U.S. AGENCY FOR GLOBAL MEDIA

FY 2023 CONGRESSIONAL BUDGET JUSTIFICATION

VOICE OF AMERICA · RadioFreeEurope RadioLiberty · Office of Cuba Broadcasting · rfa · MIDDLE EAST BROADCASTING NETWORKS, INC. MBN · OPEN TECHNOLOGY FUND

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Cover images from USAGM coverage, clockwise from top left: VOA reporting team at work in Nairobi; RFA on the ground in Myanmar; Alhurra reporter in Mauritania; and Current Time reporter Roman Sukhan covers the evacuation of Ukrainians from Irpin, near the Ukrainian capital as it came under heavy from Russian forces nearby.

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Executive Summary

On issues ranging from military aggression to public health and humanitarian crises, the disinformation efforts by authoritarian regimes and violent non-state actors pose an urgent threat to the security and well-being of the United States and its allies. The false pretenses put forward by Russia's leadership to justify its recent military actions against Ukraine's government and its citizens is the starkest recent example of a larger pattern by autocrats around the world of spreading untrue and misleading information to further their political objectives and hide their corruption and failures.

> *Tonight, we meet as Democrats, Republicans, and Independents. But most importantly as Americans... And with an unwavering resolve that freedom will always triumph over tyranny... We countered Russia's lies with truth... In the battle between democracy and autocracy, democracies are rising to the moment, and the world is clearly choosing the side of peace and security.*
>
> **President Joe Biden**,
> State of the Union, March 1, 2022

As part of its response to these growing threats, the Administration is requesting $840.0 million for the U.S. Agency for Global Media (USAGM) for Fiscal Year (FY) 2023, which represents an increase of $29.6 million or 3.7 percent above the FY 2022 requested level. With these funds, USAGM will deliver fact-based, objective, and professional journalism in 62 languages around the world, to its weekly audience of 394 million people, an 11.2 percent increase over the prior year, while telling America's story and countering anti-American propaganda. New investments will primarily focus on countering Russian and Chinese disinformation, in addition to targeted spending on research, facilities modernization, and diversity and inclusion.

USAGM's greatest strengths lie in the dedication, truthfulness, and diversity of its journalists, as well as its global reach as a trustworthy news and information source, pushing back on the disinformation that authoritarian regimes, such as Russia and China, sow within and beyond their borders to create doubts about the United States and the democratic values it represents. In addition, USAGM must agilely address regional, political, and humanitarian crises where a robust free press is lacking, including the post-coup instability in Burma,

the unprecedented protests in Cuba, the hardships faced in much of Africa as it continues to grapple with the coronavirus, and the heavy burden carried by children and women amid on-going conflicts in the Middle East.

In order to effectively identify and address such a multitude of challenges around the world, USAGM will be guided by its recently released *2022-2026 Strategic Plan – Truth over Disinformation: Supporting Freedom and Democracy*. Developed with comprehensive performance data and feedback from key stakeholders, the Strategic Plan commits the Agency to continue audience growth, further earn their audiences' trust with impactful and compelling content, and modernize the Agency's production and broadcasting capabilities to compete in a rapidly evolving media environment.

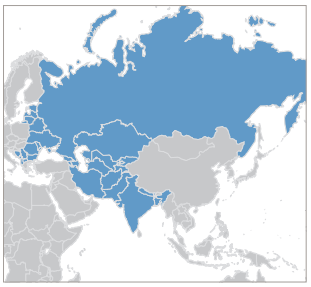
In the face of these global threats, USAGM is building on successes in key markets with its two federal networks — the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB) — and its four non-federal entities — Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN), and the Open Technology Fund (OTF).

Near East, South and Central Asia, Eurasia

In the Near East, South and Central Asia, and Eurasia, USAGM will begin encircling Russia in a ring of fact-based journalism, rebut Iran's violent influence in the region, and push back on China's efforts to expand its influence outside of East and Southeast Asia.

- USAGM is committed to its audiences in Ukraine. RFE/RL is investing in mobile equipment to support on the ground reporting, and adapting production to ensure uninterrupted coverage, even while its Kyiv bureau is unavailable. VOA recently established an Eastern Europe bureau, headed by veteran journalist Myroslava Gongadze, whose first assignment in January 2022 was an exclusive interview with Secretary of State Antony Blinken in Kyiv. The interview was carried live by television affiliate Ukraine 24 and has garnered more than 3.7 million unique views.

- While covering the evolving situation in Ukraine, RFE/RL and VOA will encircle Russia in a ring of fact-based journalism through reporting in multiple languages throughout the region. In FY 2023, RFE/RL will invest over $3.0 million to counter Russian influence by opening new reporting hubs in Vilnius, Lithuania and Riga, Latvia from which its journalists can safely source and develop content, while remaining as close to audiences in Belarus and Russia as feasible. The 24/7 digital Russian-language network, Current Time, produced by RFE/RL in collaboration with VOA, will feature content from an investigative unit based in Riga, while visualizing stories for social media consumption.
- Leveraging its global reach, VOA will invest nearly $2.0 million to hire investigative reporters, visual journalists, data analysts, and skilled editors for its News Center and will place stringers in each country in which Russia and China are active, generating stories that will be translated into all of VOA's 47 languages for worldwide distribution. It will expand the successful *Polygraph* fact-checking unit in the languages of countries where Russia and China are investing, to provide in-language content to expose the misinformation perpetrated by these two countries to local audiences in real-time.
- Iranians turn to USAGM on digital platforms, satellite television, 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 and robust discussion of stories that are not fully covered by media inside Iran. Despite being officially blocked within Iran, in FY 2021, VOA and RFE/RL Persian-language content received nearly 470 million website views and almost 2.6 billion video views across social media.



NEAR EAST, SOUTH AND CENTRAL ASIA, EURASIA

88.4 MILLION

Data from Afghanistan, Albania, Armenia, Bangladesh, Belarus, Bosnia, Bulgaria, Crimea, Estonia, Georgia, India, Iran, Kazakhstan, Kosovo, Kyrgyzstan, Latvia, Lithuania, Moldova, Montenegro, Nagorno-Karabakh, North Macedonia, Pakistan, Romania, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan. Reflects audiences for RFE/RL and VOA.

East and South East Asia

In East and Southeast Asia, USAGM will broaden and deepen its coverage as China's regime continues to use disinformation to pursue an antagonistic narrative on American-Chinese relations and to obfuscate the harmful and anti-democratic actions taken against its own citizens and neighbors.

- In FY 2022 and FY 2023, VOA and RFA will expand reporting capacity in Taiwan, a growing flashpoint in Asia, to provide independent journalism to counter Beijing's campaign of disinformation, after the loss of media freedom in Hong Kong. VOA will further expand its Mandarin-language *Polygraph* fact-checking site to verify multimedia content to combat "deep fake" photos and videos. RFA will continue to provide groundbreaking coverage of the Chinese regime's mistreatment of the Uyghur and Tibetan populations and will create a dedicated investigative unit with sixteen new positions focusing on countering Beijing's disinformation.
- In Southeast Asia, VOA and RFA will provide regional coverage to both counter Chinese influence, and fill in the gap of independent news sources for audiences in need of credible, real-time information. For example, amid political unrest in Burma, USAGM's weekly audience across radio, television, and internet platforms has more than doubled in Burma to 10.9 million, comprising of 34.6 percent of the country's adult population. After the military's crackdown on domestic news media, USAGM began supporting a 24/7 direct-to-home satellite TV channel for Burmese-language content, called *Ludu Meitswe*.

