyghur Services, because quantitative research is impossible within their target areas. Surveys among refugees, travelers and defectors provide some indication of audience behavior and use of RFA inside Tibet, Xinjiang and North Korea. They provide insightful data, including in-country audience numbers. However, the unbalanced demographics and unique personal histories of these samples make them impossible to project backwards to the populations inside the target countries. Though the projects are conducted outside of the

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target areas, researchers still can face challenges recruiting and gaining the trust of respondents, especially North Koreans in China or Uyghurs fearful of the impact of their behavior on relatives still in Xinjiang. Tightened border controls have limited the flow of refugees and travelers from all three locations.

	Fieldwork details	Used in target region	Used at least weekly in target region
RFA Korean	Jan - Oct 2018, China & South Korea (n=350)	12.9%	9.7%
RFA Tibetan	Jan 2017, religious teaching in India (n=95)	37.9%	26.3%
RFA Uyghur	June - Sept 2018, Turkey (n=300)	30.7%	18.7%

APPENDIX D: *Social Media and Digital Highlights*

Radio Free Asia uses every available platform to reach its audience, but over recent years has invested more of its resources into social media and digital products. Taking advantage of explosive growth on those popular platforms, particularly in Southeast Asia, RFA content reaches a greater audience share. Here are some recent examples of topline highlights.

- Between January and November 2020, RFA's total interactions on Facebook were 97% higher than the previous 11 months, totalling 164 million likes, comments and shares. Facebook video views grew 197% percent over the same period. RFA video was watched 1.5 billion times on Facebook from January through November 2020.

- RFA added 253,000 Twitter followers as of the end of November. Twitter interactions have increased 27 percent.

- Since January 2019, RFA has dramatically increased its YouTube presence, adding 1.59 million subscribers in that time, with a current total of more than 2 million subscribers across the nine language services. During this period, video views increased by 227 percent and interactions by almost 450 percent. RFA videos have been watched more than 650 million times on YouTube since the beginning of 2019.

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APPENDIX E: Awards and Recognition

Radio Free Asia continues to receive widespread acclaim and recognition for its high-quality, high-calibre journalism among its peers and from numerous organizations. Recent highlights include:

- A National Murrow Award in 2020 for RFA Mandarin's Gray Rhino Series, which uncovers issues in China's financial sector and the problems they may pose to the country's citizenry.

- A Courage in Journalism Award in 2020 from the International Women's Media Foundation for Gulchehra Hoja's outstanding coverage of the human rights abuses against Uyghurs and Muslim minorities in Xinjiang.

- A National Murrow Award in 2019 for RFA Mandarin's video "The Women Against the State," which focuses on the aftermath of China's "709" Crackdown – a nationwide roundup of lawyers and legal activists that began in July 2015 – and the wives of those in custody.

- A Gracie Award in 2019 for the in-depth webpage "The Rohingya: World's Least-Wanted People," which explores the long persecution of the Rohingya Muslim minority in Myanmar through graphics, videos, key quotes, and current news.

- A Sigma Delta Chi Award in 2018 from the Society of Professional Journalists for "Drawing Fire: The Political Cartoons of Rebel Pepper," which includes 50 of RFA's resident cartoonist Liming Wang's cartoons, in which he shapes nuanced geopolitical complexities into sharp and relatable pieces of visual art.



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Research Update December 2020

FY 2020 Research

Venezuela (Feb 2020) and **DR Congo** (March 2020), just before those countries went on lock down. And even before that, we completed in-depth survey research in **Ukraine, Cambodia, Moldova,** and **Haiti** (Regional).

Focus Groups: **VOA Ukrainian**, **Our Voices**, potential users of **Tavisupleba** (RFE/RL Georgian Service), **Alhurra TV** in Morocco, and **RFE/RL Kazakhstan Service** Programming

2020 -- In the past year we also updated reach figures using omnibus surveys (shorter questionnaires that only provide reach figures, and a few key performance indicators) in the following markets**: Benin, Malawi, Zimbabwe, Bosnia, Estonia, Latvia, Lithuania, Macedonia, Montenegro, Serbia, Iraq, Iraq Kurdistan, Kuwait, Lebanon, Morocco, Palestinian Territories, Qatar, Saudi Arabia, Turkey**.

Studies awarded at the end of the fiscal year 2020 and are being implemented now. We expect results of qualitative studies (which are all being conducted virtually) to wrap up with results by early 2021. The quantitative studies would normally be completed in six to nine months, but right now are also very much subject to whether COVID-19 cases permit survey implementation. Fingers crossed.

Gallup World Poll Omnibus

Buying space on the annual Gallup World Poll omnibus vehicle to measure reach in approximately 50 markets.

Angola Media Survey

Kazakhstan Media Survey

Kakuma Refugee Focus Groups and Survey

Afghanistan Anti-Narcotics Campaign Evaluation

Audience Research in Hungary

Implemented in partnership with London School of Economics and RFE/RL

Comprises focus groups and survey work pre- and post- launch of RFE/RL programming in Hungary

Qualitative Work

These small-scale projects go in-depth with heavy users, to understand their experience with our content and platforms:

Focus groups with **French to Africa audiences in Ivory Coast, Niger, Mali**

- **VOA Russian**

- **VOA Georgian**
- **Alhurra Egypt Branding Study**
- **Iraq Radio Sawa Monitoring Panel**
- **Iraq Alhurra Monitoring Panel**
- **RFE/RL Monitoring Panels for Afghanistan, Armenia, Balkans, Tajikistan, Uzbekistan**
- **RFA Myanmar**
- **RFA Vietnam**

U.S. AGENCY FOR GLOBAL MEDIA | UNITED STATES BROADCASTING BOARD OF GOVERNORS

330 Independence Avenue SW Washington DC 20237 | usagm.gov

June 17, 2020

Ms. Bay Fang
President
Radio Free Asia

2025 M Street NW [redacted]
Washington, DC 20036

Via email (b) (6) [redacted]

Dear Ms. Fang:

Radio Free Asia (RFA) is hereby on notice of the following. Effective immediately, pursuant to my authorities as Chief Executive Officer (CEO) of the United States Agency for Global Media (USAGM), including under 22 USC 6209(d) and your bylaws:

(1) the following individuals are added to the Board of RFA:

- Jonathan Alexandre (Senior Counsel, Liberty Counsel Action)
- Robert Bowes (Senior Advisor to the Secretary, HUD)
- Bethany Kozma (Deputy Chief of Staff, USAID)
- Rachel Semmel (Communications Director, OMB)
- Emily Newman (Chief of Staff, USAGM)
- Michael Pack (CEO, USAGM) as Chairman

(2) All other currently serving board members are hereby removed.

Thank you.

Best regards,

(b) (6) [redacted]

Michael Pack
Chief Executive Officer

RFA Overview Memo to Transition Team

From acting president Parameswaran Ponnudurai

12/9/2020

- **Mission, Current Operations, Structure**

Since its inaugural Mandarin news broadcast in the fall of 1996, Radio Free Asia has served as a journalistic bulwark against the misleading and false internal narratives pushed by leaders in China, North Korea and throughout Asia, who sacrifice truth to retain their grip on power.

Radio Free Asia's congressionally mandated mission is to bring uncensored, accurate, domestic news and information to people living in countries under repressive rule and among the world's worst media environments.

RFA's nine language services and its recently launched online news portals BenarNews and WhyNot/WAINAO bring these stories without fear, favor or apology to audiences via video, radio, TV, social media, the internet, and satellite transmissions.

RFA has a total of 272 full time (U.S. hire) employees and 32 local hires as well as 163 contractors, 127 editorial consultants and 174 stringers.

RFA's impact is evident as it pushes back on disinformation – despite budget constraints -- while serving as a voice for the voiceless in China (Mandarin, Tibetan, Uyghur, and Cantonese), Southeast Asia (Vietnam, Laos, Burma, and Cambodia), and North Korea (Korean).

This impact can be felt and measured by listener feedback, quantitative audience research, and reactions from governments. The means of reaching audiences since RFA's inception have been revolutionized, and RFA has adapted its story-telling accordingly to emerging platforms, seeking new ways, including social media, to engage audiences so they can readily access the truth.

As RFA has modernized its methods, so too have authoritarian regimes. Leveraging significant investments, governments in China and other "strongman-ruled" Asian countries deploy sophisticated strategies and new tactics to influence the information space, presenting new and greater challenges in the 21st century for Radio Free Asia and its journalists.

RFA Language Services:

1. RFA Cantonese Service (Launched in 1998)

TV/Video Original Programming: 6 hours/week; TV/Video Total Broadcast: 16.5 hours/week; Radio/Audio Original Programming: 6 hours/week; Radio/Audio Total Broadcast: 55 hours/week

The RFA Cantonese Service targets the 70 million native speakers of Cantonese, including those in Hong Kong, where a sweeping new national security law passed by Beijing this summer has

been used to crush dissent and stifle freedom of speech, targeting pro-democracy journalists and politicians, protesters, academics and even teachers. Hong Kong's media, once among the world's most free, has moved from self-censorship to widespread Mainland Chinese ownership. In this increasingly restricted media environment, RFA Cantonese remains a crucial source of objective and independent information for Hong Kong residents and other Cantonese-speaking audiences inside China.

Social media:

RFA Cantonese is active on Instagram, Facebook, Twitter and YouTube. Social media followers grew 82% in 2020. Video views grew 199%, reaching 71M. Audience interactions across RFA Cantonese social media grew 253% over 2019 reaching 5M total engagements in response to the service's robust coverage of Hong Kong's pro-democracy protests and new national security law.

2. RFA Korean Service (Launched in 1997)

TV/Video Original Programming: 1.5 hours/week; TV/Video Total Broadcast: 1.5 hours/week; Radio/Audio Original Programming: 24.5 hours/week; Radio/Audio Total Broadcast: 66.5 hours/week

RFA Korean, a leader among broadcasts to North Korea, provides uncensored news and commentary to one of the world's most closed societies. RFA's unique network of in-country sources and its use of North Korean reporters provides access to DPRK citizens, breaking exclusive stories from deep inside this isolated country. More than 20 North Korean defectors contribute to RFA Korean programming, offering a platform for their personal perspectives and experiences of the free world, while helping to ensure accuracy and credibility. RFA Korean's video programs counter pervasive false narratives from Pyongyang. RFA Korean's exclusives are widely cited by top international media as well as by the South Korean press, including news stories revealing North Korea's crumbling healthcare system, violations of international nuclear- and missile-related sanctions, expansion of its notorious political prison camps, and high-level defections. North Korean officials have called out RFA, accusing the United States of engaging in "psychological warfare" through its support of the network.

Social media: RFA Korean is active on Facebook, YouTube and Twitter. The service began publishing on Instagram in 2020 creating unique visual reporting on events in North Korea that can be used across multiple platforms. RFA Korean also had 1,223% subscriber growth on YouTube in 2020 and YouTube interactions grew 580%.

3. RFA Mandarin Service (Launched in 1996)

TV/Video Original Programming: 4 hours/week; TV/Video Total Broadcast: 18 hours/week; Radio/Audio Original Programming: 24.5 hours/week; Radio/Audio Total Broadcast: 168 hours/week

RFA Mandarin breaks sensitive political news stories, giving voice to the voiceless inside the People's Republic of China. From investigating Chinese Communist Party corruption, abuses, and human rights violations, to presenting analysis of otherwise-banned news, RFA Mandarin delivers uncensored information about China around the clock via radio, television and digital platforms. RFA Mandarin serves as a model of free press while countering aggressive CCP disinformation campaigns both in China and globally. In-depth programming covers rapid socioeconomic change, environmental degradation, land grabs, public health, corruption, and labor. RFA offers in-depth features covering religious and ethnic minorities, as well as Chinese historical events censored or ignored by the CCP.

In 2020 RFA Mandarin received a Gold Medal (New York Festivals Radio Awards) for its documentary on China's Great Leap Forward. Its video coverage of China's crackdown on human rights lawyers won the 2019 National Murrow Award. RFA's COVID-19 coverage exposed attempts to silence doctors sounding the alarm and, later, critics of China's response. RFA Mandarin also uncovered China's underreported death toll in Wuhan, a widely-cited story that forced China to release new estimates.

Social Media: RFA Mandarin maintains an official presence on Facebook, Twitter and YouTube and its content is shared on WeChat and other heavily censored Chinese social media platforms. At the end of FY2020, RFA Mandarin had 862k followers across social media, a 102% year-on-year increase. Interactions on social media grew 184% (4.76M) and video views grew 277% (51M) driven by extensive coverage of COVID-19 and events in Hong Kong.

4. RFA Tibetan Service (Launched in 1996)

TV/Video Original Programming: 3.5 hours/week; TV/Video Total Broadcast: 31.5 hours/week; Radio/Audio Original Programming: 29.2 hours/week; Radio/Audio Total Broadcast: 168 hours/week

RFA Tibetan provides news in three major Tibetan dialects, aimed primarily at Tibetans living under Chinese rule. The authoritative source of uncensored news about Tibet, the Service covers traditional culture and religion, dissent, human rights abuses and environmental activism. As Beijing has moved aggressively to destroy Tibetan Buddhist Centers -- expelling monks and nuns and destroying their buildings -- RFA provides coverage of these abuses as well as the activities of the religion's spiritual leader, the exiled Dalai Lama. RFA Tibetan also has documented attempts to remove Tibetan language from education and media, as China moves to assimilate this minority population.

RFA offers programming that helps preserve Tibetan history, language, and culture, while also providing a neutral forum for inter-ethnic exchange. The Service plays a critical role in countering Chinese propaganda that attempts to downplay the unrest and strife surrounding Tibetan issues. With contacts in all parts of Tibet, RFA is able to break stories from Lhasa to remote Tibetan villages, not only for Tibetan audiences inside Tibet and in the diaspora regions of Nepal and India, but also for the world.

Social Media: RFA Tibetan has over 480K followers on YouTube, Facebook, Instagram and Twitter. Interactions across social media grew 31% in 2020 and video views grew 22%.

5. RFA Uyghur Service (Launched in 1998)

TV/Video Original Programming: 1.3 hours/week; TV/Video Total Broadcast: 7.3 hours/week; Radio/Audio Original Programming: 7 hours/week; Radio/Audio Total Broadcast: 49 hours/week

RFA Uyghur is the only major source of uncensored local and international news in the Uyghur language inside China's Xinjiang Uyghur Autonomous Region (XUAR), where more than one million Uyghurs have been banished to internment camps, in one of the most serious human rights violations in the world. RFA was among the first to break the news of the extrajudicial internment of the Uyghurs and other Muslims in these so called "re-education" camps across Xinjiang, as well as events that followed, including detainee transfers to Chinese factories for forced labor amid the COVID-19 pandemic. RFA reporting have found that detainees in the internment camps live in poor conditions, where they are forced to endure inhumane treatment and political indoctrination, including forced sterilizations. The Uyghur services also serves as a forum for Uyghurs worldwide to share their experiences and engage with the global community. Following RFA's reporting on the plight of the Uyghurs in Xinjiang, Chinese authorities retaliated by detaining many of the Service's US-based reporters' family members in the region. Still, the Service's work continues, proving instrumental to Congress's bipartisan passing of the 2020 Uyghur Human Rights Policy Act and signed into law by President Donald Trump.

Social Media: RFA Uyghur launched a new Instagram account in 2020 featuring the work of Uyghur illustrator Yette Su. The Uyghur service also grew Facebook video views by 94% on Facebook and YouTube views grew 29% in FY2020.

6. RFA Burmese Service (Launched in 1997)

TV/Video Original Programming: 9 hours/week; TV/Video Total Broadcast: 34 hours/week; Radio/Audio Original Programming: 8 hours/week; Radio/Audio Total Broadcast: 93 hours/week

RFA Burmese plays a critical role reporting political, security and social issues that domestic media in Burma (Myanmar) avoid because of the inability to legally criticize the elected administration of Aung San Suu Kyi and the armed forces. The military retains enormous power despite democratic reforms that began a decade ago. News media remain vulnerable to prosecution under draconian national security laws. RFA's Burmese Service often covers sensitive news like land confiscations, the impact of Chinese investment, military abuses during fighting with ethnic insurgents, environmental degradation, and attacks on freedom of speech and the press.

RFA has reported extensively on the plight of minority Rohingya Muslims forced to flee to neighboring Bangladesh. For the past two years, RFA Burmese has provided unrivaled coverage of military-ethnic fighting in Rakhine State, the region the Rohingya fled. It has documented civilian casualties and pressed the military and insurgents to account for their actions when regular citizens are caught in the crossfire.

As part of a revamp of its news coverage in early 2020, RFA Burmese began covering all its news stories with full video, including weekly segments in each of seven ethnic minority languages The Service provides news bulletins each week in seven ethnic minority languages, with Burmese subtitles.

Social media: The Burmese Service's coverage of Covid-19 and the 2020 national elections in Myanmar drove significant growth across all social platforms. The Burmese Service now has over 6.6M followers on Facebook, YouTube, and Twitter (a 40% year-on-year increase). Burmese Service content was interacted with over 116M times (244% YoY growth) and videos were viewed over 1.77B times (308% YoY growth).

7. RFA Khmer Service (Launched in 1997)

TV/Video Original Programming: 7.5 hours/week; TV/Video Total Broadcast: 7.5 hours/week; Radio/Audio Original Programming: 14 hours/week; Radio/Audio Total Broadcast: 59.5 hours/week

RFA Khmer serves as a watchdog for ordinary Cambodians, holding to account a government and local authorities who act with impunity. Most recently, Hun Sen, Cambodia's longtime prime minister, has smothered critical voices in the domestic news media. As a consequence, Cambodians rely increasingly on RFA for dependable information and balanced political coverage that includes views from the main opposition party, which has been outlawed by the government. RFA has managed to sustain this watchdog role and even increase its social media following despite the forced closure of its Phnom Penh bureau in 2017. Two years after their November 2017 arrest, former RFA reporters Yeang Sothearin and Uon Chhin remain under investigation and court supervision.

RFA Khmer programming includes popular call-in shows and regular features on international affairs, women's issues, agriculture, religion, health, and technology. RFA also covers land grabs, illegal logging, corruption, labor disputes, and persecution of human rights defenders and the political opposition. RFA has launched an ongoing investigation of the overseas properties of elite Cambodians.

Social media: The Khmer Service maintains active profiles on Facebook, YouTube, and Twitter, with 7.8M total fans across these platforms. In FY2020 they had 17.8M interactions (61% increase year-on-year) and more than 233M video views (122% increase YoY). The Khmer Service is especially popular on Facebook, where it is the third most-popular page in Cambodia, according to Socialbakers.

8. RFA Lao Service (Launched in 1997)

TV/Video Original Programming: 0.2 hours/week; TV/Video Total Broadcast: 0.2 hours/week; Radio/Audio Original Programming: 4.5 hours/week; Radio/Audio Total Broadcast: 52.5 hours/week

RFA Lao is widely viewed as the only international news outlet that is capable of scraping beneath the surface, on a daily basis, into what's really happening in this one-party state that borders China and is increasingly dominated by its giant neighbor to the north. RFA reports exhaustively on the massive impact of Chinese investment that is transforming Laos. This has included an investigative video series on villagers displaced by a high-speed China-Lao railway, extensive reporting about heavy pesticide use on Chinese-backed banana plantations that have sickened local people, and hydropower dams financed in part by China that are altering the ecosystem of the mighty Mekong River. RFA Lao covers issues and events otherwise censored by the state-controlled domestic media. Because RFA Lao bases much of its reporting on tips from concerned citizens, it has increased production of standalone video and also posts citizen-sourced video on its website and social media platforms.

Social media: RFA's Lao Service has grown across all social media platforms in FY2020, with over 210k followers across Facebook, YouTube, and Twitter (a 9% Year-on-year increase). Interactions on social media grew 26% (875K) and the Lao Service videos were viewed over 18.2M times in FY2020 (a 63% increase).

9. RFA Vietnamese Service (Launched in 1997)

TV/Video Original Programming: 3.4 hours/week; TV/Video Total Broadcast: 3.4 hours/week; Radio/Audio Original Programming: 3.5 hours/week; Radio/Audio Total Broadcast: 10.5 hours/week

RFA Vietnamese provides uncensored news on domestic issues and serves as an outlet for independent, online commentary in a country where the Communist government suppresses political dissent through intimidation and detention. RFA reports with particular determination to cover the plight of dissidents and people arrested for exercising the right to free expression. Other areas of coverage include land grabbing, suppression of religious freedom, and Vietnam's disputes with China over competing territorial claims in the South China Sea. The government is fiercely critical of RFA coverage, which it frequently denounces in the state media, and three RFA contributors are currently imprisoned in Vietnam.

Because of the government's concerted effort to jam RFA's shortwave signal, the Vietnamese Service has re-orientated its approach to focus purely on online content. The Vietnamese government had ordered Facebook to remove certain RFA posts, citing "local restrictions," and the social media giant complied. Nevertheless, RFA Vietnamese has been a trailblazer in social media use and in customizing content to reach smartphone users. Video content ranges from infographics dissecting historical events, to viral news videos that can garner millions of views.

Social media: At the end of FY2020, RFA Vietnamese had 1.49M followers across Facebook, YouTube, and Twitter, a 24% growth year-on-year. Vietnamese Service posts have been interacted with over 16M times (127% YoY growth) and RFA Vietnamese videos were viewed over 731M times on social (201% YoY growth).

BenarNews:

RFA set up a special online portal, **BenarNews**, in March 2015 in a bid to provide news on counter-terrorism and factors that drive people to violent extremism. It was established in collaboration with U.S. Indo-Pacific Command (INDOPACOM) and the USAGM. The project is funded by INDOPACOM but RFA has full editorial control. BenarNews targets five countries -- Bangladesh, Indonesia, Malaysia, as well as the Philippines and Thailand, where deadly Muslim insurgencies in the south of the two countries have been raging for decades. Aside from covering those two conflicts, and militancy issues in the world's most populous Muslim nation, Indonesia, BenarNews has documented the effects of radicalization in the region. Recently BenarNews' coverage was expanded to include the growing influence of China in all five countries, in collaboration with RFA's target countries in Southeast Asia. The coverage includes close tracking of China's territorial ambitions in the South China Sea. The total funding for 2020 is about $2 million.

WhyNot/WAINAO (Global Mandarin):

WhyNot/WAINAO was soft launched in September. It is a new RFA brand aimed at bringing younger Chinese-speaking audiences in China and around the world innovative, incisive, engaging content that will have unique appeal.

The production is more visually creative to accommodate younger people's way of consuming information. Also, there is more cultural and societal content interesting to younger audiences, and less focus on daily news updates. It is largely a digital newsmagazine in style and content. The WhyNot/WAINAO team expand on or develop RFA Mandarin topics that could be of interest to young people, such as gender equality, unemployment in China, digital tools to promote free speech.

The initial plan by USAGM was for a joint VOA/RFA project targeting the young Mandarin-speaking audience but after a series of focus groups among young Mainland Chinese, it was found that separate brands would be feasible. Initially, WhyNot/WaiNao was to get an annual funding of $4.5 million. It was allocated $1.5 million in FY2020 and RFA is uncertain of the allocation for FY2021 as the budget has not been finalized.

- Management, Personnel and Budget information that need to be addressed on Day One, and in the near-term of 3-6 months

== Need to appoint a permanent head of RFA:

I have been acting president since June 2020, aside from continuing to be in charge of all content produced by RFA -- as VP of Programming.

== Need to address RFA's tight financial situation:

Two of the six target countries of RFA -- China and North Korea -- are US national security threats. The other four – Vietnam, Myanmar, Cambodia and Laos – are dogged by human rights and security concerns amid increasing influence in the region from China.

But RFA's funding levels have not kept pace with the rapidly increasing China threat even as RFA plays a key role as the surrogate media news organization that offers accurate and independent coverage of events in countries where citizens could not depend on their own, state-run media. RFA is currently operating under a CR. Based on OMB figures, RFA was allocated [redacted] for FY2021 – much lower than the [redacted] in the previous two years (FY 2019 & FY 2020). RFA hopes Congress would raise the budget to an acceptable level – at least to [redacted] – so that RFA can meet key programming needs and mandatory annual salary increases to staff stemming from the yearly COLA review and additional one percent in line with the CBA. About 94% of RFA's budget is fixed costs – staff salaries and benefits, contract services (stringers, editorial consultants and other content providers), and office space rental.

Considering the growing financial demands, RFA faces a deficit in FY 2021, unless Congress approves a higher budget. I have just advised language service directors to avoid recommending salary increases on top of the mandatory COLA plus one percent annual increases for this year. Several legislations in both the House and Senate had encouraged more resources for RFA, especially the China-related language services, but there have not been specific funding increases in appropriation bills and spending measures.

On the technology front, RFA urgently needs [redacted] to replace aging infrastructure. Much of RFA's network infrastructure is 24 years old, and needs to be upgraded to keep up with the high demands of video production. Our audio over Internet Protocol systems are mostly 12 years old and out of warranty, our UPS systems are approximately 22 years old, and some of the servers for TV and Web are at end of useful life expectancy and need to be replaced as soon as possible

== RFA reporters under siege:

Hong Kong:

RFA's reporters in Hong Kong are worried about their safety due to the escalating situation in the Chinese territory. The arrest and detention of media tycoon Jimmy Lai as well as several lawmakers have raised fears of a renewed crackdown on the media. The Hong Kong authorities have not signaled any action against RFA staff but the ongoing repressive environment stemming from the draconian National Security Law has cast a cloud on their future. RFA has raised their concerns to the USAGM leadership as well as to the State Department in the hope

that the department could give some reassurance that the US consulate in Hong Kong could look out for them. State Department officials however frankly admit that their options are limited because all our bureau staff – around 15 of them -- are locals and not American citizens. Considering the increasing threat to the Hong Kong bureau operations, RFA is seriously considering the possibility of moving all our staff and resources in Hong Kong to our existing bureau in Taipei as a last resort.

Xinjiang, China:

More than half a dozen of U.S.-based journalists of RFA's Uyghur Service, which has played a critical role in uncovering the detention of well over 1 million Uyghurs in China's Xinjiang Uyghur Autonomous Region (XUAR), have had their relatives detained in the region's internment camps.

They include siblings, in-laws, nieces, nephews, and even elderly parents.

They have been targeted by the Chinese authorities as a consequence of the RFA Uyghur Service's early reporting of the rights abuses in the XUAR.

RFA's Uyghur Service is the world's only independent Uyghur-language news service for the Uyghur population of Xinjiang – one of the world's most-closed media environments. And most international media, including BBC, The Washington Post, Associated Press, CNN, NPR, Wall Street Journal, New York Times and Reuters credit RFA for breaking the vast majority of news about Beijing's directed crackdown in Xinjiang.

Vietnam:

There are currently three RFA Vietnamese contributors languishing in prison in Vietnam -- Nguyen Van Hoa, a cameraman who was sentenced in January 2017 to seven years in prison for his coverage of environmental protests; Nguyen Tuong Thuy, a blogger and leader of an independent journalist advocacy group, held without trial on charges of spreading information opposing the state, and Truong Duy Nhat, a blogger who was sentenced in March to 10 years in jail on charges of "abusing his position and authority." Hoa, who last week ended an eight-day hunger strike launched to protest conditions at his detention camp, has been officially adopted by U.S. Congressman Alan Lowenthal under the Defending Freedoms Project, in which U.S. lawmakers work to raise awareness of the cases of political prisoners and advocate for their freedom or a reduction in their sentences. But there is a need for increased State Department advocacy for RFA journalists facing prison terms or other forms of persecution for doing their work in our target countries.

Cambodia:

Two journalists who worked for RFA before the forced closure of RFA's bureau in Phnom Penh three years ago amid a government media crackdown are still fighting espionage and other charges in court. On Oct. 27, Cambodia's Supreme Court rejected an appeal from former RFA

Khmer journalists Uon Chhin and Yeang Sothearin who were seeking the dismissal of an order from a lower court judge for a re-investigation of an espionage case against them. The re-investigation order, issued on the grounds that there was insufficient evidence to reach a verdict in their trial, has only deepened the impression that the proceedings against Chhin and Sothearin are politically motivated. They were arrested in November 2017, two months after the forced closure of RFA's bureau in Phnom Penh, and were falsely accused of "illegally collecting information for a foreign source" – essentially spying for the United States. The charge carries up to 15 years in prison. They are currently on bail and are unable to get decent jobs because of the charges hanging over their heads.

- Policy, Legislative, Regulatory Priorities:

== Need to hasten the broadcast visa process for RFA hires: There is a need to expedite long-delayed broadcast visas for RFA hires. One of them anxiously awaiting the visa is an RFA (b) (6) reporter and multimedia journalist (b) (6), a former activist who fled (b) (6) has been waiting for approval to work in the US for more than two years. RFA hopes the State Department could notify the de facto U.S. consulate in Taipei to expedite case. Currently works as a contractor for RFA from Taiwan.

- Outstanding Procurements:

There are no major outstanding procurements. Procurement processes continue unabated but with pandemic precautions in place.

- Pending Contracts:

== Uncertainty over Internet Freedom projects: RFA has been unable to proceed with several multi-year Internet freedom projects after USAGM decided to withdraw that it had previously given to entities, including RFA, under a program aimed at boosting online freedom. The money was allocated to us under Grant Amendment dated Sept 22, 2019 but was ordered withdrawn after RFA began discussions with vendors with the aim of officially committing resources to them by the end of the last fiscal year on September 30. RFA is awaiting a Grant Amendment to return the Internet Freedom funds to USAGM.

- Equal Employment Opportunity profile:

RFA is an equal opportunity employer committed to workforce diversity. It maintains and upholds the following Equal Employment Opportunity Policy:

RFA prohibits unlawful discrimination against any employee or applicant for employment based on race, color, religion, sex, age, national origin, disability, status as a veteran, sexual orientation, marital status or any other factor prohibited by law. All employees must support and comply with this policy.

RFA recruits, hires, trains, and promotes qualified persons to all positions, and administers all personnel actions, without unlawful discrimination.

An employee must notify the Director of Human Resources of any allegation or information about discrimination prohibited by this policy, and of any allegation or information about retaliation for reporting it. If the matter involves alleged discrimination by a person in the Human Resources Department, the employee must notify RFA's General Counsel. Reports will be promptly addressed and may be investigated. Disciplinary or other corrective action will be taken as warranted. Complaints will be handled confidentially, except as necessary for investigation and resolution.

RFA also prohibits retaliation against any employee for reporting discrimination, making a complaint, assisting in an investigation, or otherwise exercising rights protected by law

- COVID-19 prevention steps:

- The safety and well-being of RFA's staff is of paramount importance. Current operational status is only essential personnel report to the office. All other personnel telework and come to the office on an as-needed basis only. All production continues from staff homes and is transferred to Master Control when necessary via VPN, FTP, shared cloud storage, DAM & CMS systems, audio and video codecs, etc.

- RFA-operated HVAC systems are currently being modified to add UVC anti-microbial systems and increased fresh air supply. Modifications should be completed by Dec 15th. Supplies of MERV-13 filters are still scarce, we are awaiting estimated delivery on them.

- HVAC systems modifications by RFA's landlord, Carr Properties, are estimated to be completed in January 2021.

- Draft plans for the phased return for language services are in place. Once HVAC systems modifications for the entire building are complete, the plans will be reviewed and updated accordingly, informed by current circumstances with pandemic trends, local government operational status, school closures, etc.

- RFA has developed and introduced a Face Mask Policy that requires any person in RFA's Washington, DC, offices as well as any RFA employees or contractors performing RFA work together outside of RFA's premises to wear a face mask. All staff have been made aware of this and other operational polices during the pandemic. RFA's DC face mask policy is in the process of being updated and implemented for its overseas offices. Updates to policies regarding precautions such as maximum occupancy in the studios and appropriate social distancing have been addressed via video that all staff will view upon phased return.

- Supplies of PPEs such as masks, gloves and face shields. Stocks are maintained as supplies are available - There is still intermittent difficulty obtaining sanitizing supplies. USAGM's contact reported similar experience.

- Pedestal and table top hand sanitizer dispensers, bulk sanitizer, and disinfectant wipes continue to be installed around the facility in studios and common areas.

- The level of office cleaning has been increased.

- To reduce office touch-points, RFA has installed foot-operated “hands-free” openers on restroom doors and Carr Properties has installed touch-free “hand-wave” sensors for opening the doors of the building’s main lobby.

- RFA’s COVID 19 policies and procedures have been distributed to all staff by email and are always available via RFA’s intranet.

- Existing routine management, meetings, policies and requirements:

RFA language services have their own daily internal meetings to plan news coverages before the mandatory daily editorial management meetings. Senior staff meet weekly to discuss a range of issues.

- **Technology Capability & IT Security issues:**

- Early in the pandemic RFA mobilized staff including broadcasters to work and produce content at home by providing cameras, mics, computers, lights, codecs and other required equipment. Production for broadcast never ceased. Some shows are still produced live.
- Enhanced technical support is available via email, phone, and remote Teamviewer sessions.
- RFA further developed remote control of broadcast operations in Master Control in the event of a temporary evacuation in the event of infection or required sanitation.
- RFA has enhanced its endpoint security through remote management of security software on staff computers, and by limiting VPN usage to essential production and administrative needs only.
- RFA was hit by an uptick in phishing attempts from North Korea this year, especially in September and October. During November, cyberattacks from North Korea decreased significantly. This was attributed to countermeasures deployed as well as increased awareness and vigilance from end users, who received multiple notifications of these dangers.
- This year RFA also enhanced firewall security, with a dual layer architecture. Each layer has two firewalls clustered for redundancy. There are also intrusion monitoring appliances in use.
- A large portion of RFA’s critical infrastructure is at end of life and needs replacement, budgeting and planning is underway.

- Supplemental Materials: Org Chart, Entity Budget sheets.

(Attached)

- Identify any issue or topic requiring special attention by the transition team

== Shortwave issue: The quality of latest sample of SW audio clips of RFA broadcasts has mostly been poor because of inadequate transmission or active jamming by the authorities.

In fact, broadcasts into Myanmar were almost impossible to decipher.

RFA's poor SW signal in Myanmar is particularly acute in ethnic conflict hit Rakhine state where the authorities have imposed restrictions on the Internet. RFA listeners rely on radio to get their news. RFA is particularly popular there as we cover the conflict in much more depth than any other news media.

USAGM identified some options to help RFA improve reception in Myanmar in the run up to the country's November 8 elections following complaints from RFA listeners about poor SW signal but the situation appears to be the same.

VoA broadcasts into Myanmar however appear fine mostly because its programs are beamed from nearby Thailand and the Philippines. Bilateral U.S. agreements with Thailand and the Philippines bar USAGM from broadcasting RFA content from transmitting stations in those countries, leaving RFA reliant on US territories, such as the Commonwealth of Northern Marianas Islands (CNMI) and whatever space RFA can access from leased facilities in the wider region.

U.S. authorities should renegotiate the bilateral agreements with Thailand and the Philippines to allow RFA to join VoA in broadcasting from the two countries.

Over the years, RFA has reduced dependence on SW to transmit programs into our target countries, except to North Korea, Tibet and Xinjiang. Shortwave transmission was found to be less effective because of drops in general population SW radio use and government jamming, especially by China and Vietnam.

Still, efforts have to be made to beef up RFA transmissions into China in a determined bid to battle disinformation campaigns by the Chinese Communist Party.

National surveys in our markets also suggested growing impact and additional growth opportunities from digital media. For example, in the last China national survey, a small portion of RFA's total audience used shortwave radio (11%) and most of those listeners also used online or satellite platforms also to receive RFA content. The majority of RFA's measured audiences in China consumed RFA-exclusive blogs or online branded video content. The drop in radio listening also coincided with BBG/USAGM reductions in the number of SW frequencies used for each broadcast, as there was some concern about China's ability to shut off Internet access especially during a crisis.

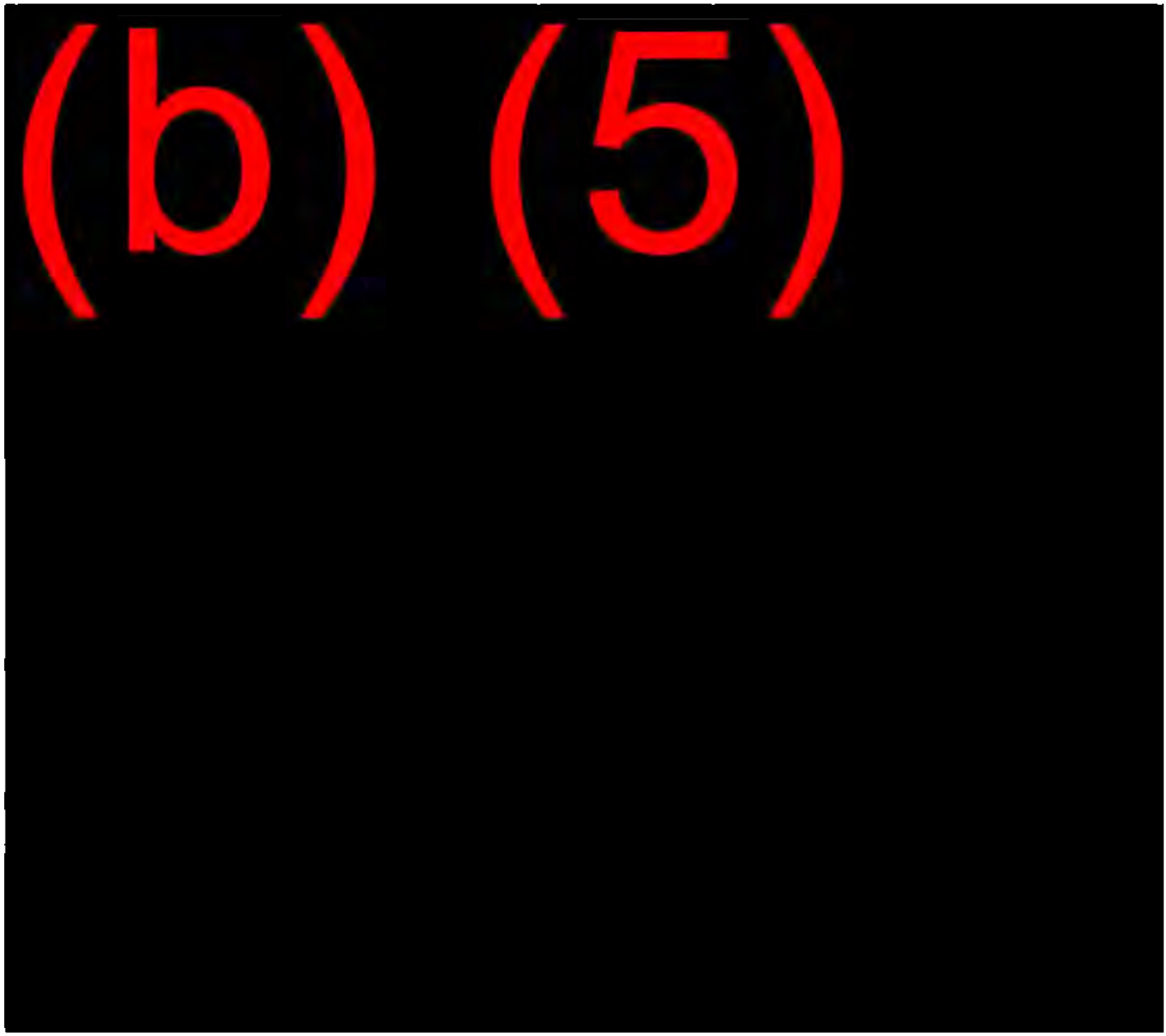
== Legal issues:

== Currently, RFA has only one active lawsuit. The suit is in federal court in Houston, Texas. RFA has been sued for defamation and defamation per se. The court has dismissed all claims against RFA. RFA is requesting attorney fees and we are awaiting the court’s final decision which should be handed down in the next few weeks.

== The Language Service employees at RFA are members of the Washington Baltimore Newspaper guild. The Collective Bargaining Agreement (CBA) between RFA and the Guild will expire on January 30, 2021. Union leadership and RFA have agreed to roll over the current agreement for one year. The rank and file members are currently voting on the recommendation of their leadership to roll the agreement over for one year.

== RFA is caught in the middle of the USAGM-OTF legal dispute. A sum of [redacted] that OTF had agreed to pay to RFA for breaking the expected sublease is stuck at USAGM due to the ongoing legal dispute. RFA was given a written assurance by USAGM that the money would be processed in a Grant Amendment before the end of the fiscal year on September 30.

Background:




(b) (5)

U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS

Our mission is to inform, engage, and connect people around the world in support of freedom and democracy.

TikTok SWAT

Office of Policy & Research

(b) (6)

Executive Summary

TikTok is an exciting, fast-growing platform with a unique content culture that emphasizes meme-like audio mixed with visuals to create an audience experience that is new and engaging. TikTok has also practiced documented censorship related to topics deemed politically sensitive for China, while engaging in systematic filtering of other topics in an effort to facilitate "positive interaction with each other" (Strukova, 2019). Further, the company has deep roots in Chinese business, regulations and legal requirements via its parent company ByteDance.

This document summarizes the history, culture, content strategies, analytics, and security risks of TikTok while also showing the true dichotomy of what it is. TikTok is both the most engaging global content platform in half a decade and the first global platform with impressive censorship and content filtering akin to WeChat.

TikTok's growth has been tremendous, in terms of users, staffing and physical presence. It was the second most downloaded app in 2019 (including 1.5 billion total downloads across the App Store and Google Play), available in 155 countries and 75 languages (Hamilton, 2019). It encountered viral growth of users from 250 million in December 2018 to 400 million DAU (Daily Active Users) in December 2019 (Singh, 2020), surpassing both Twitter (152 million) (Madiha, 2020) and Snapchat (218 million) (Clement, 2020), while still following Facebook 1.66 billion. In 2019 alone TikTok opened offices in Los Angeles, New York, London, Paris, Berlin, Dubai, Mumbai, Singapore, Jakarta, Seoul, and Tokyo. They also hired key executives from leading social platforms, including Facebook and YouTube.

TikTok has a unique content culture that has been the engine behind its growth. While Twitter, Instagram, and Snapchat's default settings include "sound-off scrolling," TikTok's is sound-on, making it the first global social network to make audio a core part of the product experience. The platform and its creators have pushed format boundaries with duets, challenges and reactions, creating experiences for the content consumer and creator that did not exist before. This integration of audio is central to TikTok's strategy to dominate the competition by monopolizing a key avenue to its users' attention. TikTok's content culture is what differentiates it and may keep competition from overtaking its loyal audience.

Multiple media and international organizations (such as BBC Radio, Washington Post, VOX, VICE, Guardian, World Economic Forum or WHO) have built a substantial presence on the platform and use it to distribute their content, communicate with younger audiences, educate, interact or promote specific agendas or issues. However, some brands have been reluctant to join the platform due to a lack of a mature ad platform and analytics. Others remain unsure of how to make the platform work for their brand and to connect with target audiences.

Just like any platform, USAGM and its networks need to assess TikTok as a means to engage with their audiences. However, if they choose to use TikTok they should understand the risks associated with it and proceed accordingly to ensure those risks are mitigated to an acceptable level.



TikTok SWAT

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History

TikTok's history is short but complex, it began as a domestic application for mainland China and created a separate international version that grew in popularity after the acquisition of an established mid-tier niche social media app. However, you cannot understand or disentangle TikTok from its parent company ByteDance, an umbrella organization that has a number of social media companies and other investments under its domain.

Parent company, ByteDance (2012-)

ByteDance is a Beijing-based Internet technology company founded in 2012 by Zhang Yiming. ByteDance owns and operates a number of platforms and apps, including but not limited to Toutiao, TikTok, Douyin, Topbuzz, and Flipagram. Toutiao is a Chinese news and information content platform, with a news portal, video service, and search engine forum. Toutiao offers highly personalized content and a decentralized network of content distribution. TopBuzz is a Toutiao-like platform made for international audiences with a newsfeed app, content platform for videos, articles, and GIFs.

Since 2017, ByteDance's Toutiao has acquired the U.S.-based app Flipagram (Dave, 2017) and leveraged it to launch Hypstar, a short form video platform, later renamed Vigo Video. ByteDance also launched Gogokid, an online English learning platform for children that provides one-on-one classes with native English speakers.

The parent company also has pureplay technology investments such as its A.I. lab. The labs' research is focused on developing large-scale machine learning algorithms for personalized information recommendations (Marr, 2018). ByteDance's portfolio also includes strategic partnerships with Communist Party of China-supported ventures, including a 49% ownership stake in a state-run media outlet out of Shanghai (Economist, 2019).

As of January 2020, ByteDance was the most valuable startup (private company) in the world with a valuation of [redacted] with investments from established venture capitalists SoftBank and Sequoia Capital (Leskin, 2020).

Beginnings

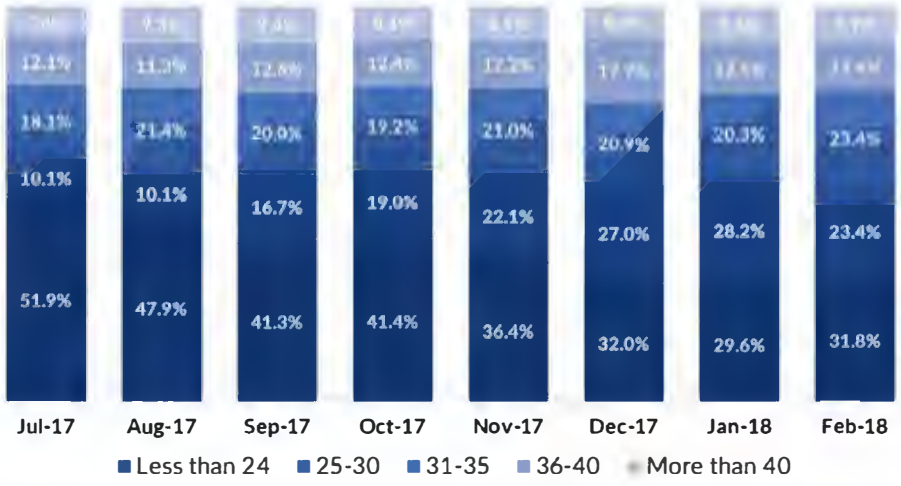
TikTok is the international version of the Chinese domestic app Douyin. Created in just 200 days by Zhang Yiming, the application launched in 2016 for mainland China under the name A.ME, later rebranded to Douyin (Dou Yin, 抖音, or "vibrato" in English). This initial iteration was generally used to produce and browse quick-fire video clips, similar to the now defunct platform Vine.



In 2016-2017, there were a number of similar apps in China including Kuaishou (快手) by Tencent, Miaopai (秒拍) by Weibo, Haokan Shepin (好看视频) by Baidu. In contrast to its main competitor Kuaishou, Douyin appealed to a more educated audience, offering a wider choice of filters, stickers and effects to decorate videos. It also had a more addictive "swipe" interface, unlike Kuaishou asking users to click on videos.

Initially, Douyin was primarily an app for users under 24 years old, but over time, older users joined the app, and now users in the 25-35 age range represent more than 46% of all Douyin users in China.

Evolution of the age of Douyin users



Source: Analysys Douyin report 2018, WalktheChat Analysis

In order to kickstart growth, Douyin integrated social sharing with three other major social platforms: QQ, Weibo and WeChat. In 2017, video views on Douyin exceeded 1 billion and in November of that same year ByteDance acquired Musical.ly for nearly $1 billion (Dave, 2018).

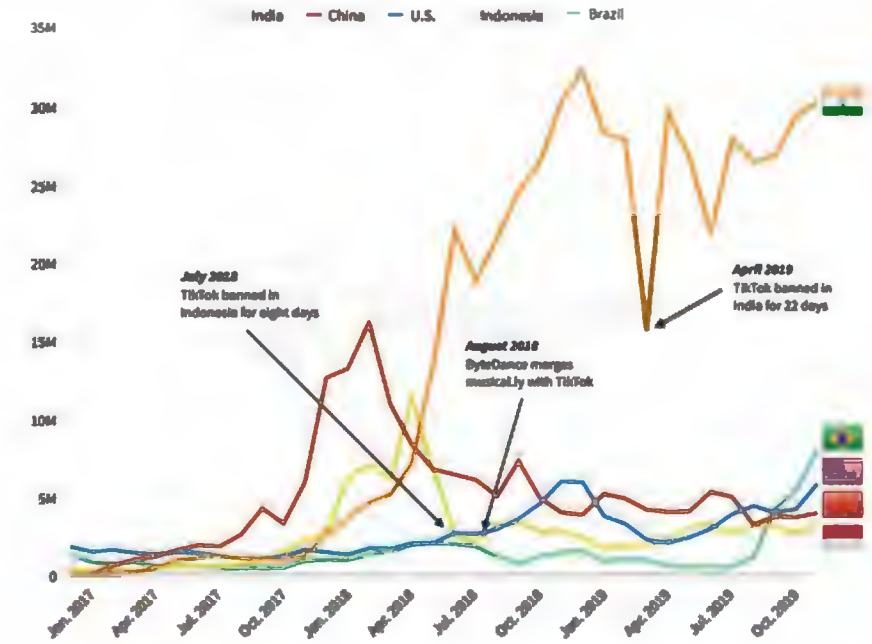
Merger with Musical.ly (2017-)

ByteDance's acquisition and integration of the California-based social media service Musical.ly created a new, internationally focused, 'bigger and better short-video community' in 2018 (Byford, 2018). Prior to the merger with TikTok, Musical.ly was used by millions of people to express themselves through song, dance, and comedy. After the merger, Musical.ly users were moved automatically to TikTok. ByteDance managed to combine the young audience of Musical.ly with the highly engaging mechanics of TikTok, including recording with special video effects and filters, creating duets and challenges with other TikTok users. Of note, the deal with Musical.ly is now being investigated by the Committee on Foreign Investment in the United States. The committee reviews deals by foreign acquirers for security reasons and was not asked for clearance before the deal (Reuters, 2019).

Rapid growth (2018-)

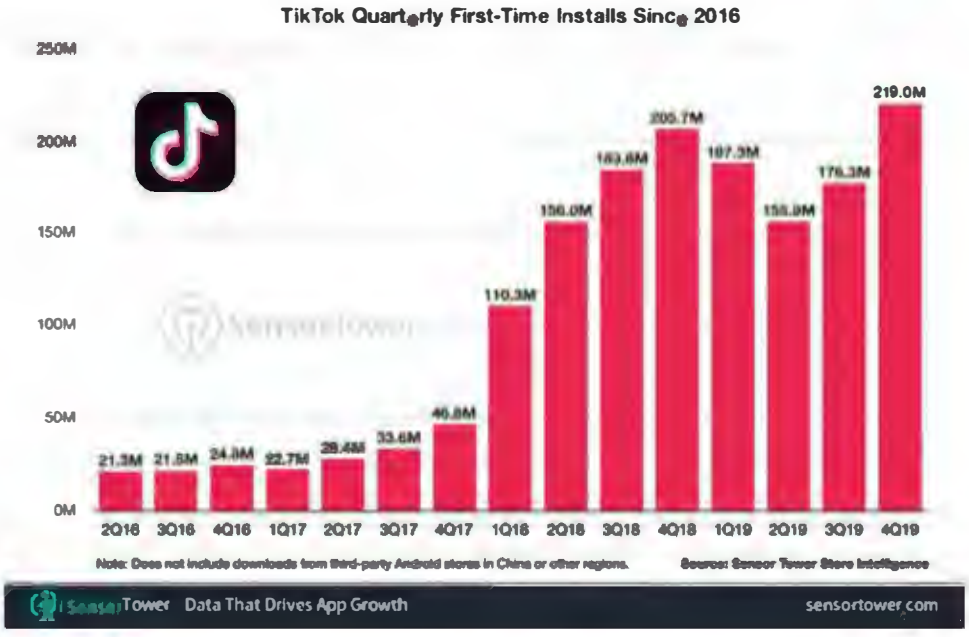
TikTok was the world's second-most downloaded app in 2019 with 700 million downloads, surpassing Facebook (No.4) and Facebook's Messenger (No.3) (Sensor Tower, 2020). TikTok downloads reached an all-time high in Q4 2019, with nearly 220 million installs, which represented a 24% increase over Q3 2019. Sensor Tower reported that TikTok's revenue grew by a massive 540% YoY in Q4 2019. However, China was responsible for 78% of TikTok's revenue in Q4 2019, the United States -- for 16%. In terms of download volume in 2019, India (35.3%) and Brazil (9.4%) were the top markets.

Top Countries by Downloads



TikTok Monthly Downloads

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In January 2020 TikTok was the most downloaded app globally, both on the AppStore and Google Play (Senor Tower, 2020).

TikTok is now available in 155 countries in 75 languages, including global languages such as English, Russian, and Mandarin. Further, there are available localizations of the app in Arabic, Bengali, Burmese, Cambodian, Cebuano, Czech, Dutch, Filipino, French, German, Greek, Gujarati, Hindi, Hungarian, Indonesian, Italian, Japanese, Javanese, Kannada, Korean, Malay, Malayalam, Marathi, Oriya, Polish, Portuguese, Punjabi, Romanian, Simplified Chinese, Spanish, Swedish, Tamil, Telugu, Thai, Traditional Chinese, Turkish, Ukrainian, and Vietnamese (App Store Preview, 2020).

TikTok is particularly popular among young people with currently 41% of its users aged between 16 and 24 (Beer, 2019). Ninety percent of all TikTok users access the app on a daily basis while spending an average of 52 minutes per day on the app (Iqbal, 2020), nearly the same as the average time spent on Instagram (Mohisn, 2019).

Risk and Censorship

Censorship and Systematic Filtering

TikTok is often accused of blocking and censoring content, especially related to Chinese politics. As its popularity has grown, so have incidents of censorship. Documents obtained by The Guardian in September of 2019 revealed TikTok moderators were instructed to censor videos mentioning Tiananmen Square, Tibetan independence, and Falun Gong (Hern, 2019). The Guardian's reporting prompted a response from ByteDance, which claimed the documents were from May of 2019, before the Hong Kong protests. Further, ByteDance stated that guidelines had been replaced and that current guidelines do not single out specific countries or issues.

ByteDance has garnered particular public attention over allegations that it works closely with the Communist Party of China (CCP) to censor and surveil content related to Uyghurs and, in particular, of content about Xinjiang re-education camps (Aljazeera, 2019). In November 2019, U.S. teenager Feroza Aziza was banned and later reinstated after she posted a makeup tutorial video in which she talked about the issues faced by Chinese Uyghur Muslims. TikTok blamed it on a "human moderation error" (Lee, 2019). The company stated that it does not apply "Chinese moderation principles" outside China. A popular TikToker in India Ajay Barman, who was promoting Hindu-Muslim unity in his videos, alleges that he was *shadow banned*. Shadow banning is "the act of partially blocking content so it doesn't reach the platform's entire community of users. It will not be obvious to the user that the creator's content is not being promoted." Barman went from having 200,000 to just 8000 video views. In a statement from TikTok, the BBC was told it was because of a "drug reference on his shirt." However, TikTok did not respond directly to the allegations of shadow banning from Barman (Christopher, 2020).

Another area of censorship is related to LGBT issues, videos of LGBT users have been repeatedly removed (Criddle, 2020). When asked for a comment, TikTok gave reasons such as smoking or nudity for removal, but has not been able to explain why some videos without "objectionable" content were also removed (Hern, 2019). For example, RFE/RL's Belarus Service also reported filtering of LGBT-related content.

Similarly, TikTok has been accused of censoring content depicting people with disabilities. According to internal TikTok moderation guidelines leaked to German site Netzpolitik, the platform limited the reach of videos featuring people with disabilities, such as "facial disfigurement, autism, and Down syndrome," LGBT persons, as well as those who were considered overweight. The policy was justified on the grounds of protecting these users from cyberbullying and other online risks. Netzpolitik suggests that while activists repeatedly questioned the troubling policy to "Chinese decision-makers," but these concerns were dismissed.

Screenshot of the TikTok rules for Cyberbullying



Screenshot of the TikTok rules for Cyberbullying: Autism, Down Syndrome: These TikTok's moderation guide to prevent cyberbullying. These rules for dealing with supposedly disabled users were in-use at TikTok until at least until September 2019.

Similar to most social media platforms, including Facebook or Instagram, TikTok's Terms and Agreements states that any content can be limited from distribution without notice and explanation (Meduza, 2020). However, in contrast to TikTok, platforms like Facebook and Instagram are usually very explicit about the behavior and topics they do not tolerate. TikTok's restrictive moderation, filtering, and censorship policies are akin to ones on WeChat (Schiffer, 2019) and Russian platforms, such as Vkontakte or Odnoklassniki, where content can be restricted from advertising or stopped from distribution without clear reason (Meduza, 2020).

U.S. lawmakers fear that the app could become a tool for disseminating Chinese propaganda (Chen, 2019), a concern which is amplified by documented incidents of censorship on the platform.



German newspaper Netzpolitik published leaked documents from TikTok showing that different videos are given varying levels of visibility, which determine their reach.

Security and Privacy

In January 2020, Check Point, an Internet security company, uncovered a number of serious vulnerabilities that would have allowed nefarious actors to manipulate TikTok user data and access their personal information (Gearie, 2020). The vulnerabilities and attack vectors are varied, one vulnerability would have allowed attackers to send TikTok users a message containing a malicious link. If clicked, it would grant them control of accounts including deleting users' videos, uploading unauthorized videos and making private videos public.

The fact that TikTok is relatively new, coupled with its exponential growth, creates numerous opportunities for malicious actors looking to target a service that has not been subject to years of security research. In addition, the sorts of vulnerabilities identified do not come as a surprise from a company that is seemingly more focused on growth and building out features, rather than security. Check Point sent a summary of these findings to the US Department of Homeland Security (Bergman, et al., 2020).

As examples of censorship cited above have shown, there have been attempts at censoring information on the app. The evidence that a private company is censoring or manipulating content to serve the ends of the CCP could shed light on how it is also subject to direction from the CCP. There are equally serious concerns when it comes to privacy. A class-action

lawsuit was recently filed in California by a college student who alleges that her private information and unpublished content was accessed by TikTok (Paul, 2019).

In its privacy policy, TikTok says it "collects contact details, content you create, and your location" as well as "information contained in the messaged you send through our Platform and information from your phone book, if you grant us access to your phone book on your mobile device." While TikTok says it stores all U.S. user data in the US and in Singapore, the parent company ByteDance is still a Chinese company. Chinese companies are required by law to comply with government intelligence operations and share information if requested, which would mean that they would have little recourse to decline should the government request access to data. So far however, there is no public evidence showing that the CCP has any access to the data collected from U.S. users of TikTok (Jennings, 2019).

Beyond general privacy concerns is the collection and storage of U.S. user's data, and what could be done with it, including user's phone and social network contacts, email addresses, IP address, location and other information (Wrong, 2019). There has been a global trend of the CCP collecting bulk data and then using it for operations related to state security (Doherty, 2019). The issue is not just user data, but the video associated with it, which is important to keep in mind considering the rise of deep fakes and the manipulation of video, audio, and image content.

In the field

An aspect of security and privacy of specific importance in news reporting is the geolocation or known location of an individual person. Considering the privacy risks outlined above regarding user data gathered by TikTok, there is the risk that the location of a journalist doing on the ground reporting could be accessed through the app. Many social media apps provide users the option to tag their location, but with TikTok, the user may not have the choice to share that data or not. This potentially poses a real risk to those in the field or in sensitive locations and should be taken into consideration before using the platform on the ground.

Company Structure

TikTok does not have a headquarters, but senior staff are based in Shanghai (Li & Lin,, 2019). Currently, the company is expanding its presence in Europe, North America, South and South-East Asia, and post-Soviet countries. In 2019 TikTok opened offices around the world, including in Los Angeles, New York, London, Paris, Berlin, Dubai, Mumbai, Singapore, Jakarta, Seoul, and Tokyo.

Priority Markets

TikTok's 2020 priority markets are India, the United States, and Japan (based on the number of Daily Active Users and revenue per user). In these 2020 priority markets, the company hired general managers in charge of business partnerships and development. The UK, South Korea, Germany, and France represent another group of markets where TikTok has also hired product managers. Other markets are a lower priority, offices in these countries count primarily moderators and salespeople.

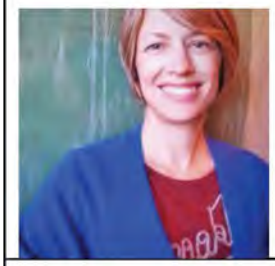
A three-level country rating ("SAB") is based on DAU (Daily Active Users) and ARPU (Average revenue per user) metrics and define priority markets for TikTok Business development:

S: Highest Level, general managers	USA, Japan, India
A: Product Managers	Great Britain, South Korea and Western Europe (Germany, France)
B: Least prioritized	Countries of the Eastern Europe (including Russia), the Middle East, North Africa, South America, etc.

TikTok regional offices are in charge of building partnerships, organizing campaigns, work with media, educators (associations of professors, nonprofits), and digital influencers. In the fall of 2019, ByteDance opened its representative office in Russia. According to a TikTok employee in Moscow, that office has four main divisions: moderators, music, content, and salespeople. Moderators monitor video content for violations of social network rules and block prohibited content, and each (Suleymanov, et al., 2020). Each moderator in Moscow watches about 1000 videos daily. However, most content is approved or blocked from distribution by robots (Suleymanov, et al., 2020).

Key figures and hires

TikTok has managed to poach high level executives from U.S. based rival social media companies. Further, they continue to hire aggressively for high level positions located in the U.S., such as a Director of Public Policy Communications based in Washington D.C. (TikTok, 2020). At the time our research was being finalized TikTok announced another major hire, Kevin Mayer, the former top streaming executive at Walt Disney is now the CEO of TikTok and the COO of ByteDance (Barnes & Nicas, 2020).

Alex Zhu TikTok, Vice President of Product and Strategy 	Alex Zhu is the global president and co-founder of musical.ly. After semi a short break he returned to ByteDance and has been recently charged with taking TikTok international. In an interview with the New York Times, Zhu claimed he would reject any efforts by China to censor sensitive content (Leskin, 2019). Zhu was CEO of TikTok up until Kevin Mayer was appointed CEO in May of 2020. (Ha, 2020).
Zhang Yiming ByteDance, CEO 	Founder and CEO of ByteDance Zhang Yiming was tied to several startups prior to ByteDance. One of them was a joke app named Neihan Duanzi. After Chinese State Administration of Radio and Television shutdown the joke app because of vulgar content Zhang Yiming issued a letter of apology saying "The content that appears [on Neihan Duanzi] go against core socialist values and we did not do a thorough job in guiding public opinion. Therefore, we accept the penalty and I take full responsibility for it." (Rogers, 2019).
Vanessa Pappas, General Manager, TikTok US 	Vanessa Pappas a former YouTube executive has been with ByteDance since 2018. She is now the General Manager for North America and & Australia after being TikTok's first U.S. General manager for a year (Leskin, 2020).
Blake Chandlee, TikTok's US partnerships 	Blake Chandlee is now the head of strategic partnerships after a 12-year career at Facebook. Shortly after joining TikTok, Chandlee posted to Facebook saying, "I have joined ByteDance/TikTok to help Yiming Zhang [ByteDance senior vice president], Lidong Zhang [ByteDance founder] and the team scale the business outside of the domestic market in China." (Shan & Kubota, 2020). "We are at a critical time in our online and mobile worlds and I believe that different views, perspectives, and models make everything better."

How TikTok Works

Despite explosive popularity and rapid global growth, TikTok remains a startup and is continuously introducing new features with changing functionality. It is important to acknowledge and understand that we are addressing the state of TikTok at a specific moment in time while it is rapidly evolving.

TikTok is a free app available on all modern smartphones. Once downloaded, users can create, edit, and upload their own videos or watch content generated by other users. TikTok can also be accessed via a desktop browser and allows publishers to upload videos directly from their computers. Each piece of content is called a "TikTok" and initially, all videos were limited to 15 seconds, but that limit has been extended to 60 seconds.

Users can heart (♡ works like "like"), share externally, save or comment on the content they see. They can also participate in hashtag or duet challenges, or just explore by clicking the 'Discover' button, with new challenges added every week. Creating and editing videos is simple: TikTok has a powerful in-app editor with numerous options for filters, free music, tools, and effects, to enhance the video. Users can add AR (Augmented Reality) effects, such as add a "Pokémon", and make them interact with objects in the video.



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Platform Culture

TikTok's initial slogan was "Make Every Second Count", later it changed it to "Make your day" with the tagline "Real videos. Real People". TikTok's website touts its app as "the leading destination for short-form mobile video" while emphasizing words like "community" and "creativity" in promotional material.

Several things distinctly separate TikTok and their creators from traditional platforms in their approach to content culture, creation and audience engagement.

- **Audio is a core component of every piece of content**
  Audio is part of the underlying social media connectivity for people and content. Users can use music and sounds from the world data base, as well as audio they create.

- **Powerful in-app toolbox for creativity**
  TikTok provides users with a wide range of templates and tools including filters, special video effects, and AR-elements. Creators do not need third-party software and professional equipment; all they need is their smartphone to create high quality-content. Some of these tools and templates are community generated, others are platform supported.

- **New types of social connectivity**
  New types of interactions (such as duets or hashtag challenges) organize content in threads that form the user's feed. TikTok encourages users to remake, edit, play and leverage content created by other users, celebrities, and influencers.

Please note that we included the content creators at the same level as the TikTok platform itself because they are heavily enabling and building the content culture. The platform and content creators are working hand in hand in defining defacto audience expectations.

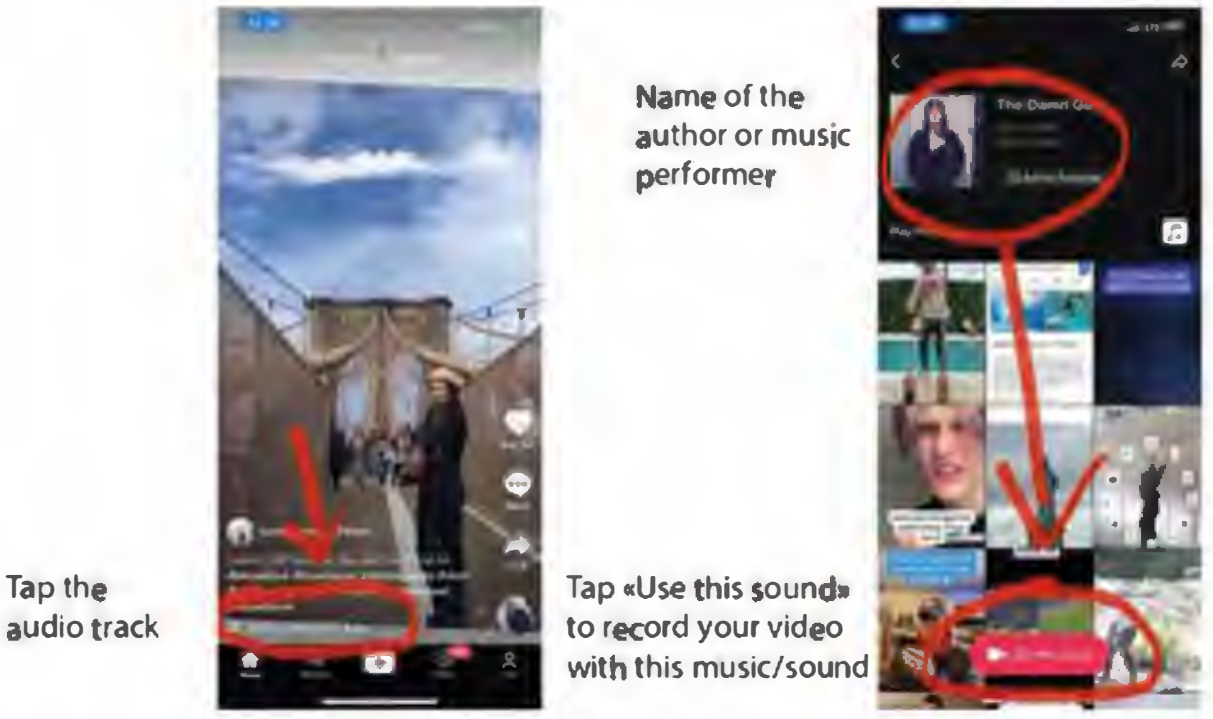
We have done our best to highlight the core principles of the platform, but we acknowledge that over time features may change substantially. Whether the culture of the platform changes is an unknown. While Facebook's culture changed considerably, Instagram's culture less so. TikTok's is perhaps the most unique, similar in many ways to Twitter in that there is only one Twitter and others have failed to replicate it, unlike Instagram's decimation of Snapchat through its appropriation of a popular content culture (Instagram stories vs. Snapchat stories).

Audio at its soul

The most striking feature of TikTok is its absolute focus and reliance on audio as a core content component and arguably, the most important one. While traditional social platforms support audio, the content culture on those platforms has a bias against it. *The audience is not expected to have audio in order to enjoy the experience.* TikTok on the other hand, will not make any sense or have the same effect without audio.

However, the reliance on audio is not in content alone, audio is part of the underlying social media connectivity for people and content. Audio on TikTok can be used like hashtags on other social platforms -- as connectors where similar or themed content can be found and even bookmarked. Every piece of content on TikTok features an audio track.

If a user wants to include a certain audio track in their content, all they have to do is tap the audio track and then tap "Use this sound" or they can select from a predefined library of different categories and trends.



Types of Interactions

Beyond traditional forms of engagements, such as likes and recently introduced dislikes (icon “Broken heart”), comments, shares and saves, there are several forms of interactions unique for TikTok as the platform: “Duet” and “React”.

TikTok's audio focus and beginnings lend itself naturally to dance and birthed the "duet" or "challenge" format. In this platform supported format, users can make any other piece of TikTok content part of their own and use it to create something new. Duets / challenge formats leverage the same audio in a split screen or window environment. They enable creators to do a dance off, a fake conversation, or simply comment on content.

Content creators keep this in mind when creating TikToks and may aim exclusively at creating content to be used in a duet / challenge / reaction. The format enables social connectivity as well, by making it easy to access the original or stay on the duet / challenge itself. Both content creators benefit in this situation.

REACTION

Reactions was introduced in September 2018 when Musical.ly merged with TikTok. Reaction videos carry an original video mashed up with your or anyone's reaction. So, two video clips merged into one play at the same time. Users can also add audio, record voice or music. There is a built-in sound editor and video-editor in "reactions feature", so a user can change the position and size of the "reaction window"

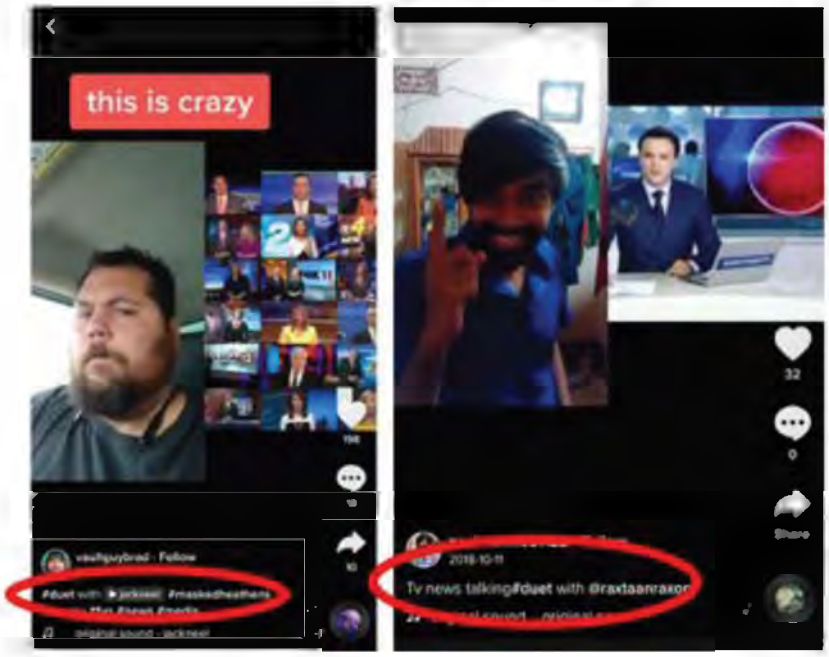
DUET

Duet function allows users to create content featuring an initial video, with both videos appearing side by side on screen in a square format. People can effectively reply to video content with their own videos which then can be shared publicly. Until recently, Duets were available only through third party programs, but since they've been integrated into TikTok as a whole they've opened up a whole new avenue for users to engage with content (Alexander, 2019).