EAST AND SOUTHEAST ASIA

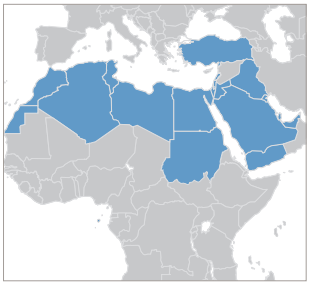
135.4 MILLION

Data from Burma, Cambodia, China, Hong Kong, Indonesia, Laos, Philippines, South Korea, Taiwan, Thailand, Vietnam. Reflects audiences for RFA and VOA.

Middle East and North Africa

From the aftermath of the catastrophic explosion in Beirut to the renewed Israeli-Palestinian violence, MBN has and will continue to provide Arabic-language on-the-ground coverage contextualized in an accurate, comprehensive way to audiences across the region.

- Although research shows that television is still a key media source for news and information for most throughout the Middle East and North Africa, digital consumption is clearly poised to outpace its prominence in many of MBN's 22 target countries, particularly among younger audiences. MBN has initiated the repositioning of its digital team and operations to ensure the quality, accessibility, and efficacy of programming in support of its mission across all relevant digital platforms.
- Starting in FY 2022, the television programming lineup will add 78 hours of original content production through the year, of which thirteen hours will be United States-focused content such as *America: The Melting Pot*. A new weekly one-hour show will be introduced to keep up with the political turmoil in Sudan and its impact on people's lives. The programming lineup will include Russia-Iran-China (RIC) projects under the investigative unit unveiling Russian, Iranian, and Chinese wrongdoings, and their impacts on the world stage.
- Beginning in FY 2023, MBN television content production will be enhanced with an additional 64 hours of programming that profiles United States advances in innovation, environmental protections, and the leading United States brands in the Arab World.



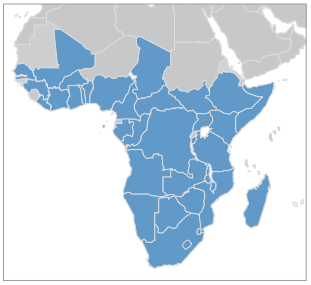
MIDDLE EAST AND NORTH AFRICA

42.9 MILLION

Data from Algeria, Egypt, Iraq, Israel, Jordan, Kuwait, Lebanon, Morocco, Palestinian Territories, Qatar, Saudi Arabia, Sudan, Tunisia, Turkey, UAE, Yemen. Reflects audiences for MBN and VOA.

Sub-Saharan Africa

VOA's Africa Division will continue to serve as an authoritative source on a range of issues, including public health, political upheavals, and the threat of violent non-state actors. In FY 2022 and FY 2023, Hausa, Somali, and Portuguese-to-Africa Services will unite to look at extremist insurgencies affecting much of East Africa. As part of daily coverage of displacement crises around the world, VOA will continue its efforts to better reach and serve refugees. In Kenya, new FM transmitters provide refugee camps with easy access to VOA content, including the Somali-language version of the children's program, *Sesame Street*, which currently has an audience of around 100,000 people per month. Long-form content, like the documentaries *Terror in Tigray: The Ethiopian Refugee Crisis* and *A Day in the Life of Refugees* provided broad, nuanced overviews of the global displacement crisis.



SUB-SAHARAN AFRICA

68.7 MILLION

Data from Benin, Burkina Faso, Cameroon, Cote d'Ivoire, Democratic Republic of Congo, Ethiopia, Gabon, Ghana, Guinea, Kenya, Malawi, Mali, Namibia, Nigeria, Republic of Congo, Senegal, South Africa, Tanzania, Uganda, Zambia, Zimbabwe. Reflects audiences for VOA.

Latin America

From the recent historic protests in Cuba to the political unrest elsewhere in the region, USAGM has led in covering emerging stories that impact the lives of its Latin American audiences, driving the popularity of its programming among its strong network of affiliates throughout the region.

- Given the exponential rise in cell phone and internet usage in Cuba, OCB will target digitally-connected Cubans where circumvention of the regime's censorship proves possible. OCB, in coordination with USAGM entities, 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 news and information to the Cuban people.
- VOA Spanish investigative reporting will continue to break new ground in Latin America, while continuing to tell America's story via its 850 radio, television, and digital affiliates in the region. Co-production of content with independent media in Nicaragua and Venezuela has created impactful reporting on corruption, threats to journalists, and social and economic crises. VOA Spanish is also focused on China's role in the region, producing the documentary, *Floating Swarm*, along with VOA Mandarin, on predatory fishing practices in the Galapagos Marine Reserve.

LATIN AMERICA

58.4 MILLION

Data from Argentina, Bolivia, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Haiti, Mexico, Nicaragua, Paraguay, Peru, Uruguay, Venezuela. Reflects audiences for OCB and VOA.

Investments in People, Technology, and Actionable Data

The success of USAGM content across media markets relies on investments in its diverse workforce, technology infrastructure, and the data that support critical decision-making.

- While the coronavirus pandemic was challenging for the Agency's workforce, it resulted in innovative processes and collaboration. During FY 2022, based on these successes, USAGM is planning to reduce its headquarters footprint through forward-leaning teleworking and hoteling policies, yielding significant savings by FY 2023. USAGM will pivot those savings into information technology, transmissions upgrades, and other infrastructure improvements.
- Continually improving technology is essential for journalists to communicate with sources and disseminate their work to overcome censorship efforts by repressive regimes. In FY 2022 and FY 2023, OTF will continue its support for internet freedom by seeking improved technical solutions to pressing challenges such as internet shutdowns, further diversifying a robust suite of circumvention techniques and developing better secure communications technologies in response to increasingly sophisticated authoritarian surveillance threats.
- With an additional $1.5 million investment in research, USAGM will increase its data-gathering and analytics capabilities. Research enables the Agency and its networks to commission proprietary audience studies 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 estimates, public opinion research, media usage statistics, and increasingly, proprietary research on defector and refugee populations. The USAGM Research modernization effort is focusing on several key initiatives, which include improvements to data modeling, increasing the number of surveys USAGM conducts, applying experimental research techniques, and revising its questionnaire to best measure the increasing range of digital devices and platforms that audiences use to consume media today.

U.S. AGENCY FOR GLOBAL MEDIA

Summary of Appropriations

FY 2021–FY 2023

(in thousands)

INTERNATIONAL BROADCASTING OPERATIONS *Program, Project, and Activity*	**FY 2021 ACTUALS**	**FY 2022 CBJ**	**FY 2023 CBJ**
FEDERAL ENTITIES			
Voice of America	$ 250,798	$ 257,000	$ 267,476
Office of Cuba Broadcasting	$ 22,014	$ 12,973	$ 13,432
International Broadcasting Bureau	$ 52,510	$ 48,793	$ 50,303
Office of Technology, Services, and Innovation	$ 181,880	$ 177,515	$ 182,851
TOTAL, FEDERAL ENTITIES	**$ 507,202**	**$ 496,281**	**$ 514,062**
NON-FEDERAL ENTITIES			
Radio Free Europe/Radio Liberty	$ 127,310	$ 126,500	$ 132,645
Radio Free Asia	$ 46,616	$ 47,603	$ 51,297
Middle East Broadcasting Networks	$ 106,590	$ 110,312	$ 111,148
Open Technology Fund	$ 36,161	$ 20,000	$ 21,148
TOTAL, NON-FEDERAL ENTITIES	**$ 316,677**	**$ 304,415**	**$ 316,238**
TOTAL, INTERNATIONAL BROADCASTING OPERATIONS	**$ 823,879**	**$ 800,696**	**$ 830,300**
BROADCASTING CAPITAL IMPROVEMENTS *Program, Project, and Activity*			
Broadcasting Capital Improvements	$ 3,469	$ 9,700	$ 9,700
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	**$ 3,469**	**$ 9,700**	**$ 9,700**
USAGM GRAND TOTAL – Appropriation/Request	**$ 827,348**	**$ 810,396**	**$ 840,000**

U.S. AGENCY FOR GLOBAL MEDIA

Summary of Positions and FTEs

FY 2021–FY 2023

	FY 2021 ACTUALS		FY 2022 CBJ		FY 2023 CBJ	
	ON-BOARD POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT
INTERNATIONAL BROADCASTING OPERATIONS						
FEDERAL EMPLOYEES						
Voice of America	**949**	**985**	**988**	**985**	**988**	**985**
American/Domestic Employees	933	971	971	971	971	971
Foreign Nationals DH/ Personnel Service Agreements	16	14	17	14	17	14
Office of Cuba Broadcasting[1]	**88**	**88**	**85**	**85**	**83**	**83**
American/Domestic Employees (ERM & Miami)	88	88	85	85	83	83
International Broadcasting Bureau	**160**	**158**	**177**	**175**	**177**	**175**
American/Domestic Employees	160	158	177	175	177	175
Office of Technology, Services, and Innovation	**385**	**349**	**439**	**416**	**439**	**419**
American/Domestic Employees	159	141	186	179	186	182
Foreign Nationals DH/ Personnel Service Agreements	226	208	253	237	253	237
SUBTOTAL, FEDERAL EMPLOYEES	**1,582**	**1,580**	**1,689**	**1,661**	**1,687**	**1,662**
NON-FEDERAL ENTITY EMPLOYEES						
Radio Free Europe/Radio Liberty	**696**		**832**		**832**	
American/Domestic Employees	377		457		453	
Foreign Nationals DH/ Personnel Service Agreements	319		375		379	
Radio Free Asia	**292**		**273**		**310**	
American/Domestic Employees	258		257		277	
Foreign Nationals DH/ Personnel Service Agreements	34		16		33	
Middle East Broadcasting Networks	**759**		**959**		**959**	
American/Domestic Employees	456		591		591	
Foreign Nationals DH/ Personnel Service Agreements	303		368		368	
Open Technology Fund	**13**		**30**		**25**	
American/Domestic Employees	11		24		18	
Foreign Nationals DH/ Personnel Service Agreements	2		6		7	
SUBTOTAL, NON-FEDERAL ENTITY EMPLOYEES	1,760		2,094		2,126	
USAGM TOTALS	**3,342**	**1,580**	**3,783**	**1,661**	**3,813**	**1,662**

[1] OCB is currently undergoing an OPM assisted workforce shaping in FY 2022 and FY 2023.

Legislative Proposal Requests

USAGM is requesting the following three legislative proposals. USAGM's proposed appropriations language is also included, following the three legislative proposal descriptions.

- Five Percent Carryover Authority of the International Broadcasting Operations (IBO) Account
- Surge Capacity Fund Transfer Authority
- Global Internet Freedom

Each of these proposals will allow USAGM to achieve greater administrative efficiency in its operations. As the Agency confronts fast-evolving circumstances on the ground, such as those in Afghanistan and Ukraine this past year, the Five Percent Carryover Authority and the Surge Capacity Funding will allow USAGM greater flexibility to respond quickly, or to reposition funds to assist with emergent needs. The Agency also requests that Congress retain the General Provisions included in prior year appropriations acts related to Global Internet Freedom.

1. Five Percent Carryover Authority of the IBO Account

USAGM requests authority for its FY 2023 IBO account appropriation language to permit carrying over up to five percent into FY 2024 (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 authority, USAGM will gain the flexibility to efficiently and effectively manage its finances, particularly in the months of August and September each fiscal year. Historically, those two months represent over thirty percent of a fiscal year's procurement spending, although they only compromise seventeen percent of the fiscal year. Even with solid planning, the federal contracting process is time-consuming and complex, presenting challenges as USAGM nears the end of each fiscal year. Contractors are aware of this and can maximize their advantage 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 professional 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 in order to face ever-changing and dynamic events throughout the world, and to provide reliable news and information to USAGM's weekly audience of 394 million people. Such requirements can arise at any time during a fiscal year, but are especially problematic in the event of a Continuing Resolution at the beginning 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. As recent events in Afghanistan have illustrated, USAGM operates, by the nature of its mission, in highly uncertain locations and requires the financial flexibility to agilely address emerging requirements.

3. Global Internet Freedom

Prior year appropriation acts have included general provision language related to global internet freedom, which USAGM fully supports and on which it has briefed OMB. USAGM welcomes the opportunity to provide follow-up briefings if necessary.

I. 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, [$800,696,000] *$840,000,000 of which five percent, $42,000,000, shall remain available until September 30, 2024*: Provided, That in addition to amounts otherwise available for such purposes, up to $40,708,000 of the amount appropriated under this heading may remain available until expended for satellite transmissions, rent, and internet freedom programs, of which not less than $20,000,000 shall be for Internet freedom programs:

Provided further, That of the total amount appropriated under this heading, not to exceed $30,000 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 funds appropriated under this heading shall be made available in accordance with the principles and standards set forth in section 303(a) and (b) of the United States International Broadcasting Act of 1994 (22 United States C. 6202) and section 305(b) of such Act (22 United States C. 6204):

Provided further, That the USAGM Chief Executive Officer shall notify the Committees on Appropriations within 15 days of any determination by the USAGM that any of its broadcast entities, including its non-federal entity 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 section 303(a) and (b) of such Act 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 in the "United States International Broadcasting Surge Capacity Fund", authorized in section 316 of the United States International Broadcasting Act of 1994 (22 United States 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 [2022] 2023 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 section 3523(b)(3)(B) of title 5, United States Code, shall be applied with respect to funds made available under this heading by substituting "$40,000" for "$25,000".