Many users leverage the duets challenge feature to reach new people and gain exposure. Publishers can challenge their followers and followers can challenge right back. To keep challenges consistent and connected, all content produced under the challenge is usually marked with the specific hashtag.

Some news media use duets as a form of engaging audience on current news. Users record themselves watching an exciting video or report.

«Duet» with news anchors



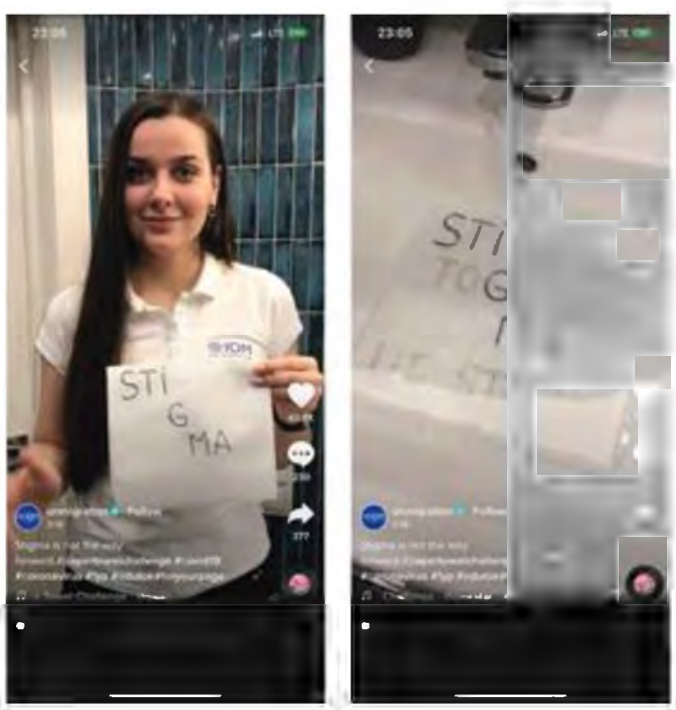
CHALLENGES

Challenges came from YouTube and Instagram, where bloggers challenged each other with specific tasks that needed to be repeated, shot on video, and posted on their page. TikTok greatly simplified the mechanics behind challenges to encourage their creation. Often, it's enough to make a couple of simple dance moves to a piece of music.

Example of a TikTok challenge:

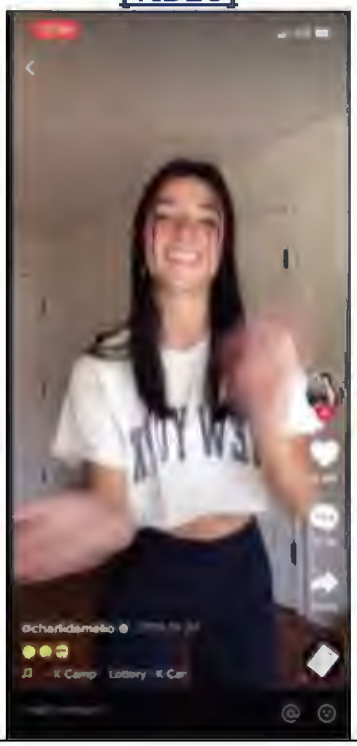
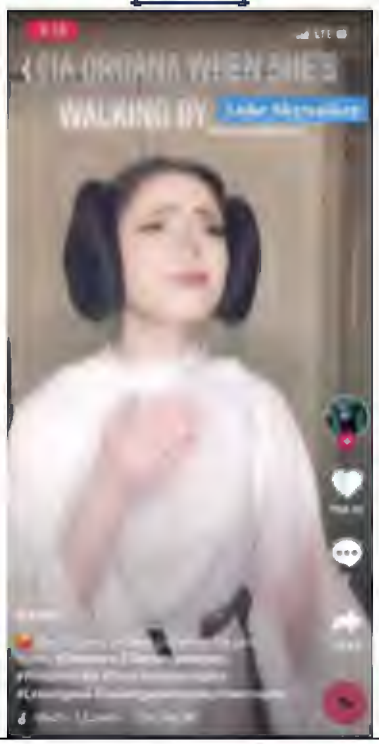
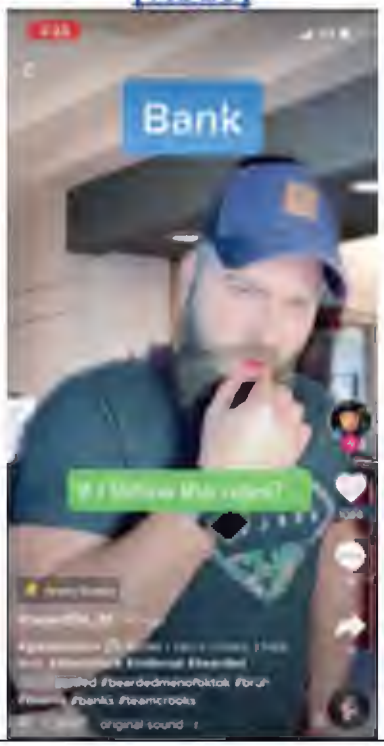
This is a combination of two challenges, #PaperTowelChallenge and #StigmaChallenge.

The paper towel challenge involves people writing a message on a paper towel and then putting it in a water-filled sink.



In contrast to other platforms, hashtags actually exist as a real, functional organizing principle, for various "challenges," competitions, debates, jokes, or repeating formats. By identifying trending hashtags, publishers can create and offer other users to create content for relevant topics in the form of challenges. Hashtag challenges on TikTok are usually timely and based on a current trend, quickly becoming saturated.

Never seen TikTok? Watch the videos below to get a better feel for the platform. Please watch all the content with audio turned on for full audience experience.

Single TikTok followed by Duet / Challenge / Reaction	Trend example "How I walk by people", audio as connector + visual	Financial and current news
[VIDEO]	[VIDEO]	[VIDEO]
		

Algorithms

Similar to other platforms, TikTok does not provide any consistent explanation of how its algorithms actually work. On TikTok's page in iOS, it states: "A personalized video feed specifically for you based on what you watch, like, and share," and "TikTok will quickly adapt to your taste to offer the most relevant, interesting, fun, quirky, head-turning videos that you'll never want to stop watching." (App Store Preview, 2020). It is unclear what engagement metrics or content types likes repeated views, saves, likes, or duets have a more sizable influence on the content position in the feed than other metrics.

There are theories among TikTok users that if you add a particular hashtag to your video, it increases its chances to get more views and be placed in the *FOR YOU* feed. Nearly half of English language videos on TikTok include one of the following hashtags: #fyp, #foryou, or #foryoupage (Haskins, 2019). This also works for foreign languages, for example, in

Russia, the hashtag #врек is particularly important, which can be literally translated as "to rec[ommended]."

Similar to the algorithms at Facebook and Instagram, there are several layers. In TikTok, your content is first shown to those who follow you, then those who actively engage with you, or near you (Keynejad, 2020). Second, if your content becomes popular and goes viral, it is shown to another audience group, where completion-rate/click-rate/like-rate is the highest (Gualtieri, 2020). If the algorithm decides that the video may not be entertaining, it will not push it out to a larger audience (Crop It, 2020).

From our own research, many factors impact the selection of content user can see. For example, when you are a new user, you will see primarily content from the accounts you follow and location/country/region (Fixing Port, 2020). If you are physically based in the US, you see US content creators, when you are in Ukraine, you see more from Ukraine and the region. You cannot disaggregate your local audience via organic distribution, US, Ukraine or otherwise.

The more time you spend on the platform, TikTok algorithms will offer you more customized content feeds based on your previous interests and behavior, with a priority for local content. If your content becomes viral and appeares in FOR YOU (Discovery feed) feed, it will be shown worldwide.

Advertising

Advertising is still in its nascent stages, we anticipate major changes in the coming months, if not weeks. Currently, TikTok advertising is similar in principle to Instagram or Facebook. A publisher can disaggregate audiences via geo-location, from small cities, to regions, and countries -- with the possibility of excluding ads to the US. Further, when targeting, you can choose gender, age, languages, interests, OS versions, device, etc. With a TikTok Ad account, it's possible to optimize ads delivery across TikTok and its related apps (TikTok, Vigo Video, TopBuzz, BuzzVideo, and NewsRepublic).



Source: https://ads.tiktok.com/help/article?aid=6669731941937315845



Source: https://ads.tiktok.com/help/article?aid=6669731941937315845

Content Strategies

Similar to other social platforms, the majority of content on TikTok does not represent significant journalistic value. However, more and more celebrities and influencers, for-profit companies, and international commercial brands embrace TikTok to communicate with communities, shape loyalty to the brand, and to sell products and services.
In contrast to Instagram or Google, TikTok still has limited capacity to sell things in-app, so most brands try to lead users to a landing page outside of the app. Some brands have not opted to pursue selling of products on TikTok but rather to improve the reputation of the brand or product, increase its visibility and recognition, as well as build relatable and trustworthy relations with existing and potential customers.

Within the not-for-profit account category, the platform is particularly popular among bloggers, and recently, among journalists. Creators of original and engaging content prefer TikTok for the opportunity to quickly build a broad audience of followers without applying a lot of resources. The app is a hub for creativity and humor and encourages creators to experiment with different types of content, varying topics, and formats.

Journalists' presence on TikTok is a relatively new trend. While some western media just repackage existing content for TikTok audiences, such as news reports, interviews, news videos, vox-pops, etc. (CNBC), other media use TikTok to tell the story of their brand or show behind the scenes (WP, VICE). Some journalists publish engaging or provocative content on TikTok that was not included in official reports, or even insights, which attracts users to follow the updates.

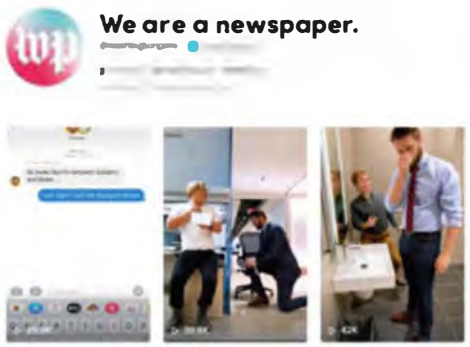
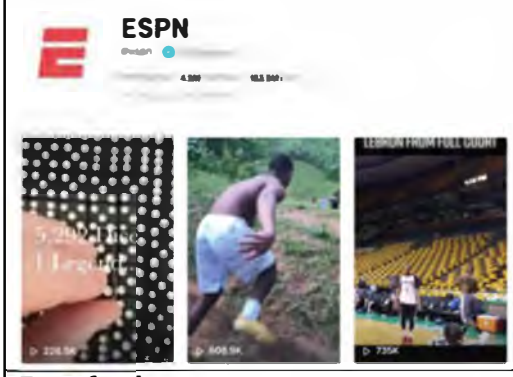
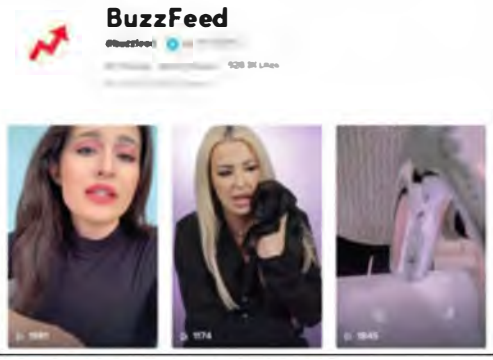
Examples of popular content

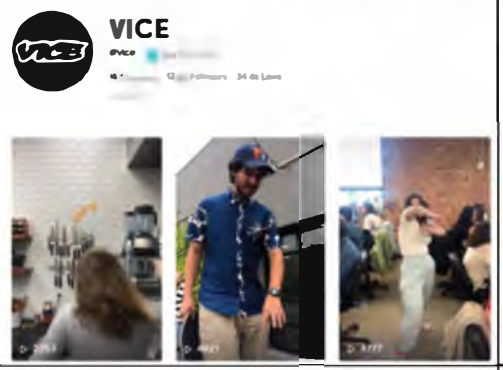
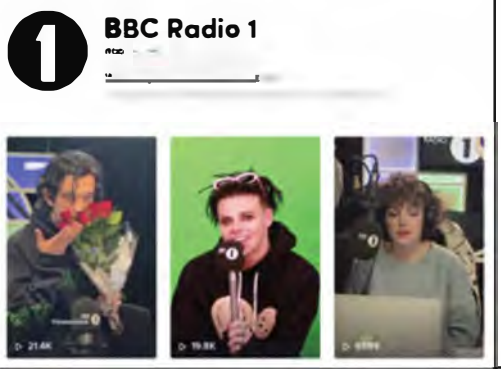
Popular influencers and video bloggers use TikTok to entertain and communicate with their followers with all types of videos, from comedy, gaming, DIY, food, sports, pets, ASMR, and everything in between. (See Appendix B for examples).

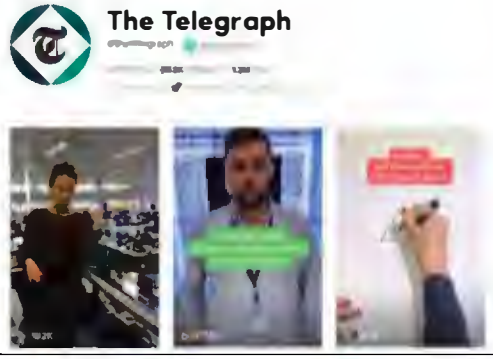
International non-profits

WHO World Health Organization uses TikTok to debunk fake information on the Novel Coronavirus (COVID-19).	
WEF World Economic Forum uses TikTok to educate younger audiences about climate change, economic growth, capitalism, and security.	

How domestic and international media build presence

Name	Content	URL	Type of account
The Washington Post 	Life in the newsroom, how the newspaper is made, educational videos, jokes about elections and primaries, interactives, live streams	https://www.tiktok.com/@washingtonpost	Media outlet
ESPN 	Funny videos, highlights from sports events, stories-like content, human stories, repacked TV content	https://www.tiktok.com/@espn	Media outlet
Buzzfeed 	Stylish branded short videos, website screengrabs, standups with journalists, explainers, DIY videos	https://www.tiktok.com/@buzzfeed	Media outlet
NBC News	Repacked news, screengrabs, TV highlights, pets, human stories, natural disasters, reporting	https://www.tiktok.com/@nbcnews	Media outlet

			
VICE 	Life in the newsroom, reporters, funny situations	https://www.tiktok.com/@vice	Media outlet
BBC Radio 1 	Radio show highlights, interactives with the audience, short news, unusual situations, host appearances, stars in the studio	https://www.tiktok.com/@bbcr1	Media outlet
Guardian Australia 	Quick news, news highlights, stories-like content, cute animal videos, captioned videos	https://www.tiktok.com/@guardianaustralia	Media outlet

The Telegraph 	Human stories, video quotes, stories-like news, animals related content	https://www.tiktok.com/@thetelegraph	Media outlet
Wired 	Funny videos about tech, explainers	https://www.tiktok.com/@wired	Media outlet
Newsweek 	Drawing cartoons, memes with politicians and celebrities	https://www.tiktok.com/@newsweek	Media outlet
Radio Svaboda Belarus 	Vox-pops, news highlights, political and social stories, quizzes, educational videos, challenges	https://www.tiktok.com/@radio_svaboda	Media outlet

Domestic or international media brands and individual journalists using or experimenting with TikTok (this list is not comprehensive):

NBC Stay Tuned , Dallas Morning News, World Economic Forum, MTV, VICE, NBC's World Of Dance, BBC Radio 1, Vogue Italia, Tasty, PinkNews, Billboard, Guardian Australia, USA Today, La Nación, Tagesschau, 20 minuten , MSNBC, Max Foster (CNN), Sophia Smith Galer (BBC), Victoria Leandra (VICE News), "International Federation of Red Cross and Red Crescent Societies (IFRC), ", CHIP, News Flash Australia, Anthony Quintano, Bree And Clint, NowThis Politics, NowThis , The Today Show, Red Bull, Futurism, NJTV, Austin PBS, Owen Conflenti, Liz Plank (Vox), Mashable, WBUR, WGBH, Florida Times-Union, Renee Klahr (NPR), Emma Bentley (BBC), Business Insider France, MediaWise, The Telegraph, GQ, Wired, Vanity Fair Italia, La Cucina Italiana, Glamour Italia, Wired Italia, GQ Italia, Vogue Italia, Teen Vogue , Indian Express, Daily Mirror, OK Magazine, IGN, PBS NewsHour Student Reporting Labs, ENews, Vice Spain, Hawaii Toast, Sport1, ToTeraz, Brut, Newsweek, Joe Martucci (Meteorologist), Taylor Lorenz (NYT), Food Network, Russia Beyond, Glamour Russia, Baza, TNT TV channel, Friday TV channel.

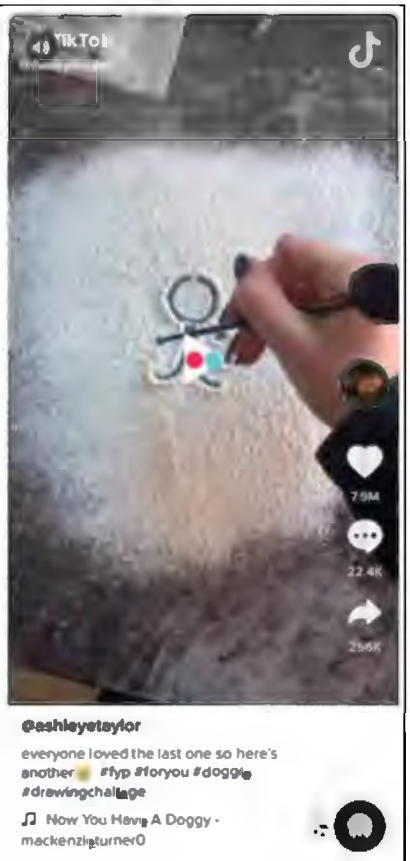
Types of content for news media

For most media and journalists, TikTok can be a great tool to reach the younger generation of internet users, receive feedback from them, as well as convert them into loyal or returning audience (Schmidt, 2019). The following are examples of content that may fit the platform.

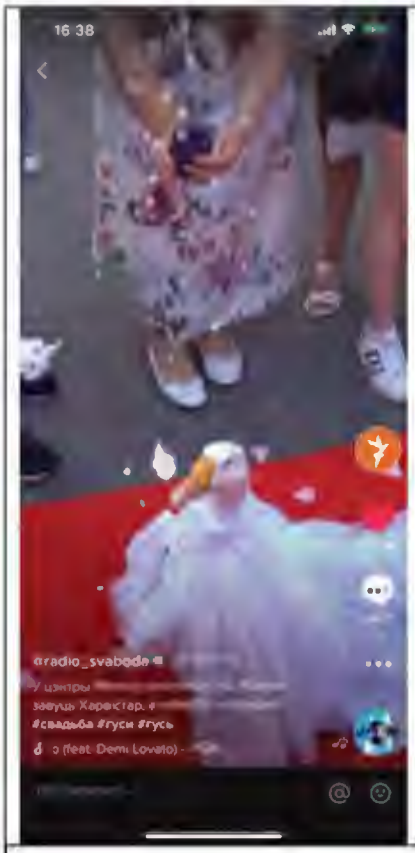
1. Polls: short animated videos, with or without presenter, asking the audience simple questions: "Who will win democratic nominations?", "Should this law be adopted or not". The poll feature can be added in-app.
2. Educational and explainer videos, story-type videos, 15-60 sec. The presenter explains the issue in an engaging form, and/or asks relevant questions at the end to invite user responses.
3. Quotes: short fragments from traditional video reports or interviews, strong statement, sparking the possible conversation in comments.
4. Vox Pops (a short video made up of clips taken from interviews). Short (up to 60 seconds) versions of vox-pops, can include different opinions, offering users to discuss or engage.
5. Memes: Animated gif-type videos, short up to 5 seconds video fragments, remarkable moments from the event, can be used with TikTok music and effects.
6. Behind the scenes videos: The video explaining how journalism works in application, how the newsroom functions, how a project is prepared, how to hold a press conference or how to hold an editorial meeting.
7. DIY video: Explainers, such as: editing pictures or video, drawing, writing text, live streaming. Content must teach something.
8. News digest: Stand-up videos providing the latest news updates, edited video reports (be careful with copyrights for agency videos), news listicle ("Five facts you should know about")
9. Duets/reactions: The raw or edited footage, asking people to record their reactions or make a duet. For example, to publish fake propagandist videos and ask users to record their reactions.
10. Challenges: Users can be asked to record a video about how they read books, play sports, go to school -- it can be on occasion or without

There is no one-size fits-all solution, only constant experimentation with different types and formats of content can help to build the most effective approach with an audience.

Example of the most popular TikToks in 2019 (TikTok, 2020)

		
Receiving 8.5 million likes, this video shows Abheesh P. Dominic smash 122 coconuts with one hand in one minute.	Innocent bystanders become convinced they were being hunted by a T-Rex.	Speedpaints have already proved popular with art lovers so add a tutorial and a cute song and you have a TikTok hit.

Examples of popular TikTok videos by news organizations

		
Receiving 255 thousand likes, this video by Radio Free Europe shows the wedding ceremony in Belarus… for geese	This video of how American firefighters are greeted in Sydney, by NBC News, received 316 thousand likes	This video was posted by Washington Post, and received 476 thousand likes.

Analytics

Although TikTok has a large and growing user base, it is still severely lacking in terms of mature available analytics. Prior to 2019, it was not possible to measure content performance on the platform (TikTok, 2019). A lack of analytics was among the key reasons preventing media organizations and publishers from committing to the platform (Kirkwoor, 2019).

In 2019, TikTok introduced features to measure content performance and while it is still limited compared to Facebook or YouTube, it provides valuable insights on content consumption, audience behavior, and quality of engagement.

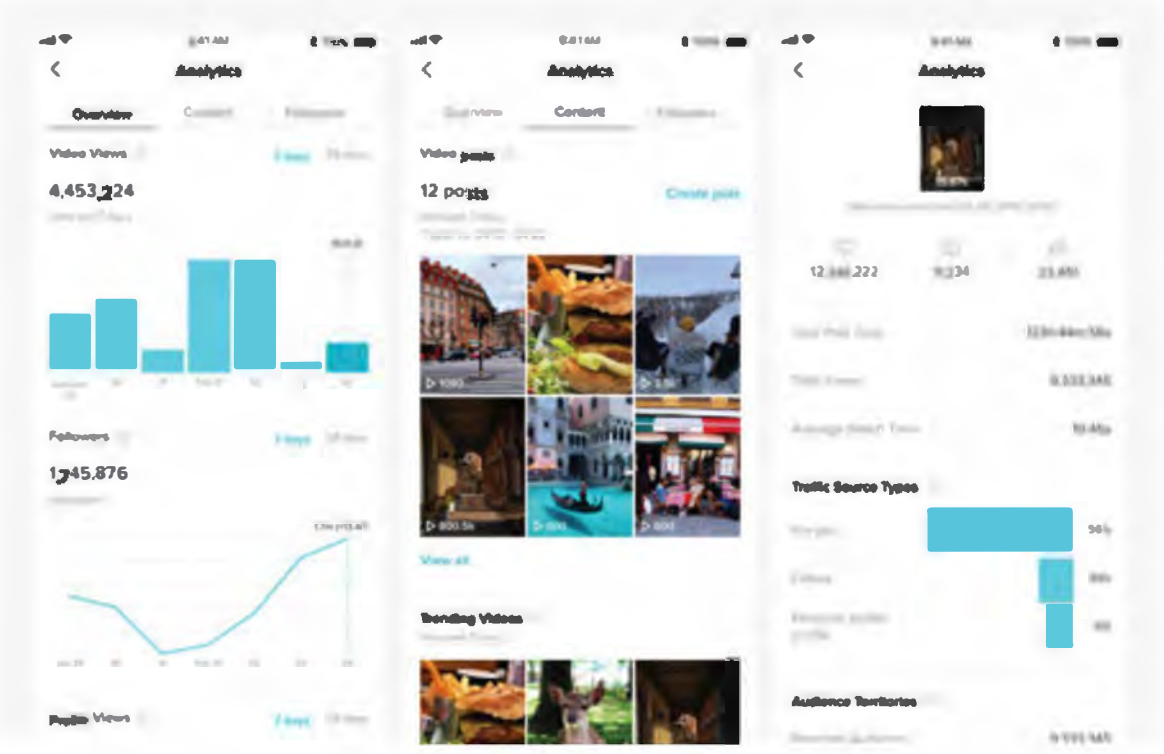
Currently, there are three options to access analytics on TikTok:

- TikTok's native analytics (available only to pro-accounts)
- TikTok's MarketPlace
- Third-party tools

Metrics and Native Analytics

TikTok only provides analytics to its Pro Accounts, but anyone a regular user or brand can sign up for a Pro Account immediately. The analytics resemble Instagram Creator accounts with a dashboard that reveals general insights about the account's overall audience and the performance of published content. There are three main categories that TikTok displays within your account dashboard:

- Profile overview
- Content insights
- Follower insights



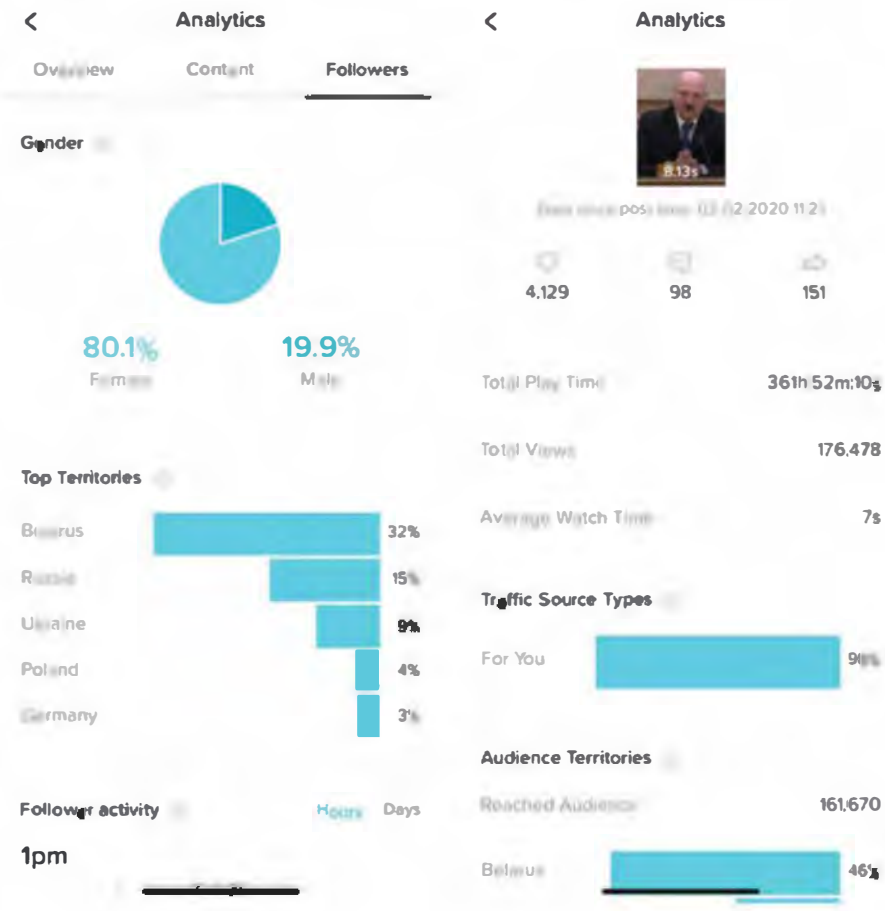
Video Views - Total number of times your TikTok videos have been viewed in the past 7 or 28 days, broken down by day. Each time a video is rendered on screen, a

view is counted, no matter whether that video is watched in full or for a fraction of a second. Repeated views of the same content are counted in this metric.

Profile Views - How many times your TikTok profile was viewed over the past 7 or 28 days, broken down by day.

Follower Count - Shows your total follower count over a 7- or 28-day period, broken down by day. Followers on TikTok are similar to fans/followers on traditional social networks. Your content is available to audiences beyond your followers.

The Followers tab shows a top-line view of your audience demographics, including a gender split and a percentage breakdown of audience by location.



The Content tab offers the richest set of insights, such as total views of each video post from the past seven days, displayed in order from newest to oldest. It also reveals which of your videos have been trending, as well as the total number of video views.
You can dive into each post and uncover deeper insights, including:

- Total like count
- Total number of comments
- Total shares
- Total playtime of the video
- Total video views
- Average watch time
- Traffic source types
- Audience territories

The Audience location data helps identify whether a particular piece of content resonates with different audience demographics. It is useful to compare audiences for individual posts with overall geography of followers, to build a more efficient content strategy.

TikTok Marketplace

Publishers, advertisers and power users can create an account on TikTok Creator Marketplace. TikTok introduced this feature in March 2020 in response to the growing number of third-party analytics tools. In contrast to native analytics, it provides more detailed insights on ad campaigns, content performance, and provides key performance metrics on competitors. It looks more like a traditional campaign management system users can have access to real-time data and metrics such as views, interactions (likes, comments, shares) , engagement rate, and audience breakdown by gender, age-range, and device (Hutchinson, 2020).



Competitive analysis and third-party tools

TikTok native analytics and Marketplace provide limited insights about the performance of unowned accounts or competition, nor does it provide a public API. We should note that these third-party providers are not operating with agreements in place with TikTok and could be shut down at any time.

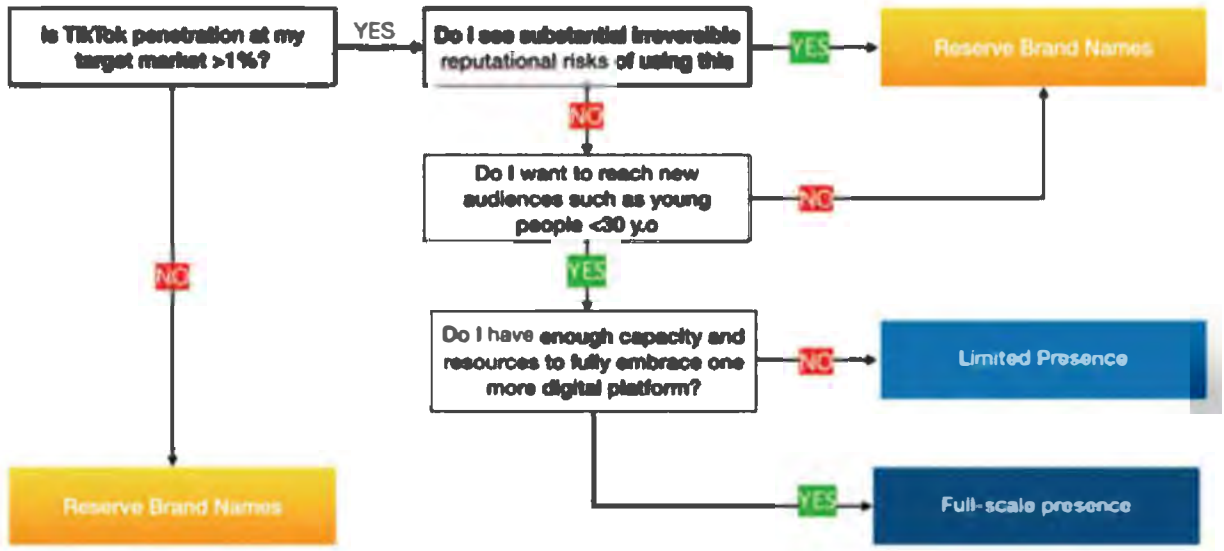
Examples of third party platforms include but are not limited to Pentos (https://pentos.co), Cloutmeter (https://cloutmeter.com), TikAnalytics (https://tikanalytics.com), Popsters (https://popsters.com), and Storyclash (https://storyclash.com). These tools offer paid and free solutions to leverage publicly available data on accounts that you do not own. Gathering data is automated and begins after you pick the accounts you want to follow.

At this time these services are essential for competitive analysis, social listening and getting a better understanding of the platform content landscape. They offer performance tracking of selected accounts and hashtags, highs and lows of competitors, account monitoring, trending videos, and hashtags with 12 months' historical data.

Recommendations

TikTok provides a wide range of opportunities for news distribution, content promotion, and building community. Before building a presence on TikTok, it is crucial to consult with security specialists, define the target group clearly, develop a content plan, and allocate resources. Further, it is important to remember that there is no guarantee of success on a platform, especially one that is this new, but the possible reward is also much higher. It is strongly recommended that USAGM and its networks assess TikTok as they would any other emerging or new platform, with the audience in mind and at the forefront of all decisions, with risks understood and accepted.

Decision Tree to decide if network or language service should experiment with TikTok



Here we review several strategies and approaches to build a presence on TikTok for USAGM and its networks:

Full-scale presence

Update the page daily (10-15 TikToks a week) with content that is adequately repacked or is, preferably, original in nature. Content should be in portrait mode, include audio, and provide interactivity for users. This approach needs the efforts of multiple individuals, including social media management and most importantly, dedicated investment in creation of the content itself, specifically for TikTok. To ensure optimal engagement, it is vital to make sure the account manager responds to private messages and checks the platform for mentions and UGC submissions.

Proper account name creation is essential, it can exist under the official service brand like "Voice of America" or it can be a project name such as "Voice of Youth," or “Learning English". Apply for a verification badge to ensure the page can be found within the TikTok platform.

Limited presence

This approach is optimal for smaller language services with limited resources and is also relevant for services seeing reputational risks in building a presence on the platform. This includes reserving the brand name, non-regular posting (3-5 times a week) with essential news and video content that was already prepared for other platforms such as Instagram Stories or YouTube. It can also be used for promoting pages on other platforms or websites. This type of presence does not guarantee significant numbers in terms of views and engagements but creates the option to switch to full-scale presence when needed.

Reserve Brand Names

The absolute minimum and strongly recommended action is that USAGM and its networks reserve their brand names on the platform and apply for verification badges. Failure to do this is a risk of another kind, in that your brand name could be used by others for any reason, malicious or not. This approach does not require any additional resources.

Appendices

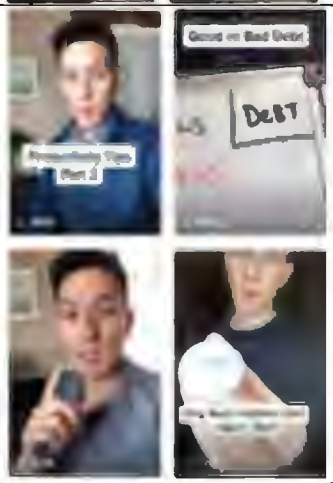
Appendix A - Publishers and Journalists on TikTok

Washington Post	https://www.tiktok.com/@washingtonpost	Media outlet
ESPN	https://www.tiktok.com/@espn	Media outlet
Buzzfeed	https://www.tiktok.com/@buzzfeed	Media outlet
NBC News	https://www.tiktok.com/@nbcnews	Media outlet
NBC Stay Tuned	https://www.tiktok.com/@staytunednbc	Media outlet
Dalla Morning News	https://www.tiktok.com/@dallasmorningnews	Media outlet
World Economic Forum	https://www.tiktok.com/@worldeconomicforum	NGO
MTV	https://www.tiktok.com/@mtv	Media outlet
VICE	https://www.tiktok.com/@vice	Media outlet
NBC's World of Dance	https://www.tiktok.com/@nbcworldofdance?utm_source=tt_11	TV Show
BBC Radio 1	https://www.tiktok.com/@bbcr1	Media outlet
Vogue Italia	https://www.tiktok.com/@vogueitalia	Media outlet
Tasty	https://www.tiktok	Media outlet
PinkNews	https://www.tiktok.com/@pinknews	Media outlet
Billboard	https://www.tiktok.com/@billboard	Media outlet
Guardian Australia	https://www.tiktok.com/@guardianaustralia	Media outlet
USA Today	https://www.tiktok.com/@usatoday	Media outlet
La Nación	https://www.tiktok.com/@lanacioncom	Media outlet
Tagesschau	https://www.tiktok.com/@tagesschau	Media outlet
20 minuten	TikTok.com/@20minuten	Media outlet
MSNBC	TikTok.com/@msnbc	Media outlet
Max Foster (CNN)	https://www.tiktok.com/@maxfostercnn	Journalist
Sophia Smith Galer (BBC)	https://www.tiktok.com/@sophiasmithgaler	Journalist
Victoria Leandra (VICE News)	https://www.tiktok.com/@victorialeandra	Journalist / Producer
International Federation of Red Cross and Red Crescent Societies (IFRC)	https://www.tiktok.com/@ifrc	IHO
CHIP	https://www.tiktok.com/@chip_de	Media outlet
News Flash Australia	https://www.tiktok.com/@newsflashaus	Tiktok-only media outlet
Anthony Quintano	https://www.tiktok.com/@aquintano	Journalist / Photographer
Bree And Clint	https://www.tiktok.com/@breeandclint	Radio show hosts

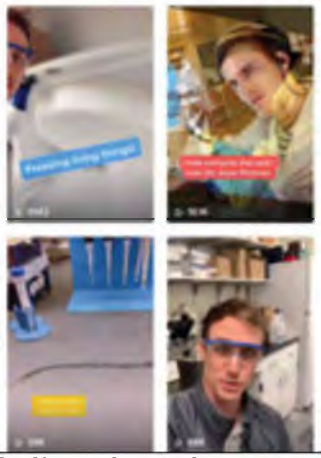
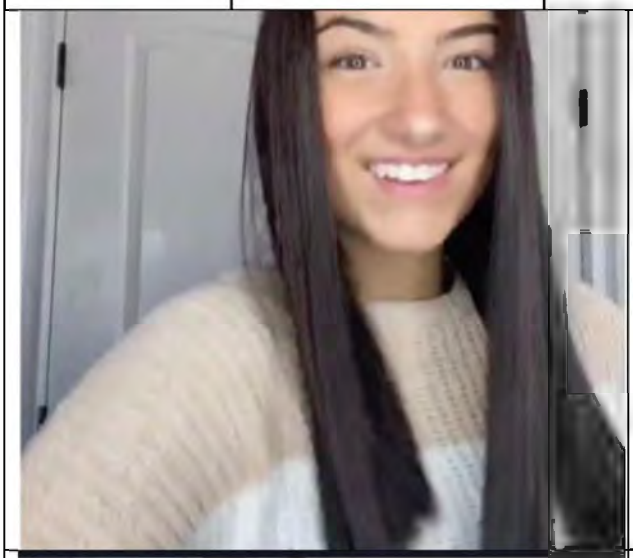
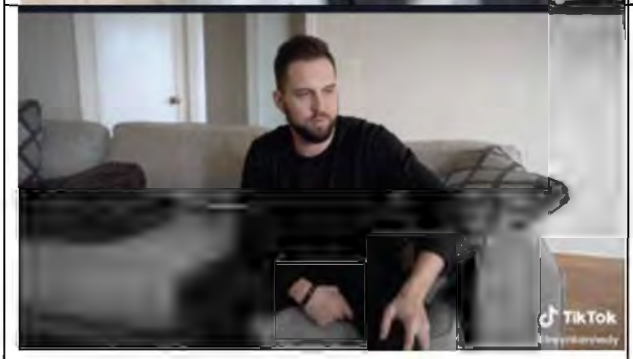
NowThis Politics	https://www.tiktok.com/@nowthispolitics	Media outlet
NowThis	https://www.tiktok.com/@nowthis	Media outlet
The Today Show	https://www.tiktok.com/@todayshow	Media outlet
Futurism	https://www.tiktok.com/@futurismmedia	Media outlet
NJTV	https://www.tiktok.com/@njtvnewsroom	Media outlet
Austin PBS	https://www.tiktok.com/@austinpbs	Media outlet
Owen Conflenti	https://www.tiktok.com/@conflenti	KPRC 2 Houston morning news anchor
Liz Plank (Vox)	https://www.tiktok.com/@lizplank	Journalist
Mashable	https://www.tiktok.com/@mashable	Media outlet
WBUR	https://www.tiktok.com/@wbur909	Media outlet
WGBH	https://www.tiktok.com/@wgbh	Media outlet
Florida Times-Union	https://www.tiktok.com/@jaxdotcom	Media outlet
Renee Klahr (NPR)	https://www.tiktok.com/@avantgardener	Journalist/Artist
Emma Bentley (BBC)	https://www.tiktok.com/@justemmawithacamera	Digital journalist
Business Insider France	https://www.tiktok.com/@businessinsiderfr	Media outlet
MediaWise	https://www.tiktok.com/@mediawisez	Poynter media literacy project
The Telegraph	https://www.tiktok.com/@thetelegraph	Media outlet
GQ	https://www.tiktok.com/@gq	Media outlet
Wired	https://www.tiktok.com/@wired	Media outlet
Vanity Fair Italia	https://www.tiktok.com/@vanityfairitalia	Media outlet
La Cucina Italiana	https://www.tiktok.com/@lacucinaitaliana	Media outlet
Glamour Italia	https://www.tiktok.com/@glamouritalia	Media outlet
Wired Italia	https://www.tiktok.com/@wireditalia	Media outlet
GQ Italia	https://www.tiktok.com/@gqitalia	Media outlet
Vogue Italia	https://www.tiktok.com/@vogueitalia	Media outlet
Teen Vogue	https://www.tiktok.com/@teenvogue	Media outlet
Indian Express	https://www.tiktok.com/@indianexpressent	Media outlet
Daily Mirror	https://www.tiktok.com/@dailymirror	Media outlet
OK Magazine	https://www.tiktok.com/@ok_magazine	Media outlet
IGN	https://www.tiktok.com/@ign	Media outlet
PBS NewsHour Student Reporting Labs	https://www.tiktok.com/@reportinglabs	Media outlet/Education project
ENews	https://www.tiktok.com/@enews	Media outlet
Vice Spain	https://www.tiktok.com/@vice_spain	Media outlet
Hawaii Toast	https://www.tiktok.com/@hawaii.toast	Volunteers from the Axel Springer publishing house

Sport1	https://www.tiktok.com/@sport1news	Media outlet
ToTeraz	https://www.tiktok.com/@ToTeraz	Media outlet
Brut	https://www.tiktok.com/@brutofficiel	Media outlet
Newsweek	https://www.tiktok.com/@newsweek	Media outlet
Harriet Marsden (freelance)	https://www.tiktok.com/@harriet1marsden	Journalist
Joe Martucci (Meteorologist)	https://www.tiktok.com/@acpressmartucci	Journalist
Taylor Lorenz (NYT)	https://www.tiktok.com/@taylorlorenz	Journalist
Food Network	https://www.tiktok.com/@foodnetwork	Media outlet
Russia Beyond	https://www.tiktok.com/@russiabeyond	Media outlet
Glamour Russia	https://www.tiktok.com/@glamour_russia	Media outlet
Baza	https://www.tiktok.com/@baza	Media outlet
TNT TV channel	https://www.tiktok.com/@tnt_online	Media outlet
Friday TV channel	https://www.tiktok.com/@fridaytv	Media outlet
Andrew Roth (freelance)	https://www.tiktok.com/@thisisandrew	Journalist
Bustle	https://www.tiktok.com/@bustle	Media outlet
Inverse	https://www.tiktok.com/@inverse	Media outlet
Nylon	https://www.tiktok.com/@nylonmag	Media outlet
Elite Daily	https://www.tiktok.com/@elitedaily	Media outlet
SELF	https://www.tiktok.com/@self	Media outlet
Thrillest	https://www.tiktok.com/@thrillest	Media outlet
Seventeen	https://www.tiktok.com/@seventeen	Media outlet
Cosmopolitan	https://www.tiktok.com/@cosmopolitan	Media outlet
Telemundo	https://www.tiktok.com/@telemundo	Media outlet
E! Entertainment	https://www.tiktok.com/@e_entertainment	Media outlet
Refinery29	https://www.tiktok.com/@refinery29	Media outlet
POPSUGAR	https://www.tiktok.com/@popsugar	Media outlet
Young Hollywood	https://www.tiktok.com/@younghollywood	Media outlet
Bravo	https://www.tiktok.com/@bravotv	Media outlet
Nickelodeon	https://www.tiktok.com/@nickelodeon	Media outlet
Bleacher Report	https://www.tiktok.com/@bleacherreport	Media outlet
Overtime	https://www.tiktok.com/@overtime	Media outlet
Tastemade	https://www.tiktok.com/@tastemade	Media outlet
Whistle	https://www.tiktok.com/@whistle	Media outlet
Outside Magazine	https://www.tiktok.com/@outsidemagazine	Media outlet
Suzanne Kinapour (BBC)	https://www.tiktok.com/@newswithsuz	Journalist
BuzzFeedOz	https://www.tiktok.com/@buzzfeedoz?	Media outlet
CNN-NEWS18	https://www.tiktok.com/@cnnnews18	Media outlet

Appendix B - How TikTok is used by influencers and Video bloggers

Name	Content	TikTok Handle	Examples
Chris Fahmy	Explainers, history, fun facts	@thestorytellerstales	
CoryMane	Explainers, history, fun facts	@thisiscory	
Humphrey	Financial Advice, explainers about economy, money, banking:	@humphreytalks	

Wonderlife	Products and marketing, DIY, unpacking	@wonderlife_aliexpress	
Vat19	Products and marketing, DIY, unpacking	@vat19	
Anthony Youn, MD	Edutainment, HLS, explainers, healthcare advising, coronavirus	@tonyyounmd	

Dr. Rick	Edutainment, HLS, explainers, healthcare advising, coronavirus	@rickyrick.sci	
			On this video, Charli d'Amelio is dancing and pretends she is singing What the Hell by Avril Lavigne. Video received 4.2 million likes and 41.5K comments Source: https://www.tiktok.com/@charlidamelio/video/6796329761279839493
			Video "Adulthood be like " produced by Trey Kennedy @treynkennedy mock adults. The authors mimic parents. "We need bags in the bag bag." - he jokes. Video received 218 thousand likes and 1,3 thousand comments. Source: https://www.tiktok.com/@treynkennedy/video/6793395676525923589

	Here Jay Prather explains why sexual relationships between teen and adult are not good and what can be the consequences. Video received 308.1K likes · 2570 comments Source: https://www.tiktok.com/@jayprather4/video/6793799511711010054
	Example of "Shopping challenge". Brent Rivera chooses random things in the outlet store and wear them. Video received 6 million likes and 15.6K comments. Source: https://www.tiktok.com/@brentrivera/video/6776696277284441350

Appendix C - Case: RFE/RL Belarus

Currently, Belarus Service of Radio Free Europe Radio Liberty is the only USAGM service using TikTok on a daily basis. RFE Ukraine and RFE Mashaal are actively experimenting on the platform as well at this time. The RFE/RL Belarus service launched in March 2019 and has built a substantial audience, with 28k followers and 485k hearts in total since launch.

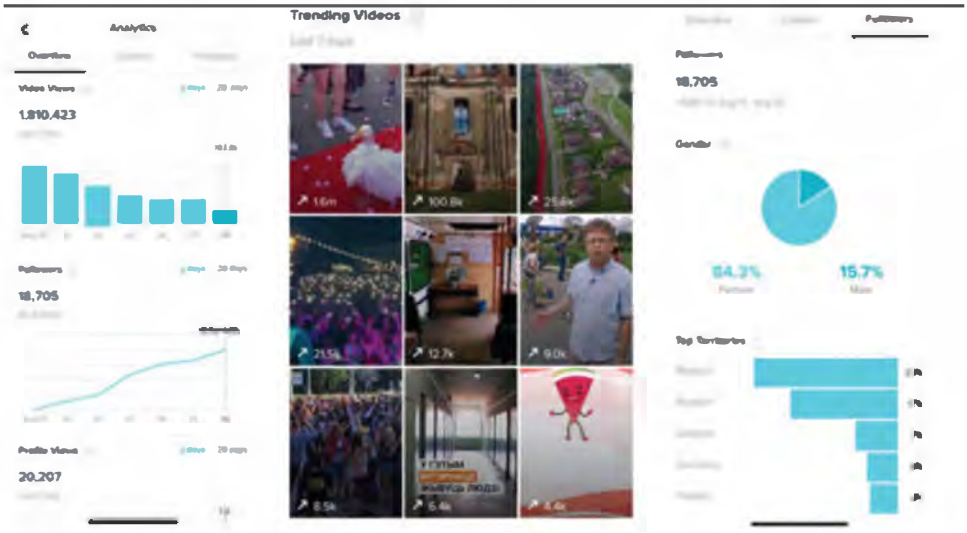


Image: Radio Free Europe Radio Liberty, TikTok's verified page

- Service continuously experiments with videos of different length, topics, and formats
- Service posts two videos daily on average
- Content is news, vox-populi, language lessons, human stories (same as IGTV or OG Stories), backstage (life of the newsroom), games with the audience, and promotion of website articles
- 30% of video content is animation
- The strictly "soft content" is no more than 20%:" it doesn't' bring the target audience."
- 81% of followers are female
- Up to 80% of engaged users are from Belarus
- Service has verified badge from TikTok
- From 7 to 9 PM is the peak of the user's activity on the page
- The most popular videos are about the marriage of geese in Belarus with 3.5 million views and bad conditions on student campuses (1 million views)
- All videos about Lukashenka get more than 10K views

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Background on USAGM Personnel Security &Prior OPM/ODNI Inspections

1991

The former USIA Director of Security, Bernard Dowling, comments on interim OPM regulations regarding national security sensitive positions, arguing that OPM's definition of National Security is overly narrow, and asks for OPM to broaden the definition to include positions that are sensitive given their potential impact upon the conduct of foreign affairs of the United States. The definition in OPM's interim regulations included, "those positions that involve activities of the Government that are concerned with the protection of the nation from foreign aggression or espionage, including development of defense plans or policies, intelligence or counterintelligence activities, and related activities concerned with preservation of the military strength of the United States. Whenever a position requires regular use of, or access to, classified information, national security considerations are ordinarily present." OPM writes back acknowledging the comment and stating the State Department raised the same concerns.

The former Director of Security also requests to continue using SF-86 to collect information about USIA applicants' foreign contacts. OPM states that this is contingent about USIA's decisions regarding national security sensitivity of its positions. While records are sparse from this time, it's likely that USIA understood OPM's response to give USAGM broad discretion in designating national security positions. USIA designated most of its positions as national security sensitive, a practice which continues today.

2010

USAGM (then called BBG) and OPM enter into an MOU providing the USAGM Office of Security delegated investigative authority for two years, lasting until December of 2012. This was the last MOU between these parties for this purpose.

2012

An OPM review of USAGM's Personnel Security program revealed the need for improvement. OPM authored 14 recommendations in their audit.

USAGM does not renew the MOU with OPM that delegates investigative authority to the Office of Security.

2013

OPM provides USAGM Office of Security staff with an updated MOU for delegated investigative authority. USAGM never signs or returns the MOU to OPM.

2014

OPM and ODNI conduct another inspection of USAGM's Personnel Security program and provided USAGM with their draft report in September of 2015.

- OPM gave USAGM 6 months from September 2015 to begin using the Position Designation System and accompanying tool for all USAGM position descriptions.
- OPM flagged the issue of USAGM's lapsed MOU for delegated investigative authority and cautioned that non-compliance was grounds for rescinding delegated investigative authority.

2017

April

USAGM requests an extension for time to comply with 5 C.F.R. Part 1400 from OPM and ODNI. Based on these regulations and the 2014 audit report, USAGM was required to report on compliance with 5 C.F.R. Part 1400 by no later than March 2016.

October

OGC recommends seeking a waiver from 5 C.F.R. Part 1400, a move opposed by the Office of Security, and discussions begin about whether to request a waiver from these regulations.

- Divergent views emerge between OMS, the Office of Security, and OGC as to whether USAGM positions have national security implications beyond access to classified information.

2018

February

OPM conducts another inspection of USAGM's Personnel Security program.

May

Based on the recommendation of the General Counsel, USAGM formally requests a waiver to 5 C.F.R. Part 1400. The waiver request was sent from former CEO John Lansing to both OPM and ODNI.

October

OPM presents their findings to USAGM from the February inspection.

- OPM directs USAGM to immediately cease all investigative activities due to lapsed delegated investigative authority.
- OPM provides 90 days for USAGM to demonstrate compliance with the 37 findings in their report.
- OPM mandates all background investigations conducted since 2012 be re-initiated and sent to the National Bureau for Background Investigations (NBIB) for proper vetting.

November

OMS, in concert with the Office of Security, creates a Corrective Action Plan (CAP) and issues management directives to immediately address shortcomings identified in OPM's draft report.

- CAP addresses all 37 of OPM findings
- Work begins to re-designate all USAGM position descriptions as outlined in 5 C.F.R. Part 1400
- Director of Security begins updating SEC's SOP, Policies, and Procedures.

2019

February

OMS and OHR schedule OPM-provided training on the Position Designation Tool for staff who assigned to re-designate all positions.

USAGM updates grant agreement language to reflect changes to USGM's Personnel Security Program, including the need for USAGM staff to designate covered positions.

April

OHR Operations staff is trained by OPM for creating position designation records via OPM's Position Designation Tool.

July

ODNI presents its findings to USAGM from the February 2018 inspection. ODNI requires that USAGM use a third party to conduct investigations and warns USAGM that, unless USAGM's personnel security program shows significant improvement, ODNI may invalidate all USAGM's security clearances.

November

OHR completes work on a PD Library that storehouses all USAGM position descriptions and accompanying position designation records.

2020

January

OPM provides the USAGM Office of Security a list of all USAGM investigations initiated since the lapse in delegated authority that require re-initiation.

February

OPM and ODNI return for a follow-on inspection of USAGM's Personnel Security Program.

March

The USAGM office of Security began re-initiating electronic security questionnaires (eQIP) for everyone identified by OPM has having received a background investigation when the agency did not have delegated authority (2012 – 2018)—mandated by OPM in October of 2018.

June

Michael Pack is confirmed by the United States Senate as the first fully empowered CEO of USAGM on June 4th, 2020.

July

OPM and ODNI provide their reports to USAGM on recommendations USAGM has not fully closed from the 2018 audit.

August

USAGM CEO, Michael Pack, orders a comprehensive review of the Office of Security's personnel security program.

October

The USAGM Office of Security completes the re-initiation of all eQIPs for staff identified by OPM in January of 2020.

- USAGM CEO Michael Pack signs Interagency Agreement (IAA) with OPM to conduct suitability determinations.

November

Security Stand Down begins with USAGM notifying every clearance holder at the agency of the need to submit updated information pertaining to their security vetting.

- Everyone given 14 calendar days to get fingerprinted and return security documents.

December

Security Stand Down continues for the rest of the USAGM employees, PSCs, and contractors (total approximately 700) on December 4th, 2020.

- Everyone given 14 calendar days to get fingerprinted and return security documents.

December and Beyond

OPM is providing a daily update of individuals that have been cleared to EOD (i.e. have been deemed pre-suitable/received a credentialing recommendation). (b) (6) at OPM is managing this effort.

OPM's Suitability Executive Agent (SuitEA) – led by [redacted]- is reviewing all position description records to confirm USAGM is correctly using OPM's position designation tool to provide an appropriate investigation level. SuitEA is also providing suitability reviews when possible.

OPM is continuing discussions on their ability to conduct national security adjudicative reviews. ODNI recommended sending all national security adjudications to the DoD Central Adjudication Facility (CAF), but CAF has not agreed to review our cases to date.

All investigations that have been submitted to DCSA will run concurrently to the aforementioned assistance being provided by OPM.

Grantee Background Investigations Timeline

2017

February

OIG makes first of two recommendations that USAGM should establish a written protocol on background investigations to comply with Article X of its grant agreements.

2018

May

OMS staff produce first draft of a new Article X protocol and begin circulating it for internal clearances.

December

Former USAGM CEO briefed on Article X protocol and issues related to security background investigations for USAGM grantees.

2019

February

Based on decisions made by the former CEO, OMS staff update and circulate the draft protocol.

August

Because RFE/RL raises questions about GDPR compliance with USAGM management, including whether GDPR can even permit federal background investigations, OMS staff share an advance copy of the protocol with RFE/RL's General Counsel to make sure the Agency's plans are feasible.

September

RFE/RL asks USAGM to sign standard contractual clauses for GDPR compliance, but USAGM informs RFE/RL that USAGM cannot legally sign on to standard clauses for multiple reasons.

November

RFE/RL works without outside counsel to draft a GDPR-compliant version of Article X of their grant agreement, which USAGM reviews and decides is acceptable.

Final version of updated Article X language for RFE/RL and updated Article X protocol for RFA, MBN cleared by Security, OGC, and OCFO grants team.

2020

January

OCFO tells OMS that the grant agreements have not been sent to grantees because OGC is still reviewing

March

OCFO tells OMS that GC had become unresponsive regarding the grant agreements, so sent the agreements to grantees for review.

April

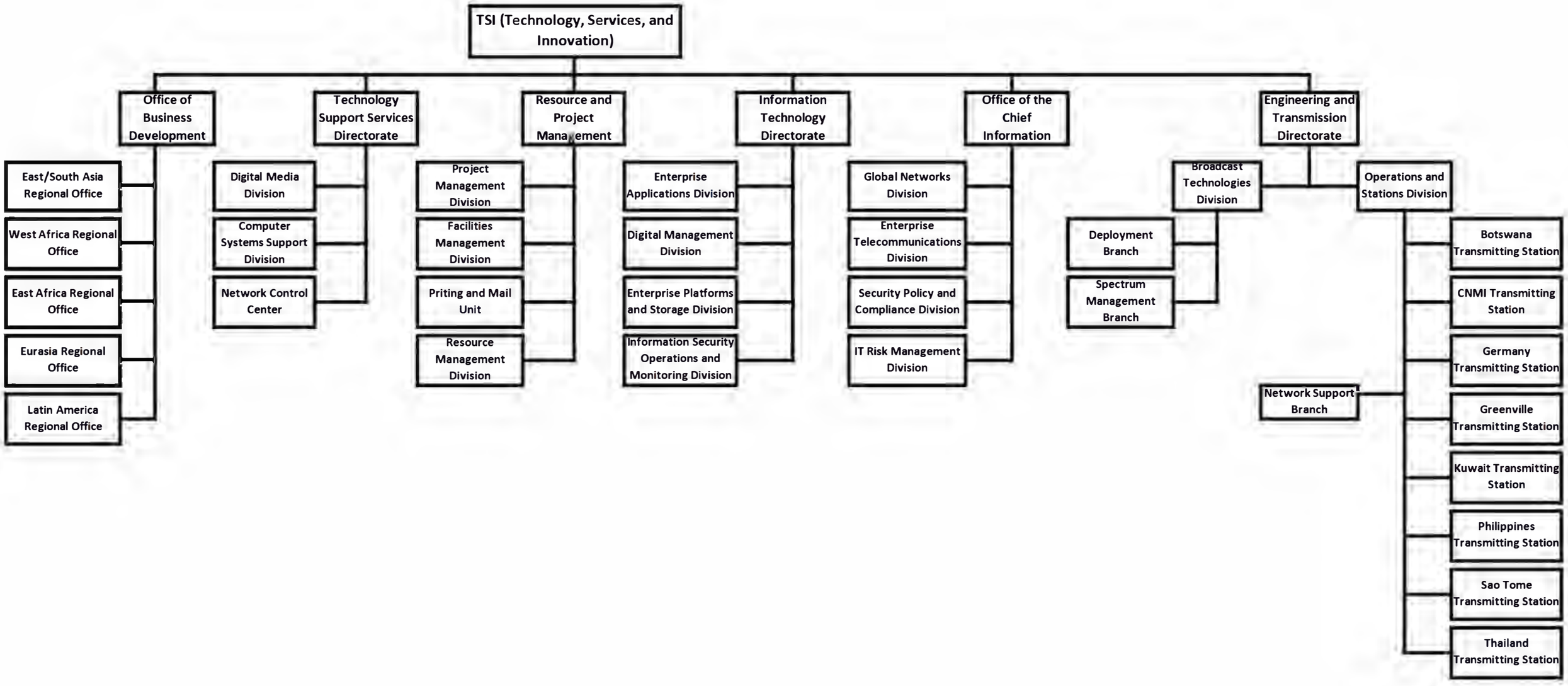
OCFO informs OMS that the grant agreements have been pulled back and they remain under the GC's review.

RFE/RL requests a discussion about how to resume counter-intelligence checks (one component of a background investigation) for some of their staffers. USAGM and RFE/RL staff meet to discuss resuming counter-intelligence checks, as well as full background investigations. RFE/RL expresses concerns that the background investigation process will affect their selection of staff, ask for flexibility in that process, and to immediately resume counter-intelligence checks.

USAGM Deputy Director for Operations requests information on additional flexibilities from OMS, SEC, and OGC.

OMS and Security staff prepare memos for the Deputy Director of Operations outlining background investigation requirements, flexibilities, and decision points for the CEO's Office.

Even though OMS and Security staff produced procedures for grantee background investigations, which were incorporated into the FY20 grant agreements, those agreements have never been finalized. Further, OMS and Security staff await a final decision from the CEO's Office on how to proceed on the decision points raised after the meeting with RFE/RL staff.


TSI (Technology, Services, and Innovation)
Office of Business Development
East/South Asia Regional Office
West Africa Regional Office
East Africa Regional Office
Eurasia Regional Office
Latin America Regional Office
Technology Support Services Directorate
Digital Media Division
Computer Systems Support Division
Network Control Center
Resource and Project Management
Project Management Division
Facilities Management Division
Priting and Mail Unit
Resource Management Division
Information Technology Directorate
Enterprise Applications Division
Digital Management Division
Enterprise Platforms and Storage Division
Information Security Operations and Monitoring Division
Office of the Chief Information
Global Networks Division
Enterprise Telecommunications Division
Security Policy and Compliance Division
IT Risk Management Division
Engineering and Transmission Directorate
Broadcast Technologies Division
Deployment Branch
Spectrum Management Branch
Operations and Stations Division
Network Support Branch
Botswana Transmitting Station
CNMI Transmitting Station
Germany Transmitting Station
Greenville Transmitting Station
Kuwait Transmitting Station
Philippines Transmitting Station
Sao Tome Transmitting Station
Thailand Transmitting Station

U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS



USAGM 2018 ANNUAL REPORT

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USAGM

The United States Agency for Global Media (USAGM) is a networked global media agency. The five media organizations that comprise the USAGM complement and reinforce one another in a shared mission vital to U.S. national interests: to inform, engage and connect people around the world in support of freedom and democracy.

Together, USAGM networks communicate each week with more than 345 million people across the globe.



USAGM's mission is to inform, engage and connect people around the world in support of freedom and democracy.

Every week, more than 345 million listeners, viewers and internet users around the world turn on, tune in and log onto U.S. international broadcasting programs.

The day-to-day broadcasting activities are carried out by the individual USAGM international broadcasters.

TOGETHER, WE OPERATE IN 60 CRITICAL LANGUAGES AROUND THE WORLD.

- **Voice of America**
- **Radio Free Europe/Radio Liberty**
- **Radio Free Asia**
- **Office of Cuba Broadcasting**
- **Middle East Broadcasting Networks**

Global
English
Learning English

Eastern/ Central Europe
Albanian
Bosnian
Macedonian
Montenegrin
Romanian
Serbian
Ukrainian

Latin America
Creole
Spanish

Africa
Afan Oromo
Amharic
Bambara
French-to-Africa
Hausa
Kinyarwanda
Kirundi
Lingala
Ndebele
Portuguese-to-Africa
Sango
Shona
Somali
Swahili
Tigrigna
Wolof

Eurasian
Armenian
Azerbaijani
Bashkir
Belarusian
Chechen
Crimean Tatar
Georgian
Russian
Tatar

Middle East/ North Africa
Arabic
Kurdish
Turkish

Central Asia
Kazakh
Kyrgyz
Tajik
Turkmen
Uzbek

South Asia
Bangla
Dari
Pashto
Persian
Urdu

East Asia
Burmese
Cantonese
Indonesian
Khmer
Korean
Lao
Mandarin
Thai
Tibetan
Uyghur
Vietnamese

LETTER FROM THE CEO



In 2015, when I joined the U.S. Agency for Global Media (USAGM), then the Broadcasting Board of Governors, I sought to learn everything I could about this agency and the complex global media environment in which it operates. I spent months on a listening tour with stakeholders on and off Capitol Hill, in academia and in the media space; I met with influencers at think-tanks and in the media development community, nonprofit partners and public diplomacy colleagues. I heard many perspectives about what we were getting right and what we could do better.

I heard you ... and we took action.

In 2018, we made the most significant progress yet in our transformation into a modern and nimble media enterprise: we changed our name to the U.S. Agency for Global Media. After much consideration and consultation, I chose this new name to better reflect our modernization and forward momentum while honoring our enduring mission to inform, engage and connect people around the world in support of freedom and democracy.

In addition, we laid the foundation to compete in this ever-changing media industry by adding more collaborative and impactful programming. We also revolutionized our reach and impact by expanding affiliate networks, extending the growth of fresh, digital-focused content in difficult environments and focusing on a language-based strategy rather than targeting audiences solely within geographic boundaries.

As a result, this year we saw our largest audience growth ever—a jump from 278 million in 2017 to a total of 345 million in 2018. This growth is due in large measure to our remarkably talented storytellers across the USAGM's five networks (Voice of America, Radio Free Europe/ Radio Liberty, the Office of Cuba Broadcasting, Radio Free Asia, and the Middle East Broadcasting Networks); our response to increased demand for digital, cross-platform programming; our ability to respond quickly to the explosion of disinformation, lies, and distortion; and our commitment to using whatever tools necessary to get content to those who don't have the benefit of a free and open press.

I am so very proud to be at the helm of a modern media organization that has been on an accelerating arc of success for almost two decades. I am especially proud that every USAGM employee is part of one team, collaborating to advance our mission and the fundamental, universal principles of press freedom.

In the following pages, you will see just a snapshot of the powerful results our team has accomplished and the impact we've made in the lives of millions of people around the world. I also invite you to learn more about our efforts on our website, usagm.gov.

Sincerely,

(b) (6)

John F. Lansing
Chief Executive Officer and Director
U.S. Agency for Global Media

This report is submitted pursuant to Section 305(a) of the International Broadcasting Act of 1994 (Public Law 103-236).

REBRANDING EFFORTS

USAGM



On August 22, 2018, after an exhaustive 18-month effort to rebrand the agency, the Broadcasting Board of Governors changed its name to the U.S. Agency for Global Media (USAGM). This process included comprehensive industry research; a competitive analysis; and consultations with numerous internal and external stakeholders, including the agency's Board of Governors, agency staff and leadership at all levels, the agency's five networks, the U.S. Congress, the Administration, and interagency colleagues. Ultimately, the endeavor was designed to best capture the voice of the agency and its value to the U.S. government, American taxpayers, and global audiences.

USAGM is a modern media organization, operating far beyond the traditional broadcast media of television and radio to include digital and mobile platforms. With a near-complete shift to digital-first production, the creation of two new language-based digital and television networks, an increased focus on engaging audiences and facilitating discussion, and the expansion of increasingly effective anti-censorship tools, the term "broadcasting" no longer accurately describes the agency's work.

REBRANDING EFFORTS

USAGM

CEO Lansing recognized the overdue need to communicate the agency's evolving, global scope, as well as its renewed, urgent focus on priority audiences that reflect U.S. national security and public diplomacy interests. USAGM remains an independent federal agency that provides accurate, professional and objective news and information around the globe in a time of shifting politics, challenging media landscapes and the weaponization of information.

The agency's new identity and name now address these realities but do not change its mission or focus. Rather, it reflects the modernization and forward momentum demonstrated in the past few years, while honoring the enduring mission to inform, engage and connect people around the world in support of freedom and democracy.



CEO John F. Lansing discusses the agency's new name and branding at a presentation on the evolution of the agency in Washington, D.C., September 2018.



VIDEO: New Name, Same Mission 2:15

REBRANDING EFFORTS

THE BRAND EVOLUTION OF MBN



On November 4, the Middle East Broadcasting Networks (MBN) revealed the first step of the largest transformation in its 14-year history, with an overhaul of Alhurra Television's programming, on-air personalities and branding.

With this relaunch, Alhurra is poised to increase its competitiveness and relevancy in the saturated, politicized and polarized media markets in the Middle East and North Africa. It does so by providing a humanistic, enlightened and distinctive American voice and perspective for the pan-Arab region.

Broadcasting live from new studios in Dubai and outside of Washington, D.C., and with reporting from throughout the Middle East, the United States and the world, Alhurra has more than doubled its number of newscasts to 12 hours per day. This includes new daily newscasts dedicated to North Africa and stories from within the United States.

Alhurra also boasts a new line up of anchors and programs delivering extensive reporting from across the region, as well as in-depth analysis untold or underreported by Arabic-language media outlets.

Alhurra's remodeled studios outside of Washington, D.C. provide boast the latest in communication technologies, including augmented reality.

In addition to more focused content, the relaunch improved Alhurra's visual identity and brand. The network's sophisticated new graphics, advanced animation and eye-catching augmented reality seamlessly complement the two new studios.

Other MBN properties Alhurra-Iraq, Radio Sawa and Alhurra.com also began undergoing changes, including more news content and increased coverage of topics not found in the broadcast region.

LANGUAGE-BASED STRATEGY

As a part of the larger effort to streamline operations and more effectively reach audiences in need of accurate news and information, USAGM has adopted a strategy of focusing on the languages spoken by target audiences rather than on the geopolitical boundaries in which they reside. This unique approach brings together language services from more than one USAGM network, acts as a force multiplier and capitalizes on the resources and strengths of each network.

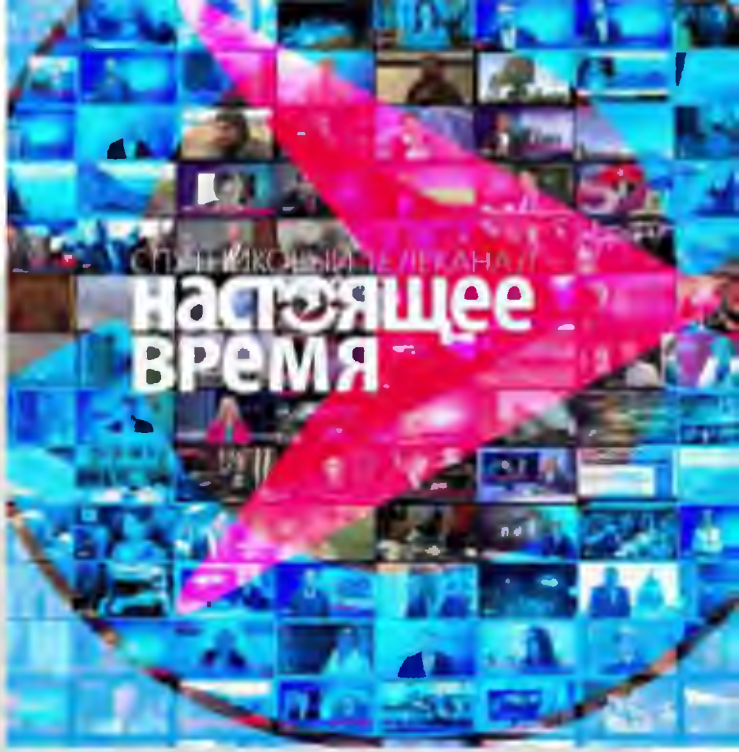
The strategy also allows USAGM to engage diaspora audiences, who report to relatives in their home countries and are crucial in information flows.



Riot police officers detain a protester holding a poster reading 'Putin, you are not my President' during a rally in St. Petersburg, Russia, Sunday, Jan. 28, 2018 against Russia's Central Election Commission's decision to ban the opposition leader Alexei Navalny presidential candidacy. Navalny has been arrested in Moscow as protests demonstrations called by him took place across the country. (AP Photo/Dmitri Lovetsky)

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LANGUAGE-BASED STRATEGY



CURRENT TIME

The first such project to adopt this model is Current Time, a 24/7 Russian-language digital and TV network led by Radio Free Europe/Radio Liberty (RFE/RL) in cooperation with Voice of America (VOA). Current Time is an alternative to Kremlin-controlled media for diverse Russian-speaking audiences living not only inside Russia, but also in Ukraine, Eastern Europe, the Baltics, Central Asia, the South Caucasus, and beyond. Launched in February 2017, Current Time has seen explosive growth and impact. In a nationally representative survey of Russians conducted between late April and early June 2018, the measured use of the Current Time network showed that 3.8 percent of Russian adults (3.9 million) use Current Time video and digital content weekly.