II. General Provisions Proposals

1. Global Internet Freedom

SEC. 7037. (a) FUNDING. *Of the* funds available for obligation during fiscal year [2022]2023 under the headings "International Broadcasting Operations",

"Economic Support Fund", "Democracy Fund", and "Assistance for Europe, Eurasia and Central Asia", *not less than $70,000,000 shall* [may] be made available for programs to promote internet freedom globally, notwithstanding any other provision of law: Provided, That such programs shall be prioritized for countries whose governments restrict freedom of expression on the internet, and that are important to the national interest of the United States: Provided further, That funds made available pursuant to this section shall be matched, to the maximum extent practicable, by sources other than the United States Government, including from the private sector.

(b) REQUIREMENTS.—

1. DEPARTMENT OF STATE AND United States AGENCY FOR INTERNATIONAL DEVELOPMENT.—Funds appropriated by this Act under the headings "Economic Support Fund", "Democracy Fund", and 'Assistance for Europe, Eurasia and Central Asia" that are made available pursuant to subsection

(a) shall be—

A. coordinated with other democracy programs funded by this Act under such headings, and shall be incorporated into country assistance and democracy promotion strategies, as appropriate;

B. for programs to implement the May 2011, International Strategy for Cyberspace, the Department of State International Cyberspace Policy Strategy required by section 402 of the Cybersecurity Act of 2015 (division N of Public Law 114–113), and the comprehensive strategy to promote internet freedom and access to information in Iran, as required by section 414 of the Iran Threat Reduction and Syria Human Rights Act of 2012 (22 United States C. 8754);

C. made available for programs that support the efforts of civil society to counter the development of repressive internet-related laws and regulations, 914 GENERAL PROVISIONS—Continued THE BUDGET FOR FISCAL YEAR 2022 including

D. countering threats to internet freedom at international organizations; to combat violence against bloggers and other users; and to enhance digital security training and capacity building for democracy activists;

E. made available for research of key threats to internet freedom; the continued development of technologies that provide or enhance access to the internet, including circumvention tools that bypass internet blocking, filtering, and other censorship techniques used by authoritarian governments; and maintenance of the technological advantage of the United States Government over such censorship techniques: Provided, That the Secretary of State, in consultation with the United States Agency for Global Media Chief Executive Officer (USAGM CEO) and the President of the Open Technology Fund (OTF), shall coordinate any such research and development programs with

F. other relevant United States Government departments and agencies in order to share information, technologies, and best practices, and to assess the effectiveness of such technologies; and

G. made available only after the Assistant Secretary for Democracy, Human Rights, and Labor, Department of State, concurs that such funds are allocated consistent with—

i. the strategies referenced in subparagraph (B) of this paragraph;

ii. best practices regarding security for, and oversight of, internet freedom programs; and

iii. sufficient resources and support for the development and maintenance of anti-censorship technology and tools.

2. United States AGENCY FOR GLOBAL MEDIA.—Funds appropriated by this Act under the heading "International Broadcasting Operations" that are made available pursuant to subsection (a) shall be—

A. made available only for open-source 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;

B. coordinated by the USAGM CEO, in consultation with the OTF President, with programs funded by this Act under the heading "International Broadcasting Operations", and shall be incorporated into country broadcasting strategies, as appropriate;

C. coordinated by the USAGM CEO, in consultation with the OTF President, to solicit project proposals through an open, transparent, and competitive application process, seek input from technical and subject matter experts to select proposals, and support internet circumvention tools and techniques for audiences in countries that are strategic priorities for the OTF and in a manner consistent with the United States Government internet freedom strategy; and

D. made available for the research and development of new tools or techniques authorized in subparagraph (A) only after the USAGM CEO, in consultation with the Secretary of State, the OTF President, and other relevant United States Government departments and agencies, evaluates the risks and benefits of such new tools or techniques, and establishes safeguards to minimize the use of such new tools or techniques for illicit purposes.

c. COORDINATION AND SPEND PLANS.—After consultation among the relevant Agency heads to coordinate and de-conflict planned activities, but not later than

90 days after enactment of this Act, the Secretary of State and the USAGM CEO, in consultation with the OTF President, shall submit to the Committees on Appropriations spend plans for funds made available by this Act for programs to promote internet freedom globally, which shall include a description of safeguards established by relevant agencies to ensure that such programs are not used for illicit purposes: Provided,

That the Department of State spend plan shall include funding for all such programs for all relevant Department of State and the United States Agency for International Development offices and bureaus.

d. SECURITY AUDITS.—Funds made available pursuant to this section to promote internet freedom globally may only be made available to support open source technologies that undergo comprehensive security audits consistent with the requirements of 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: Provided, That the security auditing procedures used by such Bureau shall be reviewed and updated periodically to reflect current industry security standards.

[(b)](e) SURGE.—Of the funds appropriated by this Act under the heading "Economic Support Fund", up to $2,500,000 *may be made available to surge internet freedom programs in closed societies if the Secretary of State determines and reports to the appropriate congressional committees that such use of funds is in the national interest: Provided, That such funds are in addition to amounts made available for such purposes: Provided further, That such funds may be* transferred to, and merged with, funds appropriated by this Act under the heading "International Broadcasting Operations" *following consultation with*, and for internet freedom programs in closed societies, subject to the regular notification procedures of, the Committees on Appropriations.

Voice of America (VOA)

Funding *($ in thousands)*

FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
$ 250,798	$ 257,000	$ 267,476

Overview

VOA shares America's story with an audience of more than 311 million people around the world. VOA is USAGM's largest media organization, producing content in 47 languages and reflecting America's diverse interests on radio, television, internet, and mobile platforms. VOA is a trusted source of news and information in more than one hundred countries around the world. VOA provides audiences with a broad understanding of American values and viewpoints. VOA content enhances respect for the United States as a nation that values truth and fairness. Understanding and leveraging market opportunities, original storytelling, explanatory journalism, a mix of journalistic forms, and multimedia collaborative projects have contributed to the success of VOA. VOA content is produced on many platforms including social media, online websites, mobile streaming, audio and video podcasts, direct-to-home satellite TV, cable, over-the-top (OTT) streaming services, shortwave (SW) and medium wave (MW) radio, and targeted FM streams. Much of VOA's growth has come through successful targeting of younger audiences, often in crowded and competitive markets, through innovative programming and diverse delivery platforms, and through opportunistically expanding to "super-serve" its target audiences when market conditions warrant.

> *I understand that Voice of America (VOA) was launched in 1942 with the hope of challenging propaganda across the world through accurate and unbiased news and information. I deeply appreciate its continued determination to do what is possible to convey the truth, particularly to those communities that are deprived of objective news — and in telling the rest of us about those countries that are often screened from view.*
>
> **The Dalai Lama**, January 10, 2022

VOA added direct-to-home 24/7 satellite television channels providing factual news and information to audiences in Burma, Ethiopia, northwest Pakistan, and Afghanistan, which are some of the areas where United States interests and regional stability are being directly challenged. Additionally, VOA answered Russian aggression by increasing content for the people of Ukraine that focused on the United States response and added programming via direct-to-home satellite TV when Russia silenced Ukraine broadcasters.

FY 2021 Accomplishments

Countering China's Propaganda

At the start of the COVID-19 pandemic, VOA Mandarin reported on the struggles of Chinese families in lockdown in Wuhan, and the government's silencing of citizen journalists and whistleblowers. As the COVID-19 pandemic spread, VOA debunked alternate theories of a non-Chinese origin of the virus that had been promoted by Chinese propaganda. VOA heavily covered how the United States and its allies worked together to counter China's false vaccine diplomacy. Congressman Michael McCaul (R-TX), the Ranking Member of the House Foreign Affairs Committee, praised VOA Mandarin's coverage for "penetrating the Chinese firewall, getting into Mainland China, so the people of China could actually read the truth about their government." VOA also launched a Mandarin-language version of its fact-checking website, *Polygraph*. Through *Polygraph*, VOA debunked Beijing's misinformation on such topics as China's behavior in the South China Sea and Beijing's human rights record in Hong Kong and the Xinjiang Uyghur Autonomous Region, despite China's ongoing censorship of VOA's content.

VOA Russian

Throughout FY 2021, Russian-speaking viewers around the world turned to VOA in times of crisis, looking for accurate portrayals of United States policies and actions, as well as a fact-based alternative to Russian propaganda. For example, VOA Russian distinguished itself with its extensive, on-the-scene reporting of how the COVID-19 pandemic affected the lives of ordinary Americans, a topic misreported by Russian media. Over twelve million users on social media viewed VOA's video series debunking conspiracy theories and showing how local officials, doctors, nurses, patients, and teachers weathered the COVID-19 pandemic.

Recently, over 1.3 million viewers on digital platforms watched President Biden's simultaneously translated news conference, after his first official meeting with Russian President Vladimir Putin in Geneva, on a program that included congressional reactions and perspectives from former American diplomats. VOA's interviews with United States officials regularly dominate the news agenda in their target countries. A recent interview with former Deputy Assistant Secretary of State for European and Eurasian Affairs George Kent, was cited by *The Financial Times, The Christian Science Monitor,* European diplomats on social media, and 175 media outlets in Ukraine.

Covering Ukraine

In the face of constant Russian aggression and its unprecedented invasion of Ukraine in February 2022, VOA Ukrainian has continued to serve its audiences as a model of balanced, credible, and impartial coverage, acting as a de facto Washington Bureau. Its reporting enjoys high trust and audience satisfaction, with 86.2 percent of weekly users saying that they trust VOA's news in a recent survey. During FY 2021, the total number of video views across all digital platforms reached 91.5 million, while total social media interactions reached to 5.5 million. As Russia moved to invade Ukraine, VOA Ukrainian's website and social media traffic increased tremendously. VOA established an Eastern Europe bureau, headed by veteran journalist Myroslava Gongadze, supplementing its coverage with a daily podcast, *Flashpoint Ukraine*, on voanews.com and available to affiliates for streaming and radio broadcast. In her first assignment as the VOA Eastern Europe Chief, Gongadze conducted an exclusive interview with Secretary of State Antony Blinken in Kyiv. The interview was carried live by VOA TV affiliate *Ukraine 24* and garnered more than 3.7 million unique views on its digital platforms.

VOA Persian

In FY 2021, the VOA Persian service actively confronted disinformation by Iran. VOA Persian added investigative reports and broadcast films that are banned by the Iranian government. VOA Persian expanded women's programs and satirical programming. VOA Persian covered important stories including forty hours of live broadcast from London, where a tribunal heard evidence of crimes against humanity committed by Iran's leaders. VOA's live broadcasts and social

media coverage of the Iran Atrocities Tribunal generated more than four million views across the internet and social media platforms during the five days of the hearings. VOA Persian also brought facts and perspective to events that Iran's media would not cover, including tensions between Ukraine and Iran over the shooting down of a Ukrainian airliner by Iran's military.

VOA Spanish

VOA Spanish investigative reporting broke new ground in Latin America, while continuing to tell America's story via its network of 850 radio, television, and digital affiliate partners in Latin America. Co-production of content with independent media in Nicaragua and Venezuela created impactful reporting on corruption, threats to journalists, and social and economic crises. The service also focused on China's role in the region by producing the documentary, *Floating Swarm*, along with VOA Mandarin, on predatory fishing practices in the Galapagos Marine Reserve. The documentary was praised by Eliecer Cruz, the Director of the Galapagos Program/Jocotoco Foundation, who said "the report on Chinese fishing had extensive media coverage, raising awareness, leading to government action." VOA Spanish has cemented itself as the Washington Bureau for an array of major news outlets in Latin America and added fact checking to counter disinformation about the United States by state media in countries such as Venezuela, Nicaragua, and Bolivia.

24/7 Satellite TV Channel for Burma

In response to the military coup in Burma in February 2021, VOA and RFA launched a 24/7 direct-to-home satellite TV channel for Burma, providing uncensored news and information. The channel, called *Ludu Meitswe,* made great impact by expanding coverage within the first 24 hours after the coup. VOA's live, in-studio analysis of the coup from VOA Burmese received 5.7 million video views on Facebook, and a VOA discussion with a Burmese rights activist received 2.6 million views on Facebook. Both of these events set new records for VOA Burmese Facebook traffic. VOA Burmese Facebook traffic has now exceeded these records four more times, as the Burmese emergency has continued.

Using Sports Coverage to Draw Audiences toward News

Audiences that come for sports, stay for news. In making VOA's Africa radio stations more locally focused, the Africa Division aired the inaugural Basketball Africa League (BAL) tournament, collaborating with the National Basketball Association. More than sixty games were broadcast live in the Wolof, Bambara, French, English, Portuguese, and Kinyarwanda languages on fifteen VOA-run FM stations and nearly thirty affiliate partners in Nigeria, Democratic Republic of Congo, Guinea, Burkina Faso, Liberia, Ivory Coast, Benin, Togo, and Cameroon. Live play-by-play audio widgets and daily video highlights ran on Africa Division's websites, YouTube, and Facebook pages as well as on English, French, Swahili, Hausa, and Somali TV shows.

Covering Afghanistan

Amid the Taliban takeover of Afghanistan in FY 2021, VOA moved quickly to launch new programming, including two new 24/7 direct to home satellite streams effectively bypassing media restrictions and delivering video content directly into homes throughout the country. One stream delivers Dari and Pashto-language content to audiences nationally, while a second stream delivers Pashto-language content to audiences in the volatile northwest border region during this critical time. VOA Afghan maintains its presence on a vast network of FM frequencies in fifteen cities across the country, as well as nationwide coverage via shortwave and medium wave radio. VOA also launched a 24/7 TV channel for direct-to-home coverage of Afghanistan, heavily featuring call-in programming, allowing its audiences to express their feelings about the new government. This special coverage has generated large audiences on social media. Reports about life in Afghanistan on Radio Deewa, the Pashto-language service to northern Pakistan, received more than twelve million views on social media. VOA Afghan's Facebook video views surpassed 726 million in FY 2021, a fifty percent increase from FY 2020. VOA Urdu generated over 724 million video views, a 39 percent increase.