Current Time's on-the-spot, live news reporting and fresh features have driven increasing demand on social media. By the end of 2018, its followers on Facebook had increased by 165 percent to over 850,000, while subscribers to its YouTube page grew 15-fold to 550,000. In the same year, Current Time's videos received more than 520 million views online and across social media platforms, with more than half coming from inside of Russia.

This, despite efforts by Russian authorities to thwart its distribution and a December 2017 decision by the Ministry of Justice designating it a "foreign agent."

Current Time aims to depoliticize the Russian-language media by serving as an accurate and independent news source for all Russian-speakers, who are often limited to Kremlin-controlled media options even when living far beyond Russia's borders. The network places a premium on live news coverage that allows skeptical audiences, numbed by disinformation and false narratives, to judge events on the ground for themselves.

Current Time's feature programs cast a more intimate light on life in Russia, Ukraine and beyond, telling the untold stories of ordinary residents in unheralded places who strive to improve life for their neighbors and communities. The network's documentary offerings have opened a wider world of experience to its audiences. Current Time is the largest provider of independent documentaries in the Russian language, screening more than 100 films annually that are often barred from mainstream distribution in Russia because of political content.

VIDEO: Current Time Promo 1:06

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LANGUAGE-BASED STRATEGY

VOA 365

Following the success of Current Time, and building on that same model of collaboration, VOA and RFE/RL teamed up to expand programming for Persian-language speakers in Iran and worldwide through VOA 365, a 24/7 global network. Led by VOA, teams from its Persian Service and RFE/RL's Radio Farda worked together to break through the information wall and confront the censorship efforts of the Iranian regime.

VOA 365 offers comprehensive coverage from across the United States and around the world. The network transmits live, unfiltered news conferences and hearings from Washington, D.C., with simultaneous translation into Persian, providing Iranians access to information not otherwise available to them on local and state-run media.

This network features a program based in Los Angeles focused on the Iranian diaspora and a weekly, fast-paced look at the latest developments in science, technology and medicine. New high-quality acquisitions from CNN, ABC, National Geographic TV, the Smithsonian Channel, and PBS round out the programming schedule.

VOA 365 also has a robust social media presence on sites popular with Persian-speakers and is seeing a strong increase in audience engagement on those platforms.



(b) (6) reads notes before broadcasting live from the new VOA 365 studios in Washington, D.C.

VIDEO: VOA 365 Promo 2:10

MAXIMIZING PROGRAM DELIVERY AGILITY

Maximizing platform agility allows USAGM networks to seamlessly adapt to the fast-changing content consumption preferences of their audiences. By streamlining operations and leveraging research, USAGM is rapidly evolving its market-by-market distribution strategy, ensuring continuously growing relevance.

AFFILIATE STRATEGY

In 2018, USAGM continued its critical role of building and growing its global audience by placing content on in-country media outlets, an effort known as the "affiliate model."

Some highlights on new affiliate relationships include:

Through the Current Time network, USAGM continues to penetrate not only Russia but also Russian-speaking populations throughout the region and around the world. By the end of 2018, Current Time was present in 19 countries via 85 distributors and 50 affiliate stations, including nine in Russia, and the number of distributors in the region continues to grow. The project has been a great success on digital platforms as well and is offered on global video-on-demand platforms.

As Afghanistan continues its long road to peace and stability, Afghan media houses look to USAGM for professional, reliable content. Seven new TV and radio affiliates signed on in 2018.



When the VOA Africa division recently launched a new program called *Our Voices* that features African women, Business Development had already placed the program on 23 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.

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MAXIMIZING PROGRAM DELIVERY AGILITY



USAGM utilizes these affiliate relationships to support local journalistic operations and standards, for example by offering training to affiliates. In 2018, USAGM hosted its Venezuelan affiliate partners in Washington, D.C., for media training and seminars. This was the first of several planned events to bolster independent, fact-based journalism in Venezuela as the country faces continued political and economic instability.

FMS IN AFRICA

In 2018, USAGM continued its expansion of 24-hour FM stations in Africa. In May, the seventh and final station in a country-wide network of VOA FM stations in the Democratic Republic of Congo went on the air in Kananga. In neighboring Republic of the Congo, VOA established FM stations in Brazzaville and Pointe Noire, which further expanded the agency's FM coverage in this volatile region of Africa. During a visit to Washington, D.C., the U.S. Ambassador to Congo-Brazzaville, Todd Haskell, expressed deep appreciation.

Other stations installed in 2018 were in Mogadishu, Somalia, and Lome, Togo. Plans are also underway for FM broadcasting in Lusaka, Zambia. Unfortunately, the government of Burundi's May 7 suspension of VOA broadcasts from its 24-hour FM station in the capital of Bujumbura continues.



VOA Director Amanda Bennett participated in dedication ceremonies for the new 24/7 FM station now operating in Brazzaville, Congo.

MAXIMIZING PROGRAM DELIVERY AGILITY

RADIO IN ASIA

In an effort to focus on providing accurate, balanced news and information to those who need it the most, USAGM is working, with VOA's help, to provide appropriate broadcast services to refugee encampments in various troubled spots around the world. In April, USAGM began medium wave and shortwave transmissions of VOA Learning English programming in Burma, where the Rohingya are being persecuted, and to refugee camps in Bangladesh.

In February, VOA's ability to reach North Koreans was expanded with an additional hour of medium wave transmission covering North Korea. To fully utilize the new transmission, VOA's Korean Service launched a fresh one-hour news show filled with original news reporting on North Korea.

ADDITIONAL PLATFORMS

USAGM is constantly searching for new platforms to meet audience demand and improve distribution of our content. For example, in 2018, USAGM signed an agreement with Plex, a multi-platform video streaming company, to place USAGM content on its Plex News app, which claims 14 million users. This technology inserts USAGM programming in a customized news channel with other global brands, including CNN, Hearst, Newsy, DW, BBC, and FT. Plex began by carrying VOA and RFE/RL English, RFE/RL Russian, and Current Time in the Plex News feed.

On April 16, Alhurra HD and Alhurra Iraq HD networks became available for viewing via Nilesat, which is one the most-watched satellite feeds in the Middle East and North Africa. A few months prior, Alhurra Iraq HD joined Alhurra HD on Arabsat, the second most-watched satellite.

TYPHOON YUTU

Clean-up and damage assessment continues in the wake of super Typhoon Yutu, which inflicted extensive damage on USAGM shortwave transmitting sites at Tinian and Saipan in the Commonwealth of the Northern Mariana Islands on October 24-25. At the end of 2018, commercial power was not restored to the stations, and devastation throughout the islands from the storm severely complicated assessment and recovery efforts. Extensive damage to every antenna on both sites crippled broadcasting efforts, primarily affecting Radio Free Asia (RFA). Comprehensive repair and restoration efforts will be required to bring the stations back to their full capacity.



The USAGM Network Control Center is the hub for all USAGM Network broadcast distribution.

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Students celebrate in the streets of Yerevan after protests successfully forced President Serzh Sarkisian from power, April 2018. (Amos Chapple, RFE/RL)

MEDIA FOR DEMOCRACY

USAGM networks provide uncensored and unbiased information because a free press is essential to human rights and democratic processes. In addition to providing daily, invaluable reporting of local, regional and international news and developments, coverage by USAGM networks support the democratic principles of freedom of speech and assembly, access to electoral information and government accountability.

DEMONSTRATIONS

USAGM networks provided continuing coverage of protests and demonstrations in many countries where state-run media prefer to ignore or skew the reporting.

VENEZUELA

In Venezuela, for example, VOA's Spanish Service provided continuous, comprehensive reporting on the growing unrest and violent demonstrations in and around the capital. The Service expanded its reporting team in Caracas to provide up-to-the-minute, multi-platform coverage of protests calling for democratic change. It also provided contextual information through interviews with U.S. officials and policymakers. Dozens of media partners in the region relied on VOA throughout 2018 to provide coverage of the growing political and economic instability in Venezuela.



Venezuela's leading daily *El Nacional* added a section on its website to feature content from the Voice of America.

IRAN

VOA's Persian Service and RFE/RL's Radio Farda were major sources of information for audiences inside and outside of Iran during the wave of protests that spread to multiple cities at the end of 2017 and into early 2018, posing the greatest challenge to the Iranian government in years.

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DEMONSTRATIONS

VOA Persian's extensive daily coverage of the protests on TV and multimedia platforms included exclusive soundbites of anti-government protesters railing against the worsening economy. The Service verified the videos and reports of street protests it received exclusively from citizens on the ground. RFERL's Radio Farda provided verified coverage and user-generated content from the wave of protests that engulfed cities large and small throughout Iran including Tehran, Shiraz, Isfahan, and Mashhad. The coverage garnered 940,000 visits and more than 2 million page views on Radio Farda's website on January 1, 2018, alone. In addition, these networks provided continuing coverage of protests that cropped up later in 2018.



Protestors gather in the streets in this cell phone footage sent to USAGM networks during the protests in January 2018.

OUTSIDE INTEREST

Interestingly, web traffic patterns and anecdotal evidence collected by USAGM journalists indicate that when populations challenge their governments, others in repressive countries take notice. This was especially true during the Venezuela and Iran protests.

To answer that need, VOA translated its Spanish-language reporting into English and an array of other languages. Traffic to these stories was especially high in Vietnamese, Mandarin, Russian, and Persian.

USAGM noticed a similar pattern during the 2018 Iranian protests when there was a spike in the use of internet circumvention tools in China and significant interest from Mandarin-speakers in news about Iran. During those protests, VOA's Mandarin Serrvice saw an additional 70,000 visits to its website due to interest in coverage of the protest – the highest volume of traffic for the Mandarin website since China's Party Congress in October 2017. As a result of this increased interest, VOA's Mandarin Service immediately began translating more pieces on Iran, including translating the English-language blog into Mandarin.

ARMENIA

When massive public protests in Armenia led to the election of opposition leader Nikol Pashinian as the country's prime minister, RFE/RL's Armenian Service



RFA Vietnamese contributor [redacted] was jailed in early 2019 after writing about the protests in Venezuela. More information on his case can be found at USAGM.gov.

WEB: (b) (6)

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DEMONSTRATIONS



This photo of a young girl being comforted by a police officer during the Armenian protests in Yerevan, April 2018, was taken by RFE/RL Photojournalist Amos Chapple and was selected as a finalist for World.Report Award for Documenting Humanity at the 2018 Festival of Ethical Photography.

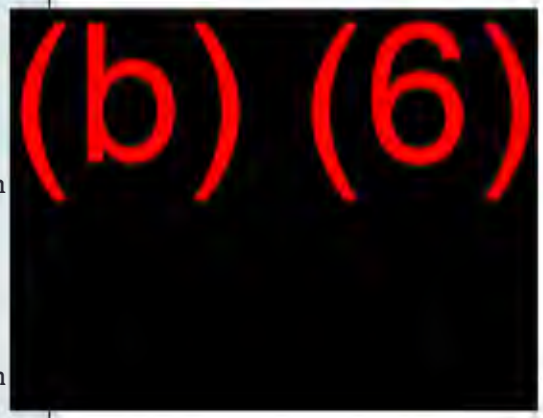
VIDEO: Armenia Protests (VOA) :56

provided TV audiences with live coverage from the street demonstrations and parliament, featuring exclusive interviews, talk shows, feature stories, and on-demand videos.

RFE/RL Armenian Service's traffic skyrocketed across all platforms. Between April 13 and May 9, 2018, the Service received 12.5 million websites visits; 28.9 million website page views; 48.3 million YouTube video views; and 151 million Facebook video views. The Service's coverage was picked up by all Armenian TV channels, and also spread globally via major TV and online news websites including BBC, Aljazeera, France 24, the Washington Post, and The New York Times. CNN used RFE/RL footage and conducted live interviews with the network's Armenian Service Director.

NICARAGUA

Media partners in Nicaragua have expressed great enthusiasm and gratitude for VOA's Spanish-language daily coverage of the political crisis in the country and reaction from the international community. VOA increased its presence there by placing radio and television content on independent broadcast and digital media affiliates in the capital city of Managua and the interior. With these partnerships, VOA's Spanish Service continued its dual strategy in Nicaragua: to provide information from the United States to Nicaraguan audiences and to inform the rest of the region about the crisis.



"While in prison I was comforted knowing that the Voice of America followed my case, they never forgot me. I want to thank the Voice of America for their coverage of my situation and that of so many others in Nicaragua, victims of the regime" [redacted]
(b) (6)

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DEMONSTRATIONS

VIETNAM

Three VOA Vietnamese Service reporters were arrested and detained June 10 and 12 as they covered violent demonstrations in Vietnam that erupted after the government announced plans to create economic zones that protestors said would favor Chinese investors. Despite this, they were able to file dramatic footage showing police surrendering to local protestors in Binh Thuan province, vehicles on fire and burned out government property. Their videos were viewed more than three million times documenting what turned out to be a rare violent protest and the largest demonstration in Vietnam in decades. The government later postponed a vote on launching the proposed zones.

RUSSIA

RFE/RL and VOA's Russian Services and Current Time offered broad coverage of the nationwide protests in Russia on September 9 against proposed raises in the pension age. Most TV channels and video agencies focused on the protests that took place in Moscow, and Russian TV sought to ignore them. RFE/RL used its network of correspondents to provide coverage from a variety of locations, including St. Petersburg, Kazan, Yekaterinburg, and Irkutsk, where police used batons to beat and detain participants; in total, more than 1,000 protesters were detained.



Russian police officers push a teenager during a rally protesting retirement age hikes in St. Petersburg, Russia, Sunday, Sept. 9, 2018. A government plan to increase the age for collecting state pensions brought protests across Russia's 11 time zones on Sunday even though the opposition leader who called them was in jail. Nearly 300 people were reported arrested. (AP Photo/Valentin Egorshin)



A charred truck is seen at the fire and police station in the south central province of Binh Thuan, Vietnam, on June 12, 2018. Vietnamese protesters clashed with police on Sunday and Monday in the province to protest over a proposed law on special economic zones they fear will be dominated by Chinese investors. (AP Photo)

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ELECTIONS

Elections are a critical part of the democratic process, and participating in that process requires access to accurate and unbiased information about the candidates, their platforms and developments as they happen. USAGM's comprehensive coverage of elections brings transparency, objectivity and accountability, and helps audiences make informed decisions that impact their lives.

CAMBODIA

For months leading up to the July 2018 Cambodian election, government leaders sought to restrict the flow of information and control the narrative. To that end, the Hun Sen administration excluded election monitors, forcibly closed independent news outlets and threatened local and international journalists. RFA journalists were forced to withdraw from the country and two former journalists were arrested—actions meant to simultaneously silence independent voices and threaten those who might speak out.

Nevertheless, RFA's Khmer Service provided unrivaled independent coverage of the elections, including three days of live coverage, voter interviews, and discussions with a wide network of NGOs and analysts to monitor events on the ground of what was widely regarded as a sham reelection of Hun Sen. RFA dominated on social media, leading all major outlets in Facebook Live video views by a wide margin (RFA Khmer had 40 percent more live views than its nearest competitor, government-backed FreshNews) and more than twice the engagement rate on Facebook compared to the next competitor.

VOA's reporters also faced pressure and harassment but were able to keep their News Bureau in Phnom Penh open. On election day, VOA provided all-day live coverage from the field and polling stations, as well as US comment and reaction. When the service's website was blocked for 48 hours around the election, VOA Khmer took advantage of having the leading Facebook site in Cambodia and published there; engagement on Facebook tripled.

VOA did a series of investigative reports in the run-up to the elections. The Service was able to share rare voter voices from rural Cambodia through its multimedia "Cambodia Adrift" project, which featured compelling personal video interviews, comprehensive infographics, stunning photographs, and views from all major politicians and parties.



Cambodian Prime Minister Hun Sen, at the polling place near his home on the day of the general election on July 29, 2018. The official results, being announced province-by-province and party-by-party Wednesday, Aug. 15, 2018, were certain to confirm a landslide victory by Hun Sen's Cambodian People's Party, but critics called the election unfair because the only credible opposition force, the Cambodia National Rescue Party, could not contest the polls because it was dissolved by court order last year. (AP Photo/Heng Sinith, File)

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ELECTIONS



Current Time's reporters cover Russia and provide an alternative to Kremlin-controlled news.

VOA also investigated why thousands of soldiers were streaming into rural communities for a few days in September 2017. The investigation found clear evidence of politically motivated troop movements and military-backed voter fraud. One profiled commune experienced an unprecedented 50 percent increase in voter registration.

RUSSIA

Current Time made use of the March presidential election to further establish itself as a live Russian-language TV channel reporting on topics that state-run Russian television will not address. The channel's uninterrupted 13.5-hour coverage block featured live and pre-recorded coverage from locations in Russia's Far East to Kaliningrad on the Baltic Sea, as well as from Ukraine, Belarus, Armenia, Kyrgyzstan, Kazakhstan, the Baltics, the U.K., and the United States. Current Time's live-stream was viewed some 1.2 million times across online platforms.

Throughout election day, Current Time's digital team produced a continuous stream of content for social media, consisting both of TV broadcast content and user-generated content. Its videos were viewed more than 1.5 million times. One popular video highlighted ballot-stuffing caught on official election web cameras.

VOA's Russian Service offered coverage of the run-up to the elections, capturing how passions ran high as Russian citizens around the globe cast their votes. A video by the Service's Los Angeles stringer of an argument that broke out between supporters and opponents of the current Kremlin leadership at a polling station garnered 249,000 views on Facebook and more than 12,400 engagements.

AZERBAIJAN

RFE/RL's Azerbaijani Service provided robust coverage of the run-up to the April snap presidential elections in Azerbaijan, despite the continuing ban on access within the country to the Service's website and the forced closure of the bureau by the government in 2014. Reporting included a review of promises that all eight candidates made to teachers

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ELECTIONS

and doctors, a review of the broad issues surrounding the election, and input from ordinary citizens on what they wish to see change in their country. The Service's videos were viewed a combined total of 11 million times on YouTube and Facebook in March—significantly higher than in previous months.

THE MIDDLE EAST

Alhurra, Radio Sawa and MBN's digital properties provided far-reaching coverage of the elections across the Middle East. Correspondents were on the ground in Egypt in March as voters went to the polls to cast their ballots during the presidential election. After being delayed for five years, the Lebanese general election finally commenced on May 6, and the MBN team was on the ground to report on the issues most important to the voters and provide analysis following the results. After ISIS left Iraq, voters went to the polls on May 12 to vote in the parliamentary elections that eventually culminated in the naming of the Prime Minister and President of Iraq. Alhurra-Iraq and Radio Sawa-Iraq led the coverage with live reports from throughout the country, as voters spoke out about their concerns for their country.

VENEZUELA

VOA's Spanish Service coverage of Venezuela reached an all-time high following President Nicolas Maduro's win of another six-year term in an election that many global leaders called a sham. Affiliates throughout the region, and in Venezuela particularly, relied on VOA for news and reaction from the United States and the rest of the world.

In Cuba, TV and Radio Martí were the only sources of uncensored, reliable information on developments in Venezuela.

NIGERIA

Prior to the February 16 elections in Nigeria, VOA aired exclusive interviews with the two leading candidates, President Muhammadu Buhari and challenger Atiku Abubakar. The candidates outlined their plans for fighting Boko Haram, ending corruption and improving the economy. These interviews were broadcast on radio and television in Hausa, French, Swahili, and English, including on Nigeria's largest private broadcaster, VOA affiliate Channels TV.



An Iraqi woman gestures to her daughters after waiting in a long line to cast her vote in the country's parliamentary elections at a polling site in a damaged building in west Mosul, Iraq, Saturday, May 12, 2018. This is the first parliamentary election since ISIS was ousted from the city. (AP Photo/Maya Alleruzzo)

MEDIA FOR DEMOCRACY

ELECTIONS

AFGHANISTAN

RFE/RL's Afghan Service, Radio Azadi, was the first media outlet to profile Awtar Singh Khalesa, the first Sikh in Afghanistan to stand for election in the country's parliamentary elections. The video became one of the most popular on Radio Azadi's Facebook, where it was viewed some 670,000 times across the Service's Dari and Pashto pages and received hundreds of comments.

▶ **VIDEO:** Representing Sikhs in Afghan Parliament 1:50

TURKEY

VOA's Turkish Service provided extensive coverage of the presidential and general elections on June 24 in Turkey, with live on-the-ground reporting. As a result, VOA Turkish YouTube, Twitter, Facebook and web numbers showed a significant spike. The Service's YouTube videos saw a nearly 60 percent increase in views compared to the previous week and gained more than 1,300 new subscribers – a nearly 70 percent increase compared to the previous week.

ZIMBABWE

VOA's coverage of Zimbabwe's first election without Robert Mugabe included live reporting from polling stations across the country, an interview by the PBS NewsHour and three Facebook Live broadcasts from U.S.-Embassy-sponsored roundtables with the Zimbabwe Media Center.



Two women are seen through a Turkish flag while celebrating outside the headquarters of Turkey's President Recep Tayyip Erdogan's Justice and Development Party, or AKP, in Istanbul, Sunday, June 24, 2018. More than half of Turkey's voters on June 24 elections approved Erdogan's bid to a powerful executive presidency, cementing what critics call his "one-man rule." (AP Photo/ Emrah Gurel)

"VOA, thanks! You are great studio than ZBC and TV coz you capture all political parties," – voter Godfrey Dongaronga wrote on Facebook.

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HUMAN RIGHTS

Human rights violations increased throughout 2018 and in many cases were not covered by local news, whether because of religious or social pressure, or government censorship. USAGM networks, however, provided coverage and information on these issues, bringing many to light for the first time.

MBN's Maghreb Voices website, for example, is one of the few media outlets in North Africa dedicated to informing and engaging audiences on issues related to human rights, slavery and human trafficking, women's and minorities' rights and illegal immigration. Maghreb Voices targets 100 million people and utilizes Facebook, Instagram, Snapchat, Twitter, and WhatsApp to provide a 24/7 discussion forum and facilitate the two-way conversation.

In August, OCB began a partnership with Freedom House on a new project called *Cubano conoce tus derechos (Cuban, Know Your Rights)*. Radio and TV Martí broadcasters read chapters of the UN Declaration of Human Rights on-air and offer a hotline for citizens to report human rights abuses in Cuba. Once these incidents have been checked for accuracy, the reports are sent to Freedom House for dissemination to foreign governments, media outlets and civil society leaders.

In April, the Crimea Desk of RFE/RL's Ukrainian Service, known locally as Krym.Realii, launched a weekly human rights radio show *The Right for Liberty*, which told the stories of Crimeans and Ukrainians whose rights have been violated. The show also offered practical advice for how to behave when faced with situations such as arbitrary detention or interrogation. The program aired as part of the Radio Krym.Realii program to Russia-annexed Crimea, and was also versioned for distribution via YouTube and Facebook.

RFA provided several special in-depth reports on Chinese government initiatives to both monitor citizen activities and keep them in the dark about a looming economic crisis. In a country where online behavior has long been tracked, citizens' offline activities are also being monitored in what the government calls its social credit system. RFA explored the lengths at which the Chinese government



VOA's Mandarin Service regularly provides access to human rights experts in China such as retired Professor Wenguang Sun. In August, police broke into Professor Sun's home while he was giving a live telephone interview with VOA. The scuffle and his arrest were broadcast live and then widely shared on social media. Upon his release, when two VOA journalists went to his home to interview him, police detained and interrogated them.

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is willing to go to control its citizens, and it exposed the government's activities to audiences throughout the country.

VOA Deewa provided in-depth coverage of political and legal reforms in the FATA region of Northern Pakistan, as well as the Pashtun civil rights movement in 2018. At rallies in February and March, leaders of secular political parties and peace and civil rights activists called on people to listen to Deewa for credible information on military operations and human rights. They credited VOA for contributing to the political reforms that ended century-old draconian laws.

HUMAN RIGHTS

LGBTQ

In addition to providing human rights information, the USAGM networks also provide extensive reporting and programming focused on targets groups that routinely face discrimination and rights violations, including members of the LGBTQ community.

RFE/RL's Radio Mashaal, for example, posted a May 16 Facebook video report from a sports festival for transgender individuals in the Arbab Nazi cricket stadium in Peshawar, Pakistan. Within 24 hours, the report was viewed more than 190,000 times, both by people interested in reporting on Pakistan's most oppressed people, and by religious extremists who termed the festival "un-Islamic."

Radio Martí launched *Arcoiris (Rainbow)*, to explore LGBTQ life in Cuba, the United States and around the world, including the social and cultural status of that community as well as their civil and human rights. Led by award-winning journalists, *Arcoiris* examines all facets of gay life inside and outside the island with the purpose of educating and entertaining Cuban audiences.



Individuals laugh and play tug-of-war in this screengrab from Radio Mashaal's Facebook video on a sports festival for transgendered people.

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REPORTING ON AND FOR WOMEN

With an unprecedented number of women running for office in the United States and around the world, as well as an increased global attention on women's issues, especially sexual and physical violence against women, USAGM networks provided their audiences with innovative programming and coverage for, about, and by women.



MBN's Maghreb Voices profiled the first female mayor of Tunis, 54-year-old pharmacist Souad Abderrahim. Following her oath at the city council, she dedicated her victory to all Tunisian women.

GENDER EQUALITY AND REPRESENTATION

In November, VOA launched *Our Voices*, a half-hour English TV program focusing on African women throughout the continent and around the world. The program encourages African women to speak out about serious issues that impact their lives and their futures, including politics, business, and migration. The show has four core hosts from various corners of the continent, representing different cultural, religious and socio-political backgrounds. Our Voices clearly filled a need in African media—it launched on more than 20 TV affiliates throughout the continent, an unprecedented feat in VOA history.

In May, RFE/RL's Afghan Service launched a bi-monthly video project, *Faces*, spotlighting the efforts and successes of Afghans living in the diaspora, with a particular focus on women. The first episode focused on an Afghan comedian who runs a comedy show on her Facebook page which addresses women's issues, particularly violence against women. "Faces" airs on Afghanistan's first all-female television station, Zan TV, as well as on the Radio Azadi Pashto website and Facebook.



RFA's Burmese Service released a clip from a Muslim women's conference which generated 17,000 shares and reached 1,800 comments, vastly outperforming other RFA content. The clip features several Muslim women discussing a woman's right to divorce and created a massive conversation on Facebook regarding marriage and Islam.

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REPORTING ON AND FOR WOMEN

In July, Radio Martí premiered a program, *Las Mujeres de Cuba (The Women of Cuba)*, which highlights Cuban women who set a new tone for women on the island. Using first-person narratives from prominent women's rights activists, the program explores the history of women's rights on the island, successful efforts and future challenges.

VOA's Tibetan Service launched a new show that focuses on the changing role of women around the world. *BhoMe (Women Transforming)* examines the fundamental changes taking place globally, from the home front to all spheres of human activity and discusses it in the Tibetan context.

VOA Serbian's interview with Nevena Nikolic, a female cadet and the first Montenegrin at the United States Military Academy (West Point), was the most popular on the Service's Facebook page, garnering more than 40,000 views in just two days. Nikolic discussed her experiences and impressions of the elite military school.

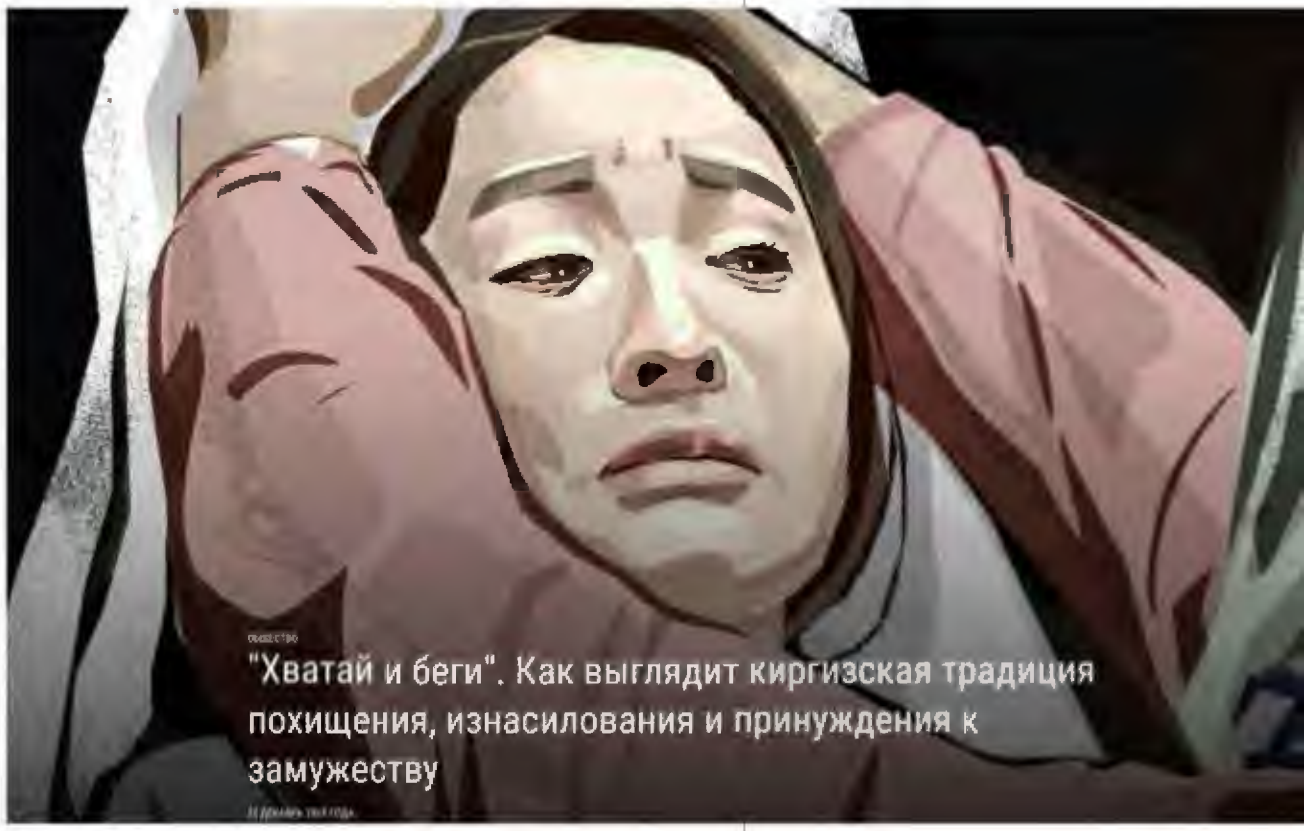


Illustration from a Current Time long-form article profiling five women who were kidnapped and forced into marriage.

VIOLENCE AGAINST WOMEN

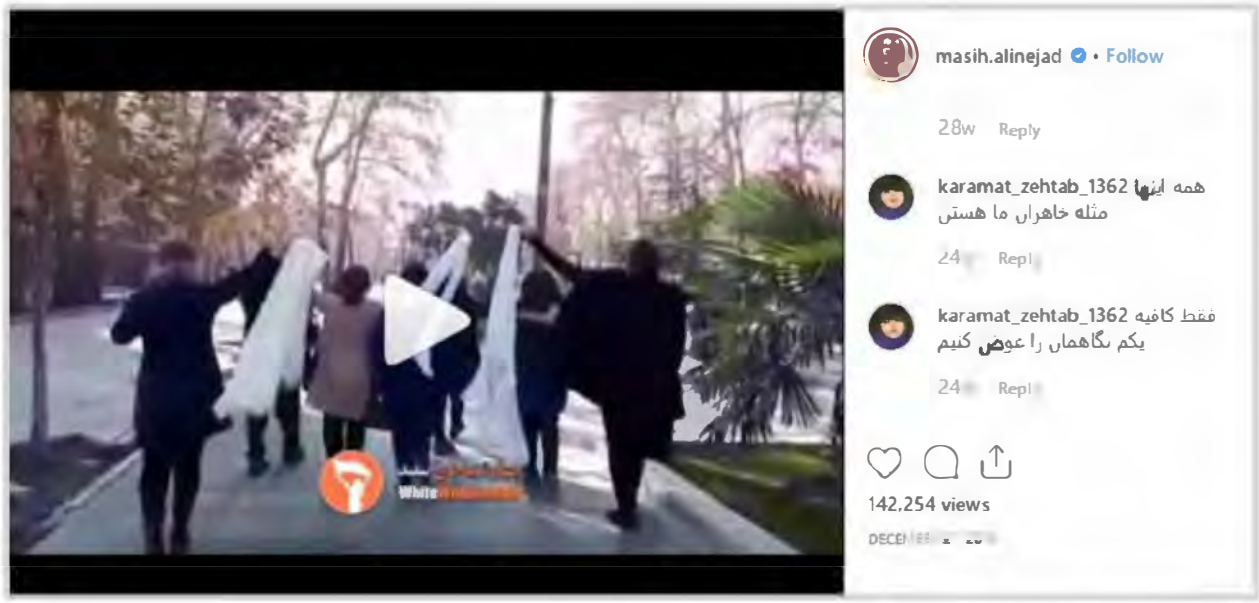
Sexual and physical violence against women continues to be a problem around the world and is unfortunately often ignored and underreported. Throughout 2018, USAGM networks broke barriers, bringing to light an issue whose solution is long overdue.

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REPORTING ON AND FOR WOMEN

Alhurra profiled accomplished women who made a difference in their community, including the first female governor in Egypt and a 21-year-old Palestinian woman who is bringing the #MeToo movement to the West Bank to shine a light on sexual harassment. Alhurra also examined the 'morality' laws in Sudan that are being used to silence and punish women, as well as the rights of women in Saudi Arabia. In Morocco, the network profiled single mothers are coming together to create the first-of-its-kind radio station that only employs these women. The network also highlighted a village in Syria populated by women who are building and reconstructing the town on their own.

"Bride trafficking" is a long-standing issue in Central Asia and increasingly so in parts of Asia. A long-form article about bride kidnapping in Kyrgyzstan was read more than 300,000 times on Current Time's website and generated debate across social networks. The report featured the stories of five women, who were kidnapped and forced into marriage, as well as interviews with supporters of this practice. In China, decades of the one-child policy has resulted in men vastly outnumbering women. As a result, "bride trafficking" has also become a serious problem in neighboring countries. A 17-year-old Lao girl who was abused as a young bride in China told her story to RFA's Lao Service, which shined a light on the growing problem.



In this screengrab from Instagram, women share images of themselves without their headscarves as a part of a larger protest against the compulsory hijab in Iran.

A shocking video of a mob beating in Afghanistan's northern Takhar Province provided a window into the brutal "justice" women in the country can face. Footage of the incident, which reportedly took place in December, showed a woman clad in a blue burqa kneeling as she was assaulted by a crowd of men

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REPORTING ON AND FOR WOMEN

that included family members. RFE/RL's Afghan Service, known locally as Radio Azadi, was the first mainstream media outlet to confirm the video and report on it. Following Radio Azadi's report, Afghan officials sent an investigation team to the remote village where the attack took place—marking the first time since the end of King Zahir Shah's reign in 1973 that police from any Afghan central government had visited the village. Following the team's arrival, seven men were arrested on suspicion of involvement in the beating.

VOA's Somali Service investigated the death of a ten-year-old girl who died after undergoing female genital mutilation in remote rural Somalia. VOA was able to get the only interview with the girl's father who, while obviously saddened by his daughter's death, said he had no second thoughts about the procedure and accepted his daughter's death as the will of Allah. The story was first picked up from the English website by the British newspaper *The Independent*, and then by the BBC and *The Daily Mail*.

WOMEN'S ISSUES

MBN's Alhurra spent considerable air-time examining the unique challenges facing the wives of former ISIS fighters. Some were forced into their marriages, while others were not aware of their husbands' affiliation with the terrorist group. Although Iraqi law grants them the right of separation from their spouses, many fear the social stigma and the "stain" of being ISIS wives.

At least six women in Tehran and one in the provincial capital Isfahan reportedly defied Iran's morality police on January 29 by removing their head scarves on a busy street, attaching them to sticks and waving them around like flags. Images of the women flooded social media in a swell of protest against the compulsory hijab in Iran. VOA's Persian Service, RFE/RL's Radio Farda and MBN's Alhurra all reported on the movement throughout the year.

In the year since RFE/RL's Tajik Service published its first story about "virginity tests," the Service was able to build greater empathy among the general public in Tajikistan towards victims of this practice, which had been condemned by the UN Committee on Women's Rights and termed "unethical" by the Tajik Council of Clergy. A story about a bride fighting for her rights after she was kicked out of her new husband's home over a dispute about testing has been viewed nearly 360,000 times on YouTube, and received an outpouring of support for the woman.

VIDEO: Virginity Tests Spark Debate 1:54



RELIGIOUS OPPRESSION

RELIGIOUS OPPRESSION BY STATE

Religious freedom around the world suffered several major setbacks in 2018, and USAGM networks offered comprehensive coverage of the oppressive actions taken by both state and non-state actors, the international response and the impact on those hurt most.

RFA's Uyghur Service, the only Uyghur-language news service outside of China, has consistently uncovered the worsening human rights situation in China's far west provinces, while reporting in one of the world's most difficult media environments. Chinese authorities have long used the pretext of terrorist extremism to ramp up security and surveillance in the Xinjiang Uyghur Autonomous Region (XUAR). But in recent years, the efforts have included high-tech surveillance, far-reaching and intrusive restrictions including bans on Uyghur cultural and religious expression, setting up checkpoints and "convenience" police stations on nearly every block in cities and in well-populated areas, and biometric screenings. As a consequence of RFA's early reporting of events and developments in XUAR, six U.S.-based journalists from its Uyghur Service have been targeted by Chinese authorities, who have detained dozens of their relatives in China. (See also "Threats to our journalists")

Alhurra's investigative team produced an entire episode of Alhurra Investigates dedicated to the plight of the Uyghurs. The program included interviews of former prisoners, representatives from Human Rights Watch, as well as experts from different backgrounds to give viewers a thorough understanding of China's alleged abuses against the Muslim majority Uyghurs. The program provided an in-depth historical look at the Uyghurs in Asia, as well as the continuing persecution.

RFA's project, Behind the Walls, gives a rare glimpse into a situation that is increasingly drawing global concern over what is being described as a new apartheid state.



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RELIGIOUS OPPRESSION





ROHINGYA

In what the United Nations has described as "textbook ethnic cleansing," Burmese security forces have been blamed for killings, rapes and arson against the Rohingya minority community. More than one million ethnic Rohingya Muslims have been forcibly evicted, and USAGM networks have provided extensive coverage in Burmese, Bangla and other critical languages.

VOA contributor Greta Van Susteren and a camera crew went behind the walls of the Kutupalong refugee camp in Bangladesh to hear their stories of murder and rape. The resulting documentary, *Displaced*, shows the abysmal living conditions in the camps. Although "safe" in Bangladesh, they are depressed, isolated, prevented from attending school or working, and targeted by violent extremists and human traffickers. As the Bangladesh monsoon season hit, the crew encountered dangerous landslides and a fragile infrastructure struggling to keep up with the need for food, supplies and medicines. But they also found stories of hope. In the

In May 2018, web designer for the project, RFA's Minh-Ha Le, received a Gracie award for best website in the category for interactive news media.

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RELIGIOUS OPPRESSION

documentary, the refugees themselves recounted their escape from Burma, as well as the atrocities they suffered at the hands of the Burmese military.

RFA explored the long persecution of the Rohingya Muslim minority in Burma through graphics, videos, key quotes, and current news. The influx of approximately one million refugees put a huge strain on Bangladesh, which is struggling to provide housing and health care for the Rohingya, many of whom escaped with little more than the clothes on their back.



Greta Van Susteren, VOA contributor and host of the TV program *Plugged In with Greta Van Susteren*, testified before the House Foreign Affairs Committee in September. "[The Rohingya] are especially eager to hear news from Myanmar and what the international community is saying about them. VOA news can make a difference," she said to the committee.

RELIGIOUS OPPRESSION BY NON-STATE ACTORS

RFE/RL's *Not In Our Name* is the first regional counter-extremism project of its kind in Central Asia. The documentary project, created to help communities in Central Asia understand and prevent extremist recruiting, follows the journey of those who left their homes in Central Asia for the conflict zones of Iraq and Syria. It is estimated that more than 4,200 Central Asians joined the conflict, many with their families.

The project hosted ten moderated discussion groups, conducted in local languages with residents Kazakhstan, Kyrgyzstan and Tajikistan. With from local residents and NGOs, these 30-mi segments, published online and broadcast o helped local communities confront the tabo extremist recruiting. *Not In Our Name* has al screened alongside open discussions with a Washington, Boston, New York, Pittsburgh, and London.



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TELLING AMERICA'S STORY

News and information about the United States is often distorted in countries that restrict the press. In addition to providing international and local news, USAGM networks are charged with providing accurate information about American culture, people and politics. To that end, VOA and MBN provide not only comprehensive coverage of domestic politics and debates, but they also provide a look at the life and culture of Americans and the issues they face.

FOLLOWING THE AMERICAN DREAM

More than 70 percent of Silicon Valley founders come from outside the United States; yet, only a small fraction is from Africa. *Beyond the Unicorn* is a half-hour documentary that takes viewers on a personal and inspiring journey through the insular world of tech start-ups and profiles the African entrepreneurs who dare to build them. In addition to producing a full-length documentary on African entrepreneurs, VOA partnered with INSEEC University (L'Institut des hautes études économiques et commerciales) to host a Facebook Live panel discussion with diaspora tech leaders, garnering more than 51,000 video views.

The Great American Road Trip is a new 20-episode travel series produced by VOA's Russian Service for broadcast on Current Time that explores places and aspects of American life not ordinarily found in travel guides. By telling stories through the eyes of residents themselves, the series provides an alternative to the disinformation propagated by Russian state media that distorts the view of American life.

VOA's Turkish Service launched a new digital special project, *American Dream*, highlighting Turkish-Americans who have successfully realized their goals and aspirations. The initial episodes of this diaspora series feature interviews with a business executive, a college professor and an entrepreneur.

MBN's digital properties regularly profile Arab-Americans who have followed their dreams in the United States, such as Diana Al Sindi, an Iraqi-American immigrant who is a Propulsion Development Engineer who worked for NASA. Within 24 hours, her story had more than 350,000 views, and several Iraqi TV channels shared the report on their websites as well. Another report, featured Mo Seifeldein, a Sudanese-American who was elected to City Council in Alexandria, Virginia.

Beyond the Unicorn is a half-hour documentary that takes viewers on a personal and inspiring journey through the insular world of tech start-ups and profiles the African entrepreneurs who dare to build them.

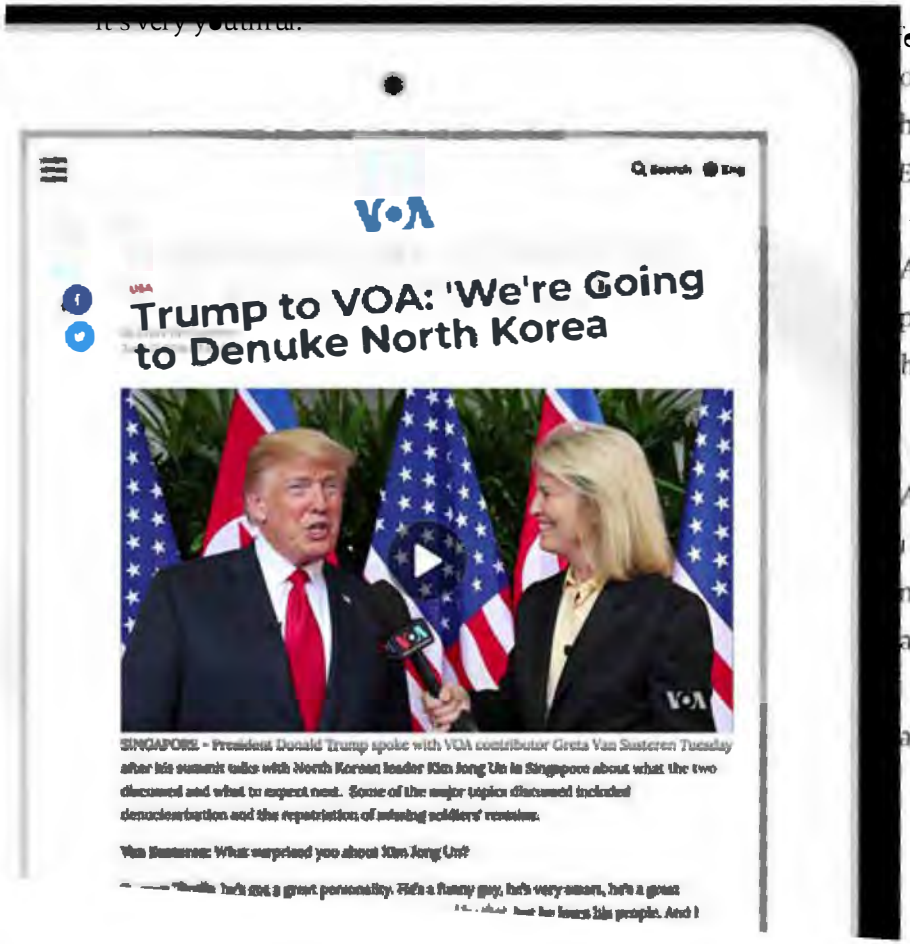


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TELLING AMERICA'S STORY

UNDERSTANDING U.S. POLITICS

VOA's Indonesian Service launched a new social media video series, *Ada Apa Sih dengan White House (Keeping up with the White House)*, that targets young, digital native audiences on Instagram and features the latest White House news in one minute. The host also poses questions and invites viewers to write in with their answers and opinions. "I like it, it's very youthful.



I even downloaded it and posted in on my Whatsapp status and story as well," a viewer wrote. One episode on U.S. aid to Indonesia had almost 300,000 views with 164 comments and nearly 13,000 likes on Instagram.

Alhurra launched *Decision's Capital*, a weekly program dedicated to U.S. foreign policy towards the Middle East. Each episode focuses on one topic and features American experts of both sides of the debate to discuss and explain how that policy impacts the Middle East. Another weekly program, *Inside Washington*, interviews policy makers, American analysts and journalists to provide viewers with an inside look at how decisions in DC are made.

STATE OF THE UNION

Audiences around the world, including in some of the most media-repressed countries, were able to watch President Donald Trump's first State of the Union address to Congress on January 30, 2018, thanks to the USAGM networks. The extensive coverage, which included the Democratic response by U.S. Representative Joe Kennedy, was led by VOA and distributed to more than 100 countries. VOA provided live, simultaneous translations of the speech in Farsi, Mandarin, Russian, Spanish, and Pashto languages. Alhurra provided simultaneous translation in Arabic and also aired interviews with Members of Congress from both sides of the aisles. For many, the USAGM networks served as the only source of accurate and unbiased coverage of the President's address.

NORTH KOREA SUMMIT

USAGM networks coordinated comprehensive coverage of the historic summit in Singapore between U.S. President Donald Trump and North Korean leader Kim Jong Un.

During the June 11-12 summit, networks surged broadcast hours and worked around the clock to provide their audiences and affiliates with up-to-date information and coverage. VOA led the effort coordinating logistical arrangements for the 32 reporters, videographers and support staff from VOA, OCB, RFA, and MBN. Current Time and many RFE/RL language services also covered the summit,

TELLING AMERICA'S STORY

localizing the coverage for their audiences. RFA filed reports from Singapore in coordination with its bureaus in Seoul and Washington, D.C., and featured reactions from inside North Korea.

U.S. MIDTERM ELECTIONS



In Minnesota's 5th congressional district, VOA Somali followed candidate Ilhan Abdullahi Omar throughout her campaign and was her only election-night interview, with more than 280,000 total video views on Facebook in the first 24 hours.

VOA provided audiences around the world with election results, background on the American electoral process, information about diaspora candidates and voters, as well as analysis of key issues. On its popular social media platforms, VOA reporting generated engagement and discussion in local languages about important political issues facing America today.

Alhurra Television and Alhurra.com also provided continuous coverage of Election Day. With correspondents reporting from across the country, MBN provided up-to-the-minute news, examined the issues that motivated voters and discussed the implications these elections would have on U.S. foreign policy. Alhurra also included analysis of the winners including the record number of women elected to Congress and the newly elected Muslim-Americans.

CURRENT ISSUES: IMMIGRATION

VOA Spanish provided important, continuing coverage of the immigration crisis affecting the United States with TV packages, live interactions in shows and with affiliates, as well as Facebook Lives and web articles. The Spanish Service's coverage included analysis of the violence and social crisis affecting the countries of the Northern Triangle, as well as explanatory reporting on U.S. immigration laws. It also provided key context of the larger immigration issue, including congressional debate; the U.S. government's position; migrants, NGOs and lawyers' points of view.



As a 7,000-strong immigrant caravan from Central America attempted to reach the U.S. southern border, media partners throughout the 17 countries in the region made use of Greta Van Susteren's interview with U.S. Secretary of State Mike Pompeo during his visit to Mexico to meet with Foreign Minister Luis Videgaray. (AP Photo/Moises Castillo, File)

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TELLING AMERICA'S STORY

DRUGS AND CRIME

VOA embarked on a special project to document the U.S. opioid crisis as experienced by Americans struggling with the epidemic in their own lives and careers. The series, *The Damage Done: Living the America's Opioid Nightmare,* tells stories of everyday Americans dealing with the problem. The stories are told, without narration, by the actions and words of the subjects. Reaction to this intimate storytelling approach and the compelling characters has been very strong.

In partnership with El Salvador's leading television station Canal 12, VOA Spanish produced a six-part TV series on the challenges that the United States and El Salvador face dealing with MS-13, considered one of the most dangerous organized crime gangs in the hemisphere. The collaborative project looked at the genesis and evolution of MS-13, present day challenges, U.S. policy, as well as testimonies from former gang members, convicts, law enforcement officials, and NGOs who are working with youth and families on the issues. All provide insight into the current situation, causes, and possible solutions. The series was filmed in El Salvador, Washington, D.C., and Los Angeles.

GUN VIOLENCE

VOA provided comprehensive, on-site, live coverage of the aftermath of the February mass shooting at Marjory Stoneman Douglas High School in Parkland, Florida, and the ensuing gun debate that consumed the nation. Multiple language services also provided important and comprehensive coverage of the March 24th March for Our Lives protest, a student-led demonstration in Washington, D.C.



"I defend their right to protest, but I don't have to agree with their opinions, and they don't have to agree with mine," a male Second Amendment defender and protester told VOA Spanish, as the service presented both sides of the gun control debate.

THREATS TO OUR JOURNALISTS

Many state and non-state actors will go to great lengths to silence the truth, and as a consequence USAGM journalists routinely face harassment, legal and physical threats and sometimes prison. Below are a small sample of the threats our journalists faced in 2018. For a comprehensive look, please visit the USAGM website, USAGM.gov.

RFE/RL JOURNALISTS KILLED IN KABUL BOMBINGS

On April 30, 2018, three RFE/RL journalists were among at least 25 people killed in a pair of coordinated suicide bombings that rocked central Kabul near the headquarters of Afghanistan's intelligence agency.

Sabawoon Kakar, 30, had been a member of the video team for RFE/RL's Radio Free Afghanistan for five years.

Abadullah Hananzai, 26, was a journalist and video cameraman who had been working on an antinarcotics project for RFE/RL's Radio Free Afghanistan called Caravan of Poison.

Maharram Durrani, 28, was to begin working for RFE/RL in mid-May. She was on her way to the office of Radio Free Afghanistan for training when the attack occurred.

Nine journalists were killed in the April 30 attacks, the worst toll ever among media workers in a single attack in Afghanistan.

WEB: Threats to Press



Sabawoon Kakar



Abadullah Hananzai



Maharram Durrani

THREATS TO OUR JOURNALISTS



RFA UYGHUR SERVICE FAMILY MEMBERS DETAINED

Six RFA Uyghur Service reporters have spent years in exile covering unreported news and documenting human rights abuses under heavy-handed Chinese rule in their homeland in northwestern China. Now, dozens of their family members residing in what China calls the Xinjiang Uyghur Autonomous Region have been imprisoned in the vast and growing network of political re-education camps. They share the fate of an estimated one million Uyghurs who are being held without due process for ill-defined reasons, under Beijing's brutal campaign against what it calls religious extremism and separatism.



MISSING IN SYRIA

Alhurra correspondent Bashar Fahmi went missing while reporting in Aleppo, Syria, in August 2012. His condition and whereabouts remain unknown.

PRESS FREEDOM CURTAILED IN CAMBODIA

Throughout 2018, the Cambodian government continued its systematic attack on press freedom in an effort to control information leading up to the July general election. VOA and RFA reporters in the country were repeatedly harassed and followed, and two former RFA employees were arrested on espionage charges. RFA is working to reopen its Phnom Penh bureau, which closed in September 2017 when the network was forced to withdraw its incountry operations. On July 27, two days before the general election, the Cambodian government blocked the Khmer websites of VOA and RFA.



Two former RFA journalists Uon Chhin and Sothearin Yeang were arrested in November 2017 and charged with espionage. Reports say the two were held under suspicion of continuing to work for RFA, despite the network's suspension of operations in Cambodia and the fact that their relationships with RFA, contractual or otherwise, discontinued in September. They were released on bail after the election, have recently undergone trial proceedings in Phnom Penh, and expect a verdict in August 2019.

THREATS TO OUR JOURNALISTS

IMPRISONED JOURNALISTS



Stanislav Aseyev

Stanislav Aseyev, a blogger from Donetsk, whom the U.S. Congressional Freedom of the Press Caucus described as "one of the few independent journalists to remain in the region under separatist control to provide objective reporting," has been held incommunicado by Russia-backed separatists in eastern Ukraine since June 2017. International rights groups have expressed concern about his whereabouts, that he has been subject to threats and possibly torture during his detention, and demanded his release.



Oleh Halaziuk

Ukrainian blogger and RFE/RL contributor Oleh Halaziuk has been held by Russia-backed separatists in Donetsk since August 2017, in connection with his reporting on the effects of the conflict on daily life in the region. On December 27, 2017, a Ukrainian hostage released in a prisoner exchange was able to pass a message from Halaziuk to an RFE/RL editor, confirming that he was being held by the so-called Donetsk People's Republic (DNR).



Nguyen Van Hoa

RFA Vietnamese videographer and contributor Nguyen Van Hoa faced dire circumstances in prison in 2018. He is currently serving a seven-year sentence for "propagandizing" after he reported on a mid-2016 industrial spill that devastated wide areas of Vietnam's central coast. In August, authorities beat Hoa into making a forced confession used in court to convict environmental activist Le Dinh Luong. Hoa later recounted the statement.



Le Anh Hung

VOA contributor Le Anh Hung was arrested on July 5, 2018 on the charges of "abusing democratic freedoms to infringe upon the interests of the State, lawful rights and interests of organizations and/or citizens" under Article 331 of Vietnam's 2015 Penal Code. If convicted, he could serve up to seven years in prison.

AWARDS

INTERNET

Alliance for Women in Media Gracie Awards

Best website, interactive news media

RFA...Minh Ha Lee

The Rohingya: World's Least Wanted People

Association of International Broadcasters (AIB) Awards

Photojournalism, Interactive category 'highly commended' and 'direct and motivating.'

RFE/RL...Amos Chapple, Wojtek Grojec, and Andy Heil

Caught Up in a Revolution

Interactive, Shortlist

VOA, RFE/RL, OCB, RFA, MBN

The Dragon's Reach

Institute of Mass Information

2018 Catch The Fake!

RFE/RL...Yevgeniya Tyukhtenko

Soldier Exposes Obvious Photofake: I Was Coming Home From the ATO

Chesapeake Press Broadcaster's Association (CAPBA)

First place

VOA...Voice of America's Immigration Unit: Aline Barros, Ramon Taylor, Victoria Macchi, and editor, Molly McKitterick

2017 Immigration Year in Review

Society of Professional Journalists Sigma Delta Chi Award

Beste-Book

RFA..."Drawing Fire; The Political Cartoons of Rebel Pepper"

MOBILE

The International Academy of Digital Arts and Sciences' 22nd Annual Webby Awards

Nominee, Mobile Sites and Apps

RFE/RL...Pangea Digital

RFE/RL News App

Honoree in the Film & Video: News & Politics: Series

VOA...News Center's Heather Murdock and Greg Flakus and VOA Urdu Service's Deepak Dobhol

Off The Highway

RADIO

Society of Professional Journalists in Hawaii

First Place, Feature Reporting

VOA...Heidi Chang and Faith Lapidus

Obituary for Tyrus Wong, the Chinese American animator who created the Disney character Bambi

The Next Generation Entertainment Awards (NGEA)

Best Talk Show

VOA...English to Africa

Let's Talk

TELEVISION & FILM

National Association of Broadcasters 2018 New York Festival International Television and Film Awards

Gold Medal, International Affairs

VOA... Senior Executive Producer Beth Mendelson, Hausa Service Mobile Stream Managing Editor Ibrahim Ahmed, News Center Supervisory Investigative Editor Tom Detzel

Boko Haram: Journey from Evil

Silver Medal, Best Promotional Program

MBN...Mireille Auzon, Baraket Allami, Leila Bazzi

Exiting ISIS promo

Bronze Medal, Biography/ Profiles

RFA...RFA Burmese Service

Child Soldier Recalls his Plight

Bronze Medal, Coverage of Continuing News

VOA...Heather Murdock, Greg Flakus, Deepak Dobhol

Off The Highway

All-Russian Festival of Television Programming and Films

First Place, See Me as an Equal

RFE/RL...Vadim Kondakov and Stanislav Feofanov, Current Time

Unknown Russia, "City of the Blind"

Karlovy Vary International Film Festival

Grand Prix for Best Documentary Film

RFE/RL...Vitaly Mansky, Current Time

Putin's Witnesses

Amorgos Tourism Film Festival

First Place, TV

RFE/RL...Current Time

"Come Visit! With Zurab Dvali" episode: Corfu:Gift of the Gods

Berlin Short Film Festival

2018 Best Short Documentary

RFE/RL...Daud Khattak, Senior Editor of RFE/RL's Pakistani Service

Vanishing History

Listapad International Film Festival

Grand Prix for best documentary film

RFE/RL...Alisa Kovalenko

Home Games

Odessa International Film Festival

Best documentary film

RFE/RL...Alisa Kovalenko

Home Games

ArtDocFest Film Festival (Online Film Competition)

Special Jury Prize

RFE/RL

Another Signs of Life documentary "In Search of Paraguay"

In an effort to maximize resources, increase collaboration and focus on key issues and audiences, the networks of the USAGM have produced another full-scale collaborative project: The Dragon's Reach; Tracking China's Economic Power Play. The project was shortlisted for recognition in the "Interactive Category" by Association of International Broadcasters (AIB)



AWARDS

Investigative Journalism Foundation of Kazakhstan

Best Television Project (Religion)

RFE/RL

Not In Our Name

African Film Festival

Best Short Documentary Award

VOA...Pascale Gabriella Serra, French to Africa Service

Zone III

National Academy of Television Arts and Sciences Emmy Award, Chicago Midwest Chapter

Nomination, Outstanding Achievement for News Specialty Report/Series–Religion.

VOA...Kane Farabaugh

Profile of Tahera Rahman, the first full-time broadcast television news reporter in the United States to wear a hijab

Qinghai TV, Kham TV, and Lhasa TV

Most Influential TV Host

VOA...Tsering Kyi, VOA Tibetan

SPECIAL NOTE

Presszvanie journalist contest

RFE/RL...Ukrainian Service reporters Olga Strizhova (healthcare) and Tatiana Yakubovych (sports) were awarded first prizes, also recognized: Strizhova, Daria Kurennaya, Mikhail Shtekel, Maria Buchel'nikova, and Olga Komarova

Organized Crime and Corruption Reporting Project, the YanukovychLeaks project, and Media Development Foundation's Mezhyhirya Festival

National Competition of Investigative Journalists

RFE/RL...Valeriya Egoshyna, Ukrainian Service's investigative project "Schemes"

UN Office in Ukraine's "Publications for changes. Ukraine on the path to sustainable development,"

Gender Equality

RFE/RL...Iryna Nazarchuk, Ukrainian Service

Belarus PEN Center Ales Adamovich prize

RFE/RL...Alexander Lukashuk, Belarus Service Director

Service's Liberty Library series, as well as his two books "Adventures of ARA in Belarus" and "Trace of the Butterfly."

Golden Pen

RFE/RL... Ulanbek Egizbaev, Kyrgyz Service (posthumously)

Kyrgyzstan's Intellectuals Alliance "Conscience of the Nation" Award

RFE/RL... Ulanbek Egizbaev, Kyrgyz Service (posthumously)

2018 BETA News Agency Photograph of the Year

RFE/RL...Midhat Poturovic, Balkan Service

2018 ADAMI Media Prize for Cultural Diversity in Eastern Europe

Winner

RFE/RL...Georgian Service

Special Mention

RFE/RL...Belarus Service

Penal Reform International's (PRI) Human Rights Award

Promotion of Human Rights Issues in the Media

RFE/RL...Orken Bissenov, Kazakh Service

Regional Press Development Institute

First Place, Countering Disinformation

RFE/RL... Anna Andriyevska, Ukrainian Service

Afghanistan's Ministry of Information and Culture

Recognition for Poetry

RFE/RL... Malali Bashir, Radio Azadi

Centre for Excellence in Journalism (CEJ) and the International Committee of the Red Cross (ICRC) - Humanitarian Reporting Award

Runner-Up

VOA...Umer Farooq, Urdu Service

Education for Minorities

All Pakistan Minorities Council and Pakistan Hindus Council in Pakistan "Pride of Performance Award

VOA...VOA Deewa

The Ohio State University 2018 Kiplinger Fellowship in Public Affairs Journalism

VOA... Narin Sun, Khmer Service

Pan-Albanian Federation of America, VATRA, Lifetime Achievement Award

VOA... Dr. Elez Biberaj, director of Voice of America's Eurasia Division

Recognized for his contributions as a VOA journalist and in strengthening relations between the United States and the Albanians in the Balkans

Venezuela's National Assembly Media Committee

Special honor

VOA... Alvaro Algarra, Spanish Service

Zimbabwe Achievers Award

2018 Media Personality of the Year

VOA...Marvellous Mhlanga-Nyahuye, Zimbabwe Service

National Union of Local Government Employees Award of Excellence

VOA...Hausa Service

2018 Thomson Foundation Young Journalist Award

RFE/RL...Valeriya Yegoshyna

Luxury Cars of the Security Service of Ukraine

Harvard University Neiman Foundation of Journalism Fellowship

VOA...Myroslava Gongadze, Ukrainian Service Chief



For the first time since VOA Uzbek went on the air in 1972, a VOA journalist received accreditation from the Republic of Uzbekistan to work as foreign media correspondent in that country. VOA Uzbek reporter [redacted] was the U.S. journalist given accreditation in 2018.

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LEADERSHIP

THE CEO

John F. Lansing joined the Agency as CEO and Director in September 2015. Lansing's previous experience includes nine years as President of Scripps Networks, where he is credited with guiding the company to become a leading developer of unique content across various media platforms including television, digital, mobile and publishing.

Most recently, Lansing was President and Chief Executive Officer of Cable & Telecommunications Association for Marketing (CTAM), a marketing association comprised of 90 of the top U.S. and Canadian cable companies and television programmers. There, Lansing oversaw the development of business strategies and marketing initiatives that position cable television companies for continued growth as they compete with emerging digital content platforms.

Lansing also brings a deep understanding of journalism from roles as an award-winning photojournalist and field producer, assignment manager, managing editor, and news director at several television stations earlier in his career.



THE BOARD

USAGM's Broadcasting Board of Governors is composed of nine members with expertise in the fields of mass communications, broadcast media, or international affairs. Eight members are appointed by the President and confirmed by the Senate. The ninth, the Secretary of State, serves *ex officio*.

Kenneth Weinstein, *Chairman of the Board*



Weinstein has been President and CEO of Hudson Institute since 2011. Since joining Hudson Institute in 1999, he has held several other positions, including Chief Executive Officer, Chief Operating Officer, Senior Fellow, and Director of the Washington Office. From 1996 to 1998, he was the Director of the Government Reform Project at the Heritage Foundation, and from 1994 to 1996, he was Director of Research at the New Citizenship Project. He served on the National Council of the Humanities from 2006 to 2012 and was appointed to the D.C. Advisory Board to the U.S. Commission on Civil Rights in 2010. Weinstein received a B.A. from the University of Chicago, an M.Phil. from the Institut d' Études Politiques de Paris, and a Ph.D. from Harvard University.

Weinstein serves as a member of the Advisory Committee and served on the Special Committee on the Creation of a Chief Executive Officer. He also served on the Special Committee on the Future of Shortwave Broadcasting, which on August 1, 2014, issued its report, To Be Where the Audience Is; The Future of Shortwave.

He was confirmed as a member of the board on September 23, 2013 and as Acting Chairman on January 25, 2017.

Leon Aron



Dr. Leon Aron is Resident Scholar and Director of Russian Studies at the American Enterprise Institute, a position he has held since 1993. He was a weekly Contributor at the Voice of America's Russian language radio and television show *Gliadya iz Ameriki (Looking from America)* from 1990 to 2004.

Dr. Aron was previously an Adjunct Professor at Georgetown University from 1994 to 1996 and a Senior Policy Analyst at the Heritage Foundation from 1987 to 1992. He was awarded the Peace Fellowship from the U.S. Institute of Peace from 1992 to 1993. Dr. Aron received a B.A. from Moscow State Pedagogical Institute and an M.A. and a Ph.D. from Columbia University.

He was confirmed as a member of the Broadcasting Board of Governors on December 12, 2014.

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THE BOARD

RYAN CROCKER



Ambassador Ryan Crocker is currently a Diplomat in Residence at Princeton University. He is on a leave of absence from Texas A&M University as an Executive Professor. From 2010-2011 and 2013-2016, he served as Dean of the George Bush School of Government & Public Service at Texas A&M.

He retired from the Foreign Service in April 2009 after a career of over 37 years but was recalled to active duty by President Obama to serve as U.S. Ambassador to Afghanistan in 2011. He has served as U.S. Ambassador six times: Afghanistan (2011-2012), Iraq (2007-2009), Pakistan (2004-2007), Syria (1998-2001), Kuwait (1994-1997), and Lebanon (1990-1993).

He received a B.A. in English in 1971 and an honorary Doctor of Laws degree in 2001 from Whitman College (Washington). He is a member of the Council on Foreign Relations, the American Academy of Diplomacy, and the Association of American Ambassadors. He is also on the Board of Directors of Mercy Corps International and is a Trustee for the Rockefeller Brothers Fund.

Ambassador Crocker received the Presidential Medal of Freedom in 2009, and in 2012, he was named an Honorary Marine.

He was confirmed to the board on August 1, 2013.

MICHAEL KEMPNER



Michael W. Kempner is the Founder, President, and CEO of MWW, a public relations firm he founded in 1986. He is a board member of Goodwill Industries International and a Founding Board Member of ConnectOne Bancorp. He served on the White House Council for Community Solutions from 2010 to 2012. In 2013, he was named Agency Leader of the Year by PR News, Executive of the Year by American Business Awards, and Agency Professional of the Year and Communications Professional of the Year by Bulldog Stars of PR. Mr. Kempner received a B.S. from American University.

He was confirmed as a member of the Broadcasting Board of Governors on December 12, 2014.

KAREN KORNBLUH



Ambassador Karen Kornbluh is a Senior Fellow and Director of German Marshall Fund's Technology Policy program which works to help shape a future in which technology strengthens rather than undermines democratic values.

Previously, she was a Senior Fellow for Digital Policy at the Council on Foreign Relations and prior, the Executive Vice President of External Affairs for Nielsen, responsible for global public policy, privacy strategy, and corporate social responsibility. She served as U.S. Ambassador in Paris to the Organization for Economic Co-operation and Development (OECD). She was Policy Director for then-Senator Barack Obama as well as serving as deputy chief of staff at the U.S. Treasury Department, and as Director of the Office of Legislative and Intergovernmental Affairs at the Federal Communications Commission in the Clinton administration. Kornbluh founded the New America Foundation's Work and Family Program and started her career as an economic forecaster and management consultant. She has written extensively on economic, technology, and family policies in publications including The New York Times, the Washington Post, the Atlantic Monthly, and the Harvard Journal of Law and Technology. Kornbluh has a bachelor's degree from Bryn Mawr College and a Master of Public Policy degree from the John F. Kennedy School of Government at Harvard University.

She was confirmed as a member of the Broadcasting Board of Governors on December 16, 2014.

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THE BOARD

JEFF SHELL



Jeff Shell is chairman of Universal Filmed Entertainment.

He previously served as chairman of NBC Universal International from 2011-2013 and as president of Comcast Programming Group from 2005 to 2011. Prior to joining Comcast, Shell held a number of positions, including CEO of Gemstar TV Guide International and President of the FOX Cable Networks Group. As president of the FOX Cable Networks, he oversaw the operations of FOX's entertainment and sports cable programming businesses. He currently serves on the board of the National Constitution Center. Shell earned a B.S. in Economics and Applied Mathematics from the University of California, Berkeley and an M.B.A. from Harvard University.

Shell served as chair of the Advisory Committee and the Special Committee on the Creation of a Chief Executive Officer.

He was confirmed to the board on August 1, 2013 and served as Chairman of the Broadcasting Board of Governors on August 1, 2013 and served in that position until January 25, 2017.

SECRETARY MIKE R. POMPEO

Ex officio board member



Mike Pompeo was sworn in as Secretary of State on April 26, 2018. He previously served as Director of the Central Intelligence Agency from January 2017 to April 2018.

Prior to joining the Trump Administration, Mr. Pompeo was serving in his fourth term as congressman from Kansas' 4th District. He served on the House Intelligence Committee, as well as the Energy and Commerce Committee and House Select Benghazi Committee.

Prior to his service in Congress, Mr. Pompeo founded Thayer Aerospace, where he served as CEO for more than a decade. He later became President of Sentry International, an oilfield equipment manufacturing, distribution, and service company.

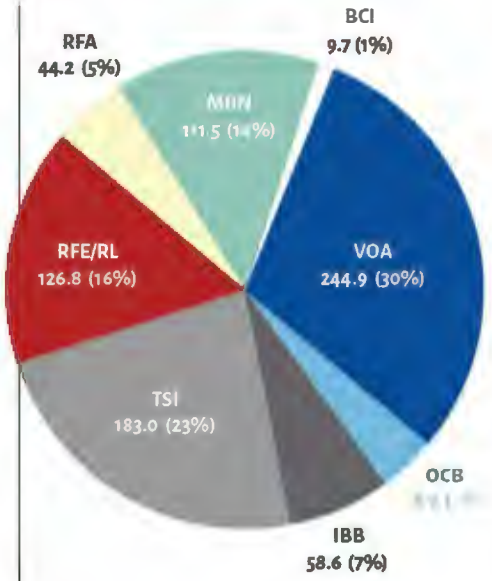
Mr. Pompeo graduated first in his class at the United States Military Academy at West Point in 1986 and served as a cavalry officer patrolling the Iron Curtain before the fall of the Berlin Wall. He also served with the 2nd Squadron, 7th Cavalry in the US Army's Fourth Infantry Division.

After leaving active duty, Mr. Pompeo graduated from Harvard Law School, having been an editor of the Harvard Law Review.

FINANCIAL HIGHLIGHTS

(IN THOUSANDS)	2018	2017
AT END OF THE YEAR Condensed Balance Sheet Data		
Fund Balance with Treasury	$ 253,742	$ 222,120
Cash and other monetary assets	3	3
Accounts Receivable	171	204
Advances to Surrogate Broadcasters	72,000	71,000
Property, Plant and Equipment	79,783	89,111
Other	874	1 ,668
TOTAL ASSETS	**$ 406,573**	**$ 384,106**
Accounts Payable and Other	30,407	33,142
Payroll and Retirement Benefits	42,184	42,001
TOTAL LIABILITIES	**$ 72,591**	**$ 75,143**
Unexpended Appropriations	266,944	232,094
Cumulative Results of Operations	67,038	76,869
TOTAL NET POSITION	**$ 333,982**	**$ 308,963**
Total Liabilities and Net Position	**$ 406,573**	**$ 384,106**

(IN THOUSANDS)	2018	2017
FOR THE YEAR		
Condensed Statement of Net Cost Data		
Total Cost	$ 798,131	$ 784,105
Total Earned Revenue	(3,721)	(4,840)
Total Net Cost of Operations	**$ 794,410**	**$ 779,265**



The independent accounting firm, Kearney & Company, conducted our FY2018 financial statement audit and issued an unmodified opinion on our Principal Financial Statements. Preparing these statements allows USAGM to improve financial management and provide accurate and reliable information to Congress, the President and the taxpayer. USAGM management is responsible for the integrity and objectivity of the financial information presented in the statements. The financial statements and financial data presented in this report have been prepared from the accounting records of USAGM in conformity with generally accepted accounting principles and incorporate the application of the standards as prescribes by the Federal Accounting Standards Advisory Board.