Covering the United States Elections throughout the World

All VOA language services provided thorough coverage of the United States Presidential transition in FY 2021. VOA covered both the elections and their aftermath. Throughout the political campaigns, VOA Spanish media partners relied on VOA's coverage. On Election Day, more than four hundred live and pre-recorded reports were produced by VOA Spanish. VOA's Africa Division added local relevance to its coverage of the election by profiling diaspora candidates elected into office during the November elections. This multimedia project told America's story by visiting with the newly elected officials and their constituents, such as Minnesota State Representative Esther Agbaje, whose parents are Nigerian immigrants. VOA Russian was one of the few Russian-language media outlets to provide objective, comprehensive live coverage of the United States presidential transition, engaging more than 2.5 million viewers with its live breaking-news programming.

Refugee Emphasis Continues

As refugees cope with what they have lost and the uncertainty of their situation, VOA reaches refugees and their families to provide stability in the information they receive and to give voice to them by telling their stories. In Kenya, new FM transmitters provided refugee camps with easy access to VOA's content, including the Somali-language version of the children's program, *Sesame Street*, which currently has an audience of around 100,000 people per month. Long form content, like the documentaries *Terror in Tigray: The Ethiopian Refugee Crisis* and *A Day in the Life of Refugees* provided broad, nuanced overviews of the global displacement crisis. The Chatham House think tank described *Terror in Tigray* as "brilliant."

Digital Operations

VOA's digital operations continued their record-breaking streak in FY 2021. The ongoing COVID-19 pandemic, the insurrection at the United States Capitol, the coup in Burma, and the collapse of the Afghan government all led to enormous traffic across VOA's websites and social platforms. VOA's websites logged 798 million visits, an increase of 42 percent from the previous year. On social platforms, VOA had over 487 million engagement actions, a 22 percent increase over the previous fiscal year. VOA had over 5.5 billion video views across both its

website and social media. Amid all this, VOA also moved all of its properties to a single Content Management System (CMS), generating cost savings as well as staffing hours in the process.

50:50 Project

VOA is in its fourth year of participation in the 50:50 Project, a data-driven effort to promote equitable gender representation in media appearances. In FY 2021, participation within VOA grew to its highest level yet, and participating teams saw an improvement in gender balance. In April 2021, VOA was asked by the BBC to lead a webinar to share its successes among the community of more than one hundred media organizations that participate in the 50:50 Project worldwide.

Overcoming COVID-19 Pandemic Challenges

VOA addressed the challenges of the COVID-19 pandemic to its audience and workforce. VOA's coverage of the pandemic generated over ninety million article views on its websites and 76 million engagement actions on its social media accounts. Combined video views on social media and online websites reached 1.3 billion views. VOA expanded remote production and increased the amount of content, especially about the coronavirus origin and treatment.

Keeping the safe return of VOA's workforce to the Cohen Building and bureaus around the world in line with USAGM and United States Government guidance has continued to be VOA's focus in FY 2022. VOA Studio and Production Operations staff worked alongside producers and anchors in the Cohen Building and on location throughout the COVID-19 pandemic, providing critical production support despite COVID-19 constraints. Acrylic separators and special HEPA air filters were installed, and a cleaning team was created to allow VOA studios to be used safely.

Awards

VOA journalists were recognized for their work by a number of prestigious awards, including the Gracie Awards (for *The Lakota Daughters*), the Online News Association (for the documentary *Shoura*), the New York Festivals TV and Film Awards (earning the gold and silver awards), and a Special President's Award recognition from the News Leaders Association, among others.

FY 2022 and FY 2023 Initiatives and Notable Program Changes

In FY 2023, VOA will address the looming threat to the United States posed by Russia and China, whose influences have grown through a combination of deceit, intimidation, and misinformation. VOA will provide coverage of these two countries to their own citizens as well as to countries around the world that are experiencing increasing interactions with Chinese and Russian media and businesses. With its worldwide focus, VOA has an unmatched ability to produce global impact through its expanded coverage of the malign activities of authoritarian regimes.

In FY 2023, VOA will allocate $5.0 million to two major areas: Countering Disinformation ($3.0 million) and Pushing Back on Aggression ($2.0 million). VOA is launching this multi-year effort that will grow in scope, complexity, and resources to match the high stakes that are involved for the United States.

Countering Disinformation

Countering Disinformation is a data-driven media effort to fund news organizations within the VOA News Center to dissect Russian and Chinese presences in developing countries, to uncover and publicize the details, and to provide and account for the true costs, both monetary and in terms of the negative impacts that Russian and Chinese presence has on lives and livelihoods. This effort will consist of three different initiatives. VOA will invest $1.7 million to hire investigative reporters, visual journalists, data analysts, and skilled editors for its News Center and will place freelance reporters in each country in which Russia and China are active, generating stories that will be translated into all VOA languages for worldwide distribution. Additionally, VOA will allocate $0.3 million to expand the successful *Polygraph* fact-checking unit in the languages of the countries where Russia and China are investing, to provide content to expose the misinformation perpetrated by these two countries to local audiences in real time. Finally, VOA will devote $1.0 million to create a series of full-length documentaries for television, podcast, radio, web, and social media, translated into each of VOA's 47 languages, to focus on Russia's and China's activities and their human cost.

The VOA documentary *Dragon Breath* will document China's relentless environmental exploitation around the world, and the dangers it poses to all countries and their ways of life. Filmmakers will travel to every continent, including Antarctica, to convincingly and unsparingly tell this important story. Another VOA documentary *No Bargains* will expose the tactics that Russia and China use to extend their influences in developing countries, and what happens once they gain footholds. Though their offers are tempting, they are often bad deals with no way out, ultimately leading to the destruction of the livelihoods of many citizens in these developing countries. These are just two examples of the documentaries that VOA will be producing in FY 2023.

Pushing Back on Aggression

The second focus area, Pushing Back on Aggression, will see investments of $2.0 million in the use of technology to reach audiences where Russia and China have begun, or are likely to begin hostilities against otherwise peaceful peoples. Similar to the Countering Disinformation effort, this effort will consist of three different initiatives. First, $1.0 million will be allocated for additional content on USAGM's 24/7 direct-to-home TV channel for Ukraine, building on what VOA has begun in FY 2022. Second, VOA will reorient its TV products for China to focus on the Chinese threat to Southeast Asia and, most directly, to Taiwan. VOA will invest $0.3 million in the planning of and structure for a 24/7 direct-to-home TV channel for Taiwan, due to the constant threats from China. VOA will work with RFA to create new programing should China move to take over Taiwan and silence free media on the island. The remaining $0.7 million will go towards the expansion of content produced for VOA's successful *Plus One* digital initiative that engages with China's Generation Z and Millennial (ages 15 to 34) population. *Plus One* provides young Mandarin speakers with a window into American life, culture, and current events. Newly funded content will be responsive to research that shows younger people in China still find the American dream attractive. Sixty percent of Chinese people between the ages of 15 and 34 have a favorable view of the United States, and they are almost 40 percent more likely to be interested in news about the United States news than older generations.

Censorship Threats Continue

Autocratic governments have increasingly threatened to block VOA content. Turkey, Russia, Burma, Iran, Ethiopia, Burundi, China, Pakistan, Afghanistan, and Venezuela have all made moves to tighten restrictions on the free circulation of VOA content. More than half of VOA's language services use proxy servers to allow users to evade internet censorship of VOA content. As attempts to block content escalate, VOA will continue working with local counsel and with other public service international broadcasters who are similarly affected, to challenge official rulings censoring content. VOA continues to work with OTF in developing robust circumvention tools to ensure that VOA content remains available to audiences.

Office of Cuba Broadcasting (OCB)

Funding *($ in thousands)*

FY 2021 ACTUALS[1]	FY 2022 CBJ	FY 2023 CBJ
$ 22,014	$ 12,973	$ 13,432

Overview

OCB administers Radio Martí, streaming audio visual services, martinoticias.com, and all associated social media platforms from its headquarters in Miami, Florida. Radio, streaming audio visual, and digital platforms broadcast 24 hours daily to the people of Cuba. OCB also administers USAGM's shortwave transmitting station in Greenville, North Carolina.

Information to the Cuban people continues to be censored or denied by the Cuban regime in order to maintain their control. With extreme hardships to the Cuban populace due to the COVID-19 pandemic, economic downshifts, and an increase of oppressive regime tactics to inhibit personal freedoms, the importance of OCB's presence and engagement is ever increasing.

OCB aims to deliver a multimedia service of professional, accurate, and unbiased news and information to Cuba. Radio, streaming audio visual, and social media platforms aim to inform and engage the people of Cuba by providing credible news and information that promotes freedom and democracy through programs that focus on human rights, individual freedoms, entrepreneurship, and other democratic values. OCB uses shortwave, medium wave, internet, satellite, and social media to help reach audiences in Cuba.

OCB's FY 2023 request reflects the significant cost reductions pursued as OCB has reduced its budget from its FY 2019 operating level of $29.0 million, to its current FY 2021 operating level of approximately $22.0 million. While it has relied on statutory transfer authority to support operations during its reforms in FY 2020

1 BPMA transfer funding is included in the FY 2021 Actual total and broken out in OCB's Budget Appendix Chart.

and FY 2021, this FY 2023 budget request fully reflects OCB's budget in its baseline request with the commitment to continue to improve content quality, while offsetting increasing costs, such as pay and inflation, through an ongoing focus on efficiency.

FY 2021 Accomplishments

Radio and Televisión Martí provided critical coverage of the unprecedented anti-government protests throughout Cuba on July 11, 2021, helping audiences stay informed on the rapid developments as well as sort fact from fiction amidst Cuban government propaganda. OCB has mobilized quickly and effectively to offer Cubans access to accurate and objective information, access which their government has denied them of. Shortly after the demonstrations across Cuba began, the Martís went live. The network spent the next twelve hours providing continuous coverage on radio, social media, and martinoticias.com.

With circumvention tools, and despite disruptions to social media platforms in Cuba, 3.2 million people consumed the Martí's content on Facebook, a 324 percent increase over the previous week. Accompanying the engaging Facebook, YouTube, Twitter, and Instagram content, Radio Martí broadcast continuing coverage via short and medium wave radio to the island, and surged its shortwave transmissions out of Greenville, North Carolina, adding six more hours to the schedule. This multi-platform approach enabled audiences to access the information despite rolling internet blockages imposed by the government.

Throughout the global pandemic, OCB's radio streaming, audio visual, and multiple social media streams have been able to provide COVID-19 programming which has proven to be useful, informative, and in some instances, life-saving to audiences in Cuba.

OCB has seen impressive growth in digital platform viewership and engagement. From FY 2019 to the present, OCB's martinoticias.com website page views have increased by 47 percent, and website videos views have increased by 295 percent.

Radio, streaming audio, visual, satellite, and social media platforms work daily with independent and citizen journalists to create original content. According to official data from Statista in 2019, 61 percent of the Cuban population had

access to the internet. OCB's social media presence has increased to serve the substantial number of Cubans who are now using Facebook and other social media platforms.

OCB's Radio Martí continues to provide 24 hours daily of broadcasts to Cuba via the medium wave transmitting station in Marathon, Florida, and 18 hours daily from the Edward R. Murrow Transmitting Station (ERM) in Greenville, NC. Radio Marti continues to serve more than fifty percent of the OCB listenership audience within Cuba (84 percent via shortwave and 16 percent via medium wave), and is considered a vital component of the overall mission.

Reform and Modernization

OCB leadership, in coordination with the USAGM Office of the Chief Financial Officer, has continued to engage in significant reform initiatives to assess and redefine mission direction and support requirements into the future.

Assessments have been conducted to analyze program formatting, organization, delivery and transmission mediums, workflow processes, building and support requirements, and other aspects of OCB's operations to ensure the most efficient and qualitative product is presented to audiences. To this end, OCB has brought on a Standards and Best Practices Editor to better supervise editorial content and adherence to the VOA/OCB Standards and Best Practices Guide.

During FY 2021, OCB reduced its contractor workforce by approximately fifty percent, enacted a hiring freeze, and reduced its Full-time Equivalent (FTE) staff through buyouts. OCB's new streamlined infrastructure and more inclusive and relevant news coverage and programming will allow OCB to become a more effective and accurate news and information network.

FY 2022 and FY 2023 Initiatives

In FY 2022 and FY 2023, OCB will continue to work to ensure that its content production, workforce structure, and skillsets align with on-going reforms aimed at improving content quality, strengthening journalistic integrity, and more effectively reaching Cuban audiences, including younger and more diverse audiences, with more relevant content.

OCB will continue its modernization efforts to enhance its digital presence online using internet, Facebook, YouTube, Instagram, and Twitter platforms to increase reach in Cuba. OCB will layer this digital content on top of vital streaming audio, visual, satellite, and radio programming, which will be restructured to better meet audience demands.

OCB will continue to work with the USAGM Office of Policy and Research to formulate a data-driven strategy that continually assesses the Cuban marketplace, affording OCB important insight into audience trends and needs. These efforts will guide OCB decision making on programming for the Cuban audience in FY 2022 and FY 2023.

OCB will enhance circumvention tools to more effectively reach a larger audience in Cuba. Working with the Open Technology Fund, OCB will explore emerging circumvention technologies and alternative methods for content distribution on the island.

In FY 2021, OCB embarked on initial testing of new shortwave transmission methodologies including "Radiogram," a technology that provides audio, text, and graphics delivery over the conventional radio medium, and the more enhanced digital radio platform, Digital Radio Mondiale, that delivers mixed formats at significant cost effectiveness. In FY 2022 and FY 2023, OCB will continue exploring these two technologies to augment current conventional shortwave and medium wave, with the potential to expand radio listenership in the mobile market.