Teenagers pose for a selfie in front of a line of riot police during the lead up to protests in Yrevan, Armenia. (Amos Chapple, RFE/RL)



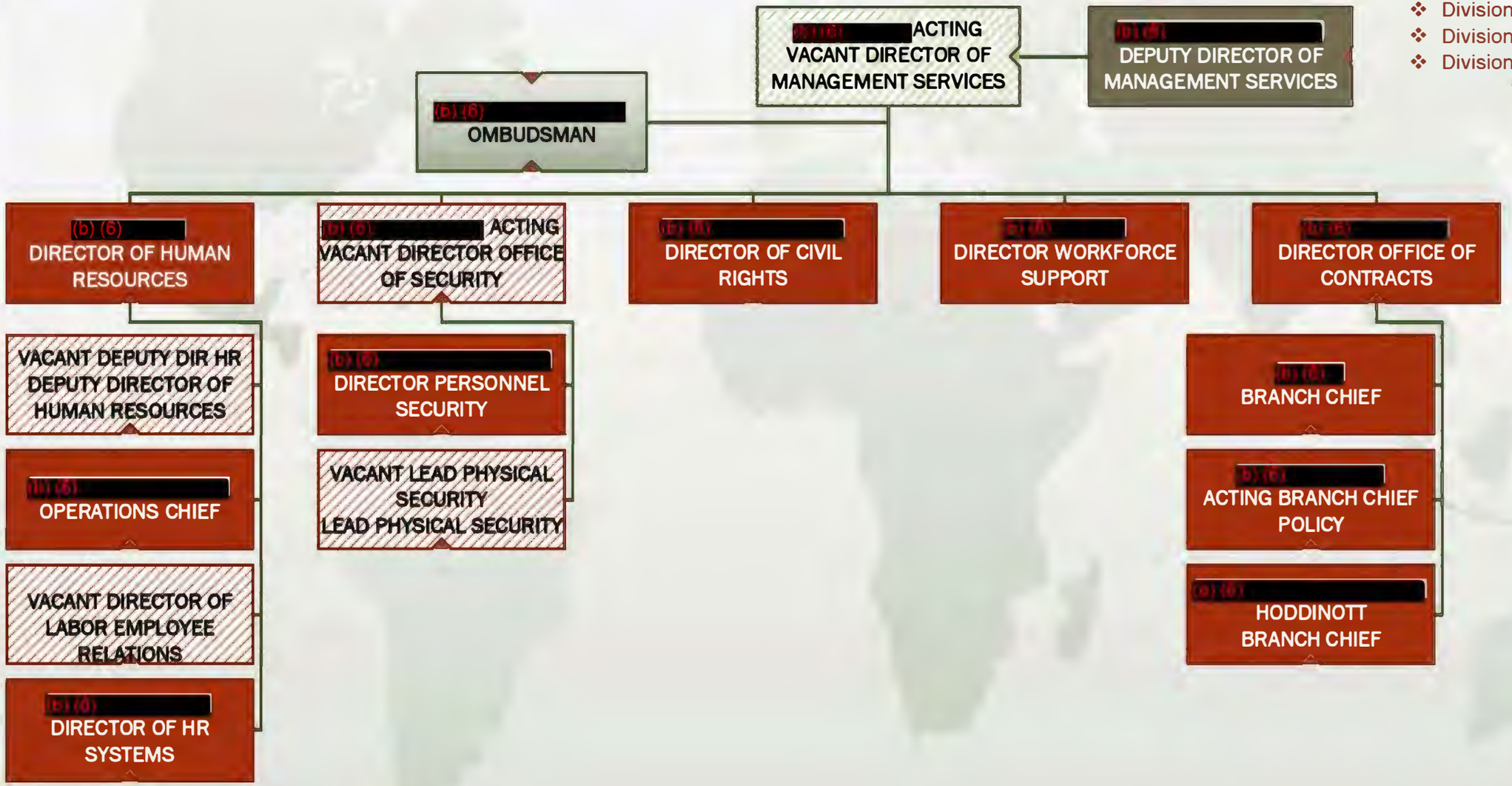
U.S. AGENCY FOR GLOBAL MEDIA

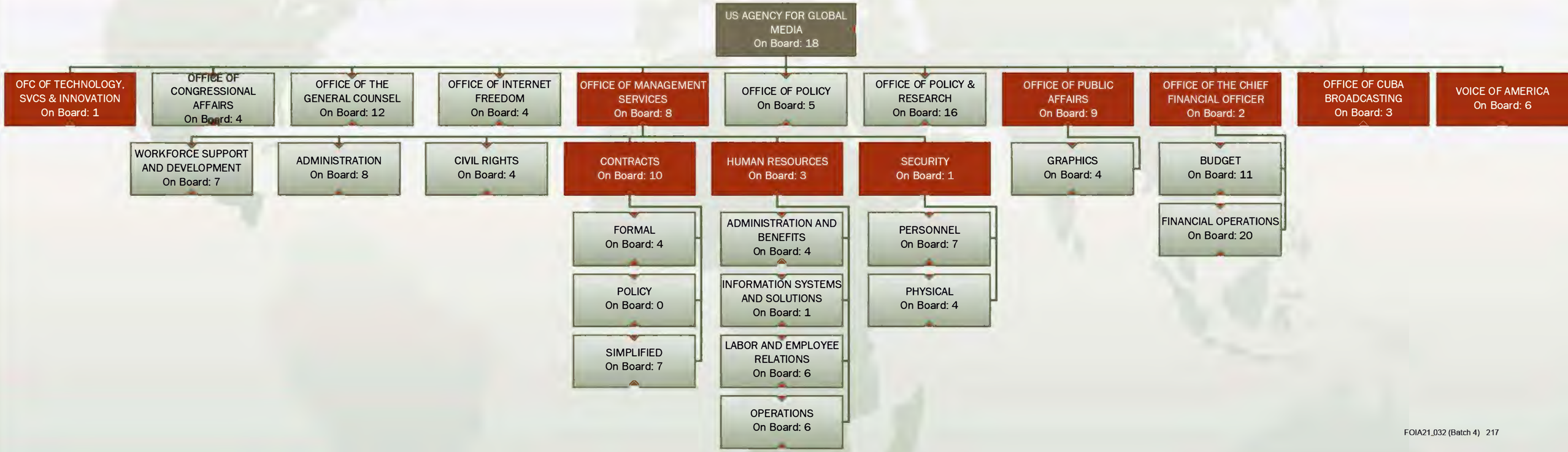
UNITED STATES BROADCASTING BOARD OF GOVERNORS

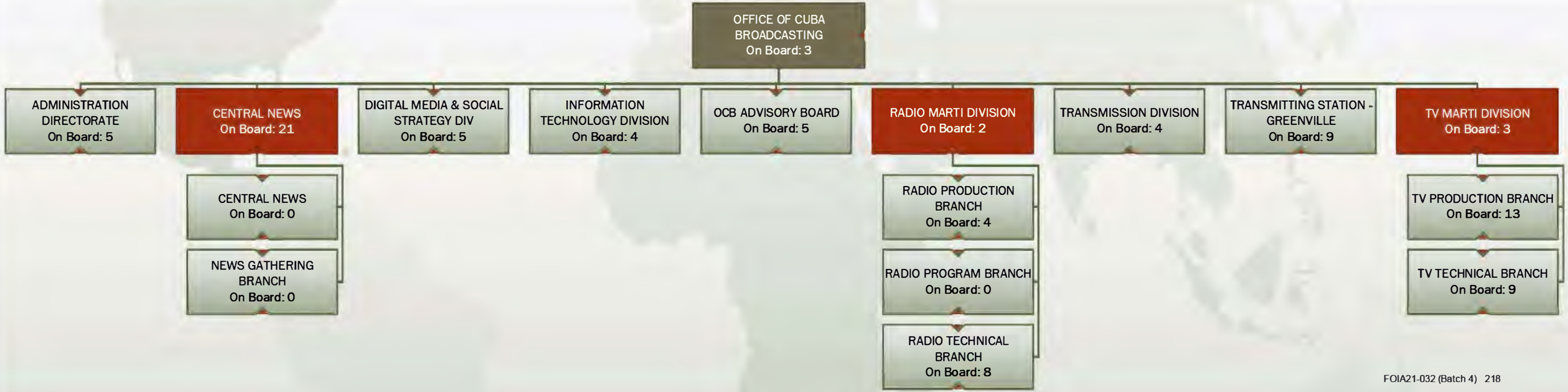
330 Independence Avenue SW
Washington, DC 20237
www.usagm.gov

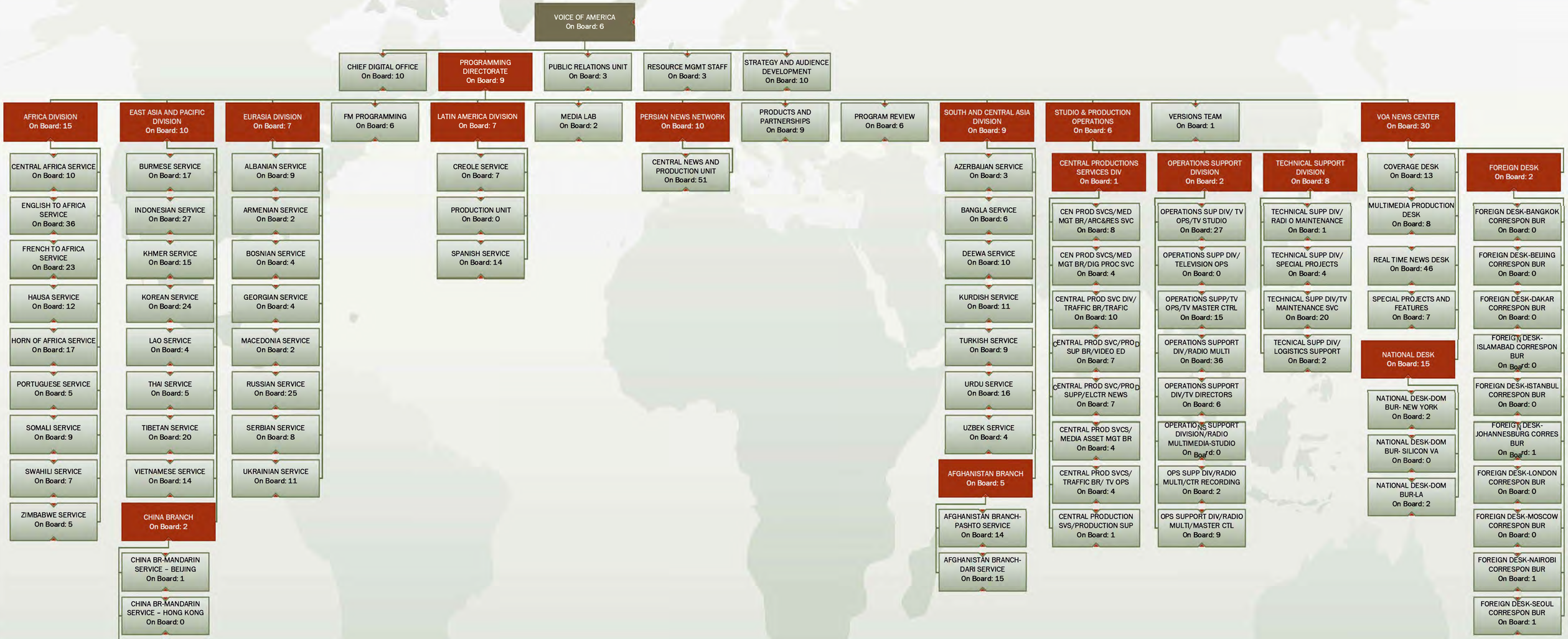
Executive Office contains three work functions:

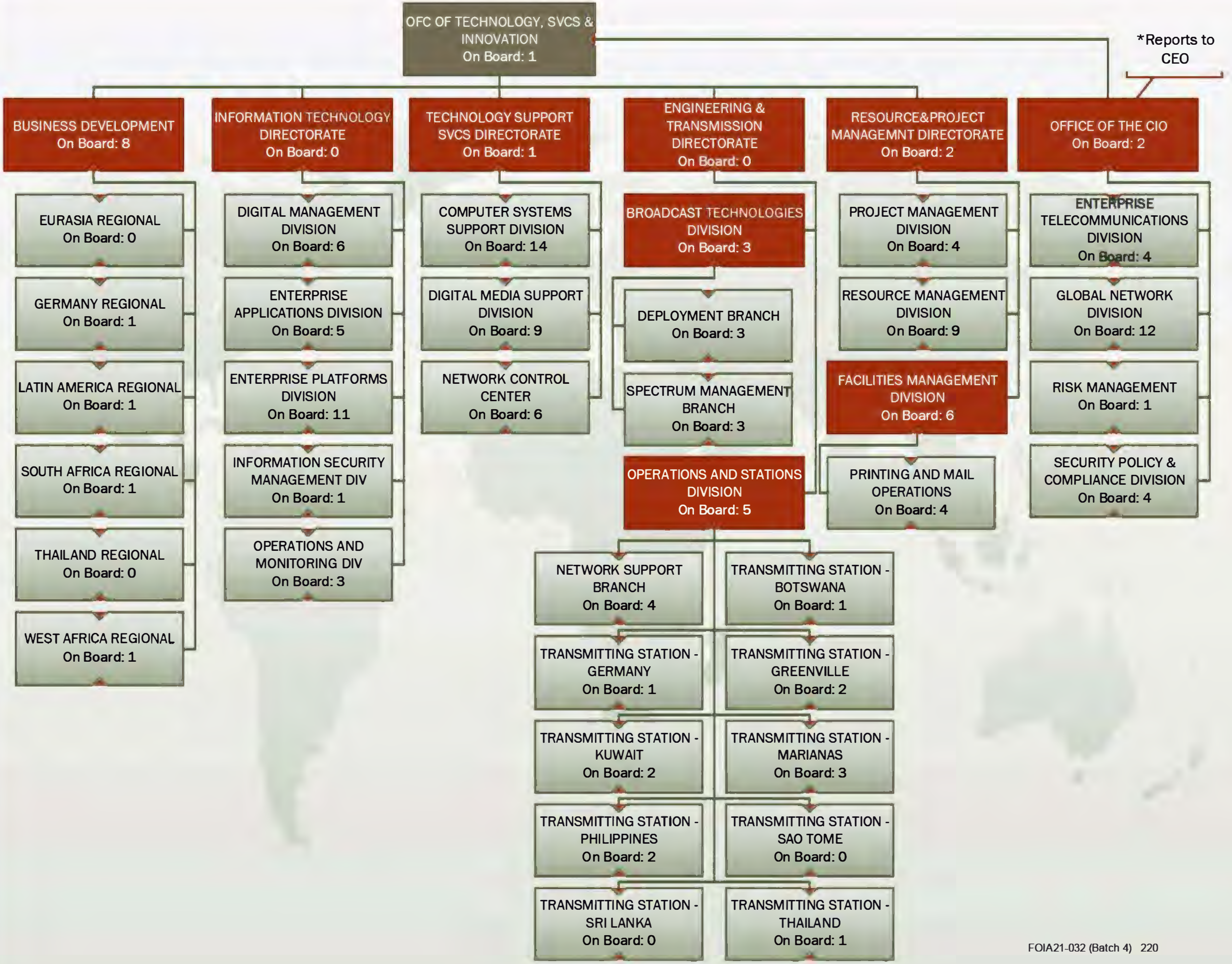
- Division of Policy and Compliance
- Division of Analysis
- Division of Administration




US AGENCY FOR GLOBAL MEDIA
On Board: 18
OFC OF TECHNOLOGY, SVCS & INNOVATION
On Board: 1
OFFICE OF CONGRESSIONAL AFFAIRS
On Board: 4
OFFICE OF THE GENERAL COUNSEL
On Board: 12
OFFICE OF INTERNET FREEDOM
On Board: 4
OFFICE OF MANAGEMENT SERVICES
On Board: 8
OFFICE OF POLICY
On Board: 5
OFFICE OF POLICY & RESEARCH
On Board: 16
OFFICE OF PUBLIC AFFAIRS
On Board: 9
OFFICE OF THE CHIEF FINANCIAL OFFICER
On Board: 2
OFFICE OF CUBA BROADCASTING
On Board: 3
VOICE OF AMERICA
On Board: 6
WORKFORCE SUPPORT AND DEVELOPMENT
On Board: 7
ADMINISTRATION
On Board: 8
CIVIL RIGHTS
On Board: 4
CONTRACTS
On Board: 10
HUMAN RESOURCES
On Board: 3
SECURITY
On Board: 1
GRAPHICS
On Board: 4
BUDGET
On Board: 11
FINANCIAL OPERATIONS
On Board: 20
FORMAL
On Board: 4
POLICY
On Board: 0
SIMPLIFIED
On Board: 7
ADMINISTRATION AND BENEFITS
On Board: 4
INFORMATION SYSTEMS AND SOLUTIONS
On Board: 1
LABOR AND EMPLOYEE RELATIONS
On Board: 6
OPERATIONS
On Board: 6
PERSONNEL
On Board: 7
PHYSICAL
On Board: 4


OFFICE OF CUBA BROADCASTING
On Board: 3
ADMINISTRATION DIRECTORATE
On Board: 5
CENTRAL NEWS
On Board: 21
CENTRAL NEWS
On Board: 0
NEWS GATHERING BRANCH
On Board: 0
DIGITAL MEDIA & SOCIAL STRATEGY DIV
On Board: 5
INFORMATION TECHNOLOGY DIVISION
On Board: 4
OCB ADVISORY BOARD
On Board: 5
RADIO MARTI DIVISION
On Board: 2
RADIO PRODUCTION BRANCH
On Board: 4
RADIO PROGRAM BRANCH
On Board: 0
RADIO TECHNICAL BRANCH
On Board: 8
TRANSMISSION DIVISION
On Board: 4
TRANSMITTING STATION - GREENVILLE
On Board: 9
TV MARTI DIVISION
On Board: 3
TV PRODUCTION BRANCH
On Board: 13
TV TECHNICAL BRANCH
On Board: 9


VOICE OF AMERICA
On Board: 6
CHIEF DIGITAL OFFICE
On Board: 10
PROGRAMMING DIRECTORATE
On Board: 9
PUBLIC RELATIONS UNIT
On Board: 3
RESOURCE MGMT STAFF
On Board: 3
STRATEGY AND AUDIENCE DEVELOPMENT
On Board: 10
AFRICA DIVISION
On Board: 15
CENTRAL AFRICA SERVICE
On Board: 10
ENGLISH TO AFRICA SERVICE
On Board: 36
FRENCH TO AFRICA SERVICE
On Board: 23
HAUSA SERVICE
On Board: 12
HORN OF AFRICA SERVICE
On Board: 17
PORTUGUESE SERVICE
On Board: 5
SOMALI SERVICE
On Board: 9
SWAHILI SERVICE
On Board: 7
ZIMBABWE SERVICE
On Board: 5
EAST ASIA AND PACIFIC DIVISION
On Board: 10
BURMESE SERVICE
On Board: 17
INDONESIAN SERVICE
On Board: 27
KHMER SERVICE
On Board: 15
KOREAN SERVICE
On Board: 24
LAO SERVICE
On Board: 4
THAI SERVICE
On Board: 5
TIBETAN SERVICE
On Board: 20
VIETNAMESE SERVICE
On Board: 14
CHINA BRANCH
On Board: 2
CHINA BR-MANDARIN SERVICE - BEIJING
On Board: 1
CHINA BR-MANDARIN SERVICE - HONG KONG
On Board: 0
CHINA BRANCH-CANTONESE SERVICE
On Board: 4
CHINA BRANCH-MANDARIN SERVICE
On Board: 57
EURASIA DIVISION
On Board: 7
ALBANIAN SERVICE
On Board: 9
ARMENIAN SERVICE
On Board: 2
BOSNIAN SERVICE
On Board: 4
GEORGIAN SERVICE
On Board: 4
MACEDONIA SERVICE
On Board: 2
RUSSIAN SERVICE
On Board: 25
SERBIAN SERVICE
On Board: 8
UKRAINIAN SERVICE
On Board: 11
FM PROGRAMMING
On Board: 6
LATIN AMERICA DIVISION
On Board: 7
CREOLE SERVICE
On Board: 7
PRODUCTION UNIT
On Board: 0
SPANISH SERVICE
On Board: 14
MEDIA LAB
On Board: 2
PERSIAN NEWS NETWORK
On Board: 10
CENTRAL NEWS AND PRODUCTION UNIT
On Board: 51
PRODUCTS AND PARTNERSHIPS
On Board: 9
PROGRAM REVIEW
On Board: 6
SOUTH AND CENTRAL ASIA DIVISION
On Board: 9
AZERBAIJAN SERVICE
On Board: 3
BANGLA SERVICE
On Board: 6
DEEWA SERVICE
On Board: 10
KURDISH SERVICE
On Board: 11
TURKISH SERVICE
On Board: 9
URDU SERVICE
On Board: 16
UZBEK SERVICE
On Board: 4
AFGHANISTAN BRANCH
On Board: 5
AFGHANISTAN BRANCH-PASHTO SERVICE
On Board: 14
AFGHANISTAN BRANCH-DARI SERVICE
On Board: 15
STUDIO & PRODUCTION OPERATIONS
On Board: 6
CENTRAL PRODUCTIONS SERVICES DIV
On Board: 1
CEN PROD SVCS/MED MGT BR/ARC&RES SVC
On Board: 8
CEN PROD SVCS/MED MGT BR/DIG PROC SVC
On Board: 4
CENTRAL PROD SVC DIV/ TRAFFIC BR/TRAFIC
On Board: 10
CENTRAL PROD SVC/PROD SUP BR/VIDEO ED
On Board: 7
CENTRAL PROD SVC/PROD SUPP/ELCTR NEWS
On Board: 7
CENTRAL PROD SVCS/ MEDIA ASSET MGT BR
On Board: 4
CENTRAL PROD SVCS/ TRAFFIC BR/ TV OPS
On Board: 4
CENTRAL PRODUCTION SVS/PRODUCTION SUP
On Board: 1
VERSIONS TEAM
On Board: 1
OPERATIONS SUPPORT DIVISION
On Board: 2
OPERATIONS SUP DIV/ TV OPS/TV STUDIO
On Board: 27
OPERATIONS SUPP DIV/ TELEVISION OPS
On Board: 0
OPERATIONS SUPP/TV OPS/TV MASTER CTRL
On Board: 15
OPERATIONS SUPPORT DIV/RADIO MULTI
On Board: 36
OPERATIONS SUPPORT DIV/TV DIRECTORS
On Board: 6
OPERATIONS SUPPORT DIVISION/RADIO MULTIMEDIA-STUDIO
On Board: 0
OPS SUPP DIV/RADIO MULTI/CTR RECORDING
On Board: 2
OPS SUPPORT DIV/RADIO MULTI/MASTER CTL
On Board: 9
TECHNICAL SUPPORT DIVISION
On Board: 8
TECHNICAL SUPP DIV/ RADI O MAINTENANCE
On Board: 1
TECHNICAL SUPP DIV/ SPECIAL PROJECTS
On Board: 4
TECHNICAL SUPP DIV/TV MAINTENANCE SVC
On Board: 20
TECNICAL SUPP DIV/ LOGISTICS SUPPORT
On Board: 2
VOA NEWS CENTER
On Board: 30
COVERAGE DESK
On Board: 13
MULTIMEDIA PRODUCTION DESK
On Board: 8
REAL TIME NEWS DESK
On Board: 46
SPECIAL PROJECTS AND FEATURES
On Board: 7
NATIONAL DESK
On Board: 15
NATIONAL DESK-DOM BUR- NEW YORK
On Board: 2
NATIONAL DESK-DOM BUR- SILICON VA
On Board: 0
NATIONAL DESK-DOM BUR-LA
On Board: 2
FOREIGN DESK
On Board: 2
FOREIGN DESK-BANGKOK CORRESPON BUR
On Board: 0
FOREIGN DESK-BEIJING CORRESPON BUR
On Board: 0
FOREIGN DESK-DAKAR CORRESPON BUR
On Board: 0
FOREIGN DESK-ISLAMABAD CORRESPON BUR
On Board: 0
FOREIGN DESK-ISTANBUL CORRESPON BUR
On Board: 0
FOREIGN DESK-JOHANNESBURG CORRES BUR
On Board: 1
FOREIGN DESK-LONDON CORRESPON BUR
On Board: 0
FOREIGN DESK-MOSCOW CORRESPON BUR
On Board: 0
FOREIGN DESK-NAIROBI CORRESPON BUR
On Board: 1
FOREIGN DESK-SEOUL CORRESPON BUR
On Board: 1


OFC OF TECHNOLOGY, SVCS & INNOVATION
On Board: 1
*Reports to CEO
BUSINESS DEVELOPMENT
On Board: 8
INFORMATION TECHNOLOGY DIRECTORATE
On Board: 0
TECHNOLOGY SUPPORT SVCS DIRECTORATE
On Board: 1
ENGINEERING & TRANSMISSION DIRECTORATE
On Board: 0
RESOURCE&PROJECT MANAGEMNT DIRECTORATE
On Board: 2
OFFICE OF THE CIO
On Board: 2
EURASIA REGIONAL
On Board: 0
GERMANY REGIONAL
On Board: 1
LATIN AMERICA REGIONAL
On Board: 1
SOUTH AFRICA REGIONAL
On Board: 1
THAILAND REGIONAL
On Board: 0
WEST AFRICA REGIONAL
On Board: 1
DIGITAL MANAGEMENT DIVISION
On Board: 6
ENTERPRISE APPLICATIONS DIVISION
On Board: 5
ENTERPRISE PLATFORMS DIVISION
On Board: 11
INFORMATION SECURITY MANAGEMENT DIV
On Board: 1
OPERATIONS AND MONITORING DIV
On Board: 3
COMPUTER SYSTEMS SUPPORT DIVISION
On Board: 14
DIGITAL MEDIA SUPPORT DIVISION
On Board: 9
NETWORK CONTROL CENTER
On Board: 6
BROADCAST TECHNOLOGIES DIVISION
On Board: 3
DEPLOYMENT BRANCH
On Board: 3
SPECTRUM MANAGEMENT BRANCH
On Board: 3
OPERATIONS AND STATIONS DIVISION
On Board: 5
NETWORK SUPPORT BRANCH
On Board: 4
TRANSMITTING STATION - BOTSWANA
On Board: 1
TRANSMITTING STATION - GERMANY
On Board: 1
TRANSMITTING STATION - GREENVILLE
On Board: 2
TRANSMITTING STATION - KUWAIT
On Board: 2
TRANSMITTING STATION - MARIANAS
On Board: 3
TRANSMITTING STATION - PHILIPPINES
On Board: 2
TRANSMITTING STATION - SAO TOME
On Board: 0
TRANSMITTING STATION - SRI LANKA
On Board: 0
TRANSMITTING STATION - THAILAND
On Board: 1
PROJECT MANAGEMENT DIVISION
On Board: 4
RESOURCE MANAGEMENT DIVISION
On Board: 9
FACILITIES MANAGEMENT DIVISION
On Board: 6
PRINTING AND MAIL OPERATIONS
On Board: 4
ENTERPRISE TELECOMMUNICATIONS DIVISION
On Board: 4
GLOBAL NETWORK DIVISION
On Board: 12
RISK MANAGEMENT
On Board: 1
SECURITY POLICY & COMPLIANCE DIVISION
On Board: 4



U.S. AGENCY FOR
GLOBAL MEDIA

Overview of USAGM's Office of Technology, Services, and Innovation (TSI)

(version July 2020)

FOIA21-032 (Batch 4) 222

Terry Balazs

TSI Director

James Reeves (JR)

CIO, IT Director

Barbara Brady

TSI Dep. Dir. for Resources and Project Management; Dir. of Business Development

(b) (6) [redacted]

Director of Operations & Stations division

(b) (6) [redacted]

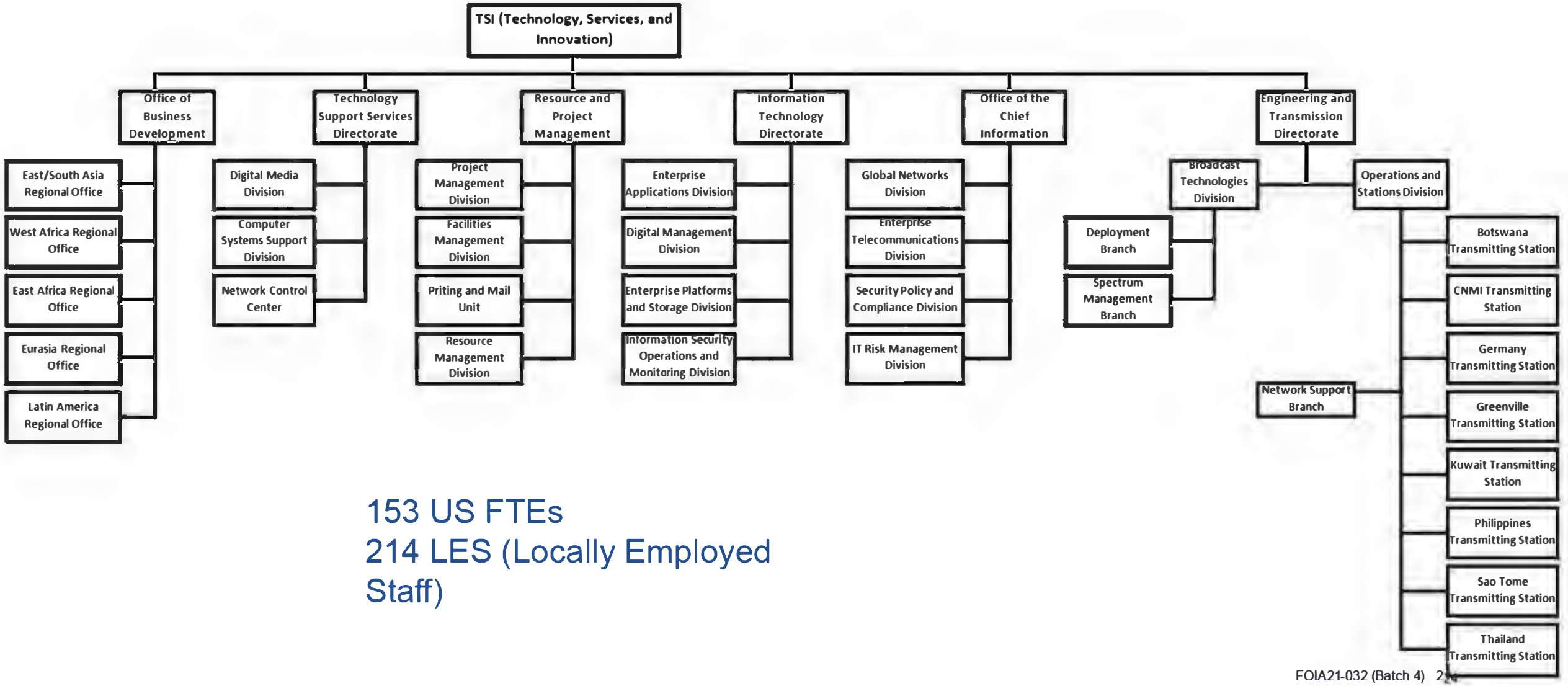
Director of Broadcast Technologies division

(b) (6) [redacted]

Program Distribution Coordinator

TSI Organization Chart

U.S. AGENCY FOR GLOBAL MEDIA



153 US FTEs
214 LES (Locally Employed Staff)

TSI's Primary Focus

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To support the infrastructure and technology to produce and distribute USAGM content to audiences around the world.

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Today's presentation will explore the following:

- Content Distribution
- IT Support, Security, Governance
- Global Operational Support
- Facilities Management, Health & Safety

USAGM Content Distribution

U.S. AGENCY FOR GLOBAL MEDIA

Key Takeaways

- TV and radio distribution evolving from transport stream to IP stream

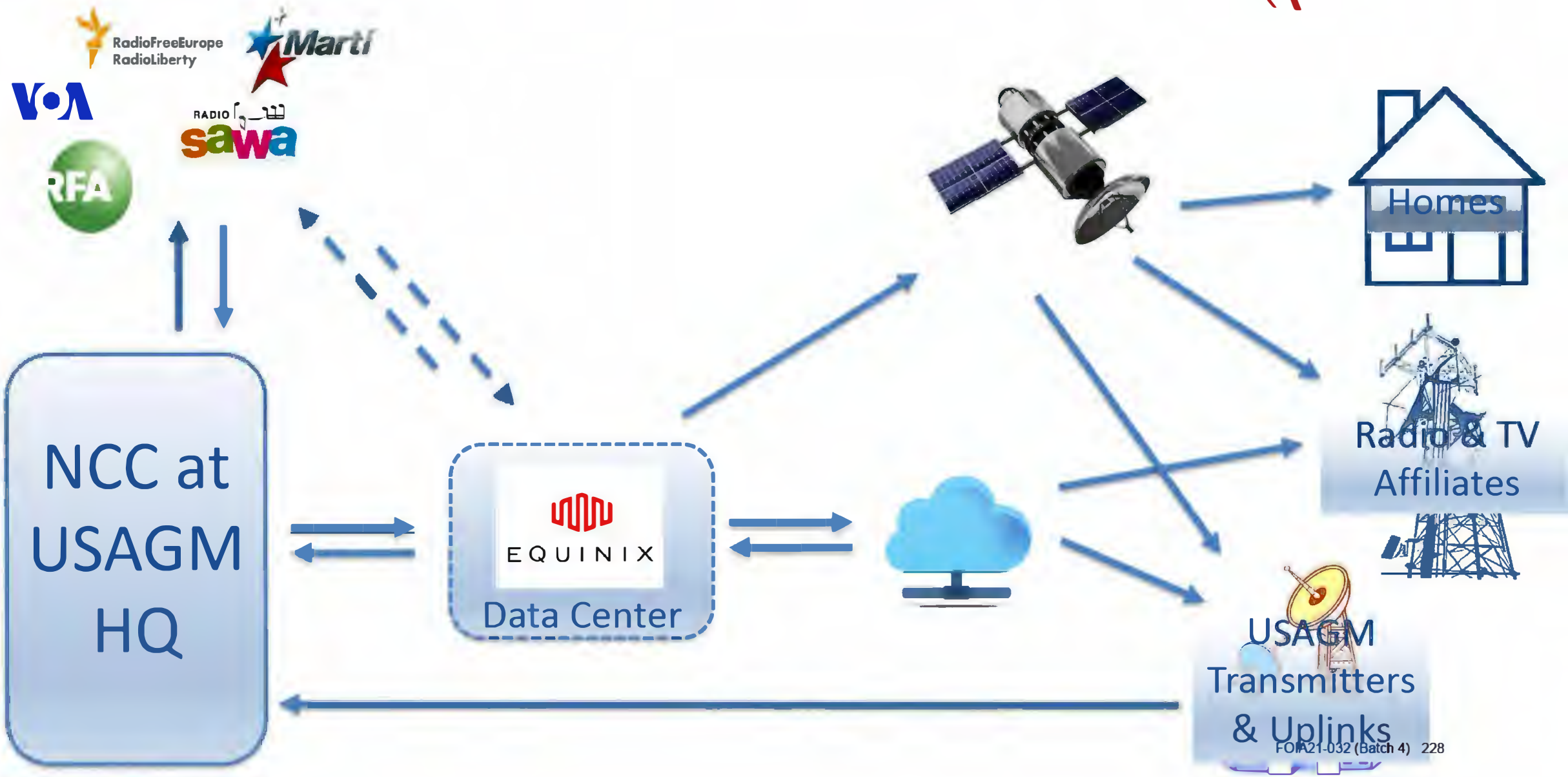
- Eliminating most (C-band) satellite delivery of backhaul/wildfeed. (Ku-band) satellites utilized to target direct-to-home viewers and affiliates. Most content for affiliates is already downloadable from the internet.

- The same technologies allow USAGM to improve its 24/7 global content monitoring capabilities.

- Realigning transmission network to keep SW and MW where valuable and allow for scaling back elsewhere

USAGM Content Distribution

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USAGM Content Distribution

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The Value of DTH (Direct-to-Home)

In most TV markets, the best way to reach viewers is via Ku-band dishes, utilizing satellite TV providers that offer USAGM content as part of one or more “free-to-air” bouquets/packages.



FOIA21-032 (B 220

USAGM Content Distribution

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The Value of DTH (Direct-to-Home)

- Direct-to-home satellites can offer unjammed and uncensored access to vital news from USAGM networks

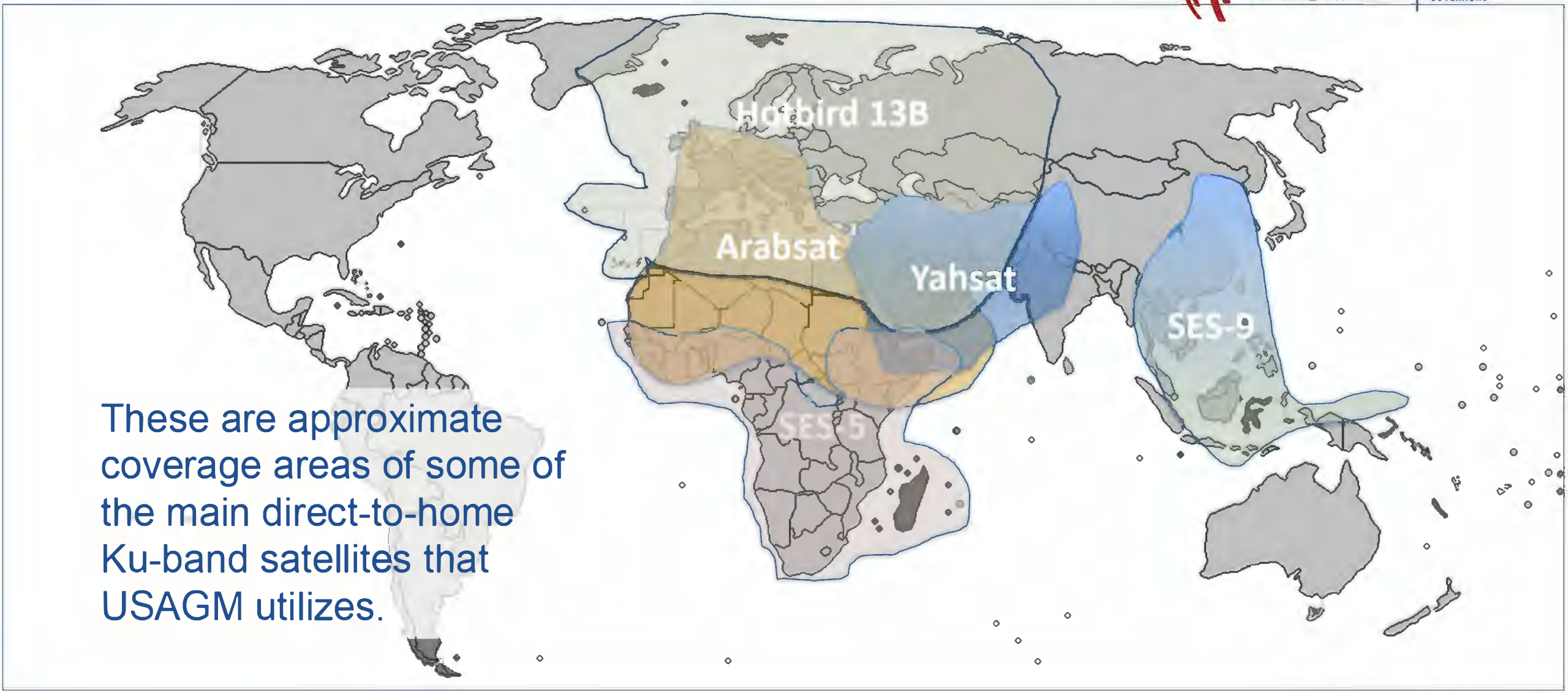
- During HK protests in Sept. 2014, CNN and BBC went black. VOA and RFA was live!



USAGM Satellite Coverage (Ku-band)

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UNITED STATES BROADCASTING BOARD OF GOVERNORS



These are approximate coverage areas of some of the main direct-to-home Ku-band satellites that USAGM utilizes.

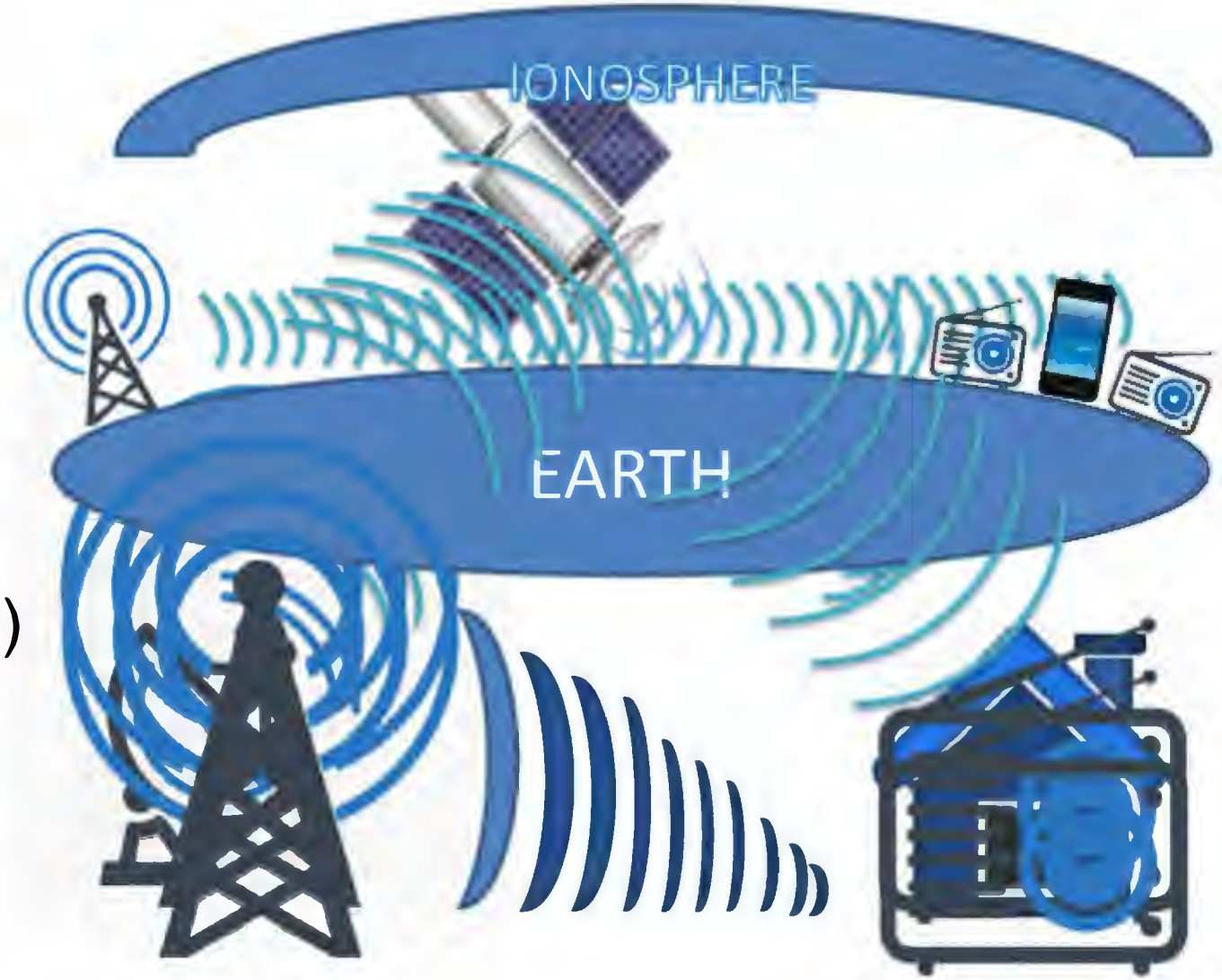
USAGM Radio Platforms

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USAGM broadcasts via:

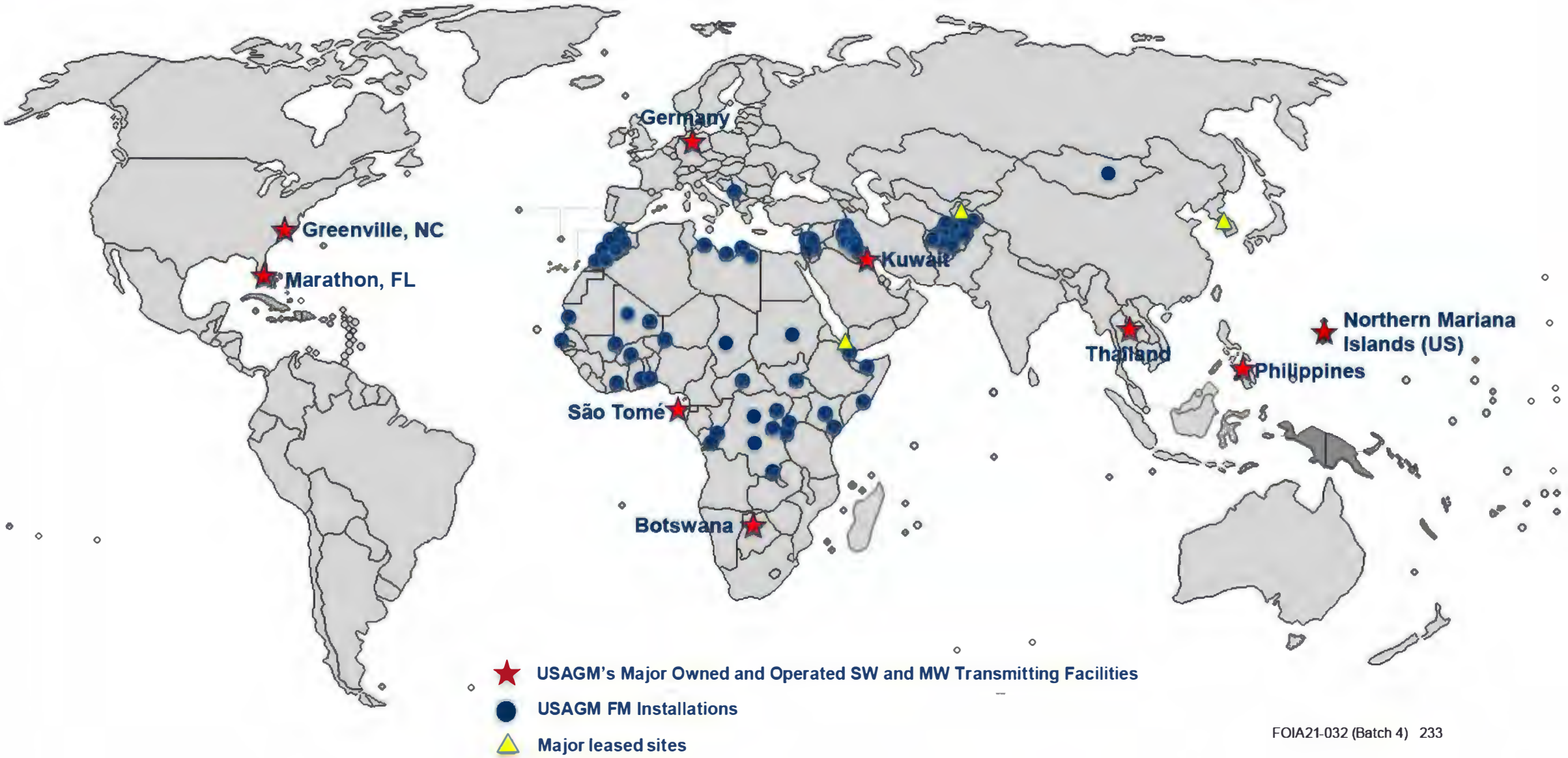
- ✓ Shortwave
- ✓ Medium wave (aka AM)
- ✓ FM
- ✓ TV (satellite* + terrestrial)

** pictured, right*



USAGM Transmitting Stations

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Kuwait Transmitting Station







USAGM Radio Platforms

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67 automated receiver sites recording approximately 19,000 MW and SW signal samples every day, allowing TSI to continuously refine and improve our cross-border radio signals.

VOA Korean AM			
1700-1800UTC	SHEN	SEOU	KOBE
1566 JEU	▶	▶	
1900-2100UTC			
9975 UDO	▶	▶	▶
9800 PHT	▶	▶	▶
7465 PHT	▶	▶	▶

Transmitter locations
PHT = Tinang, Philippines
UDO = Udorn, Thailand
JEU = Jeju, Korea
SAI = Saipan
SEO = Seoul, Korea

RMS Locations
SHEN = Shenyang, China
SEOU = Seoul, Korea
KOBE = Kobe, Japan

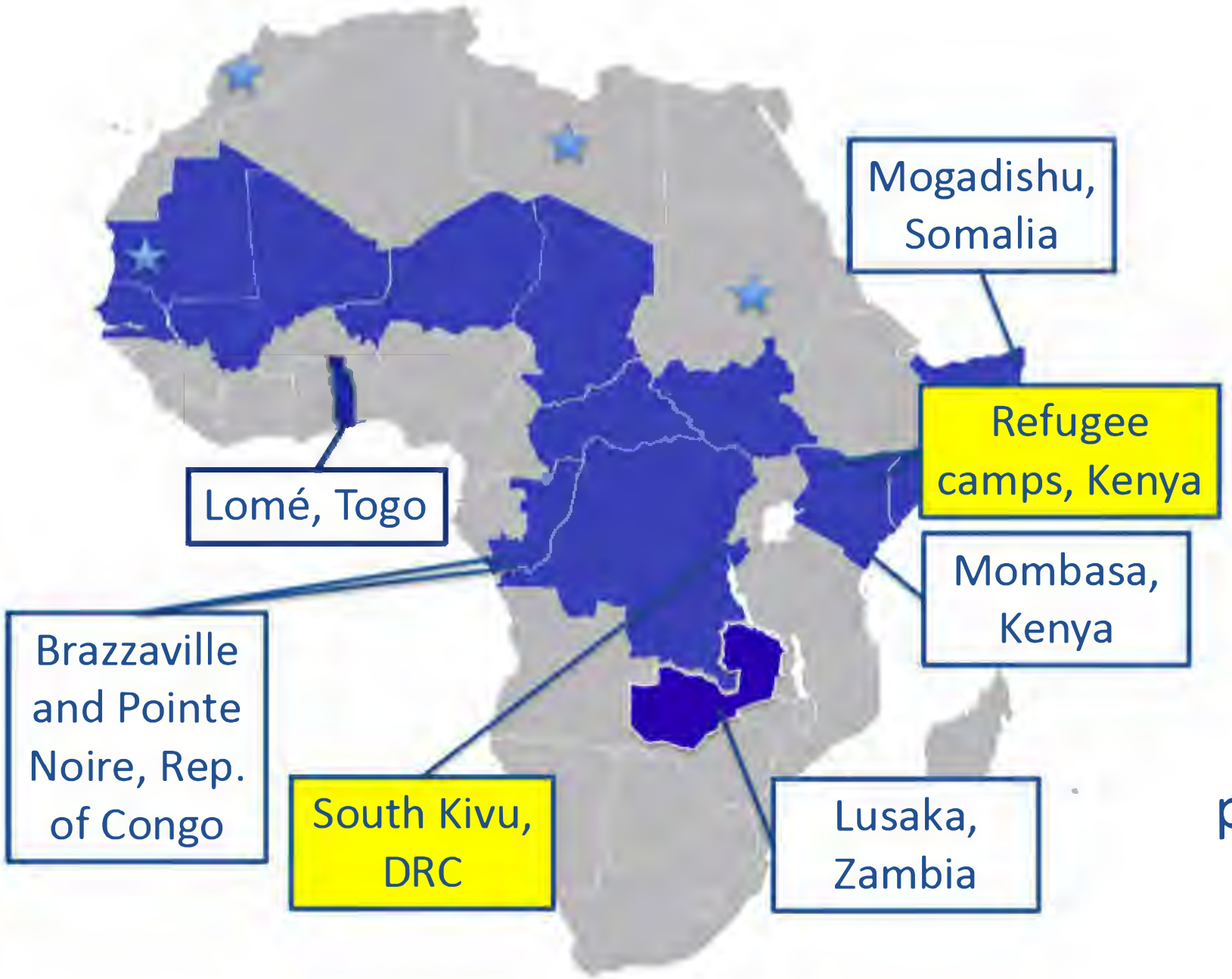
VOA Korean PM			
1100-1200UTC	SHEN	SEOU	KOBE
1188 SEO	▶	▶	
1200-1300UTC			
11570 PHT	▶	▶	▶
9490 PHT	▶	▶	▶
5840 PHT	▶	▶	▶
1300-1400UTC			
11570 PHT	▶	▶	▶
9985 SAI	▶	▶	▶
9800 PHT	▶	▶	▶
1400-1500UTC			
11570 SAI	▶	▶	▶
9985 SAI	▶	▶	▶
9800 PHT	▶	▶	▶



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USAGM has over 100 FM sites globally, virtually all of them in Africa and the Middle East. In Iraq, USAGM covers all major population centers.

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FM radio remains a popular platform in many countries, particularly where streaming audio remains unavailable or prohibitively expensive. USAGM FMs allow audiences unfettered access to news and other programming affiliates may be unwilling to carry.

USAGM On-Demand Video

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Content will be available on a minimum of 10 platforms, such as Roku, AppleTV, Samsung Smart TV, iOS, Android, Amazon Fire, and the like, in a minimum of 15 different languages:

Languages: English, Russian, Ukrainian, Arabic, Farsi, Mandarin, Cantonese, French, Spanish, Urdu, Indonesian, Korean, Vietnamese, Khmer, Kurdish ready to go.

Lao, Burmese, Uyghur, and Tibetan in development

Service will launch as soon as IT security review is complete.



According to Conviva, streaming TV consumption is up 52% in plays and 63% in viewing hours. Internet-connected TVs account for as many streaming TV plays as mobile devices, with 38% and 39% share respectively, and more than twice as many hours of viewing time.

USAGM Content Delivery

U.S. AGENCY FOR GLOBAL MEDIA

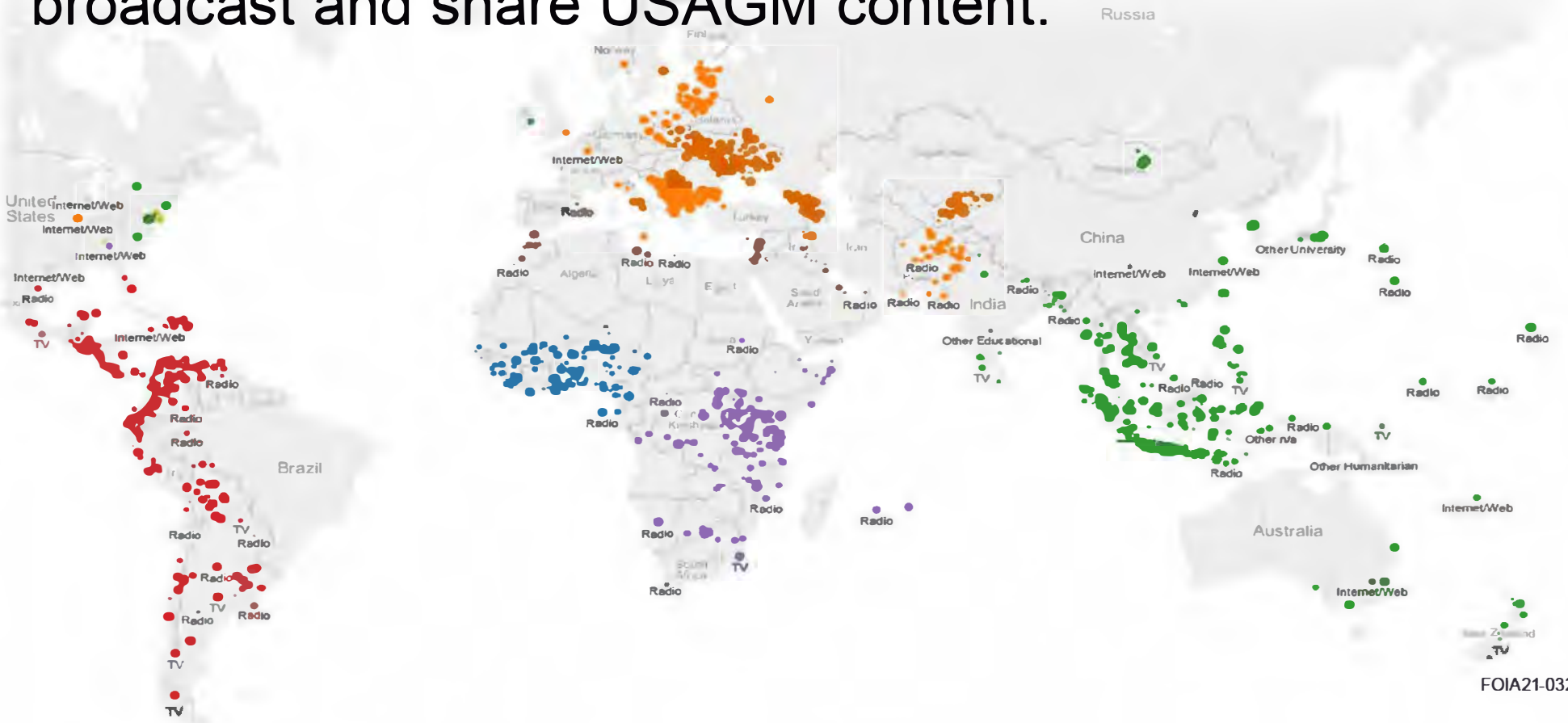


Hundreds of video and audio feeds are monitored 24/7 by our Network Control Center (NCC) and staff at our global relay stations.

Business Development

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TSI's Office of Business Development manages the business relationships with media outlets worldwide that broadcast and share USAGM content.



Affiliate Contribution to Total USAGM Audience

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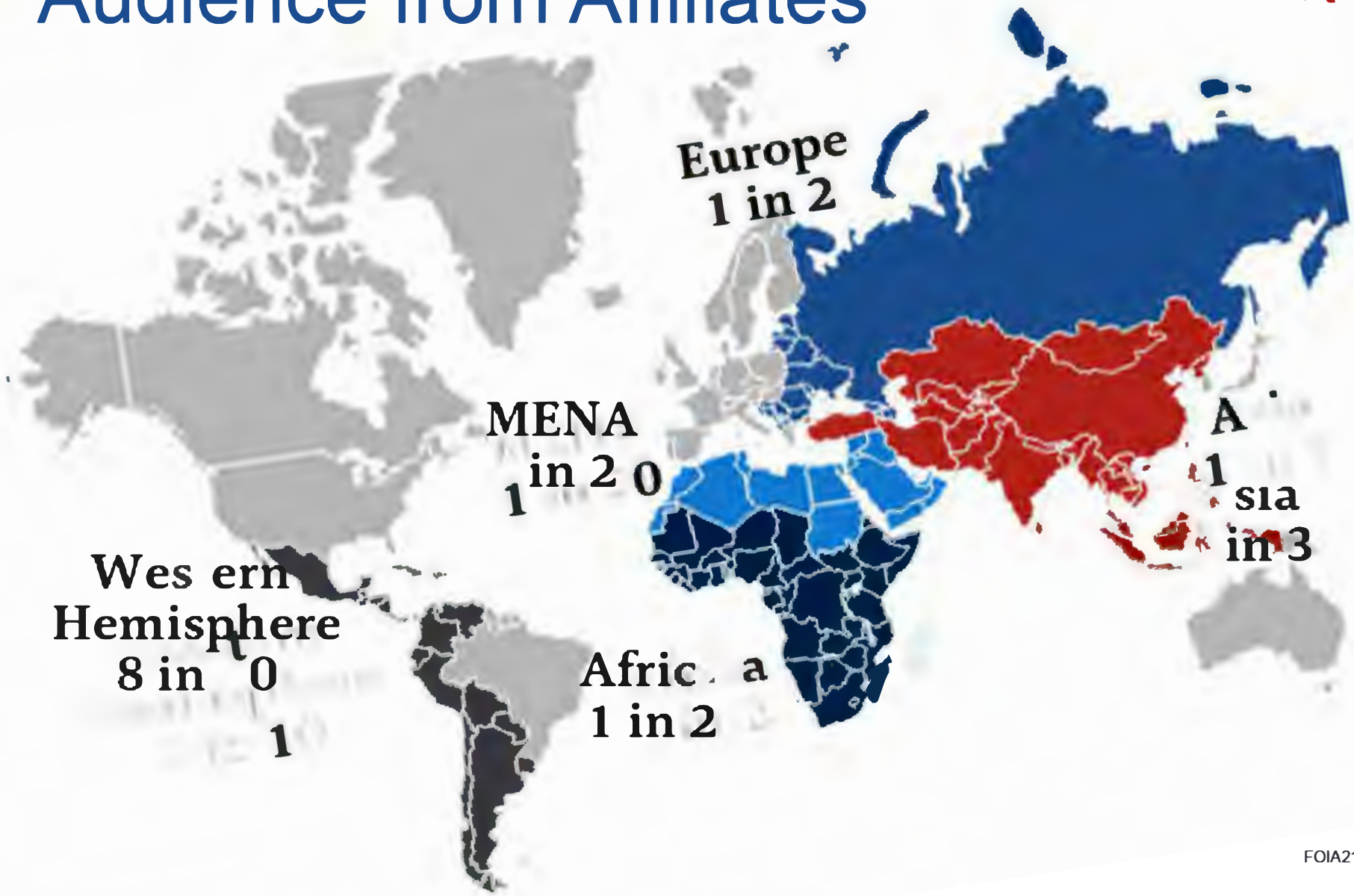


Approximately 50% of the USAGM total weekly audience* – well over 150 million people – access USAGM content through affiliates.

** Audience estimated from USAGM media survey data collected between 2014 and 2019.*

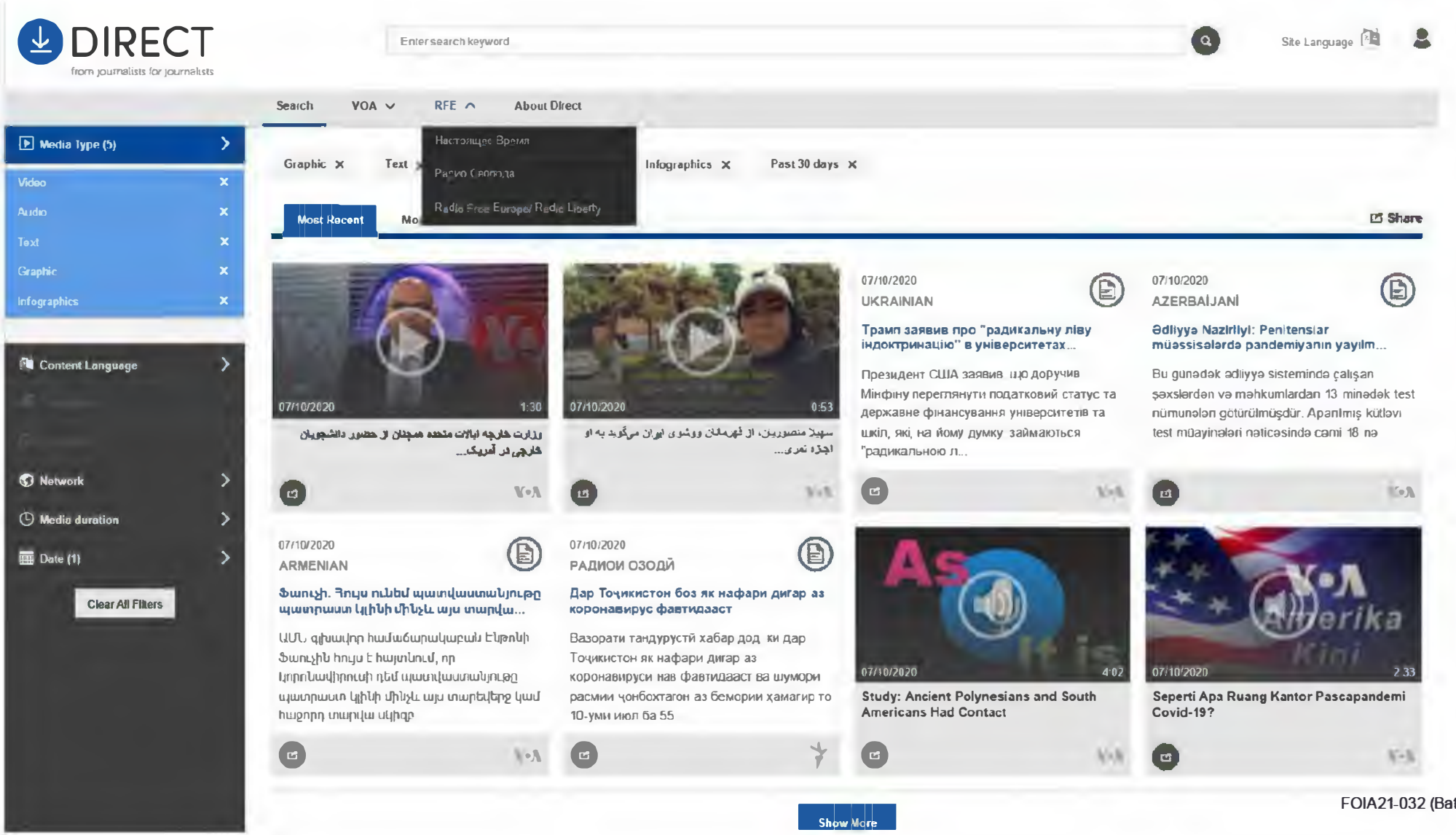
Share of Regional USAGM Audience from Affiliates

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USAGM Direct

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Training & Development

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- Part of the 1994 U.S. Broadcasting Act

- Collaborate with other agencies, such as State Department, DOD, USAID, CDC to implement special projects (see next slide)

- Support USAGM affiliates through training in fact-based journalism, sales, marketing, writing, production, management, security, health, and education

Successful Projects

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- Polio vaccine education in Afghanistan, Pakistan, Ukraine & Nigeria
- Civic education programming around new Somali constitution
- Training of anti-narcotics reporters in Afghanistan
- Funding for a VOA call-in show on politics in Angola
- Anti-terrorism programming in local languages for Mali and CAR
- Health education programs in DRC, Nigeria and Ivory Coast
- Daily surrogate news program for South Sudan
- Resource-shared Boko Haram documentary production
- Branded and translated a Russian-language documentary on the Soviet dissident movement

OCIO and IT

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Key Takeaways

- IT Governance Program strengthened to ensure:
  - IT investment decisions support business needs
  - IT Investment projects stay on track
  - Properly manage and monitor strategic IT resources.
  - Employ sound procurement strategies to obtain the best value.

- IT Security investments prioritized to protect PII and the integrity of USAGM assets and media platforms (e.g., websites).

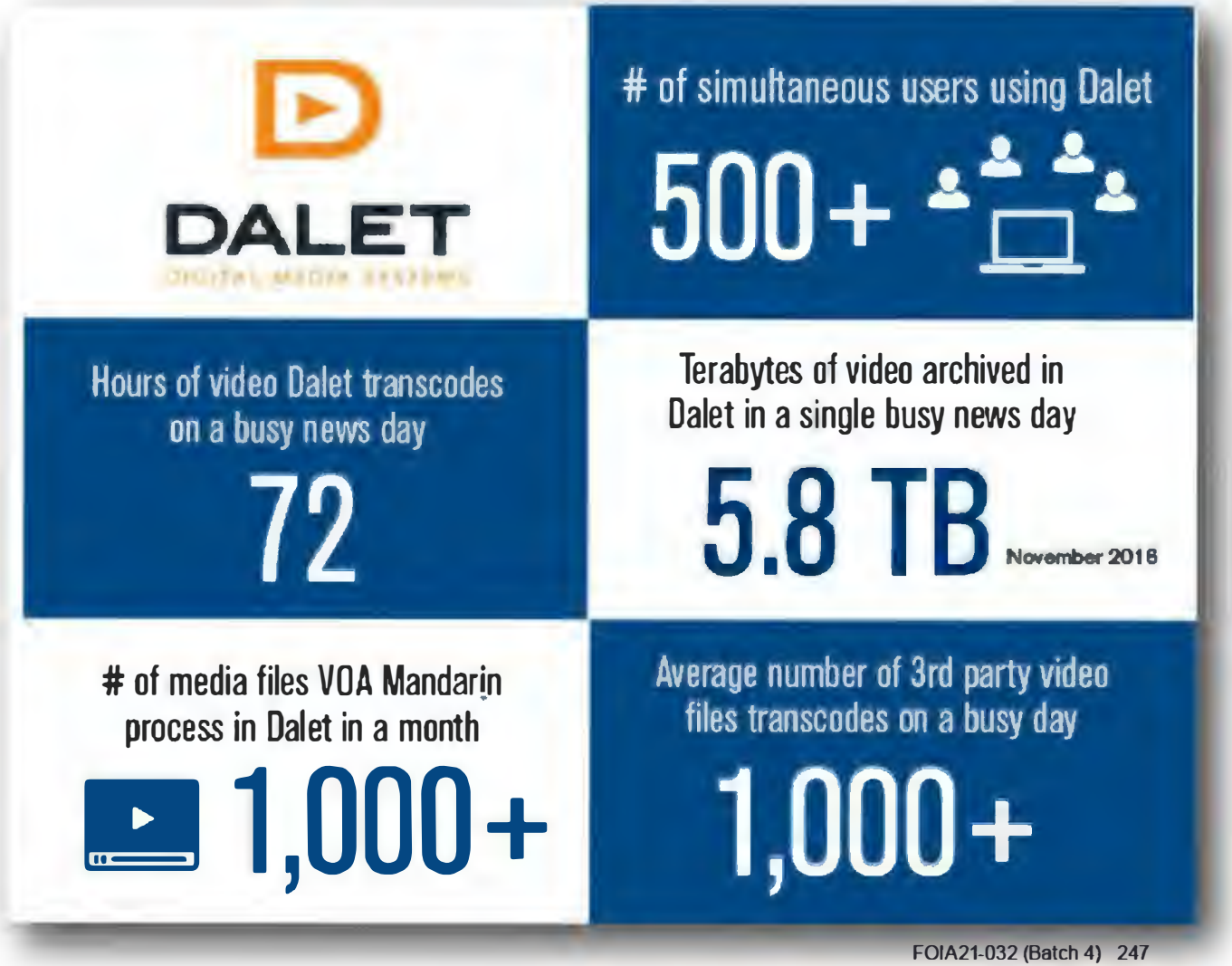
- IT environment evolving to a hybrid of Cloud and on-premises systems and infrastructure

Media Asset Management

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VOA's digital media system is largest, most complex Dalet installation in the world.

Planned Dalet to "Galaxy" will better handle HD video, integrate audio production tools and streamline social media publishing.



Core Business Apps

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- ✓ Cloud-based individual and team storage plus Enterprise MS Office 365 across USAGM and VOA to boost productivity, telework support, disaster recovery, plus improved data security

- ✓ Unified communications technology make it easier than ever to collaborate within and across units and offices



IT Support

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IT divisions support:

- ✓ Thousands of VOA, OCB, and other USAGM users globally
- ✓ Wireless users at major facilities
- ✓ Use of the latest applications and tools to maximize productivity and security



InfoSec: Keeping Data Safe

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Office of Information Security:

- ✓ Works with Department of Homeland Security and others to install and maintain security tools
- ✓ Leads the agency's responses to potential cybersecurity threats
- ✓ Conducts forensic analysis of incidents and updates systems to better defend against similar future threats



USAGM: "Consistently Implemented"

Global Operations

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Key Takeaways

- Modernization and maintenance of the Cohen Building
- Inventory tracking, control, and shipping
- Support of mission-critical USAGM projects through the TSI PMO



Our Workspace

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The Office of Facilities…

- Liaises with our landlord (GSA)
- Oversees office moves and renovations
- Manages heating, cooling, power, and other utilities
- Lead office on health and safety matters





U.S. AGENCY FOR GLOBAL MEDIA

To inform, engage & connect people around the world in support of freedom and democracy.

U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS

USAGM DIVERSITY AND INCLUSION STRATEGIC PLAN

Fiscal Years 2020–2024



VOA VOICE OF AMERICA

RadioFreeEurope RadioLiberty

Office of Cuba Broadcasting

RFA Radio Free Asia

MIDDLE EAST BROADCASTING NETWORKS, INC. MBN

OPEN TECHNOLOGY FUND

PUBLIC SERVICE MEDIA

FOIA21-032 (Batch 4) 254

"Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges."

– President Obama, Executive Order 13583

To All USAGM Personnel:

For a global media enterprise like the U.S. Agency for Global Media (USAGM), diversity and inclusion are more than idealistic goals. These values are essential to creating a work culture where differing perspectives and innovation can thrive. The diversity of our employees' rich experiences, talent, and knowledge enables USAGM to provide consistently accurate and compelling journalism to millions of people around the world. I am issuing this policy statement to demonstrate USAGM's commitment to diversity and inclusion, and so that all USAGM personnel understand our shared responsibility for creating a diverse, respectful, and inclusive work environment.

Workforce diversity is a collection of individual attributes that together help agencies pursue organizational objectives more effectively. Inclusion is a culture that connects each employee to the organization.

At USAGM, our team includes individuals of all races, creeds, and ethnicities. This wealth of experiences, worldviews, and backgrounds makes our agency stronger. We can become stronger still by ensuring every member of our diverse team is included and empowered in the workplace. I ask that each and every USAGM employee take personal responsibility for creating a workplace culture where every member of our diverse team feels included and valued professionally.

Supervisors and agency leadership, including me, have a special responsibility to help build and preserve a diverse and inclusive workplace. It is easy to let meetings, reports, and routine tasks consume the day, leaving little time to focus on office culture. However, I encourage all supervisors to approach this challenge proactively by focusing on our people as much as our mission. Supervisors should actively foster a workplace culture that values inclusion; systematically address demographic imbalances in the workforce; and promote team building and diversity awareness through cultural celebrations. Our agency's mission, reputation, and future depend on our ability to create a positive workplace that attracts new talent and retains the amazing people already on our team.

Creating and maintaining a truly inclusive environment that values diversity is not easy. Though, I am certain that, together, we can make USAGM one of the best places to work in the Federal Government. Given the global nature of our work and our multicultural team, we can and should be the model that other agencies strive to emulate. To help make this a reality, I encourage all of us to think about how to bring diversity and inclusivity into our business practices and into our day-to-day lives here at USAGM.

Sincerely,



Grant K. Turner
CEO and Director

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DIVERSITY AND INCLUSION POLICY STATEMENT

By law, the Federal Government's recruitment policies should "endeavor to achieve a workforce from all segments of society," while avoiding discrimination for or against any employee or applicant on the basis of race, color, religion, sex (including pregnancy or gender identity), national origin, age, disability, sexual orientation or any other prohibited basis. (5 U.S.C. 2301(b)(1), 2302(b)). As the Nation's largest employer, the Federal Government has an obligation to lead by example. Seeking to attain a diverse, qualified workforce is a cornerstone of the merit-based civil service.

INTRODUCTION

By virtue of its mission, to inform, engage, and connect people around the world in support of freedom and democracy, USAGM is and must be a diverse multicultural Agency that is comprised of employees and contractors from around the world. USAGM sees all U.S. government and government-sponsored, non-military international broadcasting that currently provides radio, television, internet and mobile media programming in 61 languages.

The USAGM and International Broadcasting Bureau (IBB) were established under the 1994 International Broadcasting Act, and BBG became an independent federal Agency on October 1, 1999, with the enactment of the 1998 Foreign Affairs Reform and Restructuring Act (FARRA) (Public Law 105-277). Under FARRA USAGM assumed authority for IBB, Voice of America (VOA) and the Office of Cuba Broadcasting (OCB), and oversight for three grantees, the Middle East Broadcasting Networks, Radio Free Asia and Radio Free Europe/Radio Liberty.

The IBB supports the mission of USAGM by providing budget, legal, planning, communication, marketing, research, program evaluation, contracting, security, administrative, engineering, and other support services to the various international broadcasting elements. The Directors of Global Operations, Global Strategy and Global Communications oversee the implementation of the Board of Governors decisions by IBB, VOA, OCB and the grantees and provides general administrative management of the federal Agency.

To remain on the cutting edge in communications, broadcasting and social media, USAGM's leadership must be able to effectively engage, motivate and lead a diverse workforce, which in turn has to have the capability to interface with and gather/process information from international communities. Therefore, it is imperative that USAGM incorporate the principles of diversity and inclusion in its daily operations, policies and procedures to fully leverage the specialized knowledge, diverse perspectives, and varied backgrounds of its workforce and their skills and talents to successfully carry out the mission of the Agency.

USAGM DIVERSITY AND INCLUSION VISION

USAGM's Diversity and Inclusion efforts are guided by the following vision: An inclusive environment in which the Agency leverages diversity to achieve Mission goals and business objectives and maximizes the potential of individuals and the organization.

DEFINING DIVERSITY AND INCLUSION

Diversity refers to the similarities and differences in individuals and the collective characteristics that make up USAGM's workforce. Inclusion refers to the organization's work environment and culture. If employees feel that their work and opinions are valued by USAGM's leadership and management, they will tend to be better engaged. This sense of engagement and self-worth can either maximize or inhibit USAGM's ability to realize the full benefits of diversity – for example, whether or not diverse perspectives are welcomed and respected. Since diversity and inclusion are so interconnected, strengthening both is critical to USAGM's ability to achieve our mission.

WHAT IS DIVERSITY?

Diversity is a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from, where they have lived, and their different thought and life experiences.

WHAT IS INCLUSION?

Inclusion is a culture that connects each employee to the organization and encourages collaboration, flexibility and fairness. It is a culture that leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.



USAGM DIVERSITY AND INCLUSION MISSION STATEMENT

Recruit, retain, and develop a diverse, high-performing Federal workforce that draws from all segments of society and values fairness, diversity and inclusion.

AGENCY COMMITMENT

USAGM is committed to achieving this diversity and inclusion vision: to build an inclusive environment in which we leverage diversity to achieve our mission goals and business objectives, and maximize the potential of our employees and the organization as a whole. In making this commitment, USAGM recognizes that all employees, supervisors, and leaders at all levels play a critical role in realizing this vision. All employees support a diverse workforce and an inclusive environment by demonstrating respect and integrity with and for each other in every aspect of daily work.

GOALS AND OBJECTIVES

TABLE 1: SUMMARY OF DIVERSITY AND INCLUSION GOALS AND OBJECTIVES

1. Workforce Diversity: Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.

- 1.1: Proactively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills that will advance the mission
- 1.2: Enhance selection and assessment practices to support the hiring of diverse, highly qualified candidates
- 1.3: Strengthen infrastructure and processes to support the employment and retention of individuals with disabilities

2. Workplace Inclusion: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential further retention.

- 2.1: Strengthen employee engagement to cultivate an inclusive culture
- 2.2: Build a work environment that maximizes individual and collective potential and productivity
- 2.3: Ensure all employees have equal access to career development opportunities
- 2.4: Enhance internal communication to engage the workforce and elevate diversity and inclusion as a top priority

3. Sustainability: Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

- 3.1 Expand leadership and accountability for managing diversity and inclusion across USAGM
- 3.2 Implement tools and processes to assess progress toward diversity and inclusion goals and enable data-driven decision making
- 3.3 Implement succession planning and knowledge transfer/retention process to strengthen the workforce through increased retention of diverse employees

TABLE 2: USAGM FEVS INCLUSION INDEX RESULTS SUMMARY

HABIT OF INCLUSION	WHAT THIS MEASURES	FY 2018
Fair	Policies and programs promote diversity in the workplace	54.6%
Open	My supervisor is committed to a workforce representative of all segments of society	68%
Cooperative	Management support collaboration across units to accomplish work objectives	51%
Supportive	Supervisors in my work unit support employee development	61.6%
Empowering	I have sufficient resources to get my job done	42.9%

THE VALUE OF DIVERSITY AND INCLUSION FOR USAGM

USAGM is committed to providing equal opportunity for all employees. USAGM acknowledges that the wisdom of a workforce that reflects the population we serve, is better able to understand and meet the needs of our audience. That is why employees at every level of our organization represent the diversity of our society and each employee must share in creating and maintaining an environment of mutual respect. This requires a recognition that the unique expertise, skills, and talents of each employee contributes to the success of Executive Order 13583, initiative to promote diversity and inclusion in the federal workforce. In addition, every employee must be made to feel welcome and motivated to work their hardest and to have the opportunity to rise through the ranks, working together because of our differences, not despite them.

Agencies have measured and reported on key diversity factors for years. However, measuring and reporting on inclusion is a relatively new practice. It is important to understand the current state of inclusion within the Agency because it is such a critical element in realizing the benefits of diversity.

USAGM uses OPM's Inclusion Quotient Index (Inclusion Index) to measure the level of inclusiveness in the work environment. The Inclusion Index is based on employee responses to 20 Federal Employee Viewpoint Survey (FEVS) questions grouped into the five inclusive habits. Table 2 describes these five habits, and lists USAGM's FY 2018 scores. The Inclusion Index enables USAGM to assess and pinpoint specific inclusion challenges, and design appropriate interventions to address areas that need improvement across the workforce.

According to the FY 2018 Federal employee viewpoint survey, participants/responded rated USAGM at 57.9 percent. A detailed assessment of the lowest scoring "habits" and individual FEVS questions within the Inclusion Index shed further light on strategies USAGM can employ to address key inclusion challenges. Survey suggest that USAGM biggest barriers to inclusion relate to perceived deficiencies in the sufficient resources to get my job done ("empowering") and cross-Agency communication and collaboration ("Cooperative").

GOAL 1: Workforce Diversity: Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.

1.1 Continue to perform barrier analysis to the extent necessary to determine triggers and potential barriers to equal opportunities (hiring, promotion, retention) and develop action plans to remove identified barriers.

1.2 Strengthen the process to support the employment and retention of individuals with disabilities.

1.3 Proactively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skill will advance the mission.

1.4 Expand diversity outreach and partnership initiatives with community organizations, public and private agencies, professional association and educational institutions to include minority serving institutions, such as Hispanic Association of Colleges and Universities, Historically Black Colleges and Universities, the Washington Internships for Native American Students; and the Asian American and Native American Pacific Islander-Serving Institutions.

To recruit a diverse, highly capable workforce, USAGM must adjust our hiring and selection practices to break down barriers for underrepresented populations and employ targeted recruitment and outreach strategies to reach diverse candidates. It is equally important that USAGM provide an accessible and adaptable workplace to attract and retain employees with disabilities. USAGM's analysis of barriers in recruitment and selection practices will help determine the strategic priorities for recruitment. At the same time, USAGM will build on outreach networks to recruit high-quality, diverse candidates.



Goal 2: Workplace Inclusion: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential further retention.

2.1 Promote diversity and inclusion in leadership development programs.

2.2 Strengthen employees' engagement in Office of Civil Rights (OCR) events, to cultivate and inclusive culture.

2.3 Continue to implement workplace policies that maximize work life flexibilities such as telework program.



2.4 Promote the use of reasonable accommodation resources.

2.5 Review employee Federal Employee Viewpoint Survey and analyze results to assess:

a. Leadership and management practices that contribute to the agency's performance.

b. Employee satisfaction with workplace policies and practices, work environment, rewards and recognition, access to resources, and opportunity for professional development.

Workplace Inclusion is about building a work environment that embraces diversity of experience and empowers employees at all levels. Feeling included is directly related to employee engagement, which encompasses a wide range of organizational factors, from access to career development opportunities to the effectiveness and transparency of internal communications. The full benefits of a diverse workforce cannot be realized unless we all feel we are important to USAGM's mission and contributing to our goals. An environment that is perceived by employees as inclusive is critical to USAGM's ability to serve our customers.

To establish an inclusive work environment, USAGM must increase participation in programs that build cultural awareness and appreciation of diversity, strengthen communication across the Agency, and enhance opportunities for employee development from the first day on the job through top leadership. It is equally imperative that inclusion is driven from the top, by all USAGM's leaders. As such, our Sustainability goal is vital to achieving successful outcomes for Goal 2.

GOAL 3: Sustainability: Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

3.1 Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.

3.2 USAGM will strengthen its Diversity & Inclusion Council that will include, but not be limited to, representatives from the Servicing HR Offices, Office of Civil Rights, Training Office, Disability Program, and the Special Emphasis Program Manager community.

3.3 USAGM will continue to provide mandatory biennial No Fear Act and Prevention of Sexual Harassment training to all employees and offer non-mandatory diversity and inclusion-related training to employees and supervisors on topics such as managing and leveraging diversity, disability cultural awareness, EEO awareness training.

Sustainability centers on building and maintaining the accountability structures and processes needed to strengthen diversity and institutionalize an inclusive work environment across USAGM. Effective leadership, measurement, evaluation, and education are equally important components of accountability.

To build on this success, USAGM needs to establish clear direction and lines of authority to connect with headquarter staff and regional offices with diversity and inclusion initiatives. This includes holding leaders accountable for making measurable progress toward diversity and inclusion goals. Regular monitoring, evaluation, and reporting of relevant data and progress will keep USAGM on track in prioritizing and accomplishing goals. Finally, tailored training will enable USAGM to build competencies in diversity and inclusion at all levels, especially in the senior ranks.



LEADERSHIP COMMITMENT

U.S. Agency for Global Media (USAGM) strives to provide all employees and job applicants with a full and fair opportunity for employment, career advancement and access to programs. We recognize that diversity is about more than race and gender. Understanding diversity means creating an inclusive environment and culture for everyone who values our unique differences and shared values. This is an agency priority that is critical to our success.

USAGM is committed to incorporating the principles of diversity as one of our core values. Empowering a workforce that includes diversity of thought, diversity in its people, and diversity in its business practices demonstrates that we are capable of understanding and responding effectively to the needs of our workforce and to our mission. We pledge to create and promote a workplace where the talents of all individuals are recognized and appreciated.

U.S. AGENCY FOR GLOBAL MEDIA





FY 2020 Performance and Accountability Report





VOA VOICE OF AMERICA · RadioFreeEurope RadioLiberty · Office of Cuba Broadcasting · RFA Radio Free Asia · MIDDLE EAST BROADCASTING NETWORKS, INC. MBN · OPEN TECHNOLOGY FUND

Message from the U.S. Agency for Global Media CEO

The U.S. Agency for Global Media (USAGM) presents the Performance and Accountability Report (PAR) for Fiscal Year (FY) 2020 here. This report contains the results of this year's audit of the agency's financial statements, measures performance against FY 2020 objectives, highlights the accomplishments of the past year, and identifies future challenges.

The inaugural Senate-confirmed CEO and senior leadership commenced assessment of USAGM to initially determine the current state of the agency's performance relative to statutory requirements, legislative intent, and administration policy at the beginning of the fourth quarter of FY 2020. The overwhelming majority of this report features the activity and self-assessments of the prior agency leadership, which was under the bygone Broadcasting Board of Governors (BBG) structure. The new CEO structure marks a crucial change in how USAGM is governed, managed, and will operate in the future.

This report highlights two core areas: 1) USAGM's prior success and how the agency assessed itself under the BBG; and 2) USAGM's on-going assessment and concerns regarding the agency's approach to achieving U.S. foreign policy goals, compliance with statute and regulations governing Executive Branch agencies, and the effectiveness of agency operations.

The mission of USAGM is to advance U.S. foreign policy by informing, engaging, and connecting people around the world in support of freedom and democracy. The agency executes this mission through five broadcasting networks that it oversees and manages. Two of those networks are federal entities – the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB) – while three are USAGM-funded grantees – Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN). USAGM's five networks provide international audiences with content on television, radio, internet, and social and mobile platforms.

With access to media expanding in many parts of the world, information is more powerful than ever. Regardless, significant challenges to press freedom remain. Well-funded state and non-state actors are inundating certain audiences with

disinformation about current affairs to the severe detriment of the U.S. national interest. They are also employing technology to restrict people's access to the internet and to prevent USAGM from reaching its audiences.

In FY 2020, the news and information programming of USAGM's five networks together reached a worldwide, weekly audience of 354 million people in 62 languages, an increase of four million from last year's record audience. This audience growth largely occurred in several markets, including Iraq, Ukraine, Venezuela, Morocco, and the Democratic Republic of Congo. USAGM continued to reach large audiences in countries of key U.S. national security interest, including Russia, China, and Iran.

USAGM's journalists work to report the truth to people who need it the most. The agency endeavors to counter disinformation and propaganda with accurate reporting on local in-country issues from politics to economics to entertainment. During the COVID-19 pandemic, record numbers tuned into the agency's networks at a time when foreign governments were manufacturing disinformation and propaganda.

Following opening evaluations of USAGM's profound, well-documented, and longstanding issues – from personnel national security failures to bias in reporting – senior leadership began taking immediate remedial action. Multiple Government Accountability Office (GAO) and Inspector General (IG) findings were identified whose recommendations were either superficially addressed or left unaddressed by prior agency leadership.

A number of in-depth assessments of the agency's security were conducted by the U.S. Office of Personnel Management and the Office of the Director of National Intelligence for a decade. They revealed severe and systemic security failures, a number of which had persisted since 2010. In response to this U.S. national security concern, senior leadership is addressing both the short- and long-term corrections necessary to remedy the failures.

First, USAGM senior leadership has taken steps necessary to begin validating the national security access suitability determinations and security clearance adjudications invalidly granted to over 1,500 agency personnel between 2010 and 2020. Further, USAGM senior leadership is working methodically on the systemic, institutional corrections necessary to restore the agency's information

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and personnel security posture so that its delegated authorities might eventually be restored.

Regarding the personnel issues, current senior leadership reviewed the prior agency leadership's attempts and efforts to address the multiple GAO findings for USAGM. Prior agency leadership failed to adequately address GAO findings through process, personnel training, and management practices.

While acknowledging failure to address and adequately make progress on these findings in the past, current USAGM senior leadership must move forward to resolve them as soon as possible. It must be resolute in its responsibility to exert good governance and to meet or, ideally, exceed the high standards demanded of every agency by the American people. USAGM's senior leadership will inform Congress of its action plans moving forward as it works to bring the agency into statutory and regulatory compliance.

In FY 2021, USAGM is improving its program review process to ensure that its networks serve their audiences and the U.S. national interest pursuant to the U.S. International Broadcasting Act of 1994. The agency will address the need for rigorous, periodic evaluation of all language services and content, hewing to the requirement to be "consistently reliable and authoritative, accurate, objective, and comprehensive." USAGM is further working to ensure that content and programming are marked by "fairness, objectivity and balance." The program review process will enable the agency and its networks to better promote journalistic best practices, advance U.S. foreign policy across all platforms, and enforce internal standards that prohibit biased and partisan reporting.

The financial and performance data presented in this report are fundamentally complete and reliable. USAGM is pleased that the independent auditors have again given the agency's financial statements an unmodified opinion. Still, USAGM recognizes that there are a number of significant items identified by the external audit that will require continued attention and diligent improvement.

Given the wide range of issues raised by GAO and various IGs, Congress was wise to restructure the civilian U.S. international broadcasting. It transitioned the agency from the part-time, nine-member BBG to the more accountable and action-focused CEO structure—a leadership structure far more closely aligned to that of other executive branch agencies.

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USAGM personnel have undertaken significant efforts to reach audiences worldwide. The agency will leverage its talent in FY 2021 to address the performance and operations issues that are now known. It will develop plans to address them and, further, implement changes. USAGM will strive to effectively and efficiently steward U.S.-taxpayer resources in order to further our mission of impacting international audiences in service to the U.S. national interest.



Michael Pack
Chief Executive Officer

November 16, 2020

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Introduction

PURPOSE OF THE PERFORMANCE AND ACCOUNTABILITY REPORT

The FY 2020 PAR provides performance and financial information for USAGM. This integrated presentation of the agency's program performance, financial accountability, and managerial effectiveness is intended to assist Congress, the President, and the public in assessing USAGM's performance relative to its mission and stewardship of the resources entrusted to it.

This report satisfies the reporting requirements of the following legislation:

- Federal Managers' Financial Integrity Act of 1982 (FMFIA)
- Government Performance and Results Act of 1993 (GPRA)
- Government Management Reform Act of 1994 (GMRA)
- Reports Consolidation Act of 2000
- Accountability of Tax Dollars Act of 2002
- Government Performance and Results Modernization Act of 2010 (GPRMA)
- Grants Oversight and New Efficiency Act of 2016 (GONE)
- The Payment Integrity Information Act of 2019 (PIIA)

STRUCTURE OF THE PERFORMANCE AND ACCOUNTABILITY REPORT

The report includes the following sections:

Management's Discussion and Analysis (MD&A)
The MD&A is an overview of USAGM, its organizational structure, and its mission. It includes a summary of the agency's program highlights and accomplishments for FY 2020 and USAGM's management and performance challenges. The MD&A also includes the results of the agency's FY 2020 FMFIA internal control review and a section on management assurances.

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Performance Information

The performance section presents annual program performance information as required by GPRA and GPRMA, and describes the agency's progress in meeting its operational strategic goals. The outcome of the FY 2020 goals and objectives is presented as well as a summary explanation of the verification and validation of performance measures used in the report.

Financial Information

The financial section contains USAGM's financial statements for the federal entities and the related Independent Auditor's Report. In this section, USAGM has prepared and presented all four statements as required by the Office of Management and Budget (OMB) Circular A-136, Financial Reporting Requirements.

Other Information

This section contains the Inspector General's statement on management and performance challenges along with USAGM's response. It also contains a summary of the financial statement audit, management assurances, payment integrity, and grants program information.

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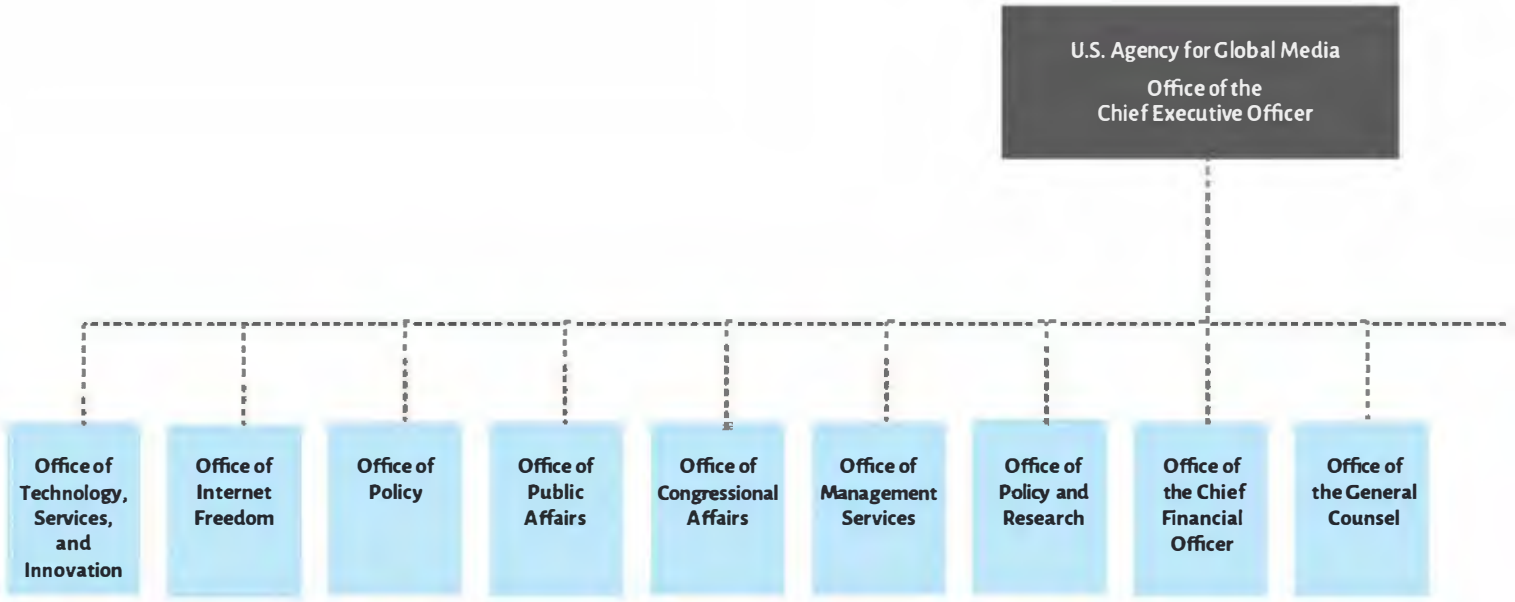
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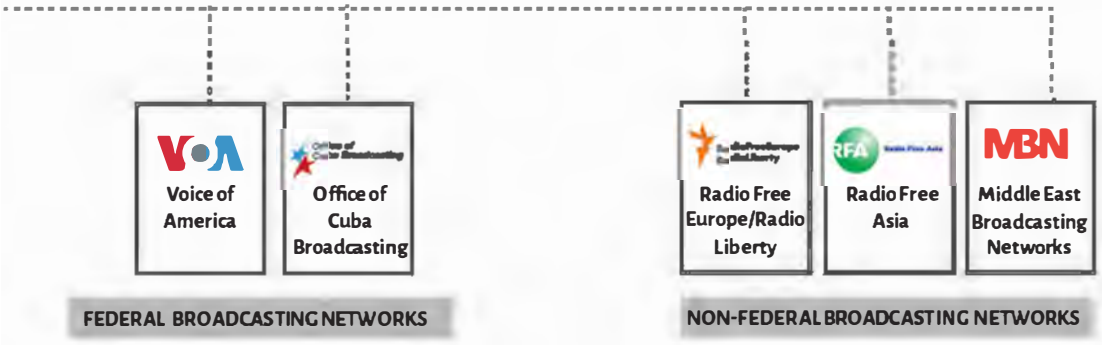
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USAGM ORGANIZATIONAL STRUCTURE



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USAGM MISSION

To inform, engage, and connect people around the world in support of freedom and democracy.

USAGM informs, engages, and connects people around the world in support of freedom and democracy through its international media programs. Around the world, an estimated 354 million people consume USAGM programming in a typical week via radio, television, and the internet. All USAGM broadcast services must adhere to the standards and principles of the International Broadcasting Act of 1994, as amended, and support the USAGM mission.

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USAGM Organization

USAGM, originally the Broadcasting Board of Governors, became an independent federal entity on October 1, 1999 as a result of the 1998 Foreign Affairs Reform and Restructuring Act (Public Law 105-277). USAGM was created to administer civilian international media funded by the U.S. Government in accordance with the U.S. International Broadcasting Act of 1994, as amended. The FY 2017 National Defense Authorization Act made several significant reforms to the agency's management structure. Primarily, the act authorized the position of a Presidentially-nominated, Senate-confirmed Chief Executive Officer (CEO). Under the new statutory structure, the CEO serves as agency head, assuming all leadership, management, and operational authorities.

USAGM is comprised of two federal entities – the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB), which broadcasts under the Martí brand – and three grantees wholly funded and overseen by USAGM – Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN).

USAGM networks all share the same mission, but were created by the U.S. Congress to fulfill different roles in their respective markets. Telling America's story and explaining U.S. foreign policy are a significant part of USAGM's mandate. To that end, VOA provides comprehensive regional and world news to their local audiences, while also covering the United States in all its complexity, so that people in countries with at-risk systems might find inspiration in the U.S. model. RFE/RL, RFA, and OCB act as surrogate broadcasters, providing access to professional and fact-based regional and local news in countries subject to press restrictions. MBN serves as a hybrid of the two models, providing accurate and comprehensive news about the region and the United States. Our Grantee networks have long strived to provide truthful content that challenges the status quo of oppressive governments to their populations.

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FY 2020 Goals and Objectives

Two overarching strategic goals are set forth in USAGM's Strategic Plan 2018-2022:

- **Expand freedom of information and expression**
- **Communicate America's democratic experience and values**

In support of these goals, the Strategic Plan sets out seven Impact Objectives and four Agility Objectives:



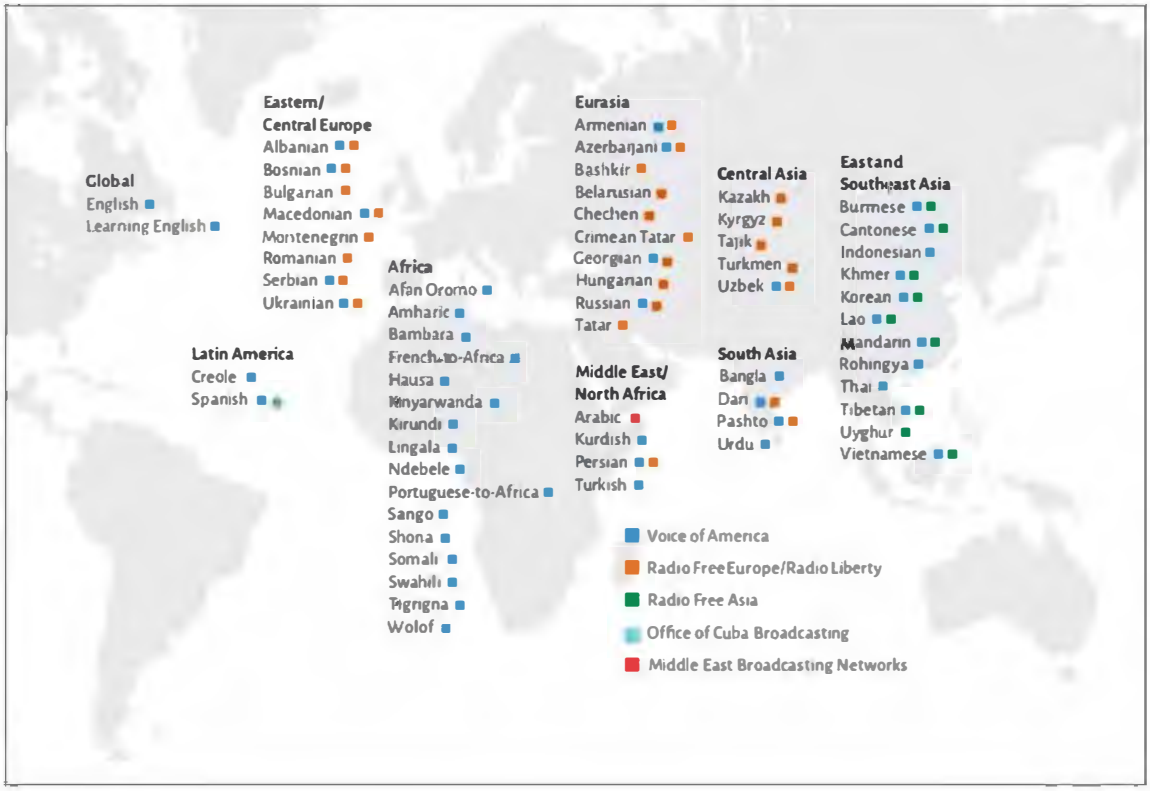
The agency set performance goals supporting each of the Impact and Agility Objectives. Highlights of USAGM's performance in FY 2020 are presented on the following pages. Full performance results are presented in Section Two.

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Performance Highlights

Over the past year, USAGM has effectively distributed breaking news, in-depth reporting, and reasoned analysis via traditional- and new-media platforms, illustrating that international media is an effective U.S. instrument for providing information to people around the world who are denied it by their own governments and media.

Around the world, 354 million people consume USAGM programming in a typical week in 62 languages.



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Key accomplishments in FY 2020

USAGM Senior Leadership took a number of critical steps to steer the agency toward its mission "to inform, engage, and connect people around the world in support of freedom and democracy." The main goals of this reorientation are: 1) making the agency more effective; 2) ensuring that nothing interferes with the ability to report the news, and; 3) improving agency morale.

- Understanding the critical need to support technologies that allow people worldwide to securely access and share information online, USAGM CEO Michael Pack revived the Office of Internet Freedom (OIF).
- VOA Editorials, which communicate the policies of the U.S. government and express values and principles in which those policies are grounded, have been restored to their former prominence. They are now featured on the top of VOA's homepage and all VOA services resumed usage of editorials.

COVID-19 essentially shaped every aspect of life this year, and USAGM networks rose to the challenge of providing objective, unbiased coverage to audiences looking for the truth about the disease and its effects. As a result, all USAGM networks experienced unprecedented traffic on digital and social platforms this year.

- RFA Mandarin started reporting on an unexplained pneumonia in Wuhan in late 2019 and maintained its detailed coverage of the outbreak and its eventual spread in China and beyond throughout 2020. The service focused particularly on important issues such as questionable COVID-19 statistics reported by Beijing and local governments, the failure of the state-run supply system to distribute much-needed medical supplies, and the disinformation campaign attempting to blame the U.S. for the origins of the virus.
- With many governments in their broadcast region denying the presence of COVID-19 within their borders, RFE/RL stood alone in informing the public about the potential risks of the coronavirus. A harsh smear campaign against RFE/RL was launched in Tajikistan because the Tajik Service was the first in the country to report on possible COVID-19 cases there. After RFE/RL's reporting and weeks of denials, the Tajik government officially confirmed that it had registered cases of COVID-19 in the country.

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- **VOA** mobilized its vast network of reporters to provide high-quality, independent coverage on all of the various aspects of COVID-19 and its impact – from scientific developments to prevention strategies to in-depth discussions of the social, economic, and political implications of the pandemic. VOA's various divisions and language services produced several virtual town halls featuring prominent U.S.-based and international experts that addressed the general challenges related to the pandemic as well as more region- and country-specific questions from the audiences.
- **OCB** reported on the societal impact of COVID-19 in Cuba, particularly for the most vulnerable. The Martís, the radio, television, and digital components of OCB, reported that as the economy and the tourism sector suffered from the pandemic, so did the poorest segments of the population who struggle to afford food and critical medication and healthcare.
- **MBN**'s networks featured human-interest stories, highlighting the resilience of individuals facing incredible challenges brought about by the pandemic, such as Libyan and Yemeni doctors fighting for the lives of coronavirus patients in the midst of civil wars in their countries. Its networks also highlighted efforts to help those in need as their governments started imposing lockdowns, reporting on volunteers who delivered food and other necessities to the elderly, the poor, and those living in very remote areas.

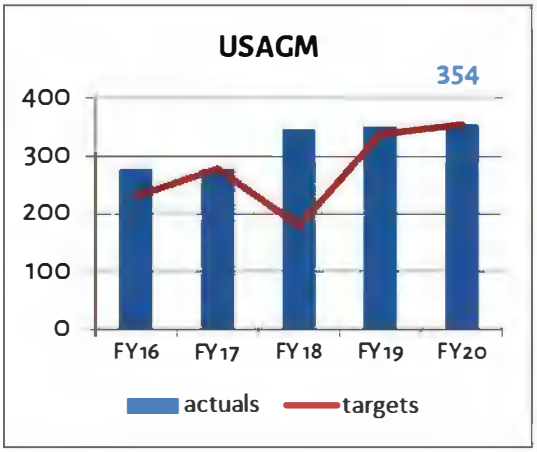
USAGM WEEKLY AUDIENCE CHARTS

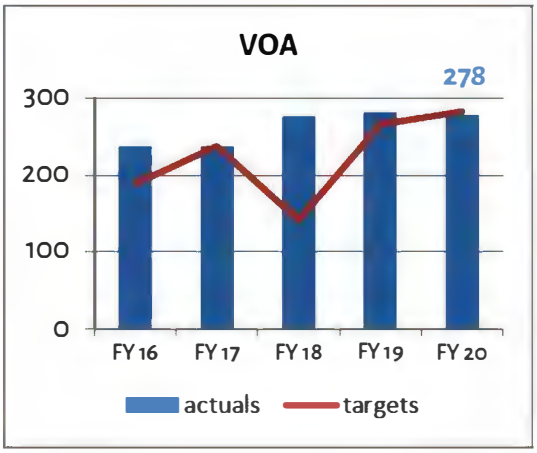
A key measure of USAGM's success is its weekly audience. These charts present weekly audience for USAGM networks—individuals who have consumed news and information in the past seven days—from FY 2016 to FY 2020, along with the targets set by the agency. Impact cannot be reduced to a single quantitative factor and USAGM has implemented an Impact Model, supported by a robust set of performance indicators to gauge success. All of the performance indicators for USAGM Impact Objectives come from the Impact Model, which is described under "Evidence Building" in Section 2 of this document.

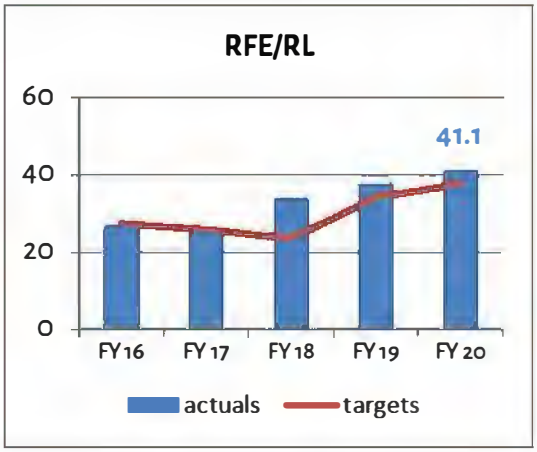
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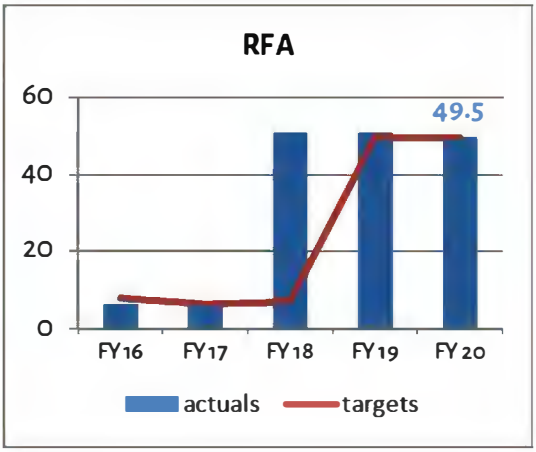
USAGM WEEKLY AUDIENCE CHARTS

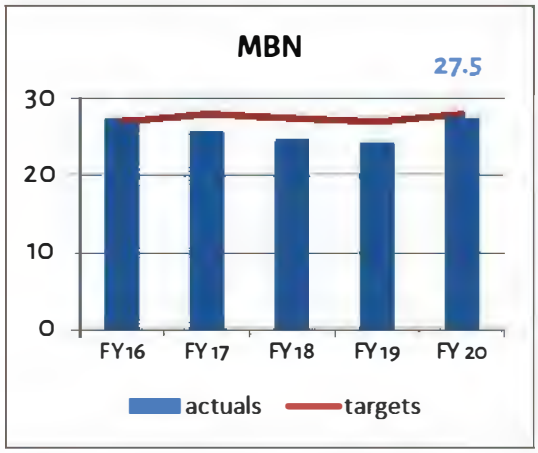
All audience numbers are in millions.

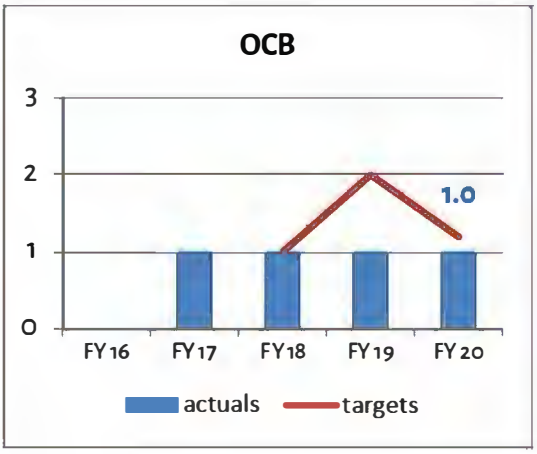












FY 2020 targets are from the FY 2021 Congressional Budget Request. FY 2017 is the first year that USAGM had national audience reach for OCB in Cuba.

Ongoing Challenges

MEDIA ENVIRONMENT

Major factors shaping the global political and security context for USAGM activities include barriers to freedom of information, the changing nature of communications, sophisticated disinformation operations by state and non-state actors, and threats to security from extremism and instability. Extremist rhetoric and incitement to violence directly threaten U.S. national security interests in Iraq, Syria, Afghanistan, Yemen, Somalia, and elsewhere, while the adroit adoption of digital and social media by actors around the world, including the Islamic State and others, threatens core U.S. values of freedom, democracy, and respect for human rights and religious freedom. Meanwhile, sophisticated state propaganda sponsored by Russia, China, and other authoritarian regimes propagates false narratives and disinformation, confusing audiences in order to subvert democratic ideals and sow doubt in American ideas and ideals. The credible, factual, and locally-relevant journalism of the USAGM networks challenges these lies and half-truths in order to support democratic values, open debate, and the peaceful resolution of conflicts.

A key challenge for USAGM is to deliver programming to audiences via the media and the formats they prefer, despite the instabilities and evolution of various media markets. USAGM has continued its migration away from shortwave and medium wave radio to formats and platforms that audiences increasingly use, including FM radio, television, and digital platforms. For example, in FY 2020, USAGM completed the installation of two new FM stations in Lusaka, Zambia, and in the Kakuma refugee camp in Kenya. The agency also leased medium wave broadcasting capacity in Colombia for transmission into Venezuela, and made a $10-million investment in upgrading its shortwave station in Kuwait.

While USAGM has focused on increasing online content in recent years, our presence online is vulnerable. In peacetime, our adversaries often block and shut down our services into their countries and neighboring regions. During wartime or conflict, when our content becomes even more critical, our online content is highly vulnerable to physical attacks on lines and even undersea cables that carry our services into target countries. Shortwave radio, while less attractive, is reliable, less vulnerable, and proven in times of crisis and conflict over decades.

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During catastrophic weather events and other natural disasters, it is often the only source of information available. While SW facilities themselves may be vulnerable to catastrophic weather events, as was seen in the Commonwealth of the Northern Marianas Islands (CNMI) with the damage caused to the SW transmitter there by Typhoon Yutu, a robust and increased SW network, with modernized technology components offers redundancy and reliability that is proven, if not as attractive as online offerings. Online content presents its own legal issues with internet access widely availing content to U.S. audiences, in violation of the Smith-Mundt Act.

To reach audiences, USAGM is constantly working to overcome various forms of censorship. USAGM has been at the forefront of the battle against satellite jamming, working closely with other concerned parties and through international forums. In FY 2020, USAGM relaunched medium wave radio broadcasts to Belarus in response to the Belarusian government's extensive internet censorship and periodic shutdowns. Further, USAGM's internet freedom program counteracts activities undertaken by governments such as China and Iran to restrict internet access.

USAGM responds to threats to democracy and the U.S. national interest worldwide with surges in broadcasting. In FY 2020, RFE/RL relaunched service in Hungary to counter the Russian and Chinese disinformation in the country. USAGM language services added additional coverage and created rich content to effectively and accurately inform people affected by crises and turmoil. USAGM networks provided extensive coverage of, among other news items, the coronavirus pandemic – and the accompanying "infodemic," – mass protests in Belarus following a disputed election, human rights abuses against ethnic Uyghurs in China, China's crackdown on democratic activism in Hong Kong, and the ongoing political and humanitarian crisis in Venezuela. Violent extremism continued to be an area of focus for USAGM networks, covering Boko Haram in Nigeria, the Taliban in South Asia, and the Islamic State in the Middle East, North Africa, the Balkans, Central Asia, and elsewhere.

AUDIENCES

Within this challenging environment, USAGM has achieved a record weekly audience of 354 million people. USAGM networks are focused on expanding their

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audiences and increasing their impact by targeting programming and delivery methods to engage key, strategic audiences in priority countries and regions aligned with U.S. interests. Through the Language Service Review process, USAGM language services identify key target audiences and associated impact goals and performance targets.

USAGM's Office of Policy and Research (OPR) made several changes in FY 2020 to improve strategic decision-making and program targeting throughout the agency. OPR continued to develop its data ecosystem, including its online Strategic Management and Audience Research Tool, a one-stop source of USAGM information with business intelligence, research, and strategy. It also revised the digital metrics in the USAGM Impact Model to standardize data collection, incorporate new platforms, and bring the agency in line with industry best practices.

OPR has led the development and testing of a new survey questionnaire that will allow data collection to be faster, cheaper, and more reliable. OPR has continued a multi-year project of revisiting USAGM's audience measurement methodology in order to integrate other data sources, such as web and social media analytics and commercial ratings data. This new methodology will be thoroughly tested and validated before it is rolled out for performance reporting.

INFRASTRUCTURE

USAGM requires powerful and reliable infrastructure and equipment to fulfill its mission. USAGM customers – audiences and affiliate stations around the world – often have a number of news choices. To ensure these programs engage target audiences, USAGM must find ways to effectively deliver high-quality programs in a format that is preferred by and accessible to the target audience. USAGM must manage a mix of media and technologies from traditional shortwave radio to satellite television, internet, and mobile devices.

The rapidly evolving broadcast information technology market impacts much of USAGM's broadcast and transmission equipment. Different areas of the world depend on different types of broadcast technology, requiring USAGM to both maintain a traditional transmission network and invest in new media technology to support programming efforts, such as news delivery via on-demand video or

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social media. New infrastructure must be established and maintained along with existing infrastructure, and this maintenance is complicated by the advent of digital technology with shorter replacement cycles. Given these constraints, USAGM strives to judiciously allocate resources to address the most critical infrastructure requirements as well as recurring technical infrastructure requirements and one-time projects.

USAGM is aggressively shifting to digital platforms. Efforts include enterprise web and social media engagement tools to measure traffic and engagement on USAGM sites and accounts on key platforms and new encryption and proxy tools to circumvent censorship.

On broadcast platforms, USAGM must carefully manage its transmission infrastructure to maintain a strong presence in critical markets, ensuring signal strength and reliability of broadcasts to vital areas throughout the world. USAGM works to meet this challenge by conducting in-depth analyses to meet the constant challenge of maintaining an effective and efficient transmission network. In FY 2020, USAGM repaired three more of the antennas at the Northern Mariana transmitting station, which was damaged by Typhoon Yutu in 2018. A total of seven antennas are now back in service. Broadcasts from this station, especially by RFA, are critical to reaching audiences throughout Asia.

MANAGEMENT

While audience preferences and research dictate the strategies of individual language services across USAGM, the agency must remain flexible and capable of adapting to changes in regional priorities and broadcast strategies. USAGM must continually assess how best to scale and shape operations, including the right mix of language services to meet new challenges while enhancing performance.

Unpredictable global events and changing media consumption habits make it important that the agency continually improve its ability to respond to events with agility and focus. As audience preferences in target broadcast areas have changed, USAGM has transitioned from radio-only broadcasts to multimedia news and information distribution, including television, the internet, and mobile applications. Like surge broadcasts, these changes in distribution availability and audience

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preferences evolve quickly and require that USAGM be innovative to respond effectively and decisively.

Internally, the quality, competence, and morale of the USAGM workforce is critical to mission achievement. As such, the agency has made the development and motivation of its workforce a key component of its Strategic Plan for meeting future challenges. Consistently low Federal Employee Viewpoint Survey (FEVS) scores and, specifically, issues of employee morale and satisfaction, made apparent in the results of these surveys, are being addressed through comprehensive communications initiatives and integrated intra-agency communications platforms. Lack of clarity in mission or lack of a sense of accomplishing a unique mission with great effect is a key contributor to low morale. Oftentimes, dialogue and understanding through communications programs, vice empowering employees to succeed in the unique mission of their agency, only perpetuates issues. Organizations find themselves chasing morale, rather than focusing on successfully accomplishing a unique and challenging mission as the most direct path to lifting morale and pride in mission. USAGM will not chase down the morale issues with promises of incentives, but rather by more clearly defining the Agency's unique mission among news broadcasters and empowering our employees to succeed as an agency.

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Financial Highlights

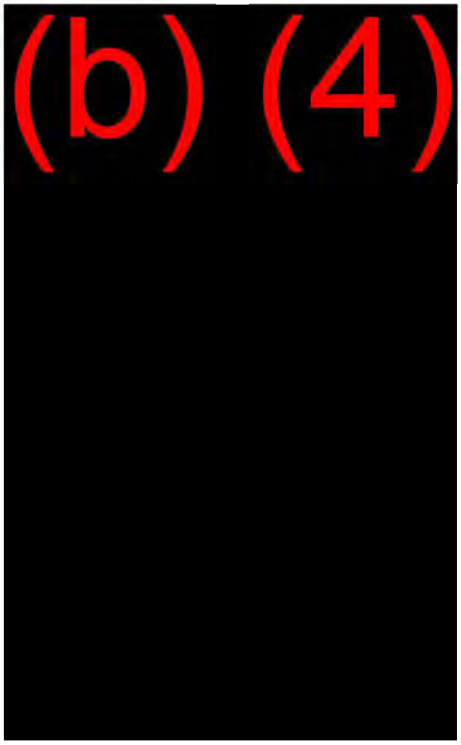
USAGM's financial statements are included in the Financial Section of this report.

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

The financial statements and financial data presented in this report have been prepared from the accounting records of USAGM in conformity with accounting principles in the United States of America and incorporate the application of the standards as prescribed by the Federal Accounting Standards Advisory Board.

The following is a comparative summary of certain financial information derived from USAGM's Principal Financial Statements.

Financial Highlights *(in thousands)*	**FY 2020**	**FY 2019**
At End of the Year:		
Condensed Balance Sheet Data:		
Fund Balance with Treasury		
Cash and Other Monetary Assets		
Accounts Receivable		
Advances to Surrogate Broadcasters		
Property, Plant and Equipment		
Other		
Total Assets		
Accounts Payable and Other		
Retirement and Payroll		
Total Liabilities		
Unexpended Appropriations		
Cumulative Results of Operations		
Total Net Position		
Total Liabilities and Net Position		
For the Year:		
Condensed Statement of Net Cost Data:		
Total Cost		
Total Earned Revenue		
Total Net Cost of Operations	$ 820,583	$ 828,717



The independent accounting firm, Kearney & Company, conducted our FY 2020 financial statement audit and issued an unmodified opinion on our Financial Statements.

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LIMITATIONS OF FINANCIAL STATEMENTS

The principal financial statements are prepared to report the financial position and results of operations of USAGM, pursuant to the requirements of 31 U.S.C. 3515 (b). The statements are prepared from its books and records in accordance with U.S. generally-accepted accounting principles (GAAP) for Federal entities and the formats prescribed by the Office of Management and Budget. Reports used to monitor and control budgetary resources are prepared from the same books and records. The financial statements should be read with the realization that they are for a component of the U.S. Government.

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Management Assurances

FEDERAL MANAGERS' FINANCIAL INTEGRITY ACT

The Federal Managers' Financial Integrity Act (FMFIA) of 1982 (Public Law 97-255) is designed to provide reasonable assurance that agencies institute management accountability and internal controls that support five objectives:

- Programs achieve their strategic objectives,
- Resources are effectively used consistent with the Agency's mission,
- Programs and resources are properly safeguarded against waste, fraud, and mismanagement,
- Information is reliable and timely to support decision making, and
- Agency complies with applicable laws and regulations.

For compliance with the FMFIA of 1982 and the Office of Management and Budget (OMB) Circular A-123, Management's Responsibility for Enterprise Risk Management and Internal Control, revised on July 2016; the Agency head of USAGM will provide the annual assurance statement on the status of:

- Effectiveness of internal control over financial reporting
- Effectiveness of internal control over operations
- Conformance with federal financial management system requirements
- Any material weakness found in the financial statements, which are derived from independent audits, Government Accountability Office (GAO), Office of the Inspector General (OIG) reviews, inspections or audits, and self-assessments conducted by USAGM's management

In compliance with FMFIA Section 4, 3512(d) (2) (B) Section 4-31 U.S.C. 3512(d) (2) (B), Senior Management prepares an annual statement on the agency's accounting systems conformity to the principles, standards, and related requirements prescribed by the Comptroller General. Based on this requirement, USAGM is required to comply with the Federal Information Security Management Act (FISMA). During FY 2020, USAGM has made significant progress in the area of information security and risk management. The OIG recognized the Agency's efforts in developing and implementing a Corrective

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Action Plan (CAP) to improve USAGM's information security program as well as the publication of a number of information security policies.

Additionally, in FY 2020, USAGM identified, assessed and analyzed Agency-wide risks, culminating in the submission of the agency's FY 2020 ERM risk profile in accordance with OMB Circular A-123. The FY 2020 risk profile prioritized significant risks to the achievement of USAGM's objectives and mission. The Agency has documented and is currently implementing appropriate risk response mitigation strategies to these enterprise risks. Consistent with the ERM process, the Office of Risk Management (ORM) continuously monitors the progress and effectiveness of these mitigation strategies. In addition, during the FY 2021 ERM process, the FY 2020 profile risks will be evaluated and assessed.

FINANCIAL MANAGEMENT SYSTEMS AND REPORTING INTERNAL CONTROL REVIEW

Each year, USAGM receives an Independent Audit Report containing an opinion on our financial statements, a report on internal control over financial reporting, and a report on compliance with laws, regulations, contracts, and grant agreements. In addition to safeguarding resources and complying with laws and regulations, USAGM strives to fairly and accurately present financial reports that have a material effect on spending, budgetary, or other financial decisions.

FINANCIAL MANAGEMENT SYSTEMS STRATEGIES

USAGM performed an upgrade of the Momentum financial system to a current supported version in July 2019, which increased functionality and compliance with a variety of mandated requirements.

USAGM began the work to finalize requirements in support of converting to a new Human Resource system in FY 2020 to interface with the existing Defense Civilian Payroll System (DCPS) because its current process will be unsupported in FY 2021 by the payroll processing system. USAGM continues to assess and automate processes to gain processing efficiencies and strengthen internal controls.

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PAYMENT INTEGRITY PROGRAM

USAGM is dedicated to continuing to strengthen its improper payments program to ensure payments are valid and processed correctly. The program utilizes an experienced and trained staff, a financial management system that is designed with control functions to mitigate risk, and an analysis process to review transactions and procedures.

USAGM performs assessments and procedures to comply with the Payment Integrity Information Act of 2019, OMB Circular A-123 Appendix C, Part 1 and OMB Memorandum updates.

More information on USAGM's activities safeguarding against improper payments can be found in Section Four.

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FY 2020 Statement of Assurance

U.S. AGENCY FOR GLOBAL MEDIA

330 Independence Avenue SW | Washington, DC 20237 | usagm.gov

FY 2020 STATEMENT OF ASSURANCE

The U.S. Agency for Global Media (USAGM) is responsible for establishing and maintaining effective internal control to meet the objectives of Sections 2 and 4 of the Federal Managers' Financial Integrity Act. USAGM conducted its assessment of risk and internal control in accordance with OMB Circular No. A-123, *Management's Responsibility for Enterprise Risk Management and Internal Control*. Based on the results of the assessment, the Agency can provide reasonable assurance that internal controls over operations, reporting and compliance were operating effectively as of September 30, 2020, except as noted below.

During FY 2020, USAGM senior leadership focused attention on continuing progress in improving grants oversight. USAGM has issued a Grants Standard Operating Procedure that explains processes for grants oversight and updated those procedures to include a new grants closeout process. However, USAGM acknowledges that it has not yet fully implemented all oversight controls outlined in those Grants Standard Operating Procedures, such as closing out prior year grants, conducting risk assessments, or conducting site visits. These and other issues led USAGM's Risk Management Council to identify grantee oversight as one of the top risks in the Agency's risk profile for FY 2021, a step that should help strengthen the visibility and accountability of efforts to mitigate risks in this area

Continuing the progress that began in FY 2019, USAGM has fully implemented its Enterprise Risk Management Framework and Information Security Risk Management Strategy, and cognizant of the priorities identified in OMB Memorandum 18-16, the agency is emphasizing integration of internal control activities with the agency's Enterprise Risk Management (ERM) processes. USAGM has tested controls, and updated the agency Data Quality Plan to achieve the objectives of the Digital Accountability and Transparency Act (DATA Act). Additionally, the agency has begun a rotational re-assessment of significant business process level controls, and expects to have the process fully completed in FY 2021.

By maintaining our dedicated efforts, USAGM leadership is confident that, in collaboration with the Office of Inspector General, we will successfully address the remaining concerns.

(b) (6) [redacted]

Michael Pack
Chief Executive Officer and Director

PUBLIC SERVICE MEDIA

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Section 2: Performance Information

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Impact Objectives

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Impact Objective 2: *Reach and engage audiences in key strategic areas including the information-denied, underserved and targets of disinformation and extremist rhetoric* 58

Impact Objective 3: *Overcome censorship to connect audiences in closed societies* 74

Impact Objective 4: *Optimize program delivery by market and expand engagement on digital platforms* 79

Impact Objective 5: *Serve as authoritative source of information on U.S. news, policy and society* 92

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Agility Objectives

Agility Objective 1: *Run USAGM as a nimble, resilient, cost-effective and state-of-the-art media enterprise* 121

Agility Objective 2: *Enhance strategic cooperation among USAGM networks and with support elements* 137

Agility Objective 3: *Enable greater impact and accountability through rigorous assessment and evaluation* 145

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FY 2020 Goals, Objectives, and Results

SUMMARY OF THE 2018-2022 USAGM STRATEGIC PLAN

USAGM's 2018-2022 Strategic Plan continues an ambitious roadmap to refine and expand the reach and impact of U.S. international media in support of the U.S. national interest. The plan informs USAGM budget requests and supports the integration of performance, budget planning, and agency management.

The mission of USAGM remains to inform, engage, and connect people around the world in support of freedom and democracy.

To better fulfill that mission, the Strategic Plan sets forth two overarching strategic goals:

- Expand freedom of information and expression
- Communicate America's democratic experience and values

Freedom of the press and freedom of expression are essential to democracy, and promotion of them supports the U.S. national interest 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 live window onto the greatest and most successful experiment in self-governance in human history.

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.

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Mission:

To inform, engage, and connect people around the world in support of freedom and democracy

Strategic Goals:

Expand freedom of information and expression

Communicate America's democratic experience and values

Objectives:

Impact Objectives

Agility Objectives
(see page 100)

USAGM's Strategic Goals are supported by Impact Objectives, which focus on performance on the mission, and Agility Objectives, which focus on the management of the agency.

Each objective is broken down into measurable performance goals. USAGM sets targets for these goals annually. Following is the five-year historical data for each performance goal, an explanation of the indicator and how it is measured, and a detailed analysis of the results.

IMPACT OBJECTIVES:

1 Produce and curate journalism and other content of exceptional value that informs and engages audiences and expands the media marketplace

IMPACT OBJECTIVE 1 — 33
Audiences by platform and region

PERFORMANCE GOALS:

1.1 **Reach significant audiences** — 36

1.2 **Provide programming that audiences find trustworthy** — 40
Citations of USAGM reporting in influential news outlets

1.3 **Provide programming that increases audiences' perception of their understanding of current events** — 45
Content curation that offers media options not otherwise available in the local market

1.4 **Provide programming that is influential with audiences** — 49
Original reporting on issues of importance to audiences

2 Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric

IMPACT OBJECTIVE 2 — 58

PERFORMANCE GOALS:

2.1 **Achieve significant audience reach in environments subject to extremist rhetoric and violence** — 61
Examples of USAGM impact in environments subject to extremism

2.2 **Reach audiences in information-denied environments** — 65
Examples of USAGM impact in information-denied environments
News pickups and research from inside closed societies

2.3 **Reach audiences in environments targeted by state-sponsored disinformation campaigns** — 70
Examples of USAGM impact in environments subject to state-sponsored disinformation

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3 Overcome censorship to connect to audiences in closed societies.

IMPACT OBJECTIVE 3 74

PERFORMANCE GOALS:

3.1 Increase usage of internet freedom products **75**

Development of new technologies and activities to counter internet censorship and blocking

Education about and promotion of circumvention and digital security technologies

Engagement on the international stage to combat satellite and radio jamming

4 Optimize program delivery by market and expand engagement on digital platforms

IMPACT OBJECTIVE 4 79

PERFORMANCE GOALS:

4.1 Increase web traffic **81**

4.2 Increase audience interaction via social media **83**

4.3 Build strong affiliate relationships **85**

Shifting platforms to respond to changing audience preferences

Using alternative, creative ways to deliver content

5 Serve as an authoritative source of information on U.S. news, policy, and society

IMPACT OBJECTIVE 5 92

PERFORMANCE GOALS:

5.1 Provide programming that increases audiences' understanding of the United States **93**

5.2 Provide exceptional news and information **96**

Successful deployment of the U.S. bureau model

Exceptional or unique coverage of important U.S. news stories

6 Serve as a surrogate news operation, delivering information otherwise not available in local markets

IMPACT OBJECTIVE 6 100

PERFORMANCE GOALS:

6.1 Provide programming that increases audiences' understanding of current events in target countries **102**

Coverage of important local news stories that other media are not covering

6.2 Provide exceptional news and information **106**

7 Engage local media and empower citizen information gathering and exchange

IMPACT OBJECTIVE 7 108

PERFORMANCE GOALS:

7.1 Increase engagement with local media outlets **110**

Substantive engagement with key local media affiliates

7.2 Increase sharing of USAGM programming **113**

Citizen journalism and user-generated content

USAGM-facilitated dialogue across religious, national and ethnic groups

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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 networks, 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 networks do not seek to compete with commercial news services. While audience size is one important measure of impact, the agency's primary duty is serving the U.S. national interest. The chief measure by which USAGM gauges its success is the extent to which it advances freedom and democracy. Further, the aim of USAGM networks is not to strictly follow the 24-hour news cycle, but rather to produce original stories, investigative reporting, in-depth analysis, and a unique cross-cultural perspective that helps audiences become more 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 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 (e.g., 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, that is consistent with broadcasting standards and editorial guidelines.

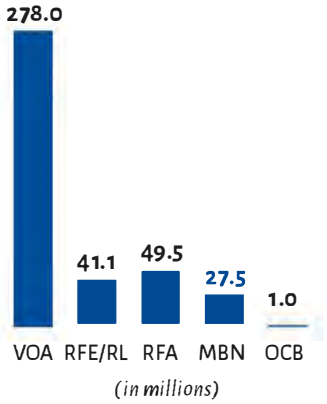
Impact Performance Goal Overview

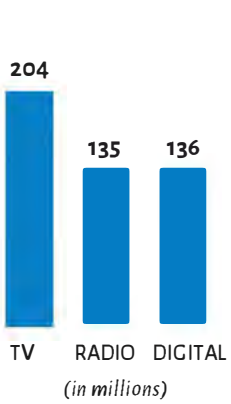
1.1

Reach significant audiences

TOTAL USAGM WEEKLY AUDIENCE

354 MILLION

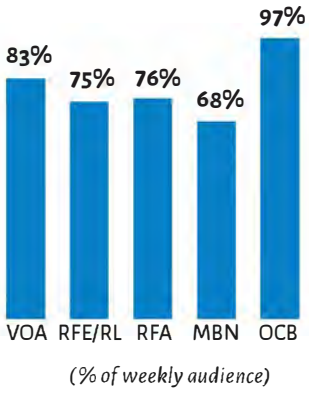




Note: Total USAGM audience is unduplicated, meaning an individual audience member is counted once, regardless of how many platforms or networks they use. Therefore, the total USAGM audience is not equal to the sum of audience by network or by platform.

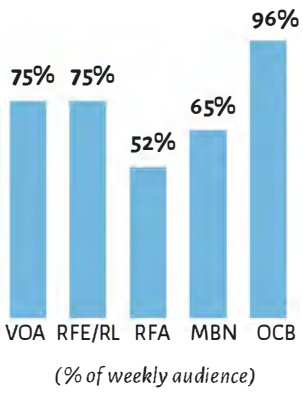
1.2

Provide programming that audiences find trustworthy



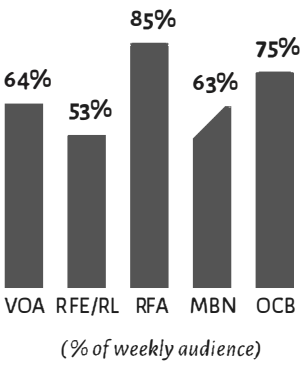
1.3

Provide programming that increases audiences' perceptions of their understanding of current events



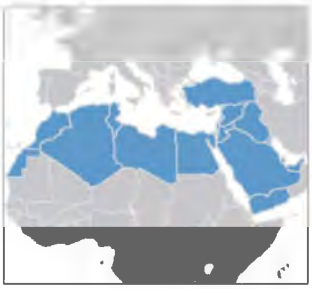
1.4

Provide programming that is influential with audiences



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Audience by Region:



MIDDLE EAST AND NORTH AFRICA

31.7 MILLION

Data from Algeria, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Palestinian Territories, Qatar, Saudi Arabia, Tunisia, Turkey, UAE, Yemen. Reflects audiences for MBN and VOA.



NEAR EAST, SOUTH AND CENTRAL ASIA, EURASIA

67.0 MILLION

Data from Afghanistan, Albania, Armenia, Azerbaijan, Bangladesh, Belarus, Bosnia, Crimea, Estonia, Georgia, Iran, Kazakhstan, Kosovo, Kyrgyzstan, Latvia, Lithuania, Macedonia, Moldova, Montenegro, Nagorno-Karabakh, Pakistan, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan. Reflects audiences for RFE/RL and VOA.



EAST AND SOUTHEAST ASIA

115.0 MILLION

Data from Burma, Cambodia, China, Hong Kong, Indonesia, Laos, Thailand, Vietnam. Reflects audiences for RFA and VOA.



SUB-SAHARAN AFRICA

70.9 MILLION

Data from Benin, Botswana, Burundi, Central African Republic, Cote d'Ivoire, Democratic Republic of Congo, Ethiopia, Gabon, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nigeria, Somalia, South Africa, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe. Reflects audiences for VOA.



LATIN AMERICA

69.6 MILLION

Data from Argentina, Bolivia, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela. Reflects audiences for OCB and VOA.

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IMPACT OBJECTIVE 1

Impact Performance Goal 1.1: Reach significant audiences

Measured Weekly Audience (in millions)	FY 2016 Actual	FY2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
USAGM	278	278	345	350	354	354
VOA	236.6	236.8	275.2	280.9	282.0	278.0
RFE/RL[1]	26.9	25.8	33.9	38.1	37.7	41.1
RFA	6.4	6.9	50.7	50.7	49.5	49.5
MBN	27.5	25.7	24.7	24.3	28.0	27.5
OCB	NA	1.0	1.0	1.0	1.2	1.0

[1] The RFE/RL weekly audience figure for FY 2019 was incorrectly reported as 37.6 million in the FY 2019 PAR and FY 2021 Congressional Budget Justification, due to a calculation error in the Afghanistan audience. It has been corrected here to 38.1 million.

Notes:

- FY 2020 targets are from the FY 2021 Congressional Budget Request.
- Audience estimates do not include data for Eritrea, North Korea, Syria, or Tibetan and Uyghur regions of China, because political risk has made it impossible to carry out representative surveys in the target regions. Restricted areas represent a significant portion of the countries and regions targeted by RFA language services. In addition, there are other countries and regions with small populations that have not been surveyed due to limited resources, including Oman and the Russian regions served by RFE/RL's North Caucasus and Tatar-Bashkir language services.

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IMPACT INDICATOR:

Measured Weekly Audiences

This indicator comes from national surveys measuring the number of people in target areas listening to, reading, or viewing USAGM programming or online content in the past week. The agency's method of measuring audience reach is based on nationally-representative surveys conducted periodically to capture a "snapshot" of media consumption during one point in time. In contrast to ratings, which track viewers via a small device affixed to a television or radio, survey measurement relies on individuals accurately recalling the news and information they have heard, watched, or read. Although research surveys ask respondents to report their consumption for multiple time frames (including up to a year), the Agency reports on a time period of seven days – specifically chosen limit errors introduced when asking individuals to recall their media consumption further back than one week. Throughout this report, the term "weekly audience" denotes only the respondents who report using USAGM content in the "past seven days" before participating in a survey. Furthermore, the USAGM weekly audience figure represents unduplicated individuals, meaning that regardless of the number of times they consume content, and whether they access that content on multiple platforms or networks, an audience member is counted only once. USAGM does not conduct surveys in every country every year, so audience figures may in some cases reflect weekly audience measures collected from up to five years in the past. This may result in an over- or underestimation of actual audience. Additionally, political volatility in certain markets may prevent the measurement of current audiences for services broadcasting to these areas.

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ANALYSIS OF RESULTS:

USAGM	Target: 354 million	Actual: 354 million

With a weekly audience of 354 million, USAGM met its target for FY 2020. This increase is due primarily to audience growth in Iraq, Ukraine, Venezuela, Morocco, and the Democratic Republic of Congo. These gains more than offset audience losses due to the loss of key affiliates in Turkey and Cambodia, the shift from FM to digital transmission of Radio Sawa outside of the Levant, and a number of surveys aging out of the audience total. Many surveys planned for FY 2020 had to be delayed until FY 2021 due to coronavirus. As local governments implemented travel restrictions and social distancing, research vendors paused in-person data collection until conditions made it possible to resume face-to-face survey administration. In some instances, vendors paused work in order to pivot away from in-person to telephone-based surveys, allowing them to resume work sooner and limit further disruptions related to COVID restrictions.

VOA	Target: 282.0 million	Actual: 278.0 million

VOA missed its FY 2020 target by approximately 1.5 percent, shedding 2.9 million weekly users and reaching a weekly audience of 278.0 million. Significant increases were measured in the Democratic Republic of Congo (increase of 3.3 million, inclusive of over 2 million in VOA's new Lingala language content), northern Iraq (1.4 million), and the critical market of Venezuela (0.8 million, a 44 percent increase from 2016). These gains were offset by losses in Ukraine (1.6 million), Turkey (2.4 million), and Cambodia (1.1 million). Key affiliates were lost in these markets, namely in Cambodia, where the government banned nearly all local USAGM affiliates. Additionally, eight surveys timed out of this year's estimate since they were more than five years old, resulting in a reduction of 3.1 million. This does not necessarily mean VOA audiences declined during this period, but rather that a lack of recent research means the agency has no updated data to estimate audience reach in those markets.

RFE/RL	Target: 37.7 million	Actual: 41.1 million

With a weekly audience of 41.1 million in FY 2020, RFE/RL exceeded its target of 37.7 million. Compared to FY 2019, its weekly audience increased from 38.1 million. New field research was finalized in a limited number of RFE/RL markets over the course of FY 2020, but notable audience gains were recorded in Ukraine and the Baltic states. RFE/RL in Ukraine increased the size of its measured weekly

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audience by 3.2 million to nearly 7.8 million and now reaches 22.0 percent of Ukrainian adults each week. Usage of RFE/RL grew on every platform, but growth in television viewing and use of digital products provided the largest audience increases. Increased use of Current Time – RFE/RL and VOA's Russian-language television and digital service – in the Baltic states added almost 250,000 weekly users in the three markets. Regional surveys that measured RFE/RL audiences in the North Caucasus in Russia, the breakaway region of Abkhazia, and Khyber Pakhtunkhwa in Pakistan are all more than five years old and are longer included in the audience estimate for RFE/RL. Audiences for new digital-only services in Bulgaria, Hungary, and Romania have yet to be measured.

RFA **Target: 49.5 million** **Actual: 49.5 million**

With a weekly audience of 49.5 million, RFA met its target, though it had lowered its target from FY 2019 due to anticipated drops in Cambodia audiences. The Hun Sen government forced RFA and VOA off all FM stations in the country in late FY 2018. When RFA was accessible over FM in most of the country, more than one in five adult Cambodians used RFA content on a weekly basis. USAGM's Cambodia national survey in September 2019 – the first since getting kicked off these FM stations – confirmed the negative impact of this loss of transmission: Growth in RFA's online audience was not enough to offset losses in radio listening. In FY 2020, USAGM fielded no additional surveys in RFA's target markets that might have offset these losses.

MBN **Target: 28.0 million** **Actual: 27.5 million**

MBN's audience grew in FY 2020 from the previous year, but the network did not reach its target. MBN saw significant increases in weekly reach for Alhurra and MBN digital in Iraq, Morocco, the Palestinian Territories, Lebanon, and Saudi Arabia—five of the seven markets where MBN conducted post-relaunch surveys. However, approximately 2.6 million previously measured radio-only audience members have been removed from MBN's total as a result of the shift in transmission strategy from FM to digital for Radio Sawa. MBN anticipates that future surveys will show audience gains in those markets through increased usage of new digital offerings.

OCB **Target: 1.2 million** **Actual: 1.0 million**

USAGM did not commission a survey in Cuba in FY 2020, so OCB's weekly audience remains unchanged in FY 2020.

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IMPACT OBJECTIVE 1

Impact Performance Goal 1.2: Provide programming that audiences find trustworthy

Program Credibility[1] – percentage of weekly audience who consider information to be very or somewhat trustworthy	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
	Simple average	Weighted average				
VOA	86	83	84	83	82	83
RFE/RL	87	80	77	73	74	75
RFA	86	93	77	77	76	76
MBN	82	80	80	75	80	68
OCB	NA	97	97	97	97	97

[1] Beginning with FY 2017, the scores for program credibility are weighted averages, based on audience size, of all program credibility scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores. The FY 2017 weighted averages were first reported in the performance section of the FY 2019 Congressional Budget Justification.

IMPACT 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 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 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.

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ANALYSIS OF RESULTS:

VOA	Target: 82	Actual: 83

VOA met its program credibility target of 82 percent by maintaining its FY 2019 score of 83 percent. Changes in VOA's credibility scores tend to be driven by the difference in sizes of the markets measured year to year, rather than by sudden changes in global perception. In FY 2020, there were no large swings in credibility scores among markets with new audience data, and VOA continues to earn the trust of the great majority of its audience.

RFE/RL	Target: 74	Actual: 75

RFE/RL met its program credibility target with a score of 75 percent. The network continues to hold a high level of credibility among its audience with three out of four weekly listeners, viewers, and online users rating its programming as "very" or "somewhat trustworthy," including in some markets where worsening opinions of the United States may have contributed to lower program credibility scores for the RFE/RL broadcast services operating there.

RFA	Target: 76	Actual: 76

RFA's overall program credibility met its 76 percent target, but the score may be held low by the effect of China's large audience. China's more repressive control of media makes survey respondents reluctant to admit finding banned materials appealing or credible. Credibility numbers measured in the relatively more open markets of Cambodia and Burma were significantly higher in spite of active online attacks against RFA in both markets. RFA's credibility measure in USAGM's most recent Cambodia national survey (88.1 percent) was somewhat lower than in past surveys, but still quite high considering Prime Minister Hun Sen's ongoing effort to discredit RFA.

MBN	Target: 80	Actual: 68

MBN's program credibility score of 68 was below the network's target, reflecting in part decreased trust in all media sources in the region. Additionally, trust for Alhurra in Iraq was low, with just 49 percent of past week viewers with an opinion saying they trusted the station. The station was forced to significantly adjust operations there the past two years because of ongoing threats to its journalists and continued government criticism, partly as the result of reporting

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on controversial issues, such as religious corruption. These factors could have affected trust among Iraqis.

OCB	Target: 97	Actual: 97

USAGM did not commission a survey in Cuba in FY 2020, so OCB's credibility score remains unchanged in FY 2020.

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A CLOSER LOOK:

Citations of USAGM reporting in influential news outlets and awards

MEDIA CITATIONS RFE/RL's Ukrainian Service is a media leader in Ukraine, frequently conducting high-profile interviews that are used by the country's top media outlets. The service's award-winning investigative program *Schemes: Corruption in Details* exposes high-level malfeasance and abuse of power by local and regional authorities, oligarchs, and politicians in Ukraine. *Schemes* journalists and staff have been subjected to legal actions and physical attacks in Ukraine in retaliation for their reporting.

Alhurra's interviews with U.S. policymakers were frequently cited in other media throughout the region. For example, the station's interview with State Department Spokesperson Morgan Ortagus about the signing of the September 2020 peace agreement between Israel, the United Arab Emirates, and Bahrain was cited by el-Nashra, Beirut Observer, Akher al-Akhbar, al-Jareeda News, Lebanon Files, and others.

In April 2020, VICE News profiled RFA's Uyghur Service, highlighting its role in exposing the PRC's internment camps in Xinjiang. VICE noted RFA reporters' tireless efforts despite having relatives targeted because of their work. "We live with this pain, this agony, but we cannot stop," Deputy Director Mamatjan Juma told VICE. "They should know this message: They can make Uighur people cry, but they cannot stop us."



RFA Uyghur Service



VOA's The Worth of a Girl

AWARD WINNING JOURNALISM VOA received the 2020 Clarion Award for its online reporting project, *The Worth of a Girl*, which exposes the practice of child marriage that has entangled one in five women globally in lives of limited education and opportunities. The project follows the experiences of girls and women married as children living in Africa, North and South America, Asia, and Europe. Reported in 12 languages in web articles, on social media, and in a television documentary, VOA journalists explored the root causes of child marriage across cultural, religious, and national boundaries, detailing the monetary valuation placed on young women. The Association for Women in Communications, which sponsors the award, gave top honors to *The Worth of a Girl* in its Online Journalism – Special Feature category. The documentary also won the Edward R. Murrow Award for Excellence in Social Media, a 2020 New York Festivals Silver Medal, and was nominated for a 2020 Webby People's Choice Award in recognition of VOA's storytelling about this important global problem.

RFE/RL's Kyrgyz Service conducted a multi-year investigation in Central Asia into a major money-laundering network that smuggled more than $700 million out of Kyrgyzstan. The series *Plunder and Patronage* sparked public protests, an official investigation in Kyrgyzstan, and made headlines throughout the region. RFE/RL and reporting partners Organized Crime and Corruption Reporting Project and Kloop were recognized for their work by receiving the 2019 Tom Renner Award from the Investigative Reporters and Editors organization.

IMPACT OBJECTIVE 1

Impact Performance Goal 1.3: Provide programming that increases the audiences' perceptions of their understanding of current events

Understanding[1] – percent of weekly audience who report that the broadcasts have increased their understanding of current events somewhat or a great deal	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
	Simple average	Weighted average				
VOA	86	81	76	76	75	75
RFE/RL	81	81	73	75	75	75
RFA	NA	NA	52	52	53	52
MBN	80	71	70	66	70	65
OCB	NA	96	96	96	80	96

[1] Beginning with FY 2017, the scores for understanding are weighted averages, based on audience size, of all understanding scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores. The FY 2017 weighted averages were first reported in the performance section of the FY 2019 Congressional Budget Justification.

IMPACT INDICATOR:

Understanding of current events

This indicator is determined by a question in representative surveys asking weekly 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."

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ANALYSIS OF RESULTS:

VOA	Target: 75	Actual: 75

VOA hit its understanding score of 75 percent in FY 2020, which has been stable since FY 2018. Scores on this metric continue to be higher in Africa, and even in Cambodia, where VOA lost much of its audience. They tend to be lower in Middle Eastern markets, such as Turkey and Kurdish Iraq, remaining so with new survey data, and have fallen somewhat in Ukraine.

RFE/RL	Target: 75	Actual: 75

RFE/RL hit its understanding score of 75 percent in FY 2020, which was steady compared to the previous year. Three in four weekly listeners, viewers, or online users reported that RFE/RL programs increased their understanding of current events.

RFA	Target: 53	Actual: 52

RFA's understanding metric is reflective almost entirely of metrics from the national survey conducted of Chinese audiences in FY 2018. China's more repressive control of media make survey respondents reluctant to admit finding banned materials appealing or credible. Understanding measures from a Cambodia national survey completed in October 2019, though significantly higher than those from China, failed to boost this metric. No additional surveys were conducted in RFA markets in FY 2020.

MBN	Target: 70	Actual: 65

MBN's understanding score of 65 percent in FY 2020 was roughly even with its level in 2019. It reflects large variations by country, with a low of 43.8 percent of weekly Alhurra viewers in Yemen saying the channel increased their understanding of current events to a high of 90.7 percent in Lebanon, 83.9 in Jordan, and 77.7 in Saudi Arabia.

OCB	Target: 80	Actual: 96

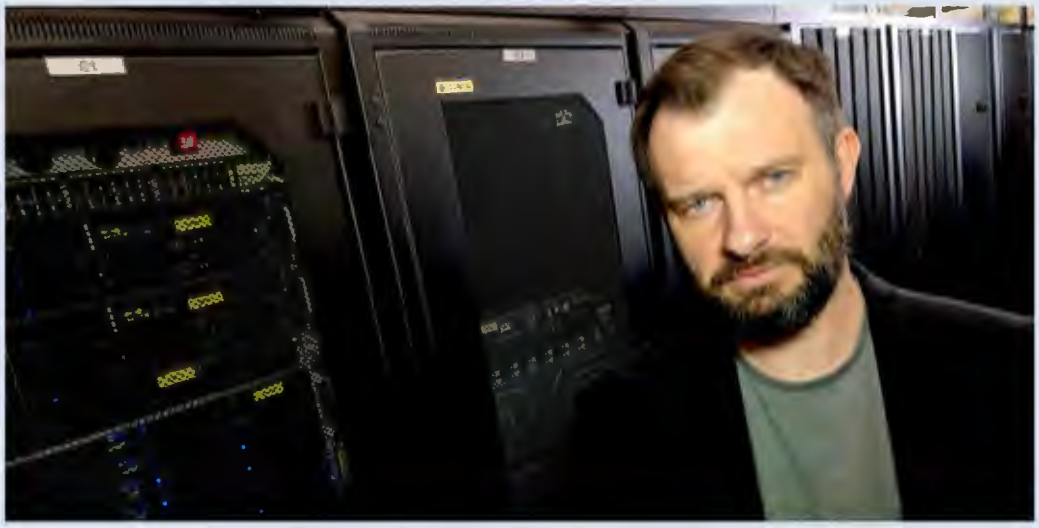
USAGM did not commission a survey in Cuba in FY 2020, so OCB's understanding score remains unchanged in FY 2020.

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A CLOSER LOOK:

Content curation that offers media options not otherwise available in the local market

USAGM NETWORKS FREQUENTLY ACQUIRE AND CURATE CONTENT FROM OTHER LEADING BROADCASTERS TO DIVERSIFY PROGRAM OFFERINGS.



Current Time's "InterNYET: A History of the Russian Internet."

In FY 2020, RFE/RL's Current Time commissioned "InterNYET: A History of the Russian Internet." This seven-episode series by Russian journalist (b)(6) examines the development and evolution of the Russian internet, which reflects the social and political changes in Russian society. "InterNYET" documents milestones in internet technology growth in Russia since the late Soviet era and profiles the country's most prominent web evangelists and personalities. The series received Russia's national Laurel Branch award for the year's Best Scientific-Educational Film, given by the Russian Guild of Documentary Cinema. It also received a Special Jury Prize for journalism from Open Russia, a non-profit group founded by Russian oligarch-activist Mikhail Khodorkovsky that promotes civil rights and democracy in Russia.

VOA's Armenian Service collaborated with a group of local journalists and film makers to produce several mini-documentaries focused on issues underreported in Armenian media, such as domestic violence, immigration, human rights of minorities and persons with disabilities. This collaboration also produced a series

of stories on Russian disinformation and influence operations in Armenia – from manipulating information on the coronavirus pandemic to tactics used by the Kremlin to propagandize Armenians.

Alhurra's programming schedule incorporates documentaries that features the best nonfiction long-form content from prestigious filmmakers, producers, and networks across the globe. The documentaries consist of compelling stories that complement Alhurra's original programming from suppliers such as PBS, CNN, BBC, History Channel, and others. Examples this year include: a Frontline documentary on the coronavirus, two PBS documentaries on the U.S. elections, and a CNN documentary mini-series bringing each decade from the 1960s to the 2000s to life with news footage and interviews with those involved in shaping America.

IMPACT OBJECTIVE 1

Impact Performance Goal 1.4: Provide programming that is influential with audiences

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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
VOA	62	63	63	63	64
RFE/RL	55	52	56	56	53
RFA	82	87	87	87	85
MBN	71	71	75	80	63
OCB	75	75	75	75	75

Note:

This was a new measure in FY 2017. Actuals for FY 2016 are not available.

IMPACT INDICATOR:

Helps form opinions

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."

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ANALYSIS OF RESULTS:

VOA **Target: 63** **Actual: 64**

VOA met its target with a score of 64 percent of weekly users who say its content has helped them form their own opinions. This figure has been very stable for three years.

RFE/RL **Target: 56** **Actual: 53**

RFE/RL's score of 53 percent of weekly users who say its content has helped them form their own opinions fell slightly compared to the previous year and did not meet the target of 56 percent.

RFA **Target: 87** **Actual: 85**

This metric is based on surveys in Cambodia and Burma only. (Research contractors were not able to measure this indicator in China.) The drop from 87 to 85 reflects new data from the USAGM Cambodia national survey conducted in September 2019. Although 92.6 percent of adult Cambodia's agreed that RFA helped form their opinions on important issues (roughly comparable to 93.3 percent in the previous survey there), the reduction in audience reach in the country meant these positive figures were given less weight in the overall metric than in FY 2019.

MBN **Target: 80** **Actual: 63**

MBN's score of 63 percent is below target, but is based on data from only three countries that have large variations in scores – Egypt, Libya, and Tunisia. 73.6 percent of Egyptians said Alhurra has informed their opinions on important issues, for example, versus 57.9 percent of Libyans and 37 percent of Tunisians. Data were not available for the majority of MBN markets.

OCB **Target: 75** **Actual: 75**

USAGM did not commission a survey in Cuba in FY 2020, so OCB's score of 75 percent of weekly users who say its content has helped them form their own opinions remains unchanged in FY 2020.

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A CLOSER LOOK:

Original reporting on issues of importance to audiences

XINJIANG UYGHUR AUTONOMOUS REGION The RFA Uyghur Service is a primary source news reporting on the detention of millions of Uyghurs in internment camps within China's Xinjiang Uyghur Autonomous Region (XUAR). 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 2020, 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. RFA Uyghur sounded the alarm on the threat COVID-19 poses for crowded and unsanitary internment camps, countering the Chinese Communist Party (CCP) narrative that detainees need not fear the virus. The Service also exposed how Uyghurs were sent to China's factories to work during the height of the COVID-19 crisis. Western media outlets echoed the shout-outs by human rights groups, members of the U.S. Congress, leading voices in the Administration, multilateral organizations, and academics who have long credited RFA with being the first to expose the mass Uyghur detentions. Two Washington Post opinion pieces in FY 2020 said RFA's small Uyghur team "confounded the massive propaganda machine of the Communist Party of China." In May, RFA Uyghur journalist Gulchehra Hoja was awarded the International Women's Media Foundation's "Courage in Journalism" Award for her coverage of the ongoing human rights abuses in Xinjiang. RFA Uyghur Service work also helped inform the Uyghur Human Rights Policy Act, which was signed into law in June, stating "the United States should expand the availability of and capacity for Uyghur language programming on Radio Free Asia in Xinjiang Uyghur Autonomous Region."

BELARUS Rigged presidential elections, historic public mobilization, and brutal crackdowns by President Alyaksandar Lukashenka unleashed a major crisis in Belarus. RFE/RL's reporters faced an unprecedented level of harassment with detentions, arrests, assaults, and psychological pressure. Nonetheless, USAGM's networks drastically increased their coverage of events in Belarus and featured

exclusive interviews with opposition leaders, U.S. Secretary of State Mike Pompeo, as well as international leaders and prominent experts. The networks also provided extensive coverage of the brutal crackdown on anti-Lukashenka protesters in the weeks following the election, documenting the torture of those detained. RFE/RL's Belarus, Russian, and Ukrainian Services maintained live blogs, providing the latest news and analysis from Belarus and abroad, as well as live streaming of events, protests, and speeches. RFE/RL's Current Time also focused on Belarus and featured long form programs, daily live specials, and live streaming of events. VOA's Russian and Ukrainian services provided extensive coverage of not only developments in the country, but also statements by U.S. and European officials, expert analyses, and reactions from the U.S.-based diaspora. In August 2020, RFE/RL Current Time's video coverage of Belarus received 209 million views across the network's social media platforms. And reporting on the protests caused RFE/RL Belarus digital traffic to skyrocket, with Instagram video views, for example, increasing by 1,680 percent – with 20.6 million views.

LEBANON In the aftermath of the Beirut port explosion, Alhurra hosted more than seven hours of breaking news coverage as protesters occupied government ministries and took to the streets to show their anger. Following those protests, the network provided extensive reporting and live coverage of the resignation of the Lebanese government as the country struggled to rebuild. Alhurra also reported on U.S. reaction to the explosion and ousting of the Lebanese government, as well as Acting U.S. Agency for International Development (USAID) Administrator John Basra's visit to Beirut and his announcement of an additional $4 million in humanitarian aid. *Alhurra Investigates* unveiled the magnitude of Hezbollah's influence and power in Beirut's sea port. The program interviewed insiders who had worked at the port and witnessed Hezbollah's control over the area. The investigation looked at the story of the ship that brought ammonium nitrate to Beirut.

BURMA (MYANMAR) RFA provided stand-out coverage of the conflict in Rakhine State, a situation that most domestic news outlets avoided for fear of reprisals from the military. Exclusive reporting by RFA Burmese about a woman who accused three Myanmar soldiers of rape, for example, received nearly 6 million views on Facebook. As a result, the border affairs minister in Rakhine State, where

the alleged assault occurred, initiated an investigation and the victim filed a formal complaint with police.

Additionally, COVID-19 shaped virtually every aspect of life this year, and USAGM networks rose to the challenge of providing objective, unbiased coverage to audiences looking for the truth about the disease and its effects.

VOA As coronavirus spread across the world, VOA mobilized its vast network of reporters to provide high-quality, independent coverage on all of the various aspects of the disease and its impact. For example, VOA reported on the latest scientific discoveries about the SARS-CoV-2, as well as on treatments and vaccine development, from around the world, addressed ways to mitigate the risks of the virus, and provided in-depth explanatory pieces on the social, economic, and political implications of the pandemic. VOA's various divisions and language services produced several virtual town halls featuring prominent U.S.-based and international experts that addressed the general challenges related to the pandemic as well as more region- and country-specific questions from the audiences.



VOA's Virtual Town Hall on Coronavirus aired March 20, 2020 with experts from Johns Hopkins University, Harvard Global Health Institute, and the Institute for International Health and Education.

VOA also covered China's COVID-related disinformation campaign and attempts to expand its influence abroad, as well as the response to these attempts by the U.K. and NATO. To counter disinformation from China on the virus, VOA

Mandarin translated and published the Congressional report on the origins of COVID-19, providing a comprehensive picture of the U.S. government's investigation on the matter. The service also conducted an in-depth interview with Congressman McCaul of Texas, ranking member of the Foreign Affairs Committee and chair of the China Task Force, which conducted the investigation. The report provoked a strong reaction in China's media. The Red Star News published a long article with item-by-item rebuttals of what it called the "12 lies" in the report. China's state news agency Xinhua also published an article about the "5 lies" of the McCaul report.

RFE/RL As COVID-19-related disinformation ran rampant across RFE/RL's coverage area, all of RFE/RL's language services committed to providing public service journalism in the form of basic facts on the virus, video explainers about how to stay healthy and safe, and investigations into disinformation campaigns. At the beginning of the pandemic, many governments denied the presence of COVID-19 within their borders and, as a result, RFE/RL stood alone in informing the public about the potential risks of the coronavirus. For instance, a harsh smear campaign against RFE/RL was launched in Tajikistan because the Tajik Service was the first in the country to report on possible COVID-19 cases there. On April 30, 2020, after weeks of denials, the Tajik government officially confirmed that it had registered cases of COVID-19 in the country.

As the pandemic pressed on, RFE/RL also exposed the failings of medical institutions across the broadcast region. For example, Current Time covered the dismal state of some regional clinics in Ukraine, including a report on an emergency paramedic team in the Kyiv region that lacked basic medical supplies and had to rely on a rusty ambulance and just one protective suit. The story attracted the attention of the local authorities and the Ukrainian Minister of Healthcare, who visited the clinic himself.



RFA Mandarin started reporting on an unexplained pneumonia in Wuhan in late 2019 and maintained its detailed coverage of the outbreak and its eventual spread in China and beyond throughout 2020. The service focused particularly on important issues such as questionable COVID-19 statistics reported by Beijing and local governments, the failure of the state-run supply system to distribute much-needed medical supplies, and the disinformation campaign attempting to blame the U.S. for the origins of the virus. RFA also reported on the Chinese authorities' disregard for minorities, as they reopened tourist sites in Tibet while the pandemic was still raging in the country, and on the grave violations of the rights of the Uyghurs, sent from Xinjiang to other parts of China to perform labor in factories affected by coronavirus-related worker shortages. RFA Korean led the world in reporting evidence of COVID-19 outbreaks in North Korea, while the government maintained the country was coronavirus-free.

In Southeast Asia, the network maintained its focus on the most vulnerable, covering the plight of the very poor who had lost their livelihoods to the economic downturn brought about by the pandemic and of migrant workers forced to return home and stuck at closed borders for week. RFA also reported on the challenges faced by the Rohingya refugees, trapped in camps without proper supplies or information, as well as stuck on boats in the high seas, rejected by countries afraid of potential COVID-19 cases.

MBN Through its various television, radio, and digital assets, MBN provided extensive coverage of the pandemic and its impact around the world and more specifically, across the broader Middle Eastern region. Alhurra reported on the latest COVID-19-related developments in the U.S. as well as on the progress of various coronavirus vaccines and treatments. In the first months of COVID-19, Alhurra dedicated the majority of its 12-hours of daily newscasts and Sawa radio's news updates to information related to the virus. Alhurra's daily morning show *Al Youm* provided viewers with updates on ways they can help protect themselves and their loved ones. It examined community outreach efforts to help those most at risk of contracting the virus. Additionally, Alhurra.com added a COVID-19 landing page making it easy for readers to find all the latest news.

MBN's networks often featured human interest stories, highlighting the resilience of individuals facing incredible challenges brought about by the pandemic, such as Libyan and Yemeni doctors fighting for the lives of coronavirus patients in the midst of civil wars in their countries, as well as stories of artists from across the region paying their tributes to medical workers. MBN's various digital outlets covered the economic impact of the pandemic across the Maghreb, especially as it affected the prominent tourism sector in the region. They also highlighted efforts to help those in need as their governments started imposing lockdowns, reporting on volunteers who delivered food and other necessities to the elderly, the poor, and those living in very remote areas.

OCB As the COVID-19 pandemic reached Cuba, the Martís increased their programming to match the growing need for independent and fact-based information about the health crisis and its impact on the island. One of the most prominent angles of the network's reporting on the pandemic in Cuba has been the social impact of COVID-19, particularly for the most vulnerable. The Martís reported that as the economy and the tourism sector suffered from the pandemic, so did the poorest segments of the population who struggle to afford food and critical medication and healthcare. The network also covered the challenges of online schooling on the island, due to poor and often non-existing infrastructure and lack to access to technology, and the growing incidence of domestic violence facing many women, now stuck at home with their dependents and agitated partners. Another prominent angle covered by the network was human rights, as the government used the pandemic as an excuse to further crack down on independent reporters and activists who might have been critical of its response.

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 its broadcasting, USAGM concurrently considers the U.S. national interest and countries that lack a free or developed press. USAGM prioritizes reaching audiences in areas plagued by extremism, where forces espouse violent ideologies and execute campaigns of terror that threaten U.S. national security, regional security, and democracy. Another key focus area is audiences subjected to state-sponsored disinformation campaigns, which seek to undermine democratic norms and objective truth. In all target countries, 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's networks. USAGM's audience is approximately 57 percent male and 43 percent female – an imbalance ripe for correcting. USAGM understands that to reach and be relevant with audiences, it needs to provide them with content that not only informs them of international and local news, but improves their understanding of civil society.

USAGM will:

- Prioritize countries lacking freedom and democracy or faced with disinformation or extremism, where accurate, credible news and information are lacking.
- 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, which consider values, attitudes and aspirations.
- Transmit to closed societies lacking press freedom.

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- Ensure strong local news coverage, as warranted by events, to meet urgent audience needs in areas of crisis.
- Draw on the experiences of America and other free societies to present a broad array of political views and debates.

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Impact Performance Goal Overview

Snapshot of Weekly Audience Reach in Key Countries

2.1

Achieve significant audience reach in environments subject to extremist rhetoric and violence.



2.2

Reach audiences in information-denied environments.



2.3

Reach audiences in environments targeted by state-sponsored disinformation campaigns.



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IMPACT OBJECTIVE 2

Impact Performance Goal 2.1: Achieve significant audience reach in environments subject to extremist rhetoric and violence

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Increase or maintain weekly audiences in:[1]						
Iraq[2]	42.6% (Jan 2016)	42.6% (Jan 2016)	42.6% (Jan 2016)	35.0% (Jul 2017)	45%	61.7%
Nigeria	21.0% (Feb 2016)	21.0% (Feb 2016)	21.0% (Feb 2016)	19.2% (Jul 2018)	19.2%	19.2% (Jul 2018)
Afghanistan	49.4% (Nov 2015)	38.5% (Nov 2016)	38.5% (Nov 2016)	69.3% (Jul 2018)	69.3%	69.3% (Jul 2018)
Pakistan (excluding Former FATA and Gilgit Baltistan)	5.7% (Jun 2014)	2.9% (Aug 2016)	2.9% (Aug 2016)	5.3% (Jan 2019)	5.3%	5.3% (Jan 2019)
Former FATA region[3]	26.4% (Jun 2015)	26.4% (Jun 2015)	26.4% (Jun 2015)	26.4% (Jun 2015)	26.4%	N/A
Central Asia[4]	2.7 million	3.9 million	3.9 million	4.3 million	4.3 million	4.3 million

[1] 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 USAGM networks target with programming that provides news and information to counter extremist messaging.
[2] The 2020 Iraq estimate includes data from two different surveys, one among Iraqi Arabs and one among Iraqi Kurds. In previous years, reach among Iraqi Arabs and Kurds was collected in a single survey. Fieldwork for the survey among Iraqi Arabs took place in August 2019; fieldwork for the Iraqi Kurdish survey took place in October 2019.
[3] The last USAGM survey of former Federally Administered Tribal Areas (FATA) was conducted in June 2015, outside of the five-year reporting window for USAGM research.
[4] Includes data from Kazakhstan (Nov 2016), Kyrgyzstan (Oct 2018), Tajikistan (June 2017), Turkmenistan (June 2019), Uzbekistan (May 2017).

IMPACT INDICATOR:

Weekly audience is defined under Impact Performance Goal 1.1.

ANALYSIS OF RESULTS:

Of the listed countries, new survey results were available in FY 2020 only for Iraq, where USAGM audiences grew to 61.7 percent, significantly exceeding the target of 45 percent.

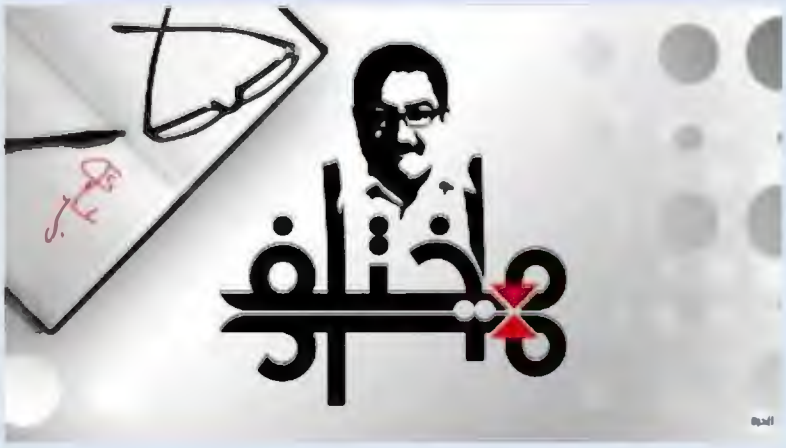
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A CLOSER LOOK:

Examples of USAGM impact in environments subject to extremism

In FY 2020, USAGM networks continued to counter extremism through comprehensive and objective reporting. RFE/RL focused on the impact of radical Islamic extremism in Southwest and Central Asia, the Balkans, and across the network's coverage area. RFE/RL's Afghan Service, for example, provided in-depth reporting on terrorism. Insurgents often portray the international presence in Afghanistan as an occupation and exaggerate their own progress. RFE/RL continued to dispel these false narratives. In the Balkans, RFE/RL engaged audiences in discussion about radicalization, including reporting on returning Islamic State fighters and their reintegration into society.

MBN addresses topics and perspectives often left out of the mainstream media in the region, including the consequences of extremism, through newscasts, programs, and digital reports. MBN focuses on building bridges between communities, nationalities, and religions. Innovative formats and open debates to engage audiences on potentially controversial issues. In FY 2020, Alhurra's weekly Word of Truth program had episodes on online blackmailing and the prosecution of journalists.



On Debatable, Egyptian author Ibrahim Essa, well-known for his provocative commentary and insights, delved into controversial political and ideological issues in the region, including fatwas against women, Judaism's influence on Islam, and how Christians and Muslims view each other.

VOA provided programming aimed at inoculating vulnerable populations against extremist and radical narratives in 2020. Through the New Generation Initiative, for example, VOA Afghan countered terrorist recruitment efforts with radio, television, and digital reporting aimed at young Afghan men and women that focused on education and employment, and demonstrate how youth can thrive in mainstream Afghanistan.

Impact Performance Goal 2.2: Reach audiences in information-denied environments

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Increase or maintain weekly audiences in:[1]						
China	0.28% (Jun 2014)	0.28% (Jun 2014)	6.2% (Aug 2017)	6.2% (Aug 2017)	6.2%	6.2% (Aug 2017)
Vietnam	3.6% (Mar 2015)	3.6% (July 2016)	3.6% (July 2016)	3.6% (Jul 2016)	3.6%	3.6% (Jul 2016)
Laos	5.0% (Dec 2012)	2.4% (Sep 2016)	2.4% (Sep 2016)	2.4% (Sep 2016)	2.4%	2.4% (Sep 2016)
Turkmenistan	2.2% (Oct 2011)	NA	NA	6.1% (Jun 2019)	6.1%	6.1% (Jun 2019)
Uzbekistan	1.6% (Sep 2012)	1.6% (May 2017)	1.6% (May 2017)	1.6% (May 2017)	2.0%	1.6% (May 2017)
Iran	14.9% (Aug 2015)	14.9% (Aug 2015)	23.4% (Sep 2017)	23.4% (Sep 2017)	23%	23.4% (Sep 2017)
Azerbaijan	3.5% (Dec 2015)	3.5% (Dec 2015)	3.5% (Dec 2015)	3.5% (Dec 2015)	3.5%	3.5% (Dec 2015)
Cuba	NA	11.1% (Mar 2017)	11.1% (Mar 2017)	11.1% (Mar 2017)	13%	11.1% (Mar 2017)
Continue to serve and monitor information-denied environments lacking representative survey data, including North Korea, Eritrea, Syria, Tibet, and Xinjiang Uyghur Autonomous Region.						

[1] Selected countries include those targeted by USAGM networks, in which USAGM is able to conduct research, that have the lowest press freedom scores on external indices.

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IMPACT INDICATOR:

Weekly audience is defined under Impact Performance Goal 1.1.

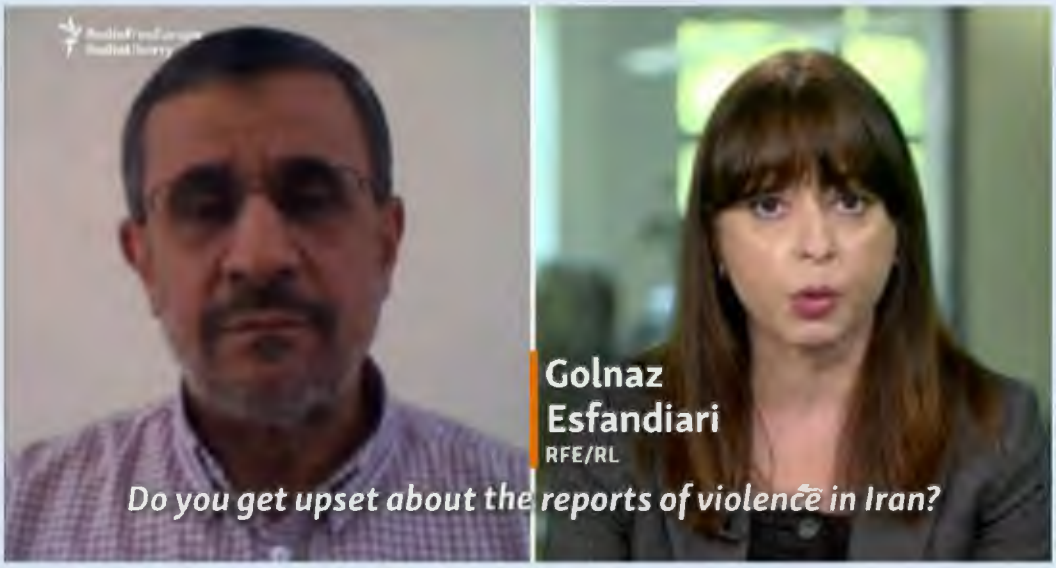
ANALYSIS OF RESULTS:

None of the listed countries had new survey research in FY 2020.

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A CLOSER LOOK:

Examples of USAGM impact in information-denied environments



Radio Farda interview with Former Iranian President Mahmoud Ahmadinejad.

IRAN Former Iranian President Mahmoud Ahmadinejad, who rarely speaks to the press, got more than he bargained for when he agreed to an interview with RFE/RL's Radio Farda. Ahmadinejad was confronted with questions about human rights violations under his presidency, harassment of journalists, including Radio Farda correspondents, and his use of Twitter, despite the social media platform being banned for most Iranians. The interview received more than 1 million views on Radio Farda's Instagram page and was cited in Iranian media, including Hamshahri – the country's largest circulation daily newspaper – and ISNA, a state-run news agency. It was praised by a prominent Iran analyst as a "great no holds barred interview" in which the reporter showed "how to interview, fact check, and push back on a political figure whose go-to tactics are deflection and lies."

CUBA OCB continued to provide reliable news and information found nowhere else in Cuba to give voice to the voiceless. The network broadened its approach and appeal to the island nation's younger generation and decision-makers while speaking directly to its core audience comprised of civil-society and opposition leaders. In FY 2020, the Martís also ramped up efforts to counter disinformation

from China, Russia, Venezuela, and North Korea that Havana disseminates on state-run media.

CHINA In August 2020, VOA Mandarin published a video story based on its exclusive interview with Liu Lipeng, who worked as a "content auditor" for China's social-media giant, Sina, for ten years. Liu provided thousands of pages of Sina instructions and daily working dairies, offering a rare, intimate peek inside a Chinese censorship factory. The story detailed how censors are trained, how technology is employed, and the arbitrary nature of "regulations." It garnered more than 654,000 views across Twitter, Facebook, and YouTube. Many famous Chinese opinion leaders critical of the CCP commented on or retweeted the video.

News pick-ups and research from inside closed regimes

NORTH KOREA RFA Korean broke news by providing evidence of COVID-19's spread in North Korea, while the government was still denying the virus had even reached the country. In-country sources told RFA that Communist Party organizations and neighborhood watch groups were hosting lectures on preventing the spread of the disease, during which they shared information about infections in Pyongyang, North Hamgyong, and Hwanghae provinces. RFA's reporting was picked up by the Guardian, Reuters, Deutsche Welle, Foreign Policy, the Korea Times, USA Today and South Korea's Hankyoreh, prompting North Korea's rulers to issue propaganda to counter RFA's reporting.

CHINA RFA's reporting that put Wuhan, China's COVID-19 death toll upward of 40,000 – repudiating Beijing's official 2,500 figure – was cited widely in articles and tweets by international media, including CNN, NBC, PBS, the Washington Post, Fox News, Time, VICE News, the Toronto Sun, and The Times of London. The official China Global Television Network responded, labeling such reporting as "baseless Wuhan death speculations."

TURKMENISTAN Turkmenistan's government long claimed it has prevented anyone in the country from being infected with the coronavirus, but evidence revealed that the government was lying. An RFE/RL Turkmen Service correspondent in Turkmenistan was able to get exclusive video from a cemetery outside of the capital, Ashgabat, which showed hundreds of fresh graves. They spoke to a gravedigger who said that the graves appeared during the previous 10 days and the bodies were wrapped in "thick plastic bags." RFE/RL's Turkmen Service Director appeared on Al Jazeera English to participate in discussion and analysis about the state of COVID-19 in Turkmenistan. Working for RFE/RL is illegal in Turkmenistan, and correspondents contributed the information at great personal risk.

IMPACT OBJECTIVE 2

Impact Performance Goal 2.3: Reach audiences in environments targeted by state-sponsored disinformation campaigns

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Increase or maintain weekly audiences in:[1]						
The Russian Federation	4.9% (Jun 2016)	4.9% (Jun 2016)	7.7% (May 2018)	7.7% (May 2018)	9%	7.7% (May 2018)
Ukraine	18.0% (Jun 2016)	18.0% (Jun 2016)	18.0% (Jun 2016)	18.0% (Jun 2016)	20%	24.4% (May 2019)
Moldova	32.1% (Feb 2016)	32.1% (Feb 2016)	32.1% (Feb 2016)	32.1% (Feb 2016)	15%	32.2% (Nov 2019)
Kazakhstan	0.9% (Jan 2011)	9.6% (Nov 2016)	9.6% (Nov 2016)	9.6% (Nov 2016)	10%	9.6% (Nov 2016)
Tajikistan	11.4% (Jun 2016)	10.8% (Jun 2017)	10.8% (Jun 2017)	10.8% (Jun 2017)	11%	10.8% (Jun 2017)
Estonia	5.2% (Aug 2015)	5.1% (Jun 2016)	5.1% (Jun 2016)	5.1% (Jun 2016)	7%	12.9% (Nov 2019)
Latvia	7.2% (Aug 2015)	5.2% (Jul 2016)	5.2% (Jul 2016)	5.2% (Jul 2016)	7%	14.3% (Oct 2019)
Lithuania	10.0% (Aug 2016)	10.0% (Jul 2016)	10.0% (Jul 2016)	10.0% (Jul 2016)	10%	11.7% (Oct 2019)

[1] The countries and regions listed were selected by USAGM experts and represent a subset of those that USAGM networks target with programming that provides news and information to counter state-sponsored propaganda.

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IMPACT INDICATOR:

Weekly audience is defined under Impact Performance Goal 1.1.

ANALYSIS OF RESULTS:

Of the listed countries, new survey data were available for Ukraine, Moldova, Estonia, Latvia, and Lithuania. In Moldova, audiences remained high at 32 percent. The other four countries experienced significant audience growth that exceeded targets.

CONTEXTUAL INDICATORS:

Freedom House Rankings	# of USAGM target countries ranked		
	Not Free	Partly Free	Free
2020 Freedom in the World (political)	49	55	22

Reporters Without Borders Rankings	# of USAGM target countries ranked				
	Very Bad	Bad	Problematic	Fairly Good	Good
2020 World Press Freedom Index	23	44	45	11	2

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.

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A CLOSER LOOK:

Examples of USAGM impact in environments targeted by state-sponsored disinformation campaigns

One of the major themes for state-sponsored disinformation during the past year has involved COVID-19. USAGM networks continued to counter that disinformation. OCB's Martís aired reports debunking Havana's propaganda that the coronavirus is a CIA-terror weapon. VOA's Polygraph.info addressed false claims about the pandemic by authoritarian regimes, particularly China. It also dispelled a recurring theme in Russian news coverage that the coronavirus was a result of American efforts to engineer biological weapons in U.S.-funded laboratories based in Georgia and Ukraine. And VOA Russian's digital video series Context, which analyzes and debunks propaganda, has recorded more than 5 million views since its launch in 2019.



RFE/RL's "Footage vs. Footage" host Andrey Cherkasov.

Similarly, RFE/RL continues to focus on countering authoritarian regime conspiracy theories with fact-based reporting and analysis. On Current Time, Footage vs. Footage addresses disinformation by juxtaposing examples of television news coverage to demonstrate how different countries cover a

particular issue. In FY 2020, Footage vs. Footage highlighted the disinformation campaigns waged on Russian state-run media on issues ranging from the war in Donbas, the Iranian downing of a Ukrainian passenger jet, and Kremlin efforts to promote humanitarian aid shipments to the United States and Italy during the COVID-19 pandemic for propaganda purposes rather than address the needs of Russia's medical workers.

Impact Objective 3:

Overcome censorship to connect audiences in closed societies

Over the past seven decades, U.S. international broadcasting has fought censorship in all its forms. Today, even as the global media environment undergoes a dynamic revolution, access to a free press is actually in decline globally. Jamming of radio and television broadcasts 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 as audiences increasingly access and share USAGM content on digital platforms and via social media. The agency upholds the 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 people around the world 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.

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IMPACT OBJECTIVE 3

Impact Performance Goal 3.1: Increase usage of internet freedom products

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Weekly unique users on Psiphon	NA	649,040	967,763	621,392	615,000	415,057
Weekly unique users on nthLink	NA	NA	NA	NA	30,000	140,386
Weekly visits to USAGM web sites through Psiphon	NA	8,794,243	8,452,100	7,092,592	3,725,000	3,436,223
Weekly visits to USAGM web sites through nthLink	NA	NA	NA	NA	180,000	171,719
Weekly visits to USAGM web sites through NewNode[1]	NA	NA	NA	NA	200,000	NA
Proxy traffic through Psiphon	11,048 TB	15,402 TB	21,725 TB	15,875 TB	17,500 TB	13,452 TB
Proxy traffic through nthLink	NA	NA	NA	NA	1,000 TB	2,287 TB

[1] NewNode has been integrated into apps by RFE/RL and MBN; however, data on NewNode usage through these apps is available for only a small portion of FY 2020. It will be reported for the first time for FY 2021.

IMPACT INDICATORS:

Aspects of usage of USAGM-supported proxy tools

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

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(measured as the number of landing pages served), and annual proxy traffic through the tools.

In FY 2020, Psiphon supported VOA Afaan Oromoo, Afghan, Amharic, Azerbaijani, Burmese, Chinese, Persian, Russian, Tibetan, Tigrigna, Urdu, Uzbek, Vietnamese, and English; RFE/RL Azeri, Belarussian, Chechen, Crimean, Farda (Persian), Kazakh, Kyrgyz, Russian, Tajik, Turkmen, Ukraine, and Uzbek; RFA Cantonese, Mandarin, Tibetan, Uyghur, and Vietnamese; MBN Alhurra and Radio Sawa; and OCB Martí. NthLink supported VOA Mandarin, Persian, and Urdu; RFE/RL Farda (Persian); and RFA Mandarin.

ANALYSIS OF RESULTS:

Weekly unique users

In FY 2020, weekly unique users fell short of the target by 33 percent (19,943 users) on Psiphon, but exceeded the target on nthLink by 386 percent (110,385 users).

Weekly visits to USAGM web sites

In FY 2020, weekly visits to USAGM sites fell short of the targets by 8 percent (288,777 visits) on Psiphon and 5 percent on nthLink (8,281 visits). NewNode traffic could only be tracked to RFE/RL sites and not to the other USAGM networks.

Proxy Traffic

In FY 2020, proxy traffic fell short of the target through Psiphon by 23 percent (4,048 TB of proxy traffic), but exceeded the target by 129 percent (2,287 TB of proxy traffic) through nthLink.

Contextual Indicator:

Freedom House Rankings	# of countries with customized USAGM-sponsored circumvention tools ranked as:		
	Not Free	Partly Free	Not Ranked
2020 Freedom on the Net	11	1	4

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A CLOSER LOOK:

Development of new technologies and activities to counter internet censorship and blocking

USAGM is committed to funding both open- and closed-source anti-censorship tools, providing digital security and circumvention tools trainings for journalists, and working with USAGM staff to promote circumvention tools. To that end, in August 2020, USAGM revived its Office of Internet Freedom (OIF). OIF's mission is to support the testing, deployment, and management of technologies that circumvent internet blocking, filtering, and other censorship techniques principally used by repressive regimes, such as those in China and Iran. OIF has a track record of ensuring that U.S. taxpayer dollars allocated for internet freedom projects are maximized. Through a competitive bidding process, OIF awarded several contracts for the deployment of secure and effective anti-censorship technologies, which will enable individuals around the world to more safely access and share news content and other digital information online. The two initial awardees were Psiphon and ACI, which use powerful anti-censorship tools like VPN, SSH, and HTTP proxies. At the time of publication, OIF was in the process of launching another round of competitive bidding to fund additional internet freedom technology.

Engagement on the international stage to combat satellite and radio jamming

USAGM collaborates with other international broadcasters, broadcasting organizations, international telecommunication organizations, and other government agencies to oppose jamming.

In FY 2020, numerous instances of what is officially termed "purposeful interference" have been attributed to Iran. There were isolated instances of such activity that were geolocated to areas near Iran, but there was insufficient data to determine the exact origin of the interfering signals that negatively impacted Voice of America and Radio Free Asia programming.

USAGM remains diligent in pursuing regulatory, technical, political, and public communications avenues to address satellite and radio jamming of its content.

Impact Objective 4:

Optimize program delivery by market and expand engagement on digital platforms

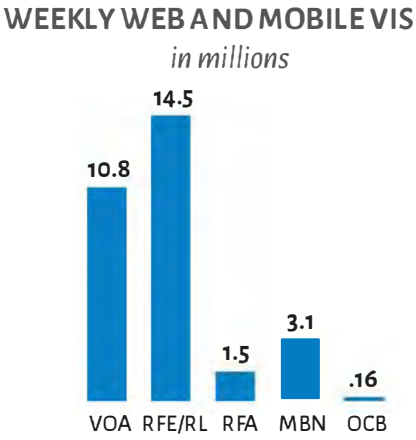
It is essential that USAGM reach audiences on their preferred media platforms. USAGM is aligning how it delivers content with how consumers access it now and in the future. USAGM will continue growing and enhancing new distribution methods, with specific attention to social and mobile platforms. On traditional 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:

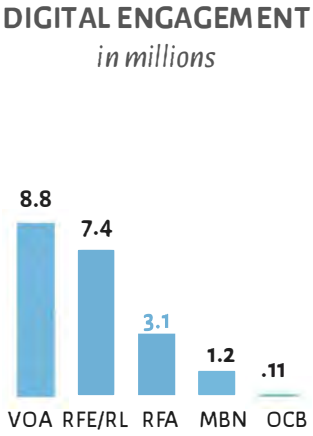
- Increase distribution on platforms that USAGM knows audiences are using – FM, satellite and broadcast television, and mobile devices – continuing migration away from legacy platforms that no longer effectively reach audiences.
- Expand reach and engagement on digital platforms, including new streaming 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 to support growing audience appetite for television and video by updating USAGM broadcasting facilities.

Impact Performance Goal Overview

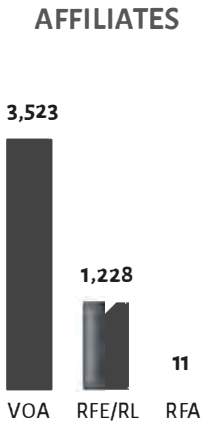
4.1
Increase web traffic



4.2
Increase audience interaction via social media



4.3
Build strong affiliate relationships



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IMPACT OBJECTIVE 4

Impact Performance Goal 4.1: Increase web traffic

Average weekly visits to web and mobile sites	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
VOA	6,957,800	8,810,700	8,850,000	9,383,700	9,571,400	10,832,000
RFE/RL	7,500,200	8,464,600	9,751,200	10,990,200	11,539,700	14,466,500
RFA	848,700	901,200	1,010,900	1,267,000	1,330,400	1,468,100
MBN	490,300	1,092,400	854,500	1,028,100	1,182,300	3,076,900
OCB	162,800	172,500	142,600	136,100	149,700	163,900

Note:

- Data in the chart above should be compared across years and not across broadcasters, in part because broadcasters are measuring different numbers of web and mobile sites and languages, ranging from one to over 40.
- Data pulled from Adobe Analytics from 10/1/2019 to 9/5/2020.

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IMPACT INDICATOR:

Average weekly visitors:

This indicator measures the number of visits to USAGM websites over a 52-week period and creates an average based on 52 weeks of data coinciding with the fiscal year. 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.

ANALYSIS OF RESULTS:

VOA **Target: 9,571,400** **Actual: 10,832,000**

VOA's web and mobile traffic exceeded its target set for FY 2020, and experienced an increase of nearly one and a half million weekly visits from FY 2019.

RFE/RL **Target: 11,539,700** **Actual: 14,466,500**

RFE/RL's web and mobile traffic significantly exceeded the target set for FY 2020. The number of weekly visits to RFE/RL websites grew by over 30 percent.

RFA **Target: 1,330,400** **Actual: 1,468,100**

RFA's web and mobile traffic continued to grow in FY 2020, exceeding its 5 percent growth target. RFA continued its strong focus on growth in social media traffic. Surveys and qualitative research suggest that, for many online audience members, direct consumption of RFA via its branded websites has been outstripped by consumption of content on YouTube, Facebook, and other social media platforms.

MBN **Target: 1,182,300** **Actual: 3,076,900**

MBN's weekly web traffic in FY 2020 was significantly above target and likely reflects, in part, enhanced focus on alhurra.com and radiosawa.com websites.

OCB **Target: 149,700** **Actual: 163,900**

OCB's web and mobile traffic increased from FY 2019 and exceeded the target set for FY 2020.

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IMPACT OBJECTIVE 4

Impact Performance Goal 4.2: Increase audience interaction via social media

Digital engagement action (average weekly)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
		Without Instagram			With Instagram		
VOA	Baselines not established	4,937,600	4,126,700	3,520,500	5,494,700	5,714,500	8,830,100
RFE/RL		2,106,100	2,261,300	2,131,100	4,100,800	4,305,800	7,415,500
RFA		1,125,300	823,200	1,130,900	1,130,900	1,176,100	3,056,600
MBN		646,700	883,000	501,000	516,400	526,700	1,244,100
OCB[1]		32,200	70,700	69,900	70,000	77,000	113,600

[1]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.

Note: Data pulled from Socialbakers from 10/1/2019 to 9/5/2020.

IMPACT INDICATOR:

Digital Engagement Actions:

This indicator measures the weekly average number of engagement actions on currently measurable platforms, currently Facebook, Twitter, YouTube, and Instagram. Engagement actions include measurable actions that demonstrate an activity beyond just consuming content – either reacting to a USAGM post by liking, "favoriting," commenting, sharing, or retweeting or liking or following a USAGM account or profile for the first time. These actions are tracked through Socialbakers, a third-party vendor.

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ANALYSIS OF RESULTS:

VOA	Target: 5,714,500	Actual: 8,830,100

VOA social media engagement greatly exceeded the target set for FY 2020, with an increase of 60 percent from FY 2019.

RFE/RL	Target: 4,305,800	Actual: 7,415,500

Engagement with RFE/RL content posted to the social media accounts increased substantially in FY 2020. RFE/RL social media engagement grew substantially, rising 72 percent compared to the previous year.

RFA	Target: 1,176,100	Actual: 3,056,600

RFA far exceeded its social media engagement target, fueled by extraordinary growth in comments, likes, shares, and reactions on RFA posts, especially on RFA Burmese Service's Facebook page.

MBN	Target: 526,700	Actual: 1,244,100

MBN's digital engagement actions are above target and likely reflect, in part, strong engagement on localized social media accounts, such as Maghreb Voices, Irfaasawtak (Raise Your Voice) for Iraq and the Levant, and El Saha for Egypt.

OCB	Target: 77,000	Actual: 113,600

In FY 2020, OCB social media engagement exceeded its target, increasing 62 percent from the previous year.

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IMPACT OBJECTIVE 4

Impact Performance Goal 4.3: Build strong affiliate relationships

Number of affiliations (broadcast, online, and mobile)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
USAGM[1]	NA	NA	NA	3,729	3,850	4,174
VOA[2]	2,265	2,411	2,247	3,151	3,200	3,523
RFE/RL	761	798	777	1,140	1,200	1,228
RFA[3]	35	7	11	10	11	11

[1] USAGM reported 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.

[2] 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.

[3] The drop in RFA affiliates in FY 2017 reflects the loss of affiliates in Cambodia and the correction of an accidental over count in previous years.

IMPACT INDICATOR:

Affiliations

Affiliates – broadcast stations and digital platforms that carry USAGM content – are a primary conduit between the USAGM networks and their end users. Counting the number of affiliates, then, offers a measure of the appeal of agency programming. As shortwave usage wanes in parts of the world, the importance of affiliations with local 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.

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ANALYSIS OF RESULTS:

USAGM Affiliates	Target: 3,850	Actual: 4,174

With 4,174 USAGM affiliates, USAGM exceeded its target of 3,850 affiliations in FY 2020.

VOA Affiliates	Target: 3,200	Actual: 3,523

With 3,523 VOA affiliates, USAGM exceeded its target of 3,200 affiliations in FY 2020.

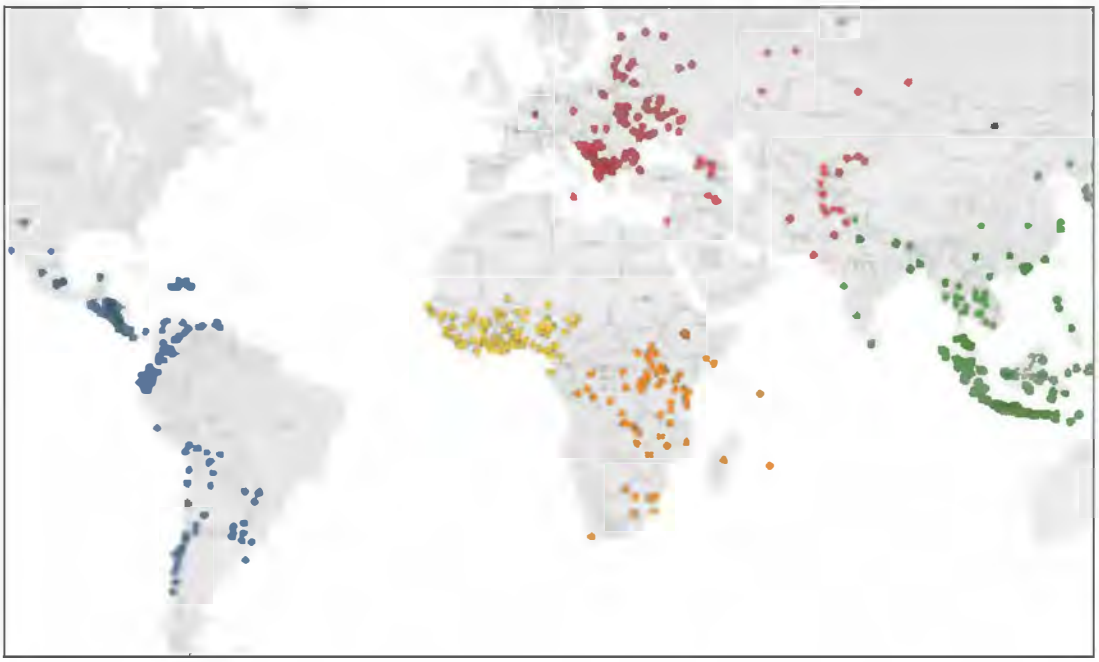
RFE/RL Affiliates	Target: 1,200	Actual: 1,228

With 1,228 RFE/RL affiliates, USAGM exceeded its target of 1,200 affiliations in FY 2020.

RFA Affiliates	Target: 11	Actual: 11

With 11 RFA affiliates, up from 10 last year, USAGM met its affiliate target in FY 2020.

MAP OF USAGM AFFILIATES BY REGION



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A CLOSER LOOK:

Shifting platforms to respond to changing audience preferences

In early 2020, RFE/RL marked the first anniversary of its relaunched fully-digital Bulgarian and Romanian language services. Later in the year, RFE/RL returned to the Hungarian media market as well, with the launch of its all-digital Hungarian Service. All three have demonstrated strong impact with their respective audiences.



Relaunched on September 8, 2020 to counter the appearance of Russian and Chinese disinformation in Hungary, RFE/RL's Hungarian Service was swift in its ability to cover weighty issues that resonated with audiences – including a popular back-to-school feature on the digital divide between well-off children in urban centers and their counterparts in poverty-stricken rural areas. The Service has also taken on issues otherwise not addressed in the Hungarian media, such as the exposure of Hungarian residents to Chinese digital surveillance efforts, as revealed in the Zhenhua Data database leak.

RFE/RL's Bulgarian Service, despite its extremely limited resources, delivers high-quality investigative reporting, live news coverage, and exclusives within its market. As Bulgaria faced months of anti-government protests in 2020, the Service has brought audiences into the action via live social media coverage and investigated the government corruption underlying the protests. As a result, audience engagement with the Service has risen, and numerous media outlets have picked up the RFE/RL reporting.

All of USAGM networks have experienced a significant increase in digital and social media engagement due to COVID-19. RFA Mandarin, for example, saw a nearly 400 percent rise in audience engagement and an 800 percent increase in video views on Facebook in FY 2020 as a result of its coverage of the coronavirus and the Hong Kong political crisis. Meanwhile, RFA Vietnamese transitioned to a full online service because its shortwave radio broadcasts were regularly jammed by the Vietnam government. As result, the service's Facebook video views have increased by more than 635 million – 460 percent growth since 2019, with YouTube views increasing by 48 percent. And VOA's Eurasia Division expanded U.S. coverage with new cross-platform programming in Russian, Serbian, and Georgian, introducing viewers to prominent diaspora personalities who are making significant contributions to American society.

Recognizing the market for audio listening apps such as Spotify, Google Podcast, and iTunes, VOA's East Asia and Pacific Division language services have ramped up their audio app product development, expanding digital reach and audience engagement in the region. Recent launches include VOA Khmer's podcast, "Envision Cambodia," which features expert opinions on what Cambodia might look like in 2040. VOA Vietnamese added two new podcasts: "Vietnam in Focus," which features news, analysis, and public opinion on Vietnam-related topics as well as human interest stories, and "VOA Talk Shows," in which the host interviews experts and engages the audience in live Q&As on U.S. immigration, education, health and the economy.

RFA saw significant growth on digital platforms in FY 2020. The RFA Burmese Service's customized and better timed posts on top domestic news attracted 114 million Facebook engagement actions, overwhelmingly from inside Burma (Myanmar). Two other Southeast Asian Facebook pages (Khmer and Vietnamese) also garnered more than 15 million engagement actions each, despite more aggressive government attempts to control digital conversations in both target countries. Hong Kong's protests and the imposition of a new National Security Law helped RFA Cantonese more than double engagement on Facebook and YouTube and nearly double on Twitter. Although Beijing blocks of all Western social media, RFA Mandarin's Facebook engagement also grew 457 percent compared to FY 2019, with compelling posts including explainer videos and

exclusive coverage of the COVID-19 pandemic and South China Sea military developments.

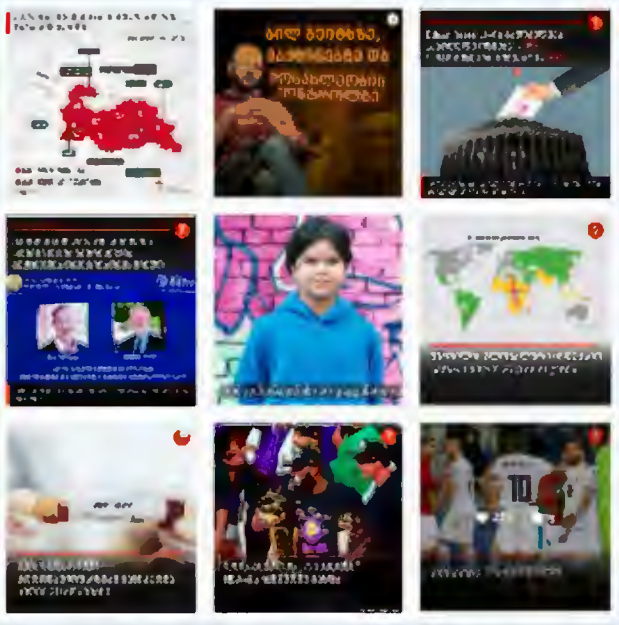
MBN sought to maximize its digital impact by using popular news aggregators, creating short excerpts of its programming for social media, cross-posting across its Facebook properties, and targeting younger audiences on Instagram. In addition, Alhurra's HD channel was added on two new satellite systems, Eutelsat 8 and Yahsat, in addition to existing transmission on Nilesat, Arabsat, and Eutelsat 7.

Using alternative, creative ways to deliver content

In FY 2020, USAGM networks continued their history of experimenting with and utilizing new platforms and formats to deliver content to audiences around the world.

Several USAGM language services use the Telegram messaging app for news distribution. RFE/RL's Radio Farda and Uzbek Service, for example, have cultivated a dedicated following on the platform over the years and use it to push news updates as well as to solicit user-generated content. Current Time and RFE/RL's Russian Service also use Telegram for news distribution and have acquired more than 10,600 and 27,800 followers, respectively. And in FY 2020, VOA LatAm Digital created a social media delivery channel using Telegram to provide Venezuelans audio, video, and text content.

VOA's WhatsApp-Venezuela Digital Project has more than 2,000 subscribers who receive programs, video, audio, and text content. This and other efforts have led to high audience numbers as seen in a recent VOA survey in Venezuela that concluded VOA Spanish is used by 16 percent of adults each week, nearly 90 percent higher than in 2016 and approaching the reach of CNN Spanish and Colombia's NTN24.



Because 60 percent of RFE/RL Georgian's audience is below the age of 34, the service maximizes Instagram to engage younger audiences who prefer the platform to consume information. The service is recognized by independent media experts for swiftly incorporating the platform's new features, including interactive tools. RFE/RL Georgian's Instagram feed

features unique content created specifically for the platform, and engages audiences through user-generated content.

VOA Turkish uses affiliate EKOTURK's vMix video streaming software in its daily live remote. The technology enables VOA Turkish to anchor the program remotely, transforming the show's format in response to COVID-19. The software allows the affiliate to control four remotes simultaneously, with one of the remotes being the VOA host.

Impact Objective 5:

Serve as an authoritative source of information on U.S. news, policy, and society

Representing America and presenting and discussing U.S. policy are legislated mandates for the agency and, thus, constitute mission imperatives. Carrying them out 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 hub 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 television and radio programs, online instruction, printed instructional materials, and innovative short-form videos designed for social media.

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IMPACT OBJECTIVE 5

Impact Performance Goal 5.1: Provide programming that increases audiences' understanding of the United States

Understanding of American society[1] – percentage of weekly audience who report that the broadcasts have increased their understanding of American society somewhat or a great deal	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
	Simple average	Weighted average				
VOA	62	67	62	56	56	56
MBN	45	44	42	44	55	38
OCB	NA	85	85	85	85	85

[1] Beginning with FY 2017, the scores for understanding of American society are weighted averages, based on audience size, of all understanding of American society scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores. The FY 2017 weighted averages were first reported in the performance section of the FY 2019 Congressional Budget Justification.

Understanding of U.S. foreign policy[1] – percentage of weekly audience who report that the broadcasts have increased their understanding of U.S. foreign policy somewhat or a great deal	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
	Simple average	Weighted average				
VOA	60	68	60	54	54	53
MBN	43	43	42	44	46	47
OCB	NA	89	89	89	89	89

[1] Beginning with FY 2017, the scores for understanding of U.S. foreign policy are weighted averages, based on audience size, of all understanding of U.S. foreign policy scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores. The FY 2017 weighted averages were first reported in the performance section of the FY 2019 Congressional Budget Justification.

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IMPACT INDICATORS:

Understanding of American Society:

Representative surveys ask weekly listeners/viewers/online users of a USAGM network's broadcasts in a particular language to report 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:

Representative surveys ask weekly listeners/viewers/online users of a USAGM network's broadcasts in a particular language to report 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."

ANALYSIS OF RESULTS:

Understanding of American Society

VOA **Target: 56** **Actual: 56**

VOA met its target score for understanding of American society of 56 percent for FY 2020. This score is identical to that of FY 2019, a plateau in a three-year downward trend, after three years of scores in the 60s. Notable decreases in this score have been measured in Mexico and increases in Ukraine.

MBN **Target: 55** **Actual: 38**

MBN's score for understanding of American society was below target in FY2020. MBN had set an ambitious target for this indicator as a result of increasing focus on U.S. issues with the 2018 relaunch. While large percentages of audiences in Lebanon, Morocco, and the Palestinian Territories ranked Alhurra high on this indicator, audiences in Libya, Iraq, Egypt, Qatar, Saudi Arabia, and Kuwait did not. Severe domestic crises and political unrest in Libya, Iraq, and Egypt likely led audiences to focus much more on domestic than external issues.

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OCB	Target: 85	Actual: 85

USAGM did not commission a survey in Cuba in FY 2020, so OCB's understanding of American society score remains unchanged in FY 2020.

Understanding of U.S. Foreign Policy

VOA	Target: 54	Actual: 53

VOA narrowly missed its target score for increasing understanding of U.S. foreign policy. It is difficult to know whether this is a continuation or slowing of the downward trend, when it dropped 14 points from 68 to 54 from FY 2017 to FY 2019. Scores for this metric continue to reflect several markets where VOA was down last year and has no new data this year. The relatively low score among the massive audience in Mexico (45 percent), where the question was asked for the first time in 2019, remains a significant driver of the decrease, given the large size of the audience there.

MBN	Target: 46	Actual: 47

MBN's score for understanding of U.S. foreign policy was on target. While relatively low, it reflects audiences' greater interest in local and regional issues.

OCB	Target: 89	Actual: 89

USAGM did not commission a survey in Cuba in FY 2020, so OCB's understanding of U.S. foreign policy score remains unchanged in FY 2020.

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Impact Performance Goal 5.2: Provide exceptional news and information

Uniqueness[1] Percentage of weekly audience reporting that broadcaster presents information they cannot get from other media	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
	Simple average	Weighted average				
VOA	25	29	31	28	28	28

[1]Beginning with FY 2017, the scores for uniqueness are weighted averages, based on audience size, of all uniqueness scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores. The FY 2017 weighted averages were first reported in the performance section of the FY 2019 Congressional Budget Justification. 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.

IMPACT INDICATORS:

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, television, 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," or "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."

ANALYSIS OF RESULTS:

Uniqueness

VOA **Target: 28** **Actual: 28**

VOA's met its target score for uniqueness, which is identical to its FY 2019 score.

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A CLOSER LOOK:

Successful deployment of the U.S. bureau model

Many of VOA's language services act as U.S. bureaus for their affiliate partners, providing news and analysis of major developments in the United States that can be inserted directly into affiliate news programming.

Pursuant to its Charter, VOA continues to explain the U.S. political process to the world, for example, by supplying media outlets around the world coverage of this year's U.S. presidential and vice presidential debates. All of VOA's Africa Division language services, for example, provided comprehensive coverage of the first presidential debate between President Donald Trump and former Vice President Joe Biden, including livestreaming the debate on digital platforms. Two major television affiliates, the Uganda-based NBS and Kenyan channel KTN, carried the debate live. VOA Mandarin covered the first presidential debate with a two-hour television special.



VOA Indonesian coverage of U.S. Presidential Debate

VOA Indonesian generated 19 live reports on the first presidential debate for Indonesian affiliates, including for Metro TV's live event on the debate and newscasts for MetroTV, iNews, state broadcaster TVRI, RRI, Elshinta, MNC,

Sonora, Suara Surabaya, and MOST. VOA Eurasia Division language services served as U.S. election coverage desks for more than 50 television affiliates in the region, including major national networks in Ukraine, the South Caucasus, and the Balkans, providing real-time, comprehensive reports of and insights into the debate. And more than 200 media partners in Central and Latin America relied on VOA for live coverage of the first presidential debate.

Exceptional and unique coverage of important U.S. news stories

VOA continued to cover U.S. issues of interest to foreign audiences and provide programming that tells America's story. It explains the United States to international audiences in terms that are relevant and relatable.

Across VOA's language services, coverage of the 2020 U.S. election cycle has been a prominent theme. For countries and areas such as Venezuela, Russia, and Central Asia, where elections are undemocratic, coverage has focused on this topic, above all else. Content has included explainers of the U.S. electoral process, closely following the political campaigns and focusing on issues of interest to the region: U.S. foreign policy, trade and immigration policies, and the role of immigrants in American society. VOA Russian's election coverage, for example, includes a special Election Road Show, examining battleground states and immigrant communities and their participation in the U.S. political process.

VOA Indonesian tells the story of the U.S. electoral process and American political culture to the world's largest Muslim country, from explaining primaries and caucuses to discussing hot-button issues like possible trade wars. On broadcast and digital media, Indonesians learn how elections work in a democracy, through the eyes of the Indonesian diaspora.



Alhurra covers the U.S. Presidential primaries in Virginia.

Alhurra tells America's story better than any other Arabic-language media outlet targeting the Middle East. Through its reporting, Alhurra provides an undistorted line of communication with the people of the Middle East and North Africa providing them a better understanding of America. It has the most comprehensive coverage of U.S. foreign policy in the region with dedicated correspondents in the White House, Congress, State Department, and Pentagon, and daily newscasts and weekly discussion programs dedicated to coverage of the U.S. and its foreign policy.

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 outlets 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 reliable and responsive 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.

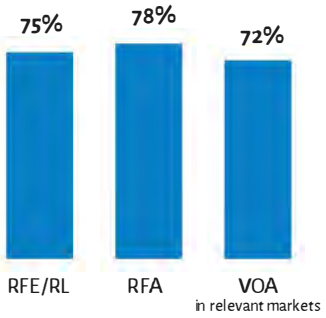
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Impact Performance Goal Overview

6.1

Provide programming that increases audiences' understanding of current events in target countries

PROGRAMMING PROVIDES UNDERSTANDING OF CURRENT EVENTS IN TARGET COUNTRIES

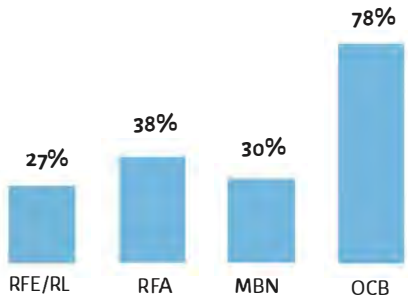


(% of weekly audience)

6.2

Provide exceptional news and information

PROGRAMMING PROVIDES EXCEPTIONAL NEWS AND INFORMATION



(% of weekly audience)

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IMPACT OBJECTIVE 6

Impact Performance Goal 6.1: Provide programming that increases audiences' understanding of current events in target countries

Understanding of current events in target country. Percentage of weekly audience who report that the broadcasts have increased their understanding of current events in the target country somewhat or a great deal	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
VOA in relevant markets	NA	NA	NA	NA	72
RFE/RL	83	77	75	75	75
RFA	86	83	83	78	78
MBN	NA	NA	NA	NA	NA
OCB	NA	NA	NA	NA	NA

Note:

This was a new measure in FY 2018. Actuals are not available for FY 2016 and only available for a small number of language services for FY 2017-2020. There is no data to report for MBN and OCB. The question will be incorporated into the core USAGM questionnaire going forward.

IMPACT INDICATORS:

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 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."

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ANALYSIS OF RESULTS:

VOA	Target: NA	Actual: 72

VOA only has scores from eight markets for this new metric, and it will take several years to complete surveys to cover enough markets to establish anything like a baseline or set a realistic target. It is worth noting here, however, that among those markets included in the FY 2020 score, Ukraine scored the highest, with 86 percent of the weekly audience claiming greater understanding of current events in their own country due to VOA content.

RFE/RL	Target: 75	Actual: 75

Based on data from 17 countries and regions, RFE/RL's score regarding understanding of current events in the target country in FY 2020 was 75 percent, meeting its target. RFE/RL continues to increase the understanding of current events in the target area through its surrogate broadcasting among a significant portion of its audience with three in four weekly listeners, viewers, or online users reporting that its programs increased their understanding of current events in the target area.

RFA	Target: 78	Actual: 78

Based on data from Burma and Cambodia, RFA's score for understanding of current events in the target country was 78 percent, meeting its target. This metric was not measured in China. Cambodia figures from the most recent national survey were lower than in past cycles, perhaps influenced by fear of openly expressing support for RFA, which Cambodian Prime Minister Hun Sen has denounced and attempted to discredit with increasing ferocity.

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A CLOSER LOOK:

Coverage of important local news stories that other media are not covering

RUSSIA While most media outlets cover the news from Russia's major cities, RFE/RL provides unique coverage of important local news across the Russian Federation. Current Time's "Unknown Russia" and "Person on the Map" television series take audiences across the country, telling the stories of people who carve out unique lives. This type of documentary journalism is almost never seen on Russian state television, which sensationalizes problems in lesser developed parts of the country, rather than showcasing the diversity of Russian society. RFE/RL's Tatar-Bashkir Service and North Caucasus Service have strong reporting expertise in local minority rights issues – an essential theme as Moscow pursues Russification policies to suppress regional cultural heritage. RFE/RL also features several locally-focused websites – Northern.Realities, Siberian.Realities, Idel.Realities, and Kavkaz.Realities – that offer regional Russian-language reporting on discrete parts of the country.



Current Time's "Person on the Map"

IRAQ Alhurra had extensive coverage of the months-long protests in Iraq. It followed the escalation of protests against Iranian interference in Iraq, including in Karbala where there was violence between the demonstrators who besieged the Iranian consulate and security forces that led to deaths and injuries. The network covered the accusations that Iraqi authorities launched a campaign of arresting protestors as well as the U.N.'s condemnation of clashes between security forces and demonstrators and its warning against the use of live ammunition. Alhurra also reported the arrests of Iraqis who posted messages of solidarity with the protesters on Facebook.

AFRICA To debunk false claims on local websites, VOA stepped up efforts to counter Russian disinformation in the Central African Republic by launching a 30-minute radio program with balanced reporting on domestic and international news. Efforts to counter Russia's disinformation also included reporting on Moscow's cyber interference in Africa.

IMPACT OBJECTIVE 6

Impact Performance Goal 6.2: Provide exceptional news and information

Uniqueness[1] Percentage of weekly audience reporting that broadcaster presents information they cannot get from other media	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
	Simple average	Weighted average				
RFE/RL	25	22	25	26	26	27
RFA	NA	NA	40	40	50	38
MBN	NA	20	32	29	40	30
OCB	NA	78	78	78	80	78

[1] Beginning with FY 2017, the scores for uniqueness are weighted averages, based on audience size, of all uniqueness scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores. The FY 2017 weighted averages were first reported in the performance section of the FY 2019 Congressional Budget Justification.

IMPACT INDICATORS:

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," or "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."

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ANALYSIS OF RESULTS:

Uniqueness

RFE/RL	Target: 26	Actual: 27

RFE/RL's uniqueness score of 27 percent slightly exceeded the target of 26 percent. RFE/RL continues to provide unique information to a significant proportion of its audience with one-quarter of weekly listeners, viewers, or online users reporting that "very little" or "none" of the information provided by RFE/RL is available elsewhere.

RFA	Target: 50	Actual: 38

RFA's uniqueness score, based on Burma and Cambodia, did not meet the target, due to a lower than anticipated uniqueness score in Cambodia (35.1 percent). However, in the same survey, 83 percent of RFA's weekly audience in Cambodia expressed that RFA provides information about Cambodia that they cannot get otherwise.

MBN	Target: 40	Actual: 30

MBN's uniqueness score is lower than targeted, but consistent with previous years. Providing content audiences find unique traditional has been a significant challenge in the Arab world where audiences have access to hundreds of well-funded TV and radio stations and digital media sources.

OCB	Target: 80	Actual: 78

USAGM did not commission a survey in Cuba in FY 2020, so OCB's uniqueness score remains unchanged in FY 2020.

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Impact Objective 7:

Engage local media and empower citizen information gathering and exchange

Local media affiliates are the primary means through which 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 journalistic 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 divides.

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Impact Performance Goal Overview

7.1

Increase engagement with local media outlets

Number of USAGM affiliates that air custom or interactive segments

99

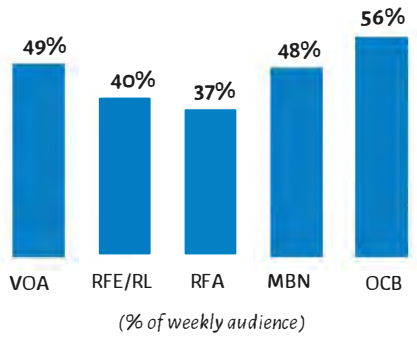
Number of weekly downloads from affiliate content distribution portal, Direct

3,662

7.2

Increase sharing of USAGM programming

Percentage of weekly audience who shared something heard/read/seen on broadcaster weekly



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IMPACT OBJECTIVE 7

Impact Performance Goal 7.1: Increase engagement with local media outlets.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Number of USAGM affiliates with national reach that air custom or interactive segments during primetime[1]	50	60	68	NA	NA
Number of USAGM radio and TV affiliates that serve multiple markets[1]	NA	NA	452	475	540
Number of USAGM affiliates that air custom or interactive segments[1]	NA	NA	80	85	99
Number of weekly downloads from affiliate content distribution portal, Direct	1,650	2,750	2,815	3,250	3,662

1 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.

Note:

These were new measures in FY 2017. Actuals for FY 2016 are not available.

IMPACT INDICATOR:

The indicators for increasing engagement with local media outlets include: the number of USAGM radio and television 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 television) with national reach that air custom or interactive segments (also known as "bureau" reports, produced jointly with the USAGM networks) during primetime.

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ANALYSIS OF RESULTS:

All of these affiliate engagement metrics in the chart above showed large increases and exceeded the targets set for FY 2020. The number of weekly downloads from USAGM Direct showed a 30 percent increase from last year, which can be attributed to a shift to online workflows as a result of COVID-19, as well as strong interest in coronavirus and election-related coverage.

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A CLOSER LOOK:

Substantive engagement with key local media affiliates

Through its Office of Business Development, USAGM strengthened its partnerships with local media providers in FY 2020. Key accomplishments included further placement of Current Time, which now has more than 201 distributors in 22 countries and an additional 62 affiliates in 15 countries. USAGM's Eurasia Regional Marketing Office also successfully negotiated an agreement to make Current Time available in more than 15,000 hotel rooms across Europe.

VOA launched "StartUP Africa," a self-narrated video series that features 30-minute profiles of young African tech entrepreneurs in e-pay, ride share, health tech, e-learning, trucking, and agritech. The season finale revisits these innovators during the coronavirus pandemic and explores how it has changed their outlook.



The series is co-produced with five leading broadcasters in key media markets – Channels Television in Nigeria, Citi TV in Ghana, RTV in Rwanda, NBS TV in Uganda, and KTN in Kenya.

USAGM's Office of Business Development trained more than 600 media professionals in Africa, Asia, South and Central America, Central Europe, and Eurasia during FY 2020 to build capacity and goodwill with affiliate partners. Onsite and online training sessions in English and local languages focused on essential journalistic topics, audience development, and financial literacy in addition to digital security and physical safety for the journalists.

IMPACT OBJECTIVE 7

Impact Performance Goal 7.2: Increase sharing of USAGM programming

Sharing[1] - Percentage of weekly audience who shared something heard/read/seen on broadcaster weekly	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2019 Target	FY 2020 Actual
	Simple average	Weighted average				
VOA	55	45	46	49	49	49
RFE/RL	44	48	44	41	45	40
RFA	64	49	41	41	42	37
MBN	52	67	67	62	55	48
OCB	NA	56	56	56	60	56

[1]Beginning with FY 2017, the scores for sharing are weighted averages, based on audience size, of all sharing scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores. The FY 2017 weighted averages were first reported in the performance section of the FY 2019 Congressional Budget Justification.

IMPACT INDICATOR:

Sharing of programming

This indicator is determined by a question in representative surveys asking weekly listeners/viewers/online users in any language how often they share news that they have heard, seen, or read from a USAGM network 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," or "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."

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ANALYSIS OF RESULTS:

VOA **Target: 49** **Actual: 49**

VOA met its FY 2020 target for weekly sharing of its news by users, with nearly half of all its users (49 percent, as in FY 2019) reporting they share something they have seen or heard from VOA with their personal network. More and more VOA audiences around the world are consuming VOA on social media platforms, which clearly enhances the ability for them to share content.

RFE/RL **Target: 45** **Actual: 40**

RFE/RL's score for weekly sharing of programming was 40 percent in FY 2020, not meeting its target of 45 percent.

RFA **Target: 42** **Actual: 37**

RFA's score for weekly sharing of content was 37 in FY 2020, missing its target of 42 because a drop in the sharing indicator measured in the national survey in Cambodia that was completed in FY 2020. Cambodia's Prime Minister has repeatedly attacked RFA and its reporters and detained or threatened citizens for online activity, which Freedom House and other media freedom organizations have criticized. However, it is unclear if the reported drop in sharing reflects actual reductions in sharing RFA content. Respondents may be sharing less often because of fear of retribution or they may be sharing but reluctant to disclose that they have shared RFA content in a survey. (RFA's Digital Analytics suggest there was a 53 percent increase in sharing on the RFA Khmer Facebook page and 425 percent growth in RFA Khmer YouTube engagement in FY 2020.) In addition to the new data from Cambodia, the FY 2020 score was derived from older surveys in Burma and Vietnam.

MBN **Target: 55** **Actual: 48**

MBN's score for weekly sharing of programming was below target but is not surprising. Qualitative research in the Arab world indicates audiences in the region are reluctant to share information via digital media in part because of increased government controls and penalties for sharing what governments consider politically sensitive information.

OCB **Target: 60** **Actual: 56**

USAGM did not commission a survey in Cuba in FY 2020, so OCB's sharing score remains unchanged in FY 2020.

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A CLOSER LOOK:

Citizen journalism and user-generated content

USAGM networks use citizen journalists and user-generated content (UGC) to gather and present information from repressive environments and present diverse perspectives to their audiences.

The VOA News Center collaborates with the agency's Extremism Watch Desk to vet UGC from target countries, carefully ruling out material that does not meet VOA editorial standards. Map applications, online research, and personal expertise are employed to authenticate the videos VOA uses and to ensure they accurately reflect the situation on ground. Each video is identified as UGC and carries a disclaimer that despite VOA's best efforts, it cannot be independently verified.

VOA presented UGC in its coverage of Iran's 2020 parliamentary elections. When the regime claimed a large voter turnout, VOA aired carefully-vetted Iranian viewer contributions that showed many polling stations with few or no voters. As COVID-19 began to take hold in Iran, VOA reported on the growing fears of ordinary Iranians. VOA Persian coverage included social media postings and contributions from citizen journalists in Iran, whose accounts belied official statements claiming there were only a few coronavirus cases. When the virus erupted in the Chinese city of Wuhan, VOA Mandarin worked closely with Chinese citizen journalist Chen Qiushi, who was later detained by the Beijing government for providing information to the outside world. His first-person account and the video he provided VOA gave a rare view of the struggle Wuhan residents faced. In addition, VOA's China Branch started advertising a dedicated email account in mid-January, asking people to submit stories of their lives in the time of the coronavirus. This project yielded powerful, first-hand narratives from inside China for VOA's web, social media, and TV programs.

In May 2020, RFA Vietnamese aired a citizen-produced video showing life under quarantine near Vietnam's border with China. Since then, the video has been viewed by 11 million people on Facebook, and shared more than 35,000 times. That same month, RFA's Lao Service shared a user-generated video of Lao truckers complaining that Chinese immigration officials preventing them from

transporting goods into China due to coronavirus concerns, while Chinese trucks easily crossed into Laos despite only 19 officially-confirmed cases of COVID-19 in the country. The video received more than 750,000 views and nearly 5,000 shares on Facebook.

RFE/RL's Radio Farda has been able to report on a range of sensitive topics from within Iran, due to the bravery of those willing to send video in to RFE/RL. Among the sensitive social topics revealed on-camera from within the country were: footage from across Iranian cities showing how people were handling the COVID-19 crisis; a firsthand look into the lives of Iran's Afghan immigrants, who sought a better life but instead found only hardship and discrimination; a daring short feature about Iran's #MeToo movement and the sexual abuse against women in Iran; and other features where Farda's rare original camera footage from Iran tells the story of brave individuals who were willing to speak up about difficult situations within the country.

USAGM-facilitated dialogue across religious, national, and ethnic divides

In covering China's oppression of Uyghurs, RFA sought to facilitate dialogue and understanding across cultural divides. RFA Mandarin produced a three-part Xinjiang video series in 2019 to promote understanding between Han Chinese and Uyghurs. The network also airs two weekly radio feature programs focused on Tibet and Uyghur issues as well as publishes a weekly column and commentaries by Tibetan and Uyghur writers.

MBN also highlighted the situation of the Uyghurs in its programming. Due to China's foreign investments in the Middle East and its growing influence in the region, few Arabic-language media outlets will address this issue head on and the humanitarian crisis is largely unknown in the region. MBN regularly covers statements from the Administration and Congress regarding the plight of the Uyghur population. Alhurra reported on Uyghur activists who announced they documented the presence of approximately 500 camps and prisons run by the Chinese government; it also aired air the investigative documentary Inside China, which showed undercover footage from China's restricted Xinjiang region.

RFE/RL's Radio Free Afghanistan produced a special audio-visual project "Peace: 101 Women" that interviewed 101 women across the country in Dari and Pashto. The project gave them a voice on the ongoing peace process and talks with the Taliban, whose regime in the 1990s deprived most women the right to an education and to work outside of the home.



VOA received a 2020 Online Journalism Award for its documentary, "Shoura," named after a small Iraqi village where two groups living side-by-side are working toward reconciliation – the victims of the Islamic State and the families of those who joined the jihadist militants. The 25-minute film combines on-the-ground

video with animation to tell stories of the sometimes explosive tension in the village. Because many of the stories were highly personal and could not have been visually documented during the Islamic State's control of the region, VOA combined audio from the interviews with computer-drawn art to recount individual stories of brutality, personal conflict, and the ongoing attempt to rebuild a community impacted by the Islamic State.

Mission:

To inform, engage, and connect people around the world in support of freedom and democracy

Strategic Goals:

Expand freedom of information and expression

Communicate America's democratic experience and values

Objectives:

Impact Objectives

(see page 24)

Agility Objectives

USAGM's Strategic Goals are supported by Impact Objectives, which focus on performance on the mission, and Agility Objectives, which focus on the management of the agency.

Each objective is broken down into measurable performance goals. USAGM sets targets for these goals annually. Following is the five-year historical data for each performance goal, an explanation of the indicator and how it is measured, and a detailed analysis of the results.

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AGILITY OBJECTIVES:

1 Run USAGM as a nimble, resilient, cost-effective, and state-of-the-art media enterprise

AGILITY OBJECTIVE 1 121

PERFORMANCE GOALS:

1.1 Streamline program delivery **122**
Ability to nimbly react to a rapidly changing environment

1.2 Automate and streamline key business processes **126**

1.3 Leverage cloud services and other technologies to boost workforce effectiveness and efficiency **128**

1.4 Strengthen resilience and risk posture of the agency **130**
Resilience in the face of cyber threats
Projects to improve workplace safety and security

1.5 Migrate to High Definition (HD) video production and transmission **135**

2 Enhance strategic cooperation among USAGM networks and with support elements

AGILITY OBJECTIVE 2 137

PERFORMANCE GOALS:

2.1 Increase opportunities for sharing content across USAGM language services and networks **139**
Original reporting shared across language services and networks

2.2 Enhance working-level coordination among networks and with support offices **142**
Coordination and planning among networks and with support offices

2.3 Ensure complementary coverage in markets served by more than one USAGM network **144**

3 Enable greater impact and accountability through rigorous assessment and evaluation

AGILITY OBJECTIVE 3 145

PERFORMANCE GOALS:

3.1 Strengthen research and evaluation program **146**
Organizational learning through the use of research and evaluation
Pilot programs to bring research data and evaluation products to senior leaders and other key decision makers

3.2 Improve personnel evaluation processes **149**

3.3 Improve performance culture of the Agency **150**

4 Foster employee engagement, development and productivity

AGILITY OBJECTIVE 4 151

PERFORMANCE GOALS:

4.1 Strengthen internal communications **152**

4.2 Improve employee training and development **154**
Employee training, development, and mentoring

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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, management, and distribution, as well as audience consumption behaviors.
- Automate and streamline business processes and workflows.
- Enhance and improve its proven shortwave radio capabilities with modernized supporting and controls technology, upgrading from analog to digital and performing long-overdue life extension work to existing facilities.
- Employ cloud-based technologies to achieve nimbleness, resilience, and cost savings.
- Protect USAGM from persistent threats from state and non-state actors through enhancements to its cybersecurity posture.

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AGILITY OBJECTIVE 1

Agility Performance Goal 1.1: Streamline program delivery

Transition to internet and fiber optic content distribution to stations and uplinks, migrating away from more costly satellite distribution

FY 2016 Actual	USAGM owned/operated uplink facilities have MPLS or internet connectivity for content distribution. 40% of satellite-based distribution feeds (including OCB, VOA Persian, and VOA China TV) have been transferred to terrestrial circuits.
FY 2017 Actual	50% of satellite-based distribution feeds transferred to terrestrial fiber.
FY 2018 Actual	USAGM is in the process of transferring 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.
FY 2019 Actual	100% of satellite-based distribution feeds converted to terrestrial fiber. 75% of contribution feeds moved off satellite for either primary or secondary connections; costly satellite backups eliminated where possible.
FY 2020 Target	100% of satellite contribution feeds converted to terrestrial circuits. 100% of DTH content migrated to DTH multiplex platforms housed with like news and current affairs services in same language.
FY 2020 Actual	100% of contribution feeds to Cohen Bldg. converted to terrestrial circuits. 91% of DTH content migrated to DTH multiplex platforms housed with like news and current affairs services in same language. Pilot use of cloud-based, on-premises live streaming Software-Defined Video Platform (Zixi) that enables broadcast-quality video delivery over IP.

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Optimize remaining shortwave distribution, taking advantage of the strategic location and lower operating cost of Kuwait Transmitting Station	
FY 2016 Actual	NA
FY 2017 Actual	Closed Sri Lanka Transmitting Station
FY 2018 Actual	Poro Transmitting Station closed. Installation of new antenna at Kuwait Transmitting Station underway, expected to be complete in Q2 FY 2019.
FY 2019 Actual	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 15) antennas on CNMI Transmitting Station to service.
FY 2020 Target	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 14) antennas on CNMI Transmitting Station to service. Review all transmission leases to identify further opportunities for savings.
FY 2020 Actual	At Kuwait Transmitting Station, new SW antenna for Middle East completed in Q2 FY 2020. Contract for design and installation of new SW antenna arrays for Africa awarded Q4. Restored 3 more (total 7 of 15) antennas on CNMI Transmitting Station to service. Broad cross-agency business review of all SW and MW transmission begun, with recommendations for cuts and reductions made.

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Expand FM transmissions, to match audience preferences	
FY 2016 Actual	5 FMs installed: 1 in Niger, 4 in Dem. Rep. of Congo (DRC)
FY 2017 Actual	All 5 FMs in progress; contract actions completed, installations will fall into FY 2018
FY 2018 Actual	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
FY 2019 Actual	FMs successfully installed in Mogadishu, Somalia; Lomé, Togo; and Mombasa, Kenya.
FY 2020 Target	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.
FY 2020 Actual	Lusaka, Zambia FM installed and on-air in Q2 FY 2020. One FM was installed in the Kakuma refugee camp and went on the air in Q4 FY 2020. The other FM at the Dadaab camp was vandalized and is therefore anticipated for Q1 FY 2021. Ugandan communications commission rejected USAGM application to purchase existing frequency. If new frequencies become available in future, may reapply.

ANALYSIS OF RESULTS:

USAGM made progress in its goal of streamlining program delivery with most targets met and others showing significant progress.

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A CLOSER LOOK:

Ability to nimbly react to a rapidly-changing environment

From its ability to produce impactful news coverage to its ability to deliver content to information deprived audiences, USAGM's response to the coronavirus pandemic is a prime example of how the agency quickly and effectively responded to fast-moving global events during FY 2020.

Audiences trust USAGM's networks to bring them the truth about developing and uncertain situations. During the COVID-19 pandemic, the VOA News Center's fact-checking Polygraph.info website, which originally was established to identify and expose Russian disinformation, quickly pivoted to address false claims related to the virus by authoritarian regimes around the world, particularly China. These reports were broadcast across VOA's global network.

Throughout the COVID-19 pandemic, USAGM's Emergency Action Committee (EAC) coordinated the agency's overall response and communications based on guidance from agency leadership. The EAC followed official guidance from federal, state, and local authorities in developing and implementing agency-specific policies and guidance. The group held regular coordination calls with senior representatives from USAGM, VOA, and OCB; flagged issues and decision points for senior management; and communicated guidance to all agency personnel.

Because of the federal government's rapid and unprecedented move to telework in response to COVID-19, TSI developed and supported workflows for using Microsoft Teams to handle what had largely been in-person and on-premises activities at VOA headquarters, such as editorial meetings, script lifecycle management, and recording interviews. TSI even enabled agency-wide town hall meetings to be held, accommodating hundreds of users simultaneously. TSI also accelerated plans to boost Cloud-based services and significantly increased its network connections to and from the Wilbur J. Cohen Building (USAGM and Voice of America headquarters facility), while rolling out workflows that allowed broadcasters to work effectively from home and other remote locations.

AGILITY OBJECTIVE 1

Agility Performance Goal 1.2: Automate and streamline key business processes

Complete business process reengineering and automation of business and media workflows	
FY 2016 Actual	Automated Time and Attendance System rolled out to 85% of federal entities, with a projected completion in Q1 FY 2017. Automated Time and Attendance system now being incorporated into existing payroll (DFAS) system. Procure to Pay has been put on hold, pending funding.
FY 2017 Actual	Completed integration of payroll and time and attendance systems. Completed rollout of electronic performance management system. Deployed electronic invoice payment system for domestic invoices; foreign invoices to be added in FY 2018.
FY 2018 Actual	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) has begun. Expected completion in Q1 FY 2019.
FY 2019 Actual	Majority of Help Center services consolidated. Full rollout not achieved due to new requirement to support VOA technology suite. Continued to participate in effort to identify a new HR management system. 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.
FY 2020 Target	Help Center 100% consolidated. Replacement of help desk tracking and assignment tool, Footprints, with a more robust, adaptable tool to help improve outcomes and response times. Continue to refine and improve USAGM's suite of key business process tools.
FY 2020 Actual	Help Center 50% consolidated. In FY 2020 USAGM focused Help Center consolidation specifically on integrating the support of Voltron, cross-training, building out new resources and implementation of new workflows. Completion of phase 1 Dataminer rollout for NCC; proof of concept allows local operations and monitoring processes to be centralized and monitored from any location.

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ANALYSIS OF RESULTS:

USAGM made progress in business process improvements and anticipates the full consolidation of the Help Center in FY 2021.

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AGILITY OBJECTIVE 1

Agility Performance Goal 1.3: Leverage cloud services and other technologies to boost workforce effectiveness and efficiency

Migrate onsite systems to cloud for enhanced effectiveness and efficiency.	
FY 2017 Actual	Transitioned onsite digital archive system to a private cloud with recovery capability. Completed migration of intranet content to cloud-based platform. Upgraded IT infrastructure with more storage, bandwidth, and security.
FY 2018 Actual	Migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile nearly complete (80%). Full completion expected in Q2 FY 2019. Transition of some broadcast operations to cloud-based playout and switching systems has not yet begun.
FY 2019 Actual	Completed migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile. Continued transition of radio broadcast operations to cloud-based playout and switching systems. Implementation of off-site, carrier neutral DataCenter begun with contract award.[1] Matured and expanded support for business analytics suite that drives USAGM increased utilization of data-driven strategy and decision-making.
FY 2020 Target	Relocate USAGM headquarters network core to offsite data center to replace current core and to facilitate potential building relocation. Leverage Data Center-hosted storage systems to replace current on-premises storage. Implement Managed Service Provider (MSP) service model for 24 x 7 x 365 network support. Complete transition of radio broadcast operations to cloud-based playout and switching systems. Extend business analytics suite and AI to assist journalists by automating a number of translation and simple story posting tasks.
FY 2020 Actual	Datacenter services enabling over tenfold increase of external data communication capacity. Content distribution over the public Internet has replaced agency-provided satellite uplinks with geographically diverse internet and dedicated commercial media service provider content delivery. Consolidation of agency cloud connections to rationalize the agency's cloud service portfolio. Implemented Virtual Desktop capability to support the rapid growth of telework community on a secure, more scalable platform. Accelerated a reduced rollout of remote monitoring capability to accommodate COVID-19 remote operations (using VPN to access existing multiviewer).

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[1] Implementation of off-site Data Center was incorrectly reported in the FY 2019 PAR and FY 2021 Congressional Budget Justification. It has been corrected here.

Note:
This was a new measure in FY 2017. Actuals are not available for FY 2016.

ANALYSIS OF RESULTS:

USAGM has progressed on schedule to meet its cloud services utilization targets for FY 2020.

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AGILITY OBJECTIVE 1

Agility Performance Goal 1.4: Strengthen resilience and risk posture of the agency

Strengthen USAGM'S cybersecurity posture	
FY 2017 Actual	USAGM implemented cybersecurity measures that extend high-level DHS cybersecurity protection to agency-specific gaps, such as email, the network, and end points.
FY 2018 Actual	Made progress toward defined level of maturity of IT Information Security Program. Piloted DHS CDM (Department of Homeland Security Continuous Diagnostics and Mitigation) tools to enhance the agency's ability to identify and mitigate the impact of cyber threats. Full rollout expected in Q1 FY 2019
FY 2019 Actual	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.
FY 2020 Target	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.
FY 2020 Actual	Pilot program launched to implement multifactor authentication (MFA) for all users accessing the agency network, systems, applications, and cloud services. COVID-19 pandemic delayed agency-wide deployment. Launched a Data Loss Prevention pilot program to better protect information from accidental or malicious exfiltration. This pilot will also provide secure means for staff to share information with external partners for legitimate business needs. Adjusted IT security architecture, tools, and procedures to extend operations and monitoring to a de-centralized operations model during the COVID-19 pandemic, which increased the agency's ability to detect and prevent data loss, data exfiltration, and compromise of credentials. Built an Information Security Risk Management Program and IT Governance Program.

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Use Enterprise Risk Management[1] to manage risks and optimize costs related to the achievement of USAGM objectives	
FY 2017 Actual	USAGM created an IT risk management division within the Office of the CIO.
FY 2018 Actual[2]	USAGM stood up the Office of Risk Management (ORM) responsible for agency-wide risk management activities, including Enterprise Risk Management (ERM). ORM developed and documented agency-level ERM framework, governance structure, and risk identification process.
FY 2019 Actual	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 FISMA and NIST guidelines.
FY 2020 Target	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.
FY 2020 Actual	Implemented the FY 2019 ERM Profile risk response strategies, and monitored performance measures to track control effectiveness. Implemented agency-wide ISRM strategy and framework, including the development of an FY 2020 IT Security Risk Register that includes IT Security risks from federal and grantee networks. Conducted agency-wide Business Impact Analysis (BIA) across USAGM and the federal broadcast networks. Developing agency-wide Business Continuity Plan to mitigate disruption to agency operations during and after unforeseen events. Completed the FY 2020 ERM Cycle that culminated in the FY 2020 ERM Profile.

[1]Enterprise Risk Management (ERM) is an effective agency-wide approach to addressing the full spectrum of the organization's significant risks by understanding the combined impact of risks as an interrelated portfolio, rather than addressing risks only within silos. ERM provides an enterprise-wide, strategically-aligned portfolio view of organizational challenges that provides better insight about how to most effectively prioritize and manage risks to mission delivery (from OMB Circular A-11, Section 270.26).

[2]The FY 2018 Actual has been amended to reflect the creation of the Office of Risk Management.

Note:

This was a new measure in FY 2017. Actuals are not available for FY 2016.

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ANALYSIS OF RESULTS:

USAGM achieved its targets in the defined level of maturity of its IT Information Security Program, as determined by the OIG, in FY 2020.

During FY 2020, USAGM further matured its Enterprise Risk Management (ERM) program by conducting an agency-wide Business Impact Analysis (BIA) across USAGM and the federal broadcast networks to develop an agency-wide Business Continuity Plan, as well as continuing to produce a Risk Profile, identify risk owners, and implement risk responses.

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A CLOSER LOOK:

Resilience in the face of cyber threats

In FY 2020, USAGM continued to bolster its IT security posture to protect USAGM from persistent threats from nation-state actors seeking to attack government institutions like Voice of America (VOA). The agency's Office of Technology, Services, and Innovation (TSI) leveraged offerings from the Department of Homeland Security and key vendors to further strengthen USAGM's IT security defenses. TSI also continued to collaborate with USAGM's Office of Risk Management (ORM) to integrate information security and privacy concerns and review enterprise-level contingency and disaster recovery solutions.

TSI completed security assessments and continued developing a comprehensive Information Security Architecture. It also improved the maturity of the agency's Information Security and Privacy Program so that USAGM information assets and resources are better protected against nation-state and other malicious actor threats and are highly available to support the agency's mission. TSI developed and began implementing a strategy to elevate the agency's information security program from "defined" to "fully implemented."

The COVID-19 pandemic prompted identifying and establishing security controls that are place-agnostic. Prior to the pandemic, operations and monitoring focused on the protection of agency data in the Wilbur J. Cohen Building headquarters and on the federal network. USAGM is also focusing on indicators of compromise in these new decentralized conditions and its response to them. In FY 2020, TSI began to configure tools to extend protection and monitoring to all government-furnished equipment and data being used remotely. These changes have enabled the agency to more effectively detect and block cyberattacks remotely using existing tools, while automation and alerting protocols have reduced response and resolution times.

A CLOSER LOOK:

Projects to improve workplace safety and security

USAGM has taken swift steps to address the severe and systemic personnel suitability and vetting breakdowns that have occurred at the agency for at least the past decade. Agency senior leadership has ordered a comprehensive inquiry into USAGM's personnel operations, requested briefings with the Chairmen and Ranking Members of the agency's Congressional oversight committees, implemented a surge team of security experts at USAGM to overhaul security protocols, and carried out appropriate personnel actions to address the situation.

USAGM's Emergency Action Committee worked with leadership, managers, and personnel across USAGM, VOA, and OCB on efforts to protect, support, and inform the entire workforce – particularly those at higher risk for severe illness from COVID-19 and those who care for higher risk family members – about the agency's response and preparedness measures, including plans for returning staff to the workplace. Plans implemented across all agency facilities include maximized telework, work scheduling and leave flexibility, increased cleaning and sanitation protocols, mandatory use of personal protective equipment and social distancing practices by personnel performing essential duties, curtailed official travel, and procedures for COVID-19 risk and exposure reporting, contact tracing, and self-quarantine.

Agility Performance Goal 1.5: Migrate to High Definition (HD) video production and transmission

Upgrade program production and delivery systems to HD capable	
FY 2017 Actual	All TV studios fully HD capable. Automated HD TV channel set up for testing.
FY 2018 Actual	Both the satellite and terrestrial networks 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.
FY 2019 Actual	Completed all IT infrastructure and preparatory training required to transition to upgraded Media Asset Management system, Galaxy. Through USAGM's Office of the CIO, 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.
FY 2020 Target	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.
FY 2020 Actual	COVID-19 pandemic delayed Dalet Galaxy full implementation to early FY 2021.

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% of video streams transmitted in HD[1]	
FY 2017 Actual	20%
FY 2018 Actual	50%
FY 2019 Target	100%

[1] USAGM anticipates that the SD to HD transition for most target audiences will take several more years. Each HD stream will have a corresponding SD stream until that time.

Note:

This was a new measure in FY 2017. Actuals are not available for FY 2016.

ANALYSIS OF RESULTS:

The planned launch of the new Dalet Galaxy system was delayed, due to the pandemic, and is now planned for early FY 2021.

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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 more than 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.

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- 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.

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AGILITY OBJECTIVE 2

Agility Performance Goal 2.1: Increase opportunities for sharing content across USAGM language services and networks

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Establish and employ systems for sharing content across language services and networks, including bridge editors and rotating correspondents	Established editorial coordinating committee	Launched a joint reporting project on China, *The Dragon's Reach*, involving all five networks	VOA and RFE/RL launched 24/7 Persian-language news channel.	Begin modernization of network Content Management Systems (CMS), starting with VOA.	Audit and review of new CMS systems begun. VOA transitioned English, Spanish, Persian, and Korean to new CMS. MBN completely transitioned.

Note:

This was a new measure in FY 2017. Actuals from FY 2016 are not available.

ANALYSIS OF RESULTS:

In FY 2020, VOA transitioned four services – English, Spanish, Persian, and Korean – to Voltron, its new CMS. MBN transitioned to the new system completely. In addition, USAGM launched an audit and review of the new CMS systems.

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A CLOSER LOOK:

Original reporting shared across language services and networks

USAGM broadcasters share content within and across networks to better inform solid journalism and to enhance operational efficiency.

Alhurra regularly uses reports produced by VOA to incorporate into its daily newscast From the Capital, including topics such as Somali teacher honored for her work in elementary schools in suburban Minneapolis; the 25th anniversary of the approval of an HIV drug that revolutionized the fight against AIDS; and how struggling restaurants in San Francisco are connecting with seniors and disabled who were cut off from their usual food sources. Alhurra shares its weekly series, Alhurra Investigates with VOA for use of its language services. The investigative series has examined corruption in Iraq and Lebanon, the trafficking of Yazidi children, a look at who is ruling Sudan from behind-the-scenes and Syrian refugees being sent to Greece from Turkey.

During FY 2020, VOA Mandarin partnered with VOA's English language News Center to leverage its network of stringers around the world to closely cover China's moves to expand its economic, political and military influence throughout Asia, Africa, and Latin America.

VOA Portuguese produced a five-part series on the Islamic insurgency in Mozambique's Cabo Delgado province, using footage from VOA stringers who interviewed survivors and displaced civilians in region. This material was produced for worldwide English use by VOA's Extremism Watch Desk in a collaborative effort across the agency. VOA's Afghan service produced several success stories that explained how young people in the region overcame obstacles to become entrepreneurs and professionals. Many of these reports also were shared in English and published by the Extremist Watch Desk.

Across RFE/RL, language services focused original reporting on global China issues, including coverage of Beijing's efforts to expand its sphere of influence. For example, an exclusive investigation by RFE/RL Romanian revealed corruption when it documented how a company managed by the Chinese Communist Party received special treatment from Romania's former government to win a contract to build highways in Romania. A Balkan Service investigation

revealed that three of the eight Chinese companies sanctioned by the United States for human rights violations are operating in Serbia. RFE/RL's Tatar-Bashkir Service launched a special project focused on China's Belt and Road Initiative and its economic, social, and ethno-political impact on the Volga-Ural region, mapping out Chinese investments, businesses, and networks that seek to influence public opinion in the region. RFE/RL's reporting also highlighted growing discontent with China's influence in Central Asia with original reporting shared throughout the region.

AGILITY OBJECTIVE 2

Agility Performance Goal 2.2: Enhance working-level coordination among networks and with support offices

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Building on ICC success, establish cross-agency working groups to leverage resources and expertise across networks and support offices	Editorial coordinating committee established	CIO Council and Digital Governance Council established; CTO appointed	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.	Review of acquired programming not conducted. Two networks began implementation of data taxonomy standards.

Note:

This was a new measure in FY 2017. Actuals from FY 2016 are not available.

ANALYSIS OF RESULTS:

The planned review of acquired programming was not conducted in FY 2020, in part because the efforts were overtaken by broader examination of potential efficiency gains and cross-network reforms targeting redundancies across grantees.

In FY 2020, two networks began implementation of data taxonomy standards that were established by the Digital Governance Council in FY 2019. MBN incorporated these standards into their newsroom management system / media asset management (MAM) project and RFE/RL in their media archive.

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A CLOSER LOOK:

Coordination and planning among networks and with support offices

VOA, RFA, TV Martí, and Alhurra are participating in a USAGM umbrella project to roll out a video-on-demand platform. Over-the-Top, or OTT, will deliver a Netflix-like experience that will enable audiences who are members of a diaspora community, those who are not served by an affiliate station, or those who simply want to receive USAGM content to access programs on multiple devices.

In FY 2020, USAGM programming was made available on Apple and Android phones and tablets as well as on Apple TV, Roku, Amazon Fire, and an array of smart TVs. These video-on-demand apps are branded by each USAGM network and are available in English, Russian, Ukrainian, Arabic, Farsi, Mandarin, Cantonese, French, Spanish, Korean, Khmer, Vietnamese, Urdu, Indonesian, and Kurdish. Uyghur, Tibetan, Burmese, Lao, and Turkish are in development and are slated for launch in FY 2021.

USAGM maintains relationships with thousands of affiliates and partner organizations, and even more personnel contacts within those companies. To improve communication and grow USAGM's affiliate base, the agency's Office of Business Development has upgraded to the Salesforce customer relationship management tool, which has enabled USAGM to consolidate its thousands of contacts into a single database, where staff can instantly communicate new opportunities, new developments in specific markets, and keep team members appraised of individual conversations. As a result, USAGM has been better able to determine where affiliation coverage is lacking, as well as levels of program carriage – providing invaluable information for content creators and decision-makers across USAGM broadcast entities.

AGILITY OBJECTIVE 2

Agility Performance Goal 2.3: Ensure complementary coverage in markets served by more than one USAGM network

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Conduct periodic content analysis of services that serve the same market	Conducted content analysis of VOA and RFE/RL coverage in Iran	Conducted content analysis of VOA and RFA coverage in Burma	Conducted external content review of OCB programming in Spanish.	Conduct content analyses in other markets served by multiple networks.	Began central oversight of network program reviews, including examination of strategic benefit of each language service including where they operate in the same market.

Note:

This was a new measure in FY 2017. Actuals from FY 2016 are not available.

ANALYSIS OF RESULTS:

In FY 2020, USAGM began central oversight of the network program review process, with established standards that the reviews must follow. All of the networks submitted their program review reports for review and discussion with the CEO. This oversight included an examination of strategic benefit of each language service including where they operate in the same market.

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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 USAGM's 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 USAGM's 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.

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AGILITY OBJECTIVE 3

Agility Performance Goal 3.1: Strengthen research and evaluation program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Number of USAGM target countries/regions with full USAGM media surveys conducted in the current or prior fiscal year	33	18	15	12	12
Percentage of surveys used to report performance data that were conducted in the current or prior fiscal year	71%	19%	26%	50%	33%

Note:

This was a new measure in FY 2017. Actuals are not available for FY 2016.

ANALYSIS OF RESULTS:

For Agility Performance Goal 3.1, USAGM achieved one of two indicator target levels. Due to the coronavirus pandemic, many planned research studies had to be changed from face-to-face to phone surveys. Fieldwork was delayed and the results of these surveys were not available during FY 2020, but are anticipated in FY 2021.

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A CLOSER LOOK:

Organizational learning through the use of research and evaluation

DEMAND-DRIVEN RESEARCH PROJECTS USAGM launched several cross-functional project teams to dig into specific programming and distribution questions at the request of network or agency leadership. These teams come together to compile data from a variety of sources – the agency's own research and analytics, external resources, and expert interviews – and propose concrete courses of action. During FY 2020, project teams convened to investigate disinformation, the future of content distribution, opportunities and risks associated with TikTok, and opportunities to better target programming to Romania. RFE/RL launched a Hungarian Service, following up on a similar project from the previous year.

UPDATING USAGM'S IMPACT MODEL In FY 2020, USAGM updated the digital metrics in its Impact Model while emphasizing efficiency and automation through the use of commercial off the shelf products and services for reporting. Working with digital leads and research directors across all of USAGM's networks, and drawing on industry best practices, the team examined the existing metrics and proposed a range of new ones, incorporating new platforms that have emerged since the Impact Model was first developed. The revamped metrics have helped to standardize reporting across USAGM and provide senior leaders a better understanding of digital performance across the agency.

STREAMLINING DATA COLLECTION USAGM research continued its multi-year effort to improve its standard research questionnaire, making it faster, cheaper, and more reliable. The new questionnaire was designed and tested through split samples in three markets – Cambodia, Tanzania, and Moldova. The results of these surveys were incorporated into a new draft questionnaire and field testing in four of the agency's largest language markets – Russian, Arabic, Spanish, and English – has been contracted for early FY 2021.

Pilot projects to bring research data and evaluation products to senior leaders and other key decision makers

MAKING DATA MORE ACCESSIBLE In FY 2020, USAGM continued to strengthen and improve its data ecosystem. USAGM's data portal (data.usagm.gov) hosts its Strategic Management Audience Research Tool (SMART), a one-stop source of USAGM information showcasing business intelligence, research, and strategy for all five networks. The tool is accessible to agency, network, and interagency personnel with login.gov credentials. Continued construction resulted in a beta-version social media metrics database that ran for several weeks as a successful proof of concept.

GREATER OVERSIGHT OF NETWORK PROGRAM REVIEWS In FY 2020, USAGM reinforced its program review process by instituting central USAGM oversight into the process. Program reviews are evaluations of the quality of a selection of programming of each language service based on internal and external feedback. The review aims to provide network leadership and USAGM an independent evaluation of the work of each language service and identify areas where further attention is needed to achieve the service's goals. This year, for the first time, networks were required to adhere to common standards and submit the results of these reviews for discussion with USAGM's CEO, which resulted in a better understanding of network opportunities and challenges among senior leadership.

AGILITY OBJECTIVE 3

Agility Performance Goal 3.2: Improve personnel evaluation processes

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Strengthen personnel evaluation processes and compliance in the federal workforce	Transitioned to 5-tier electronic personnel system, 40% of employees have personnel evaluations completed Provided 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	82% of all eligible employees had personnel evaluations completed on-time.	92% of all eligible employees have personnel evaluations completed on-time.	100% of all eligible employees have personnel evaluations completed on-time.

Note:

This was a new measure in FY 2017. Actuals are not available for FY 2016.

ANALYSIS OF RESULTS:

USAGM made progress in personnel evaluations in FY 2020, exceeding its target and achieving 100 percent completion for eligible employees.

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AGILITY OBJECTIVE 3

Agility Performance Goal 3.3: Improve performance culture of the agency

Results-oriented performance culture index (from Federal Employee Viewpoint Survey)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
USAGM	47	48	51	51	51	NA
Government-wide (for comparison)	53	54	56	57	NA	NA

INDICATOR:

Results-oriented Performance Culture Index

This indicator is an index derived from the Federal Employee Viewpoint Survey (FEVS) and combines questions dealing with recognition, supervision, safety, work connection, and performance.

ANALYSIS OF RESULTS:

Results-oriented Performance Culture Index **Target: 51** **Actual: NA**

The 2020 FEVS was delayed due to COVID-19. Data collection began in September 2020.

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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.

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AGILITY OBJECTIVE 4

Agility Performance Goal 4.1: Strengthen internal communications

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
Establish/enhance two-way communication channels for better lateral and vertical communication	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.	90% of USAGM network staff using agency-wide communication channels for networking and events.	95% of USAGM network staff using agency-widecommunication channels for networking and events.	98% of USAGM network federal staff use agency-wide digital communication channels for networking and engagement events.
Improve transparency and accountability using internal communication initiatives	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.	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.	USAGM broadcast network senior managers use the channels to raise awareness and share agency news.

Note:

This was a new measure in FY 2017. Actuals are not available for FY 2016.

Analysis of Results:

In March 2020, the majority of USAGM network staff began working remotely because of COVID-19. As a result, the agency saw a dramatic increase in staff using digital internal communication channels (Microsoft Teams and Workplace by Facebook), estimated at 98 percent for FY 2020. Both digital platforms provide data to help measure engagement.

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The types of virtual communication that occur on both channels include CEO messages, daily responsive networking, town halls, awareness campaigns, and Office of Civil Rights events. All network senior leaders have participated in virtual lunches and town hall events accessible to all USAGM network staff.

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AGILITY OBJECTIVE 4

Agility Performance Goal 4.2: Improve employee training and development.

Percentage of employees who believe that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (from Federal Employee Viewpoint Survey)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual
USAGM	53	56	70	71	73	NA
Government-wide (for comparison)	69	71	80	81	NA	NA

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."

INDICATOR:

Workforce Knowledge and Skills

This indicator is taken from the Federal Employee Viewpoint Survey and measures the percentage of employees with positive responses to the statement that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.

ANALYSIS OF RESULTS:

Workforce Knowledge and Skills **Target: 73** **Actual: NA**

The 2020 FEVS was delayed due to the coronavirus pandemic. Data collection began in September 2020.

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A CLOSER LOOK:

Employee training, development, and mentoring

USAGM's Office of Workforce Support and Development (OWSD) is committed to providing employee support, development, expansion of skills learning and training infrastructure services to the agency. OWSD has been able to achieve this by leveraging interagency agreements with other federal agencies. This includes USAGM's Learning Management System (LMS), AgLearn. Federal agencies are required to use an LMS for federal training record keeping. The LMS also serves as a portal to most online agency learning opportunities such as various varieties of learning software, and government compliance courses. The LMS also hosts agency specific online learning and has been vital in the delivery of needed training courses during the COVID-19 pandemic.

With high numbers of retirement eligible employees and evolving workplace challenges, USAGM succession planning has become vitally important. The agency has placed increased emphasis on identifying and developing its next generation of leaders and preparing them to assume higher levels of responsibility.

USAGM's Office of Workforce Support and Development (OWSD) is adopting more formal and informal coaching opportunities for leadership that extend beyond the traditional classroom setting. Because managers often arrive at their positions with varied experiences and skillsets, and their positions often present different challenges, OWSD will continue to expand leadership support mechanisms and development to help managers fortify their learned skills in real-time situations.

OWSD has improved the effectiveness of the course material of the "Foundations of Leadership" training for agency supervisors, for example, and introduced a non-supervisory class "Leadership Fundamentals" to aide in the growth of agency non-supervisory employees to create enhanced opportunities for succession planning and leadership development. USAGM plans amplify these themes with the relaunch of a formal mentoring program in FY 2021.

Verification and Validation of Performance Measures

USAGM performance indicators are the product of a competitive, multi-million dollar research operation. Since FY 2017, USAGM has relied on 15 of the international media research firms to implement data collection in its markets worldwide. In addition to reducing costs through competition, the multiple-vendor approach ensures that the agency utilizes technical and regional experts to conduct research in the world's most challenging and sensitive environments.

USAGM contractually obligates research vendors to exercise quality controls during fieldwork data collection, such as daily checks of interview audio recordings; time stamps on survey administration; and consistent training for survey field teams. After research vendors deliver data, USAGM contracts yet another third-party vendor to conduct rigorous data validation procedures, resulting in the elimination of duplicate or insufficient data. When assurance procedures are complete, USAGM's Office of Policy and Research (OPR) calculates performance values, which are then sent to research directors for verification at the network level.

In terms of data limitations, the agency's audience reach estimates are weighted using available figures published annually by the Population Reference Bureau (PRB). Because the PRB is released once each year, and USAGM conducts research on a rolling basis, there are a few cases where audience estimates are based on population figures from the previous year. Since population figures tend to make larger shifts over the longer term, the agency has determined that smaller census differences from one year to the next are sufficient for audience estimates.

A larger data limitation is related to the decreasing number of recent omnibus and national surveys that comprise performance data. Since FY 2017 the portion of surveys conducted in the last two fiscal years has dropped from 71 to 33 percent. In other words, for FY 2020 two-thirds of performance indicators are based on data that is more than three years old, which likely results in less accurate audience numbers. To mitigate the risk in this approach the agency has acquired a new research service that will double the number of omnibus surveys conducted in the next fiscal year. While this effort was planned for FY 2020,

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many of the surveys had to be delayed due to the coronavirus pandemic. Results will be presented in the FY 2021 PAR.

In 2020, USAGM continued its initiative to revise its standard national survey questions. This effort represents the first time any international broadcaster will forgo traditional questions about platform engagements and instead investigate audience engagement with brands regardless of platforms; this change is being made to better reflect the way people think about their individual media consumption today. Testing of the new questionnaire entails systemic interviews with respondents to probe understanding and statistical analysis of question performance to ensure question validity. Testing has already occurred in three markets – Cambodia, Tanzania, and Moldova – and will continue in the markets representing four of the agency's largest languages – Russian, Spanish, Arabic, and English – throughout FY 2021.

USAGM continues to explore alternative methods for measuring audience reach, such as integrating digital analytics and commercial ratings data.

Through its leadership in the Conference of International Broadcasting Audience Researchers (CIBAR) and other industry communities of practices, USAGM participates in setting and enforcing international media research standards, including transparency in data collection and continuous learning throughout research implementation.

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Evidence Building

USAGM conducts a range of activities to build evidence and support organizational learning throughout the agency and its networks.

RESEARCH AND ANALYTICS

USAGM undertakes quantitative, qualitative, evaluative, digital, and ad hoc research projects every year to directly support decisions on programming and strategy. Since FY 2002, USAGM has used a consolidated contract to procure audience and market research for all USAGM broadcast services. The agency maintains an extensive database of audience and market data that consolidates research results. The archive covers over 90 countries and contains socioeconomic and demographic data as well as strategically important information on local media, competition, and audience preferences and needs.

USAGM uses several enterprise digital analytics tools to track the performance of its content on web and social platforms. The research and analytics data guides USAGM strategic planning at all levels, specifically on-air program development, program reviews, and the agency's comprehensive annual strategic review of all language services.

LANGUAGE SERVICE REVIEW

The Annual Language Service Review (LSR) is a Board directed, comprehensive assessment of the languages in which USAGM networks broadcast. The process fulfills the 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."

USAGM analyzes data in key areas that shape priorities, including press freedom, political freedom, civil liberties, economic freedom, instability, and human development indices from nongovernmental organizations (e.g., Freedom House, Reporters Without Borders, The Heritage Foundation and The Wall Street Journal, and the United Nations Development Programme). These indicators are combined into a prioritization index, together with the State Department's global ranking of USAGM language services relative to U.S. foreign policy priorities. This

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process enables USAGM to evaluate changing conditions worldwide and adjust broadcast languages accordingly.

As part of the Language Service Review, USAGM considers how the agency's mission is carried out by the networks in each target country and region. Informed by research and analysis on competitive landscapes, USAGM language services set priority goals for the coming year.

The results of this strategy review include summaries of the political context, media environments, target audiences, foreign policy elements, and USAGM objectives in each country and region. It also includes goals and performance targets, based on USAGM's Impact Model, for each USAGM target area for the coming year. As progress toward these goals and targets is tracked, USAGM has the opportunity to monitor performance and take corrective actions.

PROGRAM REVIEW

USAGM networks conduct yearly reviews of their language services and their programming in order to maintain high-quality broadcasts and to help the language services progress toward their strategic goals. These program reviews are evaluations of the quality of a selection of programming of each language service based upon both internal and external feedback. The reviews aim to provide network leadership and USAGM an independent evaluation of the work of each language service and identify areas where further attention is needed in order to achieve the service's goals. In FY 2020, USAGM reinforced its program review process by instituting central USAGM oversight with established standards into the process.

IMPACT MODEL

USAGM has developed a robust Impact Model, tied directly to its mission, which provides a comprehensive tool for measuring impact in the varied and complicated media environments in which USAGM networks operate. The model looks beyond sheer audience size to assess the concrete change that the news and information USAGM networks provided has made in the lives of audience members, in the local media sector, and among governments. USAGM has now aligned all internal and external reporting with this model. All of the indicators

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used in language service strategies and for Impact Objectives come from the Impact Model.

USAGM has made impact a key priority. USAGM's research staff and network research directors continue to develop and refine the Impact Model and use it as a communications tool and accountability measure.

OTHER EVALUATIONS

The Office of the Inspector General (OIG) provides USAGM and Congress with systematic and independent evaluations of the operations of USAGM, designed to prevent and detect waste, fraud, and abuse. OIG inspections also generally review whether policy goals and objectives are being effectively achieved. However, 22 USC 6203(a)(3)(B) states that the OIG "shall respect the journalistic integrity of all the broadcasters and may not evaluate the philosophical or political perspectives reflected in the content of broadcasts."

The Government Accountability Office (GAO) audits agency operations to determine whether federal funds are being spent efficiently and effectively, including investigating allegations of illegal and improper activities, reporting on how well government programs and policies are meeting their objectives, and performing policy analyses and outlining options for Congressional consideration. GAO also advises Congress and the heads of executive agencies about ways to make government more efficient, effective, ethical, equitable, and responsive.

As mentioned in the CEO's message, multiple GAO and IG findings were identified whose recommendations were either superficially addressed or left unaddressed by prior agency leadership. Prior agency leadership failed to adequately address, specifically, GAO findings through process, personnel training, and management practices. Current senior leadership will be resolute in its responsibility to exert good governance and to meet or, ideally, exceed the high standards demanded of every agency by the American people. It will inform Congress of its action plans moving forward as it works to bring the agency into statutory and regulatory compliance.

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Section 3: Financial Information

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Message from the Chief Financial Officer

U.S. AGENCY FOR
GLOBAL MEDIA

330 Independence Avenue S W | Washington, DC 20237 | usagm gov

Message from the Chief Financial Officer

I am pleased to present the Fiscal Year (FY) 2020 financial statements for the U.S Agency for Global Media (USAGM). The Performance and Accountability Report is our principal report to the President, the Congress, and the American people on our stewardship of the public funds with which we have been entrusted and which are essential for achieving our important mission to inform, engage, and connect people around the world in support of freedom and democracy.

The Agency has once again received an unmodified audit opinion on the FY 2020 and FY 2019 financial statements. Over the past year, we have worked diligently to meet the reporting, audit, and compliance requirements that the Office of Management and Budget, the Treasury, and the Congress have put in place to improve federal financial management, business practices, and accountability. During FY 2020, USAGM has continued to strengthen financial management in numerous ways, including rollout of Momentum, its financial management system, to two overseas transmitting stations in order to improve financial system reliability and functionality for Agency users.

In FY 2020 USAGM made progress in strengthening USAGM's assessment of the OMB Circular A-123, Appendix A, Internal Controls by better aligning assessment of significant business processes with our fully developed enterprise risk management program. Last completed in FY 2017/2018, the agency is moving away from evaluation every three years to rotational assessment. Currently, we have substantially completed the updated evaluation of significant business processes, and will proceed to update risk assessments, and perform prescriptive testing of transaction level controls on a rotational basis beginning in FY 2021 pending the availability of resources. We completed the data requirements and validated the files as required by the Digital Accountability and Transparency Act (DATA) of 2014.

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Additionally, USAGM leadership has focused resources on continuing progress in improving the oversight of its grants. Consistent with the agency Standard Operating Procedures for Monitoring Grants and identified risk mitigation efforts, USAGM has worked with a contractor to ensure fiscal responsibility in the compensation its grantee networks provide to their employees by conducting a compensation comparability study. USAGM has also worked to draft the requirements to award a contract to develop a grants oversight program that is fully inclusive of the 2 CFR Title 2, Subtitle A, Chapter II, Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awardsoversight requirements.

The USAGM continues to seek opportunities to modernize business systems and improve operational effectiveness and efficiency. We acknowledge that there is additional work to be done, and we look forward to partnering with the independent financial auditors and the Office of the Inspector General in the year ahead.



Acting Chief Financial Officer

Independent Auditor's Report

Office of Inspector General
United States Department of State

UNCLASSIFIED

November 16, 2020

The Honorable Michael Pack
Chief Executive Officer
U.S. Agency for Global Media
330 Independence Ave., SW
Suite 3300
Washington, DC 20037

Dear Mr. Pack:

An independent external auditor, Kearney & Company, P.C., was engaged to audit the financial statements of the U.S. Agency for Global Media (USAGM) as of September 30, 2020, and for the year then ended; to provide a report on internal control over financial reporting; and to report any reportable noncompliance with laws, regulations, contracts, and grant agreements it tested. The contract required that the audit be performed in accordance with U.S. generally accepted government auditing standards and Office of Management and Budget audit guidance. In its report *Independent Auditor's Report on the U.S. Agency for Global Media FY 2020 Financial Statements* (AUD-FM-IB-21-10), Kearney & Company found

- the financial statements as of and for the fiscal year ended September 30, 2020, are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America;
- no material weaknesses[1] in internal control over financial reporting;
- one significant deficiency[2] in internal control over financial reporting, specifically in the area of grantee monitoring; and
- two instances of reportable noncompliance with laws, regulations, contracts, and grant agreements, specifically Federal grant regulations and the Federal Managers' Financial Integrity Act.

Kearney & Company is responsible for the enclosed auditor's report, which includes the Independent Auditor's Report; the Report on Internal Control Over Financial Reporting; and the Report on Compliance With Laws, Regulations, Contracts, and Grant Agreements, dated

[1] A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis.

[2] A significant deficiency is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

November 16, 2020, and the conclusions expressed in the report. The Office of Inspector General (OIG) does not express an opinion on USAGM's financial statements or conclusions on internal control over financial reporting and compliance with laws, regulations, contracts, and grant agreements.

USAGM's comments on the auditor's report are attached to the report.

OIG appreciates the cooperation extended to it and Kearney & Company by USAGM managers and staff during this audit.

Sincerely,

(b) (6)

Acting Inspector General

Enclosure: As stated.

cc: (b) (6)

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INDEPENDENT AUDITOR'S REPORT
AUD-FM-IB-21-10

To the U.S. Agency for Global Media Chief Executive Officer and the Acting Inspector General

Report on the Financial Statements

We have audited the accompanying financial statements of the U.S. Agency for Global Media (USAGM), which comprise the consolidated balance sheet as of September 30, 2020; the related consolidated statements of net cost and changes in net position and the combined statement of budgetary resources for the year then ended; and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) Bulletin No. 19-03, "Audit Requirements for Federal Financial Statements." Those standards and OMB Bulletin No. 19-03 require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate under the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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Opinion on the Financial Statements

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of USAGM as of September 30, 2020, and its net cost of operations, changes in net position, and budgetary resources for the year then ended, in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Prior Year Financial Statements

USAGM's financial statements as of and for the year ended September 30, 2019, were audited by other auditors whose Independent Auditor's Report dated November 19, 2019, expressed an unmodified opinion on those financial statements.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis and Deferred Maintenance sections (hereinafter referred to as "required supplementary information") be presented to supplement the financial statements. Such information, although not a part of the financial statements, is required by OMB Circular A-136, "Financial Reporting Requirements," and the Federal Accounting Standards Advisory Board, which consider the information to be an essential part of financial reporting for placing the financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing it for consistency with management's responses to our inquiries, the financial statements, and other knowledge we obtained during our audit of the financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The information in the Message from the United States Agency for Global Media [Chief Executive Officer], the Introduction, the Performance Information, the Message from the Chief Financial Officer, and the Other Information sections of USAGM's Performance and Accountability Report is presented for purposes of additional analysis and is not a required part of the financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the financial statements, and accordingly, we do not express an opinion or provide any assurance on the information.

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Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards* and OMB Bulletin No. 19-03, we have also issued reports, dated November 16, 2020, on our consideration of USAGM's internal control over financial reporting and on our tests of USAGM's compliance with certain provisions of applicable laws, regulations, contracts, and grant agreements for the year ended September 30, 2020. The purpose of those reports is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on internal control over financial reporting or on compliance. Those reports are an integral part of an audit performed in accordance with *Government Auditing Standards* and OMB Bulletin No. 19-03 and should be considered in assessing the results of our audit.

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Alexandria, Virginia
November 16, 2020

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(b) (6)

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

To the U.S. Agency for Global Media Chief Executive Officer and the Acting Inspector General

We have audited, in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial statement audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) Bulletin No. 19-03, "Audit Requirements for Federal Financial Statements," the financial statements and the related notes to the financial statements of the U.S. Agency for Global Media (USAGM) as of and for the year ended September 30, 2020, and have issued our report thereon dated November 16, 2020.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered USAGM's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of USAGM's internal control. Accordingly, we do not express an opinion on the effectiveness of USAGM's internal control. We limited our internal control testing to those controls necessary to achieve the objectives described in OMB Bulletin No. 19-03. We did not test all internal controls relevant to operating objectives as broadly defined by the Federal Managers' Financial Integrity Act of 1982,[1] such as those controls relevant to ensuring efficient operations.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We identified a deficiency in internal control, described below, as an item that we consider to be a significant deficiency.

[1] Federal Managers' Financial Integrity Act of 1982, Pub L No 97-255, 96 STAT 814 (September 8, 1982)

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Significant Deficiency

Grantee Monitoring

USAGM has four grantees that it funds through annual grant agreements: Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN), and the Open Technology Fund (OTF).[2] In FY 2020, the four grantees collectively received over [redacted] from USAGM in Federal grant awards, which represents approximately one-third of USAGM's total funding.

USAGM is responsible for monitoring the use of those funds to ensure that grantees adhere to applicable laws and regulations as well as to terms and conditions specified in the grant agreements. To aid in the grants monitoring process, USAGM approved and issued standard operating procedures (SOP)[3] for grantee monitoring in February 2019, which present information and procedures that USAGM is supposed to use to monitor all stages of a grant's lifecycle.

We selected 15 control activities identified in the SOP to test whether USAGM had effectively implemented grantee monitoring. For RFE/RL, RFA, and MBN, we found that 8 of 15 controls tested were operating effectively. The remaining 7 control activities were not implemented by USAGM for RFE/RL, RFA, and MBN in FY 2020. For example, USAGM had not reviewed the allowability of grantee costs, performed grant close-outs, conducted formal documented site visits, or monitored equipment purchased by grantees. Furthermore, we found that 4 of 14[4] control activities were operating effectively for OTF. In addition to the 7 controls that were not implemented for RFE/RL, RFA, and MBN, USAGM had not reviewed OTF's statements of obligations and disbursements, obtained an understanding of OTF's accounting processes for purposes of calculating an advance, or assessed OTF performance to prepare a required Performance Project Report.

USAGM officials stated that they have not fully implemented several of the key monitoring activities included in USAGM's SOP due to personnel and resource limitations. In FY 2020, to address these limitations, USAGM planned to engage contractor support to perform grantee monitoring activities, but a contract was not issued because of funding constraints. Office of the Chief Financial Officer (OCFO) officials stated that they will review available funding during the first quarter of FY 2021. Additionally, OCFO officials indicated that their ability to properly monitor OTF was impaired by active litigation between OTF and USAGM.

[2] OTF was established in FY 2019
[3] USAGM OCFO, "Standard Operating Procedures for Monitoring Grants," February 2019
[4] One of the 15 control activities selected for testing—approval of prior year carryforward funds—was not applicable because OTF did not have carryforward funds at the beginning of FY 2020

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Because USAGM continued to lack effective grantee oversight, there is an increased risk of waste, fraud, and abuse of Federal funds. Because USAGM is the primary funding source for the grantees, an organized and documented approach to oversight is needed to demonstrate accountability and mitigate risk. Weaknesses in controls over grantee monitoring have been reported each year since the audit of USAGM's FY 2013 financial statements.

During the audit, we noted additional matters involving internal control over financial reporting that we will report to USAGM management in a separate letter.

Status of Prior Year Findings

In the Independent Auditor's Report on Internal Control Over Financial Reporting, included in the audit report on USAGM's FY 2019 financial statements,[5] USAGM's prior auditor reported an issue related to internal control over financial reporting. The status of this issue is summarized in Table 1.

Table 1. Status of Prior Year Finding

Control Deficiency	FY 2019 Status	FY 2020 Status
Grantee Monitoring	Significant Deficiency	Significant Deficiency

USAGM's Response to Findings

USAGM management has provided its response to our findings in a separate letter included in this report as Appendix A. We did not audit management's response, and accordingly, we express no opinion on it.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control over financial reporting and the results of that testing and not to provide an opinion on the effectiveness of USAGM's internal control. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* and OMB Bulletin No. 19-03 in considering the entity's internal control over financial reporting. Accordingly, this report is not suitable for any other purpose.

(b) (6) [redacted]

Alexandria, Virginia
November 16, 2020

[5] OIG, *Independent Auditor's Report on the U.S. Agency for Global Media FY 2019 Financial Statements* (AUD-FM-IB-20-06, November 2019)

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INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE WITH LAWS, REGULATIONS, CONTRACTS, AND GRANT AGREEMENTS

To the U.S. Agency for Global Media Chief Executive Officer and the Acting Inspector General

We have audited, in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) Bulletin No. 19-03, "Audit Requirements for Federal Financial Statements," the financial statements, and the related notes to the financial statements, of the United States Agency for Global Media (USAGM) as of and for the year ended September 30, 2020, and have issued our report thereon dated November 16, 2020.

Compliance

As part of obtaining reasonable assurance about whether USAGM's financial statements are free from material misstatement, we performed tests of USAGM's compliance with certain provisions of applicable laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material impact on the determination of financial statement amounts. We limited our tests of compliance to these provisions and did not test compliance with all laws, regulations, contracts, and grant agreements applicable to USAGM. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion.

The results of our tests disclosed instances of noncompliance that are required to be reported under *Government Auditing Standards* and OMB Bulletin No. 19-03 and which are summarized as follows:

- *Federal Grants Regulations.* In each year since USAGM's FY 2013 financial statement audit, independent auditors have identified substantial noncompliance with Federal grant regulations. USAGM is responsible for monitoring the use of funds provided to its grantees to ensure that they adhere to relevant laws and regulations. As noted in our Independent Auditor's Report on Internal Control Over Financial Reporting, USAGM has not fully implemented many of its designed grantee monitoring controls. As a result, USAGM continued to be in substantial noncompliance with the Code of Federal Regulations, Title 2, Subtitle A, Chapter II, Part 200, "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards," which provides guidance to agencies for grant oversight.

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- *Federal Requirements Related to Internal Controls.* The Federal Managers' Financial Integrity Act[1] (FMFIA) and OMB regulations[2] require executive branch agencies to establish and maintain effective internal control. Heads of agencies must annually evaluate and report on the effectiveness of the internal control and financial management systems that protect the integrity of Federal programs. We found that USAGM did not have a fully implemented program to assess the effectiveness of its internal controls over operations, reporting, and compliance. USAGM engaged a contractor during FY 2020 to strengthen its internal control program. However, as of September 30, 2020, the contractor had not begun to implement the newly designed program.

USAGM's Response to Findings

USAGM management has provided its response to our findings in a separate letter included in this report as Appendix A. We did not audit management's response, and accordingly, we express no opinion on it.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of compliance and the results of that testing and not to provide an opinion on the effectiveness of the entity's compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* and OMB Bulletin No. 19-03 in considering the entity's compliance. Accordingly, this report is not suitable for any other purpose.

(b) (6) [redacted]

Alexandria, Virginia
November 16, 2020

[1] Federal Managers' Financial Integrity Act, Pub L No 97-255 (September 8, 1982)
[2] OMB Circular A-123, "Management's Responsibility for Enterprise Risk Management and Internal Control," July 15, 2016, and OMB Circular A-123, Appendix A, "Management of Reporting and Data Integrity Risk," June 6, 2018

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Response to the Audit

U.S. AGENCY FOR
GLOBAL MEDIA

330 Independence Avenue SW | Washington, DC 20237 | usagm.gov

November 16, 2020

(b) (6)
Acting Inspector General
U.S. Department of State

Dear [redacted]

The US. Agency for Global Media (USAGM) is committed to maintaining fiscal responsibility and transparency for the taxpayer funds entrusted by Congress to pursue its global mission to inform, engage, and connect people around the world In support of freedom and democracy. The Performance and Accountability Report (PAR) Is a key part of maintaining this commitment, providing a comprehensive account of the USAGM's financial activities.

I am pleased to report that USAGM continues to receive an unmodified opinion for this fiscal year's financial statement audit. USAGM Is committed to working towards greater efficiency effectiveness, and accountability in financial operations. With programming In 62 languages, thousands of media partners, and on-the-ground reporting capabilities around the world,
USAGM operations are global and complex. USAGM recognizes that our strength as an organization requires a strong fiscal foundation and effective stewardship over the resources entrusted to us by the American people. With continued investments in grantee oversight, I am confident we will improve compliance in this area during FY 2021.

We thank Kearney & Company for their continued efforts and dedication to working through the complex issues associated with the global nature of USAGM's financial processes.

Sincerely

(b) (6)
Acting Chief Financial Officer

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Financial Statements

U.S. Agency for Global Media
Consolidated Balance Sheet
As of September 30, 2020 and 2019
(in thousands)

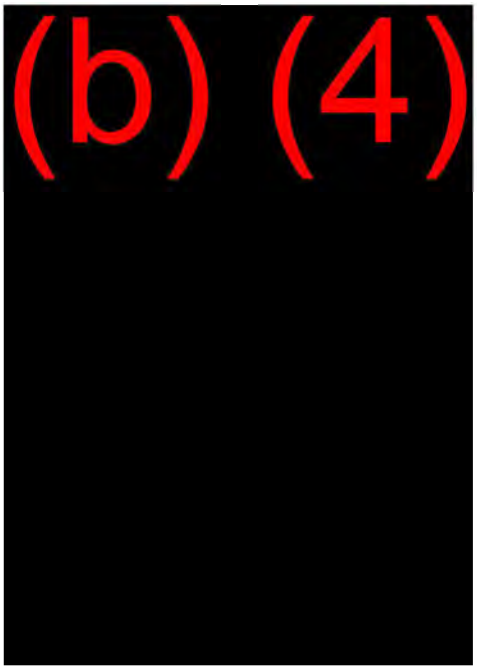
	FY 2020	FY 2019
Assets (Note 2):		
Intragovernmental:		
Fund Balance with Treasury (Note 3)		
Accounts Receivable (Note 5)		
Other (Note 8)		
Total Intragovernmental		
Cash and Other Monetary Assets (Note 4)		
Accounts Receivable, Net (Note 5)		
Advances to Surrogate Broadcasters (Note 6)		
General Property, Plant and Equipment, Net (Note 7)		
Other (Note 8)		
Total Assets	$ 396,172	$ 395,241
Liabilities (Note 9):		
Intragovernmental:		
Accounts Payable		
Accrued FECA Liability (Note 9)		
Other (Note 12)		
Total Intragovernmental		
Accounts Payable		
Actuarial FECA Liabilities (Note 9)		
Accrued Payroll and Benefits		
Foreign Service Nationals After-Employment Benefits (Note 9 and 1		
Environment and Disposal Liabilities (Note 9 and 11)		
Accrued Annual and Compensatory Leave (Note 9)		
Other (Note 12)		
Total Liabilities	$ 79,052	$ 70,670
Commitment and Contingencies (Note 9, 13 and 14)		
Net position:		
Unexpended Appropriations		
Cumulative Results of Operations		
Total Net Position	$ 317,120	$ 324,571
Total Liabilities and Net Position	$ 396,172	$ 395,241

The accompanying notes are an integral part of these statements.

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U.S. Agency for Global Media
Consolidated Statement of Net Cost
For the Years Ended September 30, 2020 and 2019
(in thousands)

	FY 2020	FY 2019
Voice of America (VOA)		
Gross Costs		
Less: Earned Revenues		
Net Program Costs		
Office of Cuba Broadcasting (OCB)		
Gross Costs		
Less: Earned Revenues		
Net Program Costs		
Surrogate Broadcasters and Internet Freedom		
Gross Costs		
Less: Earned Revenues		
Net Program Costs		
Total Gross Costs		
Less: Total Earned Revenues		
Net Cost of Operations	$ 820,583	$ 828,717



The accompanying notes are an integral part of these statements.

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U.S. Agency for Global Media
Consolidated Statement of Changes in Net Position
For the Years Ended September 30, 2020 and 2019
(in thousands)

	FY2020	FY 2019
Unexpended Appropriations:		
Beginning Balance		
Adjustments (+/-)		
Corrections of Errors (+/-)		
Beginning Balance as Adjusted		
Budgetary Financing Sources:		
Appropriations Received		
Appropriations Transferred In/Out (+/-)		
Other Adjustments (+/-)		
Appropriations Used		
Total Budgetary Financing Sources		
Total Unexpended Appropriations	**284,723**	**269,907**
Cumulative Results from Operations:		
Beginning Balances		
Adjustments: (+/-)		
Corrections of Errors (+/-)		
Beginning Balance as Adjusted		
Budgetary Financing Sources:		
Other Adjustments (+/-)		
Appropriations Used		
Other Financing Sources (Nonexchange):		
Imputed Financing		
Other (+/-)		
Total Financing Sources		
Net Cost of Operations (+/-)		
Net Change		
Cumulative Results of Operations		
Net Position	**$ 317,120**	**$ 324,571**

The accompanying notes are an integral part of these statements.

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U.S. Agency for Global Media
Combined Statement of Budgetary Resources
For the Years Ended September 30, 2020 and 2019
(in thousands)

	FY 2020	FY 2019
Budgetary Resources:		
Unobligated Balance from Prior Year Budget Authority, Net	(b) (4)	
Appropriations (Discretionary and Mandatory)		
Spending Authority from Offsetting Collections (Discretionary and Mandatory)		
Total Budgetary Resources	$ 902,200	$ 892,996
Status of Budgetary Resources:		
New Obligations and Upward Adjustments (Total)	(b) (4)	
Unobligated Balance, End of Year:		
Apportioned, Unexpired Accounts		
Unapportioned, Unexpired Accounts		
Unexpired Unobligated Balance, End of Year		
Expired Unobligated Balance, End of Year		
Unobligated Balance, End of Year (Total)		
Total Budgetary Resources	$ 902,200	$ 892,996
Outlays, Net:		
Outlays, Net (Total) (Discretionary and Mandatory)	(b) (4)	
Distributed Offsetting Receipts		
Agency Outlays, Net (Discretionary and Mandatory)	$ 797,485	$ 814,340

The accompanying notes are an integral part of these statements.

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United States Agency for Global Media
Notes to Principal Financial Statements

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Reporting Entity

On October 1, 1999, the United States Agency for Global Media (USAGM), originally the Broadcasting Board of Governors (BBG) became the independent, autonomous entity responsible for all U.S. Government and government-sponsored, non-military, international broadcasting. This was the result of the 1998 Foreign Affairs Reform and Restructuring Act (Public Law 105-277). The Fiscal Year 2017 National Defense Authorization Act made several significant reforms to the Agency's management structure. Primarily, the act authorized the position of a Presidentially-nominated, Senate-confirmed Chief Executive Officer (CEO). Under the new statutory structure, the CEO serves as agency head, assuming all leadership, management, and operational authorities. The six media organizations that comprise the USAGM complement and reinforce one another in a shared mission vital to U.S. national interests: to inform, engage and connect people around the world in support of freedom and democracy. USAGM'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. Together, USAGM networks communicate each week with more than 354 million people across the globe. The federal agency is composed of two components:

- Voice of America (VOA)
- Office of Cuba Broadcasting (OCB)

The CEO and oversight and support offices including the International Broadcasting Bureau (IBB) and Office of Technology Services and Innovation (TSI) do not engage in the development of news content. The CEO provides overall governance for USAGM and has authority to make grants to carry out its statutorily defined broadcasting mission. The oversight and support offices of TSI maintain the global distribution network over which all USAGM-funded news and information programming is distributed. IBB and other offices provide administrative functions which are governed by federal laws and

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regulations. The VOA and OCB are the components of the agency that develop news content along with four grantees: Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Middle East Broadcasting Networks (MBN), and as of September 2019, the Open Technology Fund (OTF). All USAGM broadcast services adhere to the standards and principles of the International Broadcasting Act of 1994, as amended, and support the USAGM mission.

The grantees – RFE/RL, RFA, MBN, and OTF – are independent non-federal entities who receive the majority of their funding from USAGM. They are organized and managed as private, independent, non-profit corporations and considered disclosure entities in accordance with Statement of Federal Financial Accounting Standards (SFFAS) No. 47, Reporting Entity (See Note 18).

B. Basis of Presentation and Accounting

These financial statements have been prepared to report the financial position, net cost, changes in net position, and budgetary resources of USAGM, consistent with the Chief Financial Officers' Act of 1990 and the Government Management Reform Act of 1994. These financial statements have been prepared from the books and records of USAGM in accordance with U.S. generally accepted accounting principles (GAAP) for federal entities and presented in accordance with the form and content requirements of the Office of Management and Budget (OMB) Circular No. A-136, *Financial Reporting Requirements, revised.* GAAP for federal entities, as prescribed by the Federal Accounting Standards Advisory Board (FASAB); FASAB's SFFAS No. 34, *The Hierarchy of Generally Accepted Accounting Principles, Including the Application of Standards Issued by the Financial Accounting Standards Board*, which incorporates the GAAP hierarchy into FASAB's authoritative literature is the designated standard-setting body for the Federal Government.

Financial transactions are recorded in the financial system, using both an accrual and a budgetary basis of accounting. Under the accrual method, revenues are recognized when earned, and expenses are recognized when a liability is incurred, without regard to the receipt or payment of cash. Budgetary accounting facilitates compliance with legal requirements and mandated controls over the use of federal funds. It generally differs from the accrual basis of accounting in that obligations are recognized when new orders are placed or contracts awarded. In Accordance with SFFAS 56, accounting standards allow certain presentations

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and disclosures to be modified, if needed, to prevent the disclosure of classified information.

C. Assets and Liabilities

Assets and liabilities presented on USAGM's balance sheet includes both entity and non-entity balances. Entity assets are assets that USAGM has authority to use in its operations. Non-entity assets are held and managed by USAGM, but are not available for use in operations.

Intragovernmental assets and liabilities arise from transactions between USAGM and other federal entities. All other assets and liabilities result from activity with non-federal entities. Liabilities covered by budgetary or other resources are those liabilities of USAGM for which Congress has appropriated funds or funding is otherwise available to pay amounts due. Liabilities not covered by budgetary or other resources represent amounts owed in excess of available congressionally appropriated funds or other amounts. The liquidation of liabilities not covered by budgetary or other resources is dependent on future congressional appropriations or other funding.

D. Fund Balance with Treasury

Fund Balance with Treasury (FBWT) includes several types of funds available to pay current liabilities and finance authorized purchases.

General Funds

These consist of expenditure accounts used to record financial transactions arising from congressional appropriations, as well as receipt accounts.

Trust Funds

These are used for the acceptance and administration of funds contributed from public and private sources and programs.

Other Fund Types

These include miscellaneous receipt accounts, deposit and clearing accounts maintained to track receipts and disbursements awaiting proper classification.

USAGM does not maintain cash in commercial bank accounts for the funds reported in the balance sheet, except for Imprest Funds under section E.

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Treasury processes domestic receipts and disbursements. Two Department of State financial service centers, located in Bangkok, Thailand and Charleston, South Carolina, provide financial support for USAGM operations overseas. The U.S. disbursing officer at each center has the delegated authority to disburse funds on behalf of the Treasury.

E. Imprest Fund

USAGM operates an imprest fund in the amount of [redacted] at USAGM Robert E. Kamosa Transmitting Station in the Commonwealth of the Northern Mariana Islands. Due to the remote location and 24 hour continuous operation of the mission, these funds are necessary and used to pay for time sensitive expenditures required to be paid in cash to local vendors. USAGM has Treasury approved delegation of disbursing authority for the establishment and operation of the imprest fund.

F. Accounts Receivable

Accounts receivable consists of amounts owed to USAGM by other federal agencies and the public. Intragovernmental accounts receivable represents amounts due from other federal agencies for reimbursable activities. Accounts receivable from the public represent amounts due from common carriers for unused airline tickets, and from vendors for erroneous or duplicate payments. These receivables are stated net of any allowances for estimated uncollectible amounts. The allowance, if any, is determined by the nature of the receivable and an analysis of aged receivable activity. Aged receivables more than 120 days without payment arrangements in place are sent to Treasury for collection through the Treasury Offset Program (TOP).

G. Advances and Prepayments

Payments made in advance of the receipt of goods and services are recorded as advances or prepayments, and recognized as expenses when the related goods and services are received. Advances are made principally for: official travel to some USAGM employees; salary advances to some USAGM employees, often for employees transferring to overseas assignments; advance payments to other Federal entities as part of a reimbursable agreement; prepaid leases; and

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miscellaneous prepayments and advances to surrogate broadcasters for future services. Advances to surrogate broadcasters receiving grant awards are described further in Note 6.

H. Personnel Compensation and Benefits

Annual, Sick and Other Leave Program

Annual, sick and other leave time are accrued when earned, reduced when taken, and adjusted for changes in compensation rates. An unfunded liability is recognized for earned but unused annual leave as these balances will be funded from future appropriations in the year that leave is taken. Sick leave is expensed when taken, and no liability is recognized as employees are not vested in unused sick leave.

Retirement Plans

Civil Service employees participate in either the Civil Service Retirement System (CSRS) or the Federal Employees Retirement System (FERS). Employees covered under CSRS contribute 7.00 percent of their salary; USAGM contributes 7.00 percent. Employees covered under CSRS also contribute 1.45 percent of their salary to Medicare insurance; USAGM makes a matching contribution. On January 1, 1987, FERS went into effect pursuant to Public Law 99-335. Most employees hired after December 31, 1983, are automatically covered by FERS and Social Security. Employees hired prior to January 1, 1984, were allowed to join FERS or remain in CSRS. Employees participating in FERS contribute 0.80 percent of their salary, with USAGM making contributions of 16.00 percent. FERS employees also contribute 6.20 percent to Old Age Survivor and Disability Insurance (OASDI) and 1.45 percent to Medicare insurance. USAGM makes matching contributions to both.

Effective January 1, 2013, pursuant to Public Law 112-96, Section 5001, new employees (as designated in the statute) pay higher FERS employee contributions (3.10 percent instead of 0.80 percent) with USAGM making contributions of 14.20 percent. These employees are covered under the FERS as Revised Annuity Employees (RAE), FERS-RAE. Effective January 1, 2014, Section 401 of the "Bipartisan Budget Act of 2013," signed into law by the President on December 26, 2013, made another change to the Federal Employees' Retirement System (FERS). New employees (as designated by that statute) pay higher FERS employee

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contributions (4.40 percent instead of 0.80 percent) with USAGM making contributions of 14.20 percent. These employees are covered under the FERS as Further Revised Annuity Employees (FRAE), FERS-FRAE.

Employees covered by CSRS and FERS are eligible to contribute to the U.S. Government's Thrift Savings Plan (TSP), administered by the Federal Retirement Thrift Investment Board. USAGM makes a mandatory contribution of 1 percent of basic pay for FERS-covered employees. In addition, USAGM makes matching contributions, of up to 5 percent of basic pay, for FERS employees who contribute to the Thrift Savings Plan. Contributions are matched dollar for dollar for the first 3 percent of pay contributed each pay period and 50 cents on the dollar for the next 2 percent of pay. For CSRS participants, there is no governmental matching contribution. The maximum amounts that either FERS or CSRS employees may contribute to the plan in calendar year 2020 is [redacted] Those who are of age fifty and older may contribute an additional [redacted] in catch-up contributions.

Foreign Service employees participate in either the Foreign Service Retirement and Disability System (FSRDS) or the Foreign Service Pension System (FSPS). The FSRDS is the Foreign Service equivalent of CSRS as described in chapter 83 of Title 5, U.S.C. Employees covered under FSRDS contribute 7.25 percent of their salary; USAGM contributes 7.25 percent. Employees covered under FSRDS also contribute 1.45 percent of their salary to Medicare insurance; USAGM makes a matching contribution. The FSPS is the Foreign Service equivalent of the FERS, as described in chapter 84 of Title 5, U.S.C. In general, all Foreign Service eligible participants hired after December 31, 1983, participate in the FSPS. Most employees hired after December 31, 1983, are automatically covered by FSPS and Social Security. Employees hired prior to January 1, 1984, were allowed to join FSPS or remain in FSRDS. Employees participating in FSPS contribute 1.35 percent of their salary, with USAGM making contributions of 20.22 percent. FSPS employees also contribute 6.20 percent to OASDI and 1.45 percent to Medicare insurance. USAGM makes matching contributions to both. A primary feature of FSPS is that it offers a TSP into which USAGM automatically contributes 1 percent of pay and matches employee contributions up to an additional 4 percent. FSRDS-covered employees may make voluntary contributions to the TSP, but without the employer 1 percent contribution or employer-matching contributions. Effective January 1, 2013, pursuant to Public Law 112-96, Section

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5001, new employees (as designated in the statute) pay higher FSPS employee contributions (3.65 percent instead of 1.35 percent) with USAGM making contributions of 17.92 percent. These employees are covered under FSPS as Revised Annuity Employees (RAE), FSPS-RAE. The Department of State manages the FSRDS and FSPS plans.

Health Insurance

Most of USAGM's employees participate in the Federal Employees Health Benefits Program (FEHB), a voluntary program that provides protection for enrollees and eligible family members in case of illness, accident, or both. Under FEHB, USAGM contributes the employer's share of the premium as determined by the U.S. Office of Personnel Management (OPM).

Life Insurance

Unless specifically waived, employees are covered by the Federal Employees Group Life Insurance Program (FEGLI). FEGLI automatically covers eligible employees for basic life insurance in amounts equivalent to an employee's annual pay. Enrollees and their family members are eligible for additional insurance coverage, but the enrollee is responsible for the cost of the additional coverage. Under FEGLI, USAGM contributes the employer's share of the premium, as determined by OPM.

Workers' Compensation

The Federal Employees' Compensation Act (FECA) provides income and medical cost protection to covered federal civilian employees injured on the job, to employees who have incurred work-related occupational diseases, and to beneficiaries of employees whose deaths are attributable to job-related injuries or occupational diseases. The FECA program is administered by the U.S. Department of Labor (DOL), which initially pays valid claims. The FECA liability consists of two components. First is a current liability amount based on actual claims paid by DOL but not yet reimbursed by USAGM. Timing of USAGM's reimbursement to DOL is dependent on appropriated funds made available for this purpose and generally occurs two to three years after actual claims had been paid. The second FECA component is the actuarial estimate of future benefit payments for death, disability, medical, and miscellaneous costs. This estimate is determined using a method that analyzes historical benefit payment patterns related to a specific period in order to predict the ultimate payments related to

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the current period. The estimated liability is not covered by budgetary resources and will require future funding.

Federal Employees Post-Employment Benefits

USAGM does not report CSRS, FERS, FEHB or FEGLI assets, accumulated plan benefits, or unfunded liabilities applicable to its employees; OPM reports this information. As required by Statements of Federal Financial Accounting Standards (SFFAS) No.5, *Accounting for Liabilities of the Federal Government*, USAGM reports the full cost of employee benefits for the programs that OPM administers. USAGM recognizes an expense and imputed financing source for the annualized unfunded portion of CSRS, post-retirement health benefits, and life insurance for employees covered by these programs. The additional costs are not actually owed or paid to OPM, and thus are not reported as liabilities on the balance sheet. For each fiscal year the Office of Personnel Management (OPM) calculates the U.S. Government's service costs for covered employees, which is an estimate of the amount of funds that, if accumulated annually and invested over an employee's career, would be enough to pay that employee's future benefits. Since the U.S. Government's estimated FY 2020 service cost exceeds contributions made by employer agencies and covered employees, the plan is not fully funded by USAGM and its employees. For FY 2020 USAGM recognized (b) (4) as an imputed cost and as an imputed financing source for the difference between the estimated service cost and the contributions made by USAGM and its employees.

Foreign Service Nationals (FSN) After-Employment Benefits

USAGM employs approximately 280 FSN employees at 26 overseas posts. Many of these posts offer after-employment benefits that are based on the employment laws and prevailing wage practices in that host country. These benefits may include annuity-based defined benefit plans, defined contribution plans, and lump sum voluntary severance and retirement benefits. Descriptions of these after-employment benefits and projected plan benefits are presented in fuller details in Note 10.

Personal Services Contractors

Beginning in June 2019, Personal Service Contractors (PSCs) became a part of USAGM's workforce. VOA relies on the specialized skills of over 500 contractors to develop and deliver content to its worldwide audience. USAGM is exploring

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different approaches to streamline management of these contractors and increase the agility with which leadership can leverage its contractor resources to complement its robust federal workforce. Previously managed by staffing service procurements, PSCs are currently managed directly in accordance with individual personnel service contract agreements with the agency. The agency has a procurement contract to administer payroll and associated benefits on the agency's behalf. PSCs are eligible to participate in a voluntary benefits program that offers health, dental, vision, disability, and life insurance benefits for enrollees and eligible family members, to which USAGM contributes some of these benefits. USAGM also pays the employer's portion of Workers' Compensation premiums due to Federal and State authorities. PSCs do not participate in after-employment benefits, and there is no post-employment liability related to PSCs.

I. Contingent Liabilities

A loss contingency is an existing condition, situation, or set of circumstances involving uncertainty as to possible loss which should ultimately be resolved when a future event occurs or fails to occur. Contingencies are accrued in the financial statements where the liability is probable and the cost is measurable. Contingencies that do not meet any of the conditions for liability recognition, but for which there is at least a reasonable possibility that a liability may be incurred, are disclosed but not accrued, as presented in Note 14.

J. Revenues and Financing Sources

USAGM operations are financed through congressional appropriations, reimbursement for the provision of goods or services to other federal agencies and the public, transfers and donations. Financing sources are received in direct annual and no-year appropriations; these appropriations may be used, within statutory limits, for operating and capital expenditures.

Work performed for other federal agencies under reimbursable agreements is initially financed through either an advance of funds received or the Bureau providing the service, and is subsequently reimbursed. Reimbursements are recognized as revenue when earned, i.e., goods have been delivered or services rendered, and the associated costs have been incurred. Occasionally, earned

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revenues occur when USAGM provides goods or services to the public in which case the revenue is recognized when collected.

An imputed financing source is recognized to offset costs incurred by USAGM and funded by another federal source, in the period in which the cost was incurred. The types of costs offset by imputed financing are employees' pension benefits, health insurance, life insurance, and other post-retirement benefits for employees. Funding from other federal agencies is recorded as an imputed financing source.

K. Net Position

USAGM's net position contains the following components:

Unexpended Appropriations

This is the sum of undelivered orders and unobligated balances. Undelivered orders represent the amount of obligations incurred for goods or services ordered, but not yet received. An unobligated balance is the amount available after deducting cumulative obligations from total budgetary resources. As obligations for goods or services are incurred, the available balance is reduced.

Cumulative Results of Operations

These include (1) the accumulated difference between revenues and financing sources less expenses since inception; (2) USAGM's investment in capitalized assets financed by appropriation; (3) donations; and (4) unfunded liabilities, for which liquidation may require future congressional appropriations or other budgetary resources.

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L. Management's Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions affecting the reported amounts of assets, liabilities, revenues, expenses, and the disclosure of contingent liabilities. Actual results could differ from these estimates.

M. Statement of Net Cost Presentation

The cost and revenue information presented in the Statement of Net Cost is aligned to the two federal broadcasting entities, displayed separately, and the four grantees, or surrogate broadcasters, displayed in the aggregate. Costs of oversight and support offices are allocated between the broadcasting entities. The two overarching strategic goals outlined in the Strategic Plan are (1) Expand freedom of information and expression, and (2) Communicate America's democratic experience. Both federal entities and all four grantees carry out activities to achieve these goals. VOA's mission aligns directly with USAGM's second goal, and its efforts are largely focused on achieving this goal, while the other entities are primarily focused on achieving the first goal.

NOTE 2: ENTITY / NON-ENTITY ASSETS

Entity and Non-Entity assets of USAGM have been combined on the balance sheet. Non-entity assets relate primarily to state and local taxes and other employee payroll withholdings included under FBWT deposit accounts and are currently held by but not available to USAGM. The funds are restricted by nature and will be forwarded to Treasury or other entities at a future date.

Non-entity assets as of September 30, 2020 and 2019 are summarized as follows:

Non-Entity Assets *(in thousands)*	**2020**	**2019**
Intragovernmental:	(b) (4)	
Fund Balance with Treasury		
Total Intragovernmental		
Total Non-Entity Assets		
Total Entity Assets		
Total Assets	**$ 396,172**	**$ 395,241**

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NOTE 3: FUND BALANCE WITH TREASURY

Treasury performs cash management activities for all federal agencies. The Fund Balance with Treasury (FBWT) represents the right of USAGM to draw down funds from Treasury for expenses and liabilities. The balances in Note 3 are reconciled to Treasury and primarily consist of appropriated, trust, deposit and clearing funds.

Appropriated funds are general fund expenditure accounts established to record amounts appropriated by law for the general support of Federal Government activities and the subsequent expenditure of these funds. It includes spending from both annual and permanent appropriations.

Trust fund balances consist primarily of (1) Foreign Service National Separation Liability Trust; and (2) Miscellaneous Trust.

Other Fund types consist of Deposit and Clearing accounts with balances held but not available by USAGM. Deposit fund examples are: Withheld State and Local Taxes (payroll); Other Federal Payroll Withholdings; Collections of receivables from Canceled Accounts; and General Funds Proprietary Receipts, Not Otherwise Classified. Clearing fund examples are: Proceeds of Sales, Personal Property; and Budget Clearing Account (Suspense).

The Status of Fund Balance with Treasury as of September 30, 2020 and 2019, consists of the following:

Status of Fund Balance with Treasury ***(in thousands)***	**2020**	**2019**
Unobligated Balance	(b) (4)	
Available		
Unavailable		
Obligated Balance Not Yet Disbursed		
Non-Budgetary Fund Balance with Treasury		
Total	**$ 250,954**	**$ 245,805**

The status of the fund balance may be classified as unobligated available, unobligated unavailable, obligated balance not yet disbursed, and non-budgetary Fund Balance with Treasury. Unobligated available funds, depending on budget authority, are generally available for new obligations in the current fiscal year. The unobligated unavailable amounts are those appropriated in prior fiscal years but not available to fund new obligations; however they are available to increase

existing prior year obligations. The obligated but not yet disbursed balance represents amounts designated for payment of goods and services ordered but not yet received, or goods and services received but for which payment has not yet been made.

Canceled funds returned to Treasury as of September 30, 2020 and 2019 totaled [redacted] and [redacted], respectively.

NOTE 4: CASH AND OTHER MONETARY ASSETS

Cash consists of funds held outside of Treasury and the Federal Reserve by authorized fiscal officers or agents. Cash includes all monetary resources on hand or on deposit with a financial institution, including coins, paper currency, and readily negotiable instruments such as checks and money orders. USAGM's use of unrestricted cash consists of funds on deposit with a Treasury designated financial institution, for use by the transmitting stations of the Commonwealth of the Northern Mariana Islands, as delegated by Treasury.

Cash and Other Monetary Assets as of September 30, 2020 and 2019 consists of the following:

Cash and Other Monetary Assets *(in thousands)*	**2020**	**2019**
Cash	(b) (4)	[redacted]
Total Cash and Other Monetary Assets		

NOTE 5: ACCOUNTS RECEIVABLE, NET

Accounts receivable as of September 30, 2020 and 2019, are as follows:

Accounts Receivable *(in thousands)*	**2020**	**2019**
Intragovernmental	(b) (4)	[redacted]
Public		
Allowance for Uncollectable Accounts		
Total Accounts Receivable, Net	**$ 313**	**$ 127**

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An allowance for Uncollectable accounts is established on an individual account basis based on an overall assessment of the debtor's willingness and ability to pay. Delinquent debts are referred to Treasury in accordance with the Debt Collection Improvement Act of 1996.

NOTE 6: ADVANCES TO SURROGATE BROADCASTERS

The advance to surrogate broadcasters (or grantees) represents an amount in which USAGM has disbursed funds but for which goods and services have not been delivered or performed. Grant funds are issued periodically throughout the year on an advance basis and liquidated based on actual expenses incurred by the grantee. The grant advance liquidation approach utilizes expenses as recorded in the grantee's preliminary unaudited Trial Balances through September of the year being audited. In some instances, grantees provided estimates for expenses and year-end adjustments for activity incurred but not recorded in the preliminary trial balance due to timing and availability. The grantee advance accrual does not account for grantee executed vendor contracts awarded where services have not been received by the grantee as of year-end.

Advances to surrogate broadcasters for the years ended September 30, 2020 and 2019 are (b) (4) and (b) (4), respectively.

NOTE 7: PROPERTY, PLANT, AND EQUIPMENT, NET

Property, plant, and equipment (PP&E) consist of equipment, buildings, vehicles, and land. There are no restrictions on the use of property, plant, and equipment. USAGM capitalizes property, plant, and equipment with a useful life of two years or more that meet the established capitalization thresholds. In FY 2017, USAGM updated the PP&E policy for capitalization. The thresholds for capitalization are as follows for property acquired on or after October 1, 2016: equipment costing [redacted] or more, buildings and capital leases costing [redacted] or more, and other structures and facilities costing [redacted] or more. In addition, ADP software costing [redacted] or more, and all land, land rights, and vehicles are capitalized, regardless of cost.

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The thresholds for capitalization are as follows for property acquired before October 1, 2016: equipment costing [redacted] or more, buildings and capital leases costing [redacted] or more, and other structures and facilities costing $50,000 or more. In addition, ADP software costing [redacted] or more, and all land, land rights, and vehicles are capitalized, regardless of cost.

Expenditures for normal repairs and maintenance are expended unless the expenditure is equal to or greater than [redacted] and the improvement increases the asset's useful life by two years or more, in which case the amounts are capitalized.

Depreciation or amortization is computed using the straight-line methodology over the assets' useful lives ranging from three to thirty years. Amortization of capitalized software begins on the date it is put in service, if purchased, or when the module or component has been successfully tested if developed internally.

Property, plant, and equipment consists of property used in operations and consumed over time. The following table summarizes cost and accumulated depreciation/ amortization of property, plant, and equipment as of September 30, 2020 and 2019.

PP&E *(in thousands)*		2020			2019		
Property Category	**Useful Life (Years)**	**Cost**	**Accumulated Depreciation**	**Net Book Value**	**Cost**	**Accumulated Depreciation**	**Net Book Value**
Land							
Construction-in-Progress							
Building							
Other Structures							
Equipment							
Vehicles							
Assets under Capital Lease							
Leasehold Improvements							
Software							
Software-in-Development							
Total		**$ 351,668**	**$ (292,963)**	**$ 58,705**	**$ 353,700**	**$ (284,160)**	**$ 69,540**

(b) (4)

Depreciation and amortization expense as of September 30, 2020 and 2019 is (b) (6) and (b) (6), respectively.

On October 24th, 2018, Super Typhoon Yutu made landfall on Saipan and Tinian, the largest islands of the Commonwealth of the Northern Marianas

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Islands (CNMI). It severely damaged USAGM's transmitting infrastructure (collectively called the Robert E. Kamosa Transmitting Station, or REKTS). As a Category 5 Super Typhoon, Yutu devastated the facilities at both sites, and all shortwave broadcasts from CNMI to North Korea, China, and other target countries in East Asia were disrupted. Operations were impacted, but the transmission infrastructure was not destroyed. While the curtain antennas and screens were shredded and/or knocked down by the wind, the towers remained largely intact. REKTS immediately began making repairs and successfully restored broadcast capabilities. By the end of FY 2020, five of sixteen shortwave antennas systems were fully restored. Parts for two additional antennas have been received and the station is currently working on re-building both antenna systems. In addition, a contract was awarded for an additional four antennas with two expected to be delivered on site by December 2020. If there are no delays, we expect to have nine antenna systems fully restored by the end of FY 2021. Total assets held in CNMI have an approximate book value of [redacted] as of September 30, 2020.

NOTE 8: OTHER ASSETS

Other assets consist of (a) leases and other expenses that are paid in advance; and, (b) advances and prepayments to USAGM employees for official travel, miscellaneous prepayments, and salary advances to USAGM employees transferring to overseas assignments. Other assets consist of the following as of September 30, 2020 and 2019:

Other Assets ***(in thousands)***	**2020**	**2019**
Prepaid Leases	(b) (4) [redacted]	
Prepaid Audit Fee		
Travel & Salary Advances		
Total	**$ 697**	**$ 1,766**

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NOTE 9: LIABILITIES NOT COVERED BY BUDGETARY RESOURCES

USAGM's liabilities are classified as liabilities covered by budgetary resources, liabilities not covered by budgetary resources, or liabilities not requiring budgetary resources. Liabilities not covered by budgetary resources are liabilities for which Congressional action is needed before budgetary resources can be provided. They include the annual leave, workers compensation, pensions and other retirement benefits, contingent liabilities, and environmental liabilities. Liabilities not requiring budgetary resources are for liabilities that have not in the past required nor will they in the future require the use of budgetary resources. Liabilities Not Covered by Budgetary Resources as of September 30, 2020 and 2019 are summarized below.

Liabilities Covered / Not Covered by Budgetary Resources (*in thousands*)	**2020**	**2019**
Intragovernmental		
Accrued FECA Liability		
Total Intragovernmental		
Public		
Actuarial FECA Liability		
Accrued Annual and Compensatory Leave		
Contingent Liabilities		
Foreign Service National After-Employment Benefits		
Environmental and Disposal Liabilities		
Total Liabilities Not Covered by Budgetary Resources		
Total Liabilities Covered by Budgetary Resources		
Total Liabilities Not Requiring Budgetary Resources		
Total Liabilities	**$ 79,052**	**$ 70,670**

(b) (4)

NOTE 10: FOREIGN SERVICE NATIONALS (FSN) AFTER-EMPLOYMENT BENEFITS

USAGM operates overseas in 26 countries and employs approximately 280 local nationals known as Foreign Service Nationals (FSNs). FSNs do not qualify for federal civilian benefits, and therefore cannot participate in any of the federal civilian retirement plans. Instead, FSN employees participate in a variety of plans established by the Department of State based upon prevailing wage and compensation practices in the host country, unless the Department of State makes a public interest determination to do otherwise. In general, USAGM follows host country (i.e., local) practices and conventions in compensating FSNs.

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The end result is that compensation for FSNs is often not in accordance with what would otherwise be offered or required by statute and regulations for federal civilian employees.

FSN after-employment benefits are included in the Post's Local Compensation Plan (LCP). The LCP may include defined benefit plans, defined contribution plans, and retirement and voluntary severance lump sum payment plans. These plans are typically in addition to or in lieu of participating in the host country's local social security system. These benefits form an important part of USAGM's total compensation and benefits program that is designed to attract and retain highly skilled and talented FSN employees. USAGM has implemented various local arrangements with third party providers for defined contribution plans for the benefit of FSNs.

Defined Benefit Plans

USAGM has implemented various arrangements for defined benefit pension plans for the benefit of FSNs in 4 countries. Some of these plans supplement the host country's equivalent to U.S. social security and others do not. While none of these supplemental plans are mandated by the host country, some are substitutes for optional tiers of a host country's social security system. Such arrangements include (but are not limited to) conventional defined benefit plans with assets held in the name of trustees of the plan who engage plan administrators, investment advisors and actuaries, and plans offered by insurance companies at predetermined rates or with annual adjustments to premiums. USAGM deposits funds under various fiduciary-type arrangements, purchases annuities under group insurance contracts or provides reserves to these plans. Benefits under the defined benefit plans are typically based either on years of service and/or the employee's compensation (generally during a fixed number of years immediately before retirement). The range of assumptions that are used for the defined benefit plans reflects the different economic and regulatory environments within the various countries. The net defined benefit liability is comprised of the present value of the defined benefit obligation less the fair value of plan assets.

Retirement and Voluntary Severance Lump Sum Payments

In 11 countries, FSN employees are provided a lump-sum separation payment when they resign, retire, or otherwise separate through no fault of their own. The

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amount of the payment is generally based on length of service, rate of pay at the time of separation, and the type of separation.

The cost method used for the valuation of the liabilities associated with these plans is the Projected Unit Credit actuarial cost method. The participant's benefit is first determined using both their projected service and salary at the retirement date. The projected benefit is then multiplied by the ratio of current service to projected service at retirement in order to determine an allocated benefit. The Projected Benefit Obligation (PBO) for the entire plan is calculated as the sum of the individual PBO amounts for each active member. Further, this calculation requires certain actuarial assumptions be made, such as voluntary withdraws, assumed retirement age, death and disability, as well as economic assumptions. These are done by the Department of State and its actuaries whose results are provided to the federal agencies for their use. USAGM relies on the actuarial reports to obtain required financial information.

The economic assumptions used for the Retirement and Voluntary Severance Lump Sum Payment Liability as of September 30, 2020 and 2019 are:

Economic Assumptions	2020	2019
Discount Rate	(b) (4)	
Rate of Inflation		
Salary Increase		

The total liabilities reported for the FSN After-employment Benefits as of September 30, 2020 and 2019 are as follows:

After-Employment Benefit Liability (*in thousands*)	2020	2019
Defined Benefits Plans	(b) (4)	
Voluntary Severance		
Supplemental Retirement Lump Sum		
Total After-Employment Benefit Liability	**$ 6,586**	**$ 6,253**

NOTE 11: ENVIRONMENTAL AND DISPOSAL LIABILITIES

Environmental and disposal liabilities result from hazardous and potentially hazardous materials at current operating locations and abandoned facilities that

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create a public health or environmental risk. The related cleanup cost to remove, contain or dispose of any hazardous materials or properties is recognized as an environmental and disposal liability until the end of the useful life of the PP&E or until the operations at the PP&E locations cease either permanently, temporarily, or until a voluntary remediation approach is adopted.

Federal, state, and local statutes and regulations require environmental cleanup. Some of these statutes include the Comprehensive Environmental Response, Compensation, and Liability Act; The Resource Conservation and Recovery Act; as well as State and Local laws.

Through an internal survey to comply with SFFAS 5, *Accounting for Liabilities of the Federal Government*, SFFAS 6, *Accounting for Property, Plant and Equipment*, FASAB Technical Bulletin 2006-1, *Recognition and Measurement of Asbestos-related Cleanup Costs* and Federal Financial Accounting and Auditing (FFAA) Technical Release 2, *Determining Probable and Reasonably Estimable for Environmental Liabilities in the Federal Government*, Technical Release 10, *Implementation Guidance on Asbestos.*

USAGM recognizes an estimated (b) (6) [redacted] in cleanup cost to remove hazardous materials from a transmitter facility. The estimate was received in previous years and the facility disposition has not changed.

Cleanup Costs Associated with Facilities and Installed Equipment, and Technical Release 11, Implementation Guidance on Cleanup Costs Associated with Equipment, USAGM in FY 2013 identified offices and building facilities that contained non-friable and friable asbestos. Based on this survey, USAGM has recognized an estimated asbestos cleanup liability in the amount of [redacted] for three of its overseas facilities. The total estimate is based on the vendor quotes provided for asbestos cleanup-efforts adjusted for September 30, 2020 currency exchange rates. Contractor work was completed on the roof replacement at the Rasom Site transmitter plant building in Thailand on September 11, 2020. The total estimated potential environmental liability including removal of hazardous materials and asbestos for USAGM in FY 2020 is (b) (6) [redacted].

NOTE 12: OTHER LIABILITIES

Other liabilities consist of the following as of September 30, 2020:

Other Liabilities *(in thousands)*	Current	2020 Total
Intragovernmental	(b) (4)	
Advances and Prepayments		
Employer Contribution/Payroll Taxes		
Total Intragovernmental		
Public		
Contingent Liabilities		
Deposit and Suspense Liabilities		
Total Other Liabilities	$ 9,209	$ 9,209

NOTE 13: OPERATING LEASE LIABILITY

USAGM leases real property in overseas and domestic locations under operating leases that expire in various years. The threshold for operating lease review and disclosure is [redacted] in total lease payments. USAGM has three real property leases with the General Services Administration that are cancelable with a four month notice. Minimum future lease payments under non-cancelable and cancelable operating leases having remaining terms in excess of one year as of September 30, 2020 for each of the next 5 years and in aggregate follows:

Non-Cancelable Operating Leases *(in thousands)*			
Fiscal Year	**Federal**	**Non-Federal**	**Total**
2021	(b) (4)		
2022			
2023			
2024			
2025			
2026 and there after			
Total Future Lease Payments	$ 2,566	$ 4,338	$ 6,904

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Cancelable Operating Leases *(in thousands)*			
Fiscal Year	**Federal**	**Non-Federal**	**Total**
2021	(b) (4)		
2022			
2023			
2024			
2025			
2026 and there after			
Total Future Lease Payments	**$ 136,660**	**$ -**	**$ 136,660**

NOTE 14: CONTINGENT LIABILITIES

USAGM is a party in various administrative proceedings, legal actions, and tort claims that may ultimately result in settlements or decisions adverse to the Federal Government. These include legal cases that have been settled but not yet paid, and claims where the amount of potential loss is probable and estimable. No amounts have been accrued in the financial records for claims where the amount of potential loss cannot be estimated or the likelihood of an unfavorable outcome is less than probable. The accrued and potential contingent liabilities as of September 30, 2020 and 2019 are as follows. The Agency does not have any material environmental or other contingent liabilities to disclose.

Legal Contingent Liabilities *(in thousands)*			
		Estimated Range of Loss	
	Accrued Liabilities	**Lower End of Range**	**Upper End of Range**
FY 2020			
Probable	(b) (4)		
Reasonably Possible			
FY 2019			
Probable			
Reasonably Possible			

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NOTE 15: UNDELIVERED ORDERS AT THE END OF THE PERIOD

Budgetary resources obligated for undelivered orders for the years ended September 30, 2020 and 2019 are (b) (6) and (b) (6), respectively.

Undelivered Orders at the End of the Period *(in thousands)*	2020	2019
Federal	(b) (4)	
Paid		
Unpaid		
Total Federal Undelivered Orders at the end of the period		
Public		
Paid		
Unpaid		
Total Public Undelivered Orders at the end of the period		
Undelivered Orders at the end of the period		

NOTE 16: EXPLANATION OF DIFFERENCES BETWEEN THE SBR AND THE BUDGET OF THE US GOVERNMENT

A comparison between the FY 2020 Statement of Budgetary Resources and the FY 2020 actual numbers presented in the FY 2022 Budget cannot be performed as the FY 2022 Budget is not yet available. The FY 2022 Budget is due to be published in February 2021 and will be available at: https://www.whitehouse.gov/omb/budget/

USAGM reconciled the amounts of the FY 2019 column on the statement of Budgetary Resources (SBR) to the actual amounts for FY 2019 in the FY 2021 President's Budget for budgetary resources, obligations incurred, distributed offsetting receipts and net outlays published in February 2020, as presented below.

For the Fiscal Year Ended September 30, 2019 *(in millions)*	Budgetary Resources	Obligations Incurred	Distributed Offsetting Receipts	Net Outlays
Combined Statement of Budgetary Resources	(b) (4)			
Expired Accounts				
Rounding				
Budget of the United States Government	$ 863	$ 814	$ -	$ 813

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NOTE 17: RECONCILIATION OF NET COST OF OPERATIONS TO NET OUTLAYS

There are inherent differences in timing and recognition between the accrual proprietary accounting method used to calculate net cost and the budgetary accounting method used to report net outlays and obligations. A required reconciliation between budgetary and financial accounting information established by Statement of Federal Financial Accounting Standards (SFFAS) 7, *Accounting for Revenue and Other Financing Sources and Concepts for Reconciling Budgetary and Financial Accounting* has been amended by SFFAS 53: *Budget and Accrual Reconciliation.* This Statement provides for the budget and accrual reconciliation (BAR). The BAR explains the relationship between the entity's net outlays on a budgetary basis and the net cost of operations during the reporting period. The reconciliation of net cost to net outlays as of September 30, 2020 and 2019 is as follows:

Reconciliation of Net Operating Cost and Net Budgetary Outlays (*in thousands*)	Intragovernmental	With the Public	Total FY2020	Intragovernmental	With the Public	Total FY2019
Net Operating Cost (SNC)						
Components of Net Operating Cost Not Part of the Budgetary Outlays						
Property, plant, and equipment depreciation						
Property, plant, and equipment disposal & reevaluation						
Other						
Increase/(decrease) in assets:						
Accounts receivable						
Other assets						
(Increase)/decrease in liabilities not affecting Budget Outlays:						
Accounts payable						
Salaries and benefits						
Environmental and disposal liabilities						
Other liabilities (Unfunded leave, unfunded FECA, actuarial FECA)						
Other financing sources						
Federal employee retirement benefit costs paid by OPM and imputed to agency						
Transfers out (in) without reimbursement						
Total Components of Net Operating Cost Not Part of the Budget Outlays						
Components of the Budget Outlays That Are Not Part of Net Operating Cost						
Other						
Total Components of the Budgetary Outlays That Are Not Part of Net Operating C						
Total Other Temporary Timing Differences						
Net Outlays (Calculated Total)	$ 90,194	$ 707,291	$ 797,485	$ 85,827	$ 728,513	$ 814,340
Related Amounts on the Statement of Budgetary Resources						
Outlays, net						
Distributed offsetting receipts						
Agency Outlays, Net						

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NOTE 18: DISCLOSURE ENTITIES AND RELATED PARTIES

Under SFFAS 47, agencies must disclose certain information for entities that must be included, but not consolidated, in their financial statements referred to as "disclosure entities" or related parties. USAGM has four such disclosure entities.

USAGM broadcast services include four USAGM-sponsored grantees: Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN), and the Open Technology Fund (OTF). RFE/RL, RFA, MBN are surrogate networks that receive the majority of their funding from USAGM, but are organized and managed as private non-profit corporations. The grantees are also responsible for developing broadcast content (radio and television news programs), which is distributed by USAGM. OTF focuses on projects supported by USAGM's internet freedom budget. The grantees are funded through annual grant agreements. In FY 2020, the four grantees combined received (b) (6) in grant funding.

RFE/RL, Inc. is a private, nonprofit, multimedia broadcasting corporation that serves as a surrogate media source in 27 languages and in 23 countries, including Afghanistan, Russia, Bulgaria, Hungary, and Ukraine.

With its broadcasting headquarters in Prague, 21 local bureaus (including Moscow, Kabul, and Kyiv), over 1,200 employees and core bureau staff, as well as an extensive freelance network throughout its broadcast region, RFE/RL's unmatched proximity to its audiences facilitates the production of compelling, locally-oriented programming in a cost-effective manner. Reaching more than 38.1 million people each week, RFE/RL provides what many people cannot get locally: uncensored local and regional news, responsible discussion, and open debate via radio, television, and digital media.

Radio Free Asia (RFA) is headquartered in Washington, D.C., with six bureaus and offices overseas. RFA is a private, nonprofit, multimedia news corporation with approximately 269 employees. RFA has an estimated audience of 49.5 million people and supports nine languages. Radio Free Asia's mission is to provide accurate and timely news and information to Asian countries whose governments prohibit access to a free press. RFA brings award-winning, domestic journalism and uncensored content to people in six Asian countries that restrict free speech, freedom of the press, and access to reliable information beyond their

borders. RFA also provides educational and cultural programming, as well as forums for audiences to engage in open dialogue and freely express opinions.

Middle East Broadcasting Network (MBN) is an Arabic-language news organization that broadcasts news and current affairs programming to audience in the Middle East and North Africa reaching more than 25.7 million people in 22 countries. MBN consists of two television networks (Alhurra and Alhurra-Iraq); Radio Sawa; Alhurra.com; RadioSawa.com; Irfaasawtak.com; Maghreb Voices; ElSaha.com and various social media platforms. The networks broadcast news and information from their headquarters in Northern Virginia, along with bureaus in Cairo, Dubai, Jerusalem, Beirut, Erbil, Rabat, Baghdad, and Washington, D.C. MBN has an estimated 700 employees including correspondents throughout the Middle East and North Africa. The mission of the Middle East Broadcasting Networks is to expand the spectrum of ideas, opinions and perspectives available in the media of Middle East and North Africa; provide objective, accurate, and relevant news and information; and, accurately represent America, Americans, and American policies.

Open Technology Fund (OTF) was incorporated as an independent non-profit organization and became a non-federal grantee of USAGM in September 2019.

USAGM is party to some grantee lease commitments for land and buildings, and may have a financial commitment in the event of lease termination. However, for most ongoing grantee lease and employee benefit commitments, USAGM and the US Government does not have an explicit agreement to support or commitment to fund upon any termination of the current relationship.

The risks resulting from USAGM involvement with the grantee entities during the period include:

- The financial commitment made each year through the current grant agreement
- Potential termination costs resulting from the termination of certain grantee leases

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The USAGM's benefits resulting from USAGM's involvement with grantee entities include:

- Support in development of common content and delivery
- Access to office space in certain markets

The primary financial asset existing between grantees and USAGM is the grant advance.

Approximately 99% of the grantees' revenue for the years ended September 30, 2020 and 2019 was derived from grants from USAGM through federal appropriations. USAGM has no contractual or statutory provisions requiring future support, however there is no reason to believe that the relationships with these grantees will be discontinued in the foreseeable future. However, any interruption of these relationships (i.e., the failure to renew grant agreements or withholding of funds) would adversely affect the grantees' ability to finance ongoing operations.

USAGM does not believe there is any material financial exposure to gain or loss resulting from its involvement with the grantees.

Each of the grantee's annual financial reports can be obtained from the Federal Audit Clearinghouse which operates on behalf of the Office of Management and Budget (OMB) to maintain a public database of completed audits. The website can be located at: https://harvester.census.gov/facweb/

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Required Supplementary Information

DEFERRED MAINTENANCE

Deferred maintenance is maintenance that was not performed when it should have been, that was scheduled and not performed, or that was delayed for a future period. Maintenance is the act of keeping property, plant, and equipment (PP&E) in acceptable operating condition and includes preventive maintenance, normal repairs, replacement of parts and structural components, and other activities needed to preserve the asset so that it can deliver acceptable performance and achieve its expected life. Maintenance excludes activities aimed at expanding the capacity of an asset or otherwise upgrading it to serve needs different from or significantly greater than those needs originally intended to be met by the asset.

USAGM has an ongoing maintenance and repair plan for its PP&E that allows it to prioritize required maintenance on its assets and schedule that maintenance appropriately. The maintenance plan is developed and updated by an inspection of its assets to determine current conditions and to estimate costs to correct any deficiencies. It is the policy of USAGM to maintain and preserve all PP&E regardless of recorded values and it does not differentiate between PP&E that is capitalized versus those that are expensed.

USAGM reviewed its FY 2020 maintenance and repair plan and identified those projects where maintenance or repair had been planned and/or required but nevertheless was not performed in 2020. For those projects where maintenance was not performed and where the current condition level required maintenance to return them to an acceptable level, in accordance with the amended SFFAS Deferred Maintenance Repairs No. 42, USAGM estimates and discloses deferred maintenance cost.

Deferred Maintenance *(in thousands)*		
PP&E Category	**FY 2020 Estimated Cost to Return to Acceptable Condition**	**FY 2019 Estimated Cost to Return to Acceptable Condition**
Equipment	(b) (4)	
Other Structures & Facilities		
Total	**$ 975**	**$ 450**

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Section 4: Other Information

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Office of Inspector General
United States Department of State

Inspector General Statement on the U.S. Agency for Global Media's Major Management and Performance Challenges

FISCAL YEAR 2020

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INTRODUCTION

Each year, in accordance with the Reports Consolidation Act of 2000,[1] the Office of Inspector General (OIG) for the U.S. Agency for Global Media (USAGM) identifies the most significant management and performance challenges facing the agency and briefly assesses progress in addressing those challenges. The resulting report is included in the agency's annual performance and accountability report.

Our oversight work provides a unique window to the challenges facing USAGM, and OIG concludes that the following were the most important challenges in FY 2020:

- Information security and management
- Financial and property management
- Grant management

These issues go to the core of USAGM's programs and operations and have been crucial challenges for the past 6 years. Continued attention to these concerns will improve USAGM's operations and, accordingly, its ability to fulfill its underlying mission. OIG provides this report so that, taken together with the work OIG produces through the year, USAGM can institute appropriate measures to improve operational efficiency and effectiveness.

[1] The Reports Consolidation Act of 2000, § 3, Pub. L. 106-531 (amending 31 U.S.C. § 3516).

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INFORMATION SECURITY AND MANAGEMENT

USAGM depends on information systems and electronic data to carry out essential mission-related functions. These information systems are subject to serious threats that may exploit vulnerabilities to compromise the information those systems process, store, and transmit. This, in turn, can lead to adverse effects on operations, organizational assets, and personnel.

In the FY 2019 Federal Information Security Modernization Act audit of USAGM's information security program, an independent auditor identified security weaknesses in all eight metric domains, which consist of risk management, configuration management, identity and access management, data protection and privacy, security training, information security continuous monitoring, incident response, and contingency planning.[2]

Deficiencies occurred for several reasons. For example, although USAGM defined its Enterprise Risk Management Framework and security risk management strategy, it had not completely implemented these policies. Furthermore, USAGM had not implemented tools to successfully automate monitoring information systems and devices on the network. In addition, USAGM did not fully implement various IT security policies and procedures and had not fully devoted additional resources to IT security, in line with the results from a skill gap assessment.[3]

USAGM's information systems and electronic data depend on the confidentiality, integrity, and availability of USAGM's comprehensive and interconnected IT infrastructure. Therefore, managing information security risks effectively throughout USAGM is critical to achieving its mission.

FINANCIAL AND PROPERTY MANAGEMENT

In FY 2020, OIG reported an unmodified opinion (the best possible opinion) on USAGM's FY 2019 financial statements.[4] In addition, OIG found that USAGM complied with improper payments requirements for the FY 2019 reporting period[5] and our review of USAGM's purchase card data led to the conclusion that the risk of illegal, improper, or erroneous use in the USAGM purchase card

[2] *Audit of the U.S. Agency for Global Media Information Security Program* (AUD-IT-IB-20-02, October 2019).

[3] *Ibid.*

[4] OIG, *Independent Auditor's Report on the U.S. Agency for Global Media FY 2019 Financial Statements* (AUD-FM-IB-20-06, November 2019).

[5] OIG, *Audit of U.S. Agency for Global Media FY 2019 Compliance With Improper Payments Requirements* (AUD-FM-IB-20-28, May 2020).

program is "very low."[6] However, OIG continues to highlight financial management as a challenge.

This year, OIG reported deficiencies in internal controls related to financial reporting. In the audit of USAGM's financial statements, an independent auditor stated that 8 of 79 unliquidated obligations (ULOs) tested were considered invalid because of either a lack of supporting documentation or an inability of USAGM to document continued bona fide need. Although USAGM implemented a quarterly analysis to identify potentially invalid ULOs, USAGM limited its FY 2019 review to ULOs valued at more than [redacted] According to USAGM officials, they focused on larger dollar obligations due to a lack of resources. Without effective control activities to monitor all inactive ULOs, USAGM may not detect opportunities to repurpose unused obligations from inactive or expired contracts and other obligation vehicles.[7]

Another audit issued in FY 2020 stated that the quality of USAGM's Digital Accountability and Transparency Act data was at the best quality level.[8] Nevertheless, the audit identified exceptions related to completeness, accuracy, and timeliness. The audit identified several control issues that led to the deficiencies. For example, according to USAGM officials, Contract Specialists were able to bypass certain steps in the accounting system and were not always aware of contract awards that required approval in the accounting system. Furthermore, the audit found that USAGM's Data Quality Plan needed improvement to become more useful. Although USAGM data were considered to be in the best category, more attention would allow for additional improvements to data quality.[9]

GRANT MANAGEMENT

USAGM has four grantees that it funds through annual grant agreements: Radio Free Europe/Radio Liberty, Radio Free Asia, the Middle East Broadcasting Networks, and the Open Technology Fund (OTF). Because the grantees perform significant operational activities for USAGM, weaknesses in grant management can have a substantial effect on USAGM's overall operations. Without effective oversight of grantees, the risk of waste, fraud, and abuse of Federal funds increases.

[6] OIG, *Information Report: United States Agency for Global Media 2019 Charge Card Risk Assessment* (AUD-CGI-IB-20-07, November 2019).

[7] *Management Letter Related to the Audit of the U.S. Agency for Global Media, FY 2019 Financial Statements* (AUD-FM-IB-20-16, January 2020).

[8] OIG, *Audit of the U.S. Agency for Global Media's FY 2019 Implementation of the Digital Accountability and Transparency Act of 2014* (AUD-FM-IB-20-10, December 2019).

[9] *Ibid.*

OIG has reported significant weaknesses in USAGM's controls over grant monitoring since the audit of the FY 2013 financial statements. Moreover, the lack of grantee monitoring and oversight controls results in USAGM's noncompliance with Federal grant regulations. During the audit of USAGM's FY 2019 financial statements, an independent external auditor tested whether USAGM had effectively implemented grantee monitoring by examining control activities identified in its standard operating procedures.[10] In doing so, the auditor found that USAGM had not implemented all control activities. For example, USAGM had not performed risk assessments or conducted formal documented site visits as warranted by program needs.

USAGM revised its standard operating procedures for grantee monitoring in February 2019. Despite this effort, according to USAGM management, implementation of critical monitoring activities, detailed in the updated procedures, were delayed due to changes in USAGM's leadership team and a lack of staff resources.[11]

[10] AUD-FM-IB-20-06, November 2019.
[11] *Ibid.*

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Agency Response to the Management and Performance Challenges

October 29, 2020

(b) (6) [redacted]
Acting Inspector General
Office of Inspector General
U.S. Department of State

Dear [redacted]:

The U.S. Agency for Global Media (USAGM) has reviewed the Office of Inspector General's (OIG) Fiscal Year (FY) 2020 Statement on the USAGM's Major Management and Performance Challenges. The agency appreciates the OIG's work in identifying crucial challenges to operations, and was troubled to read that some of these issues have lingered for several years.

Since the beginning of the new leadership's tenure in June 2020, USAGM has made it a top priority to correct precisely the sorts of management issues that OIG has identified. The OIG has the agency's commitment that it will ensure USAGM rectifies the issues the OIG identifies involving information security, financial management, and grants oversight.

USAGM has made progress on these management challenges since they were identified as continuing issues in inspection and audit reports over the last fiscal year. The agency continues to implement and satisfy OIG recommendations across the spectrum of information security management, financial management, and grants monitoring. USAGM intends to ensure that progress on all fronts accelerates. Below are some examples of progress and some of agency plans for continued improvement.

INFORMATION SECURITY AND MANAGEMENT

Over the past year, the Office of the CIO has continued to implement its IT security policies and strengthen USAGM's information security program, while augmenting USAGM's remote technology capabilities to meet USAGM's needs

during the COVID-19 pandemic. While there is still room for improvement in this area, many of the deficiencies mentioned in the management challenges statement have been remediated or are in the process of being remediated.

One of the specific deficiencies mentioned in the management challenges statement was that USAGM had not fully implemented its Enterprise Risk Management Framework and Information Security Risk Management Strategy. At this point in time, both of these policies are fully implemented. Understanding that risk management is fundamental to a mature information security program, USAGM's Chief Information Officer (CIO) and Chief Risk Officer (CRO) have taken several key steps to enhancing the agency's information security and risk management posture.

USAGM has: established and fully implemented its Enterprise Risk Management (ERM) Framework; enhanced the ERM Framework by developing a process for generating the Enterprise Risk Profile, bringing the Agency in compliance with OMB and NIST guidance; approved and implemented a Policy on Risk Management and Chief Risk Officer (CRO) Responsibilities that strengthens the Agency's internal controls and planning needs to respond to future risks, and; established and implemented an Information Security Risk Management (ISRM) Strategy. USAGM expects that the fiscal year 2020 FISMA audit will reflect continued progress and maturity in ERM and ISRM activities.

Regarding the OIG's observation that USAGM has not implemented tools to successfully automate monitoring information systems and devices on the agency's network, this is unfortunately accurate. USAGM had planned to deploy Continuous Diagnostics and Monitoring tools provided by the Department of Homeland Security (DHS). However, USAGM's CIO has identified issues with these automated tools that have not been remedied by DHS. The CIO is searching for alternative solutions and will create a plan to implement such solutions at the earliest opportunity, but no later than the close of FY 2021.

In addition, the CIO and CRO have continued to complete open items on USAGM's Corrective Action Plan (CAP) to address outstanding OIG recommendations in prior year FISMA audits. USAGM expects the CAP will be fully implemented in November 2021. Internally, the agency will focus on adding the necessary resources, both human capital as well as financial, to the OCIO so

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that they can effectively expand their implementation of critical risk and information security efforts.

FINANCIAL AND PROPERTY MANAGEMENT

The agency was glad to see that the Management Challenges Statement included some positive news regarding financial management, such as OIG's unmodified opinion (the best possible opinion) on USAGM's FY 2019 financial statements, OIG's finding that USAGM complied with improper payments requirements, OIG's finding that risk associated with USAGM's purchase card program is very low, and that USAGM's Digital Accountability and Transparency (DATA) Act data was at the best quality level. However, it is understood that USAGM could still improve in these areas.

USAGM has made considerable progress in reviewing obligations for validity and de-obligating funding where appropriate. USAGM plans to continue this progress through FY 2021 by implementing training for appropriate staff regarding unliquidated obligations and ensuring that staff have the tools and information needed to carry out these responsibilities in an effective and timely manner.

USAGM has also taken steps to address the deficiencies mentioned in the Management Challenges Statement related to improving USAGM's financial reporting and data under the DATA Act. USAGM's Financial Management System has been configured to prevent Contract Specialists from bypassing steps related to reporting procurement data, which should improve data quality and timeliness.

In accordance with the OIG's recommendation to improve the agency's data quality plan, USAGM has recently finalized and started implementing an updated plan.

GRANTS MANAGEMENT

During FY 2020, USAGM senior leadership focused attention on continuing progress in improving grants oversight. USAGM has issued a Grants Standard Operating Procedure that explains processes for grants oversight and updated those procedures to include a new grants closeout process. However, USAGM

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acknowledges that it has not yet fully implemented all oversight controls outlined in those Grants Standard Operating Procedures, such as closing out prior year grants, conducting risk assessments, or conducting site visits. These and other issues led USAGM's Risk Management Council to identify grantee oversight as one of the top risks in the Agency's risk profile for FY 2020, a step that should help strengthen the visibility and accountability of efforts to mitigate risks in this area. The agency is committed to ensuring that grants policies are followed, management controls are implemented, and that USAGM oversees its grantees effectively.

USAGM would like to take this opportunity to thank you and all of your staff at the OIG for your professionalism and for highlighting important management challenges for attention. The agency looks forward to partnering with you as it works to resolve the issues highlighted in this year's Management Challenges Statement.

Sincerely,

(b) (6)

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

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Summary of Financial Statement Audit and Management Assurances

TABLE 1

Summary of Financial Statement Audit

Audit Opinion	Unmodified				
Restatement	No				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
Total Material Weaknesses	*0*				*0*

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TABLE 2

Summary of Management Assurances

Effectiveness of Internal Control over Financial Reporting (FMFIA § 2)						
Statement of Assurance	Statement of Limited Assurance					
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
Total Material Weaknesses	*N/A*					
Effectiveness of Internal Control over Operations (FMFIA § 2)						
Statement of Assurance	Statement of Limited Assurance					
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
Total Material Weaknesses	*N/A*					
Conformance with financial management system requirements (FMFIA § 4)						
Statement of Assurance	Statement of Limited Assurance					
Non-Conformances	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
Total Non-Conformances	*N/A*					

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Reporting on Payment Integrity

To improve the integrity and accuracy of the Federal Government's payments, OMB issued Memorandum M-18-20, Appendix C to OMB Circular No.A-123, *Requirements for Payment Integrity Improvement*. An improper payment is defined in 31 U.S.C. § 3321 as any payment that should not have been made or that was made in an incorrect amount (including overpayments and underpayments) under statutory, contractual, administrative, or other legally applicable requirements; and includes any payment to an ineligible recipient, any payment for an ineligible good or service, any duplicate payment, any payment for a good or service not received (except for such payments where authorized by law), and any payment that does not account for credit for applicable discounts. Incorrect amounts are overpayment or underpayments that are made to eligible recipients (including inappropriate denials of payment). In addition, when an agency's review is unable to discern whether a payment was proper as a result of insufficient or lack of documentation, this payment must also be considered an improper payment.

The Payment Integrity Information Act of 2019 requires agencies to periodically review all programs and activities, identify those that may be susceptible to significant improper payments, estimate annual improper payments in susceptible programs and activities, and report the results of their improper payment activities.

The USAGM is dedicated to maintaining the strength of our improper payments program to ensure payments are legitimate, processed accurately and efficiently. The Office of Chief Financial Officer (OCFO) performs the processes and procedures to comply with the requirements of OMB Circular A-123 Appendix C and reports the USAGM's improper payments annually. A more detailed information on improper payments and information that is not included in the FY 2020 PAR is available at https://paymentaccuracy.gov.

To comply with OMB Circular A-123, Appendix C, USAGM performs a quantitative risk assessment on all of its major programs and activities on a three-year rotational cycle. None of the programs tested in FY 2020 were determined to be susceptible to significant improper payments. Significant improper payments

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are defined as gross annual improper payments exceeding both 1.5 percent of program outlays and [redacted] of all program or activity made during the fiscal year or [redacted] regardless of the improper payment percentage of total program outlays. The level of risk of an erroneous payment was determined to be low based on the results of the quantitative risk assessment testing conducted during FY 2020. USAGM also conducts a qualitative risk assessment of all programs at least once every three (3) years unless a program experiences a significant change.

Agencies are required to conduct payment recapture audits for each program and activity that expends [redacted] or more annually, unless the agency determines that a payment recapture audit program would not be cost-effective. Based on the results of the USAGM's qualitative and quantitative risk assessments, data mining efforts, and the USAGM's payment composition (large volume, low dollar payments), the USAGM determined that it would not be cost effective to pursue a recapture audit program.

With the concurrence of the Department of State Office of Inspector General, OMB granted a recapture audit waiver on June 2, 2015, which remains in effect.

FRAUD REDUCTION REPORT

The Fraud Reduction and Data Analytics Act of 2015 (Pub. L. 114-186, 31 USC § 3321 note) requires agencies to report on their progress in implementing financial and administrative controls to identify and assess fraud risks. The agency uses OMB Circular A-123, as revised, GAO-14-704G, The Standards for Internal Control in the Federal Government (the Green Book), GAO-15-593SP, A Framework for Managing Fraud Risks in Federal Programs, and the Association of Government Accountant's Fraud Prevention Tool as a guide for its fraud reduction efforts. USAGM is committed to implementing financial and administrative controls by combating fraud and fostering an atmosphere of ethical integrity and accountability. We are continuing our progress on fraud reduction efforts.

During FY 2019, the USAGM's Office of Risk Management (ORM) developed and submitted the agency's first Enterprise Risk Management (ERM) risk profile which is a prioritized list of the top enterprise risks to the Agency's objectives. The

Agency has now produced an ERM Risk Profile the last two years and is in its third ERM cycle for FY 2021. The Agency has documented and is currently implementing appropriate risk response mitigation strategies to identify enterprise risks, including an evaluation of fraud risk, documentation of controls in place, and mitigating activities.

The agency uses a risk-based approach to design and implement financial and administrative controls. USAGM has controls in place to address identified fraud risks related to payroll, grants, large procurements, information technology and security, safeguarding assets, and purchase and travel cards. Current financial and administrative controls to monitor and mitigate potential fraud include documented system authorization procedures, oversight and approval of transactions, and separation of duties. Financial activity is tracked, monitored, and reviewed or reconciled on a periodic (monthly or quarterly) basis. The agency utilizes resources such as Treasury's Do Not Pay (DNP) Initiative, GSA's System for Award Management (SAM), and the Treasury Offset Program (TOPS) to facilitate data analytics. To safeguard assets, the agency has tracking processes in place, conducts an annual physical inventory, and maintains equipment in a secure location. There are comprehensive controls in place to address information technology and security fraud risks to include automated system controls. Payroll is tested for improper payments under the Payment Integrity Information Act of 2019.

Finally, the USAGM works closely with the OIG to identify and address fraud. The USAGM had no reported instances of financial fraud in FY 2020.

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Grants Program

USAGM broadcast services include four USAGM-sponsored grantees: Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN), and the Open Technology Fund (OTF).

The grantees are organized and managed as private, independent, non-profit corporations. Grant funds are issued periodically throughout the year on an advance basis and liquidated based on actual expenses incurred by the grantee. The chart below denotes the number of open grants related to the three designated grantees.

CATEGORY	2-3 Years	>3-5 Years	>5 Years
Number of Grants/Cooperative Agreements with Zero Dollar Balances	6	6	47
Number of Grants/Cooperative Agreements with Undisbursed Balances	-0-	-0-	-0-
Total Amount of Undisbursed Balances	-0-	-0-	-0-

If the grantee has carryover funds, they request approval from USAGM to retain the funds. USAGM reviews the request and makes a determination on the request. Because the nature of the grant is continuous, both for funding and execution of the mission, USAGM does not close out these grant agreements even though there are no undisbursed balances to the grantee remaining.



U.S. AGENCY FOR
GLOBAL MEDIA

VOA VOICE OF AMERICA · RadioFreeEurope RadioLiberty · Office of Cuba Broadcasting · RFA Radio Free Asia · MBN Middle East Broadcasting Networks, Inc. · Open Technology Fund

PUBLIC SERVICE MEDIA

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Background

For over a decade Congress has funded technologies at BBG/USAGM that help users in information-denied markets jump over firewalls and access a free and open internet while also exposing those users to the reporting of our five networks. That program, historically run under the Office of Internet Freedom at USAGM, has funded several vendors over the years that deliver significant audience to our Persian and Mandarin-language operations, as well as a few others.

That model has evolved over the years. Earlier tools were meant for desktop computers only and often took a broadcast-style approach, offering a suite of software to a given market without exposing users to USAGM-produced content. Several vendors, including Psiphon, began offering landing pages as part of their products, even though they were not initially obligated to by contract. Those landing pages briefly send users to a given language's website so that users could see the news of the day relevant to their market, after which they may go on to the rest of the internet and look at whatever they like. (Here is an example my team built for VOA to share traffic with RFE for users coming out of Iran: https://www.persagg.com) This approach served the dual purpose of exposing those users to our network's reporting while also giving users under oppressive governments a look at the internet beyond their country's firewall.

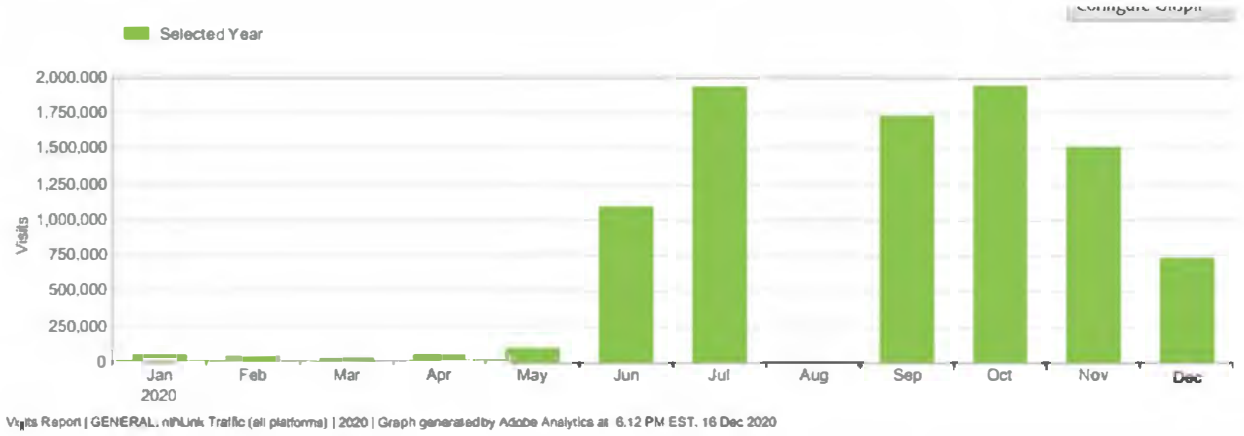
Psiphon and ACI

Note: USAGM contracted with Ultrareach/Ultrasurf in December 2020.

There are many other vendors that are funded by OIF/OTF, but there are two that matter to USAGM because they deliver enormous, measurable audiences in the critical markets of Iran and China: Psiphon and ACI. If we lose either of these vendors, here is the traffic that will be lost from two of the most strategically important markets for USAGM.

Persian: VOA Persian has received 98 million visits thus far in 2020; 84 million of those visits came from inside Iran; 78 million of those visits were delivered by Psiphon. *If this contract is jeopardized, we lose Iran*. The situation is similar for RFE's Radio Farda.

Mandarin: Mandarin is more complicated. ACI only began to deliver significant audiences from China in the summer of 2020. But as the fight between OTF and USAGM intensified, the contract was allowed to lapse in August and traffic crashed. It recovered when the contract was reactivated. VOA Mandarin averages about 5 million visits per month, about 75% of those coming from inside China. This has been ACI's contribution over the last year. *It amounts to roughly 30% of visits from the country.*

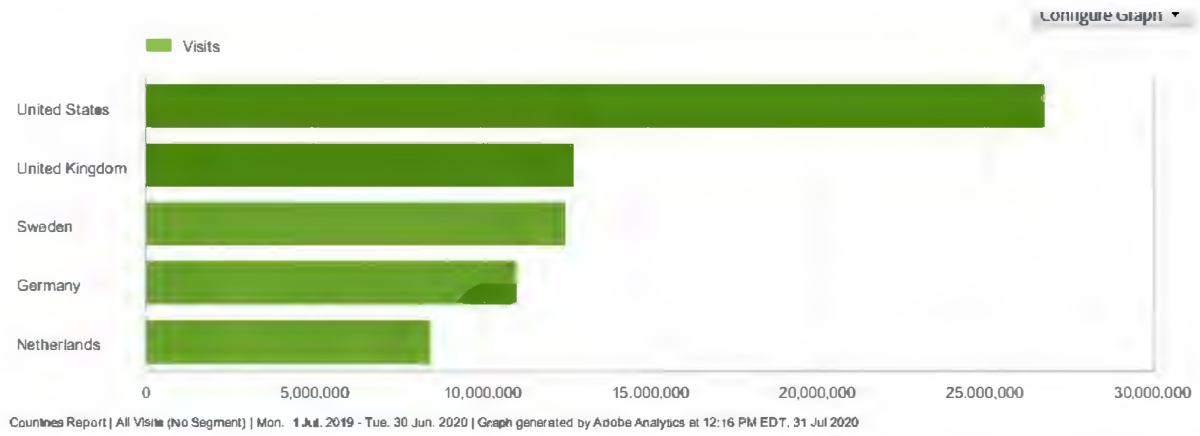


Measurement and methodology

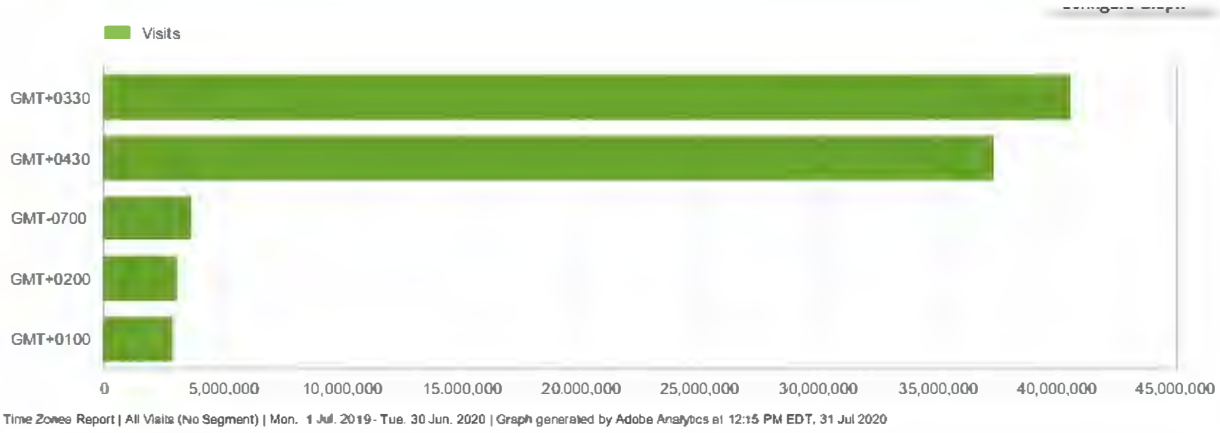
Around 2017 we became skeptical about whether certain vendors were actually delivering any real audience to our networks. That led to two major changes in the RFP's that were put out for bid: requiring that landing pages be part of a company's offerings and requiring that every vendor comply with our tracking methodology. In addition, we required full security audits of participating vendors' code.

Tracking wasn't easy. By design, these networks obfuscate who their users are and what they are doing. The first challenge was identifying where these users were coming from so we could ensure vendors were delivering users in target regions, as opposed to security-conscious users in free countries who might also be using the software.

We typically identify location by using geolocation in our analytics, which works in the vast majority of countries. But because that identifies location by IP address and that is obscured by proxy networks, we discovered that looking at the timezone settings of our users' web browsers instantly revealed where they were. Here is an example of users to our Persian site, according to the geolocation information. Unfortunately, it is wrong because it is looking at the IP address of where these requests came from.



Switch it out to browser time zone settings and the picture changes radically, with Tehran time clearly showing the location of most Persian site visits.



Without getting too far into details, we require that these vendors insert a snippet of UTM code into each URL so that it triggers in our analytics, allowing us to separate which circumvention vendors are sending us traffic and to what content. It is invisible to the user but allows us to account for every single visit.