Given the exponential rise in cell phone and internet usage in Cuba, OCB will target digitally connected Cubans where circumvention of the regime's censorship proves possible. In coordination with USAGM entities, OCB will make strategic and data-driven decisions around broadcasting hours, operations, and programming to best serve its vital mission of providing quality, effective, and unbiased news and information to the Cuban people.

It is anticipated that enhancements to OCB's digital media offerings will have a positive effect on younger audience reach without significantly affecting OCB's current radio audience reach. OCB will enhance its strategies to perform audience assessments to ascertain market trends and adjust distribution platforms to provide the most efficient methodologies to meet the mission.

Notable Program Changes

In FY 2023, USAGM is proposing a realignment of the ERM transmitting station in Greenville, North Carolina under the USAGM's Office of Technology, Services, and Innovation (TSI), which currently is responsible for other of USAGM's transmitting stations. The realignment of shortwave resources will effectively enhance the overall USAGM broadcast mission capabilities by aligning all content distribution platforms as managed by TSI. This action will decrease OCB's general operating expenses by approximately $2.1 million annually.

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International Broadcasting Bureau (IBB)

Funding *($ in thousands)*

FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
$ 52,510	$ 48,793	$ 50,303

Overview

The International Broadcasting Bureau (IBB) provides support services including facilitating background investigations, workforce development, human resources, financial services, records management, travel services, non-federal entity management compliance, oversight of internet freedom programs, and research programs that drive Agency leadership decision-making. Compliance with new laws and regulations, the Office of Inspector General findings, and other requirements continuously put upward pressure on IBB's costs, even as it develops new ways to efficiently and effectively improve support for journalists, technicians, data analysts, and other staff across the Agency.

FY 2021 Accomplishments and FY 2022 and FY 2023 Initiatives

Background Investigations

Following the Office of Personnel Management's (OPM) and the Office of the Director of National Intelligence's (ODNI) Security Executive Agent National Assessment Program (SNAP) inspection in FY 2018, the USAGM Office of Security (SEC) has discontinued performing both background investigative work, as well as investigative adjudications. Both functions have been transferred to OPM, ODNI, and the Defense Counterintelligence and Security Agency (DCSA). OPM's, ODNI's, and DCSA's involvement in USAGM's personnel security program are estimated to cost roughly $2.2 million in FY 2023. Due to the variable nature of these costs, USAGM will continue to cost-share the vast majority of expenses associated with background investigations among the Agency's federal and non-federal entities.

Federal Employee Enhancement Efforts

In FY 2023, USAGM will continue its plan to 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 USAGM broadcasters to stay competitive globally.

Senior leadership is identifying updated mission needs and offering appropriate training opportunities to the workforce. USAGM is also prioritizing continual journalist and newsroom management training for all staff involved in news operations. For customer support staff and those responsible for information technology and cyber security, USAGM will provide opportunities for certification and continual learning credits. These will include both classroom and online learning, as well as discussion groups and self-directed learning. For managers and supervisors specifically, USAGM will continue to offer coaching opportunities and leadership support. The Agency relaunched its formal mentoring program and added opportunities for informal and situational mentoring. USAGM will also update the Broadcast Administrative Manual (BAM) training policy and develop a formal training strategy.

USAGM will continue its focus on statutorily required training by implementing a mandatory training program. The areas of focus in the mandatory training program include foundations of leadership, ethics, equal employment opportunities, and diversity and inclusion. These changes will strengthen USAGM's workforce by ensuring that employees have the fundamentals they need to succeed in their areas of expertise, while meeting federal training standards and goals.

Diversity and Inclusion Initiative

In FY 2023, the USAGM Office of Civil Rights (OCR) will increase its funding by $0.25 million to align with the President's priority on Diversity, Equity, Inclusion, and Accessibility by strengthening workforce training programs for managers, supervisors and employees, to include harassment, crucial conversations, cultural,

gender, age, and disability training, develop programs that address specific areas involving anti-harassment and administrative inquiries, and purchase and establish an EEO complaints tracking system to increase data integrity and improve the reporting capabilities for OCR.

Research

USAGM's FY 2023 CBJ submission includes an additional $1.5M investment in support of the Agency's data-driven strategy, further increasing funding for Research and Digital Analytics capabilities. This funding, through USAGM's consolidated research contracting program, enables the Agency and its networks to commission proprietary 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 estimates, public opinion research, media usage statistics, and increasingly, proprietary research on defector and refugee populations. The USAGM Research modernization effort is focusing on several key initiatives, which include improvements to data modeling, increasing the number of surveys USAGM conducts, applying experimental research techniques, and revising the questionnaire to best measure the increasing range of digital devices and platforms that audiences use to consume media today.

Records

In FY 2023, USAGM will continue to enhance its records management network to align with NARA standards and meet OMB's and NARA's goal mandated in OMB 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 continue funding Active Navigation file analysis software used to clean, tag, and organize data, an effort that began in late FY 2021. Active Navigation allows the Agency to address NARA's recommendations by increasing information governance, risk mitigation, reducing file storage space, promoting cloud migration, and ultimately adhering to requirements established in OMB M-19-21.

Grants Management

Over the last seven years, USAGM has received audit, GAO, and OIG findings requiring the Agency to improve grants oversight and monitoring. The Agency has made progress over the last few years by developing a standard operating procedure, credentialing the Agency's analysts overseeing the grant programs, and most recently developing the policy for grants oversight, monitoring, and closeout in accordance with 2 CFR 200 (Uniform Guidance). To be able to implement the policy and satisfy all requirements as laid out in the uniform guidance, USAGM will work with subject matter experts to conduct site visits, cost allowability reviews, and compensation comparability studies for each of the four non-federal entities that receive grant funds from USAGM.

Building Initiative

In December 2020, GSA notified USAGM that the Cohen Building, which houses USAGM headquarters and most VOA studios, will need to be vacated by 2028, due to renovation requirements. This new mandate for USAGM comes at a pivotal time for the Agency as it continues to transform from a legacy broadcasting organization to a more digitally focused modern media organization that strives to compete on the global stage against well-funded state sponsored networks such as China's CGTN and Russia's RT. In FY 2023, USAGM is requesting additional funding to begin planning for this move. Because of the complexity of the move, USAGM will need to contract a project manager and a planning team that will understand all of the components and phases of such a large endeavor. The estimated budget enhancements necessary to begin planning for a new building are based on the preliminary estimates that USAGM has worked out utilizing the subject matter expertise of its commercial leasing consultant.

Technology, Services, and Innovation (TSI)

Funding *($ in thousands)*

FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
$ 181,880	$ 177,515	$ 182,851

Overview

The USAGM Office of Technology, Services, and Innovation, including the USAGM Office of the Chief Information Officer (OCIO), oversees and manages a broad array of technical services and infrastructure that delivers program content for all of USAGM's networks and provides IT support to most parts of the Agency. TSI initiatives support the implementation of USAGM's Strategic Plan and further the Agency's mission by providing technology support and expertise. In particular, TSI supports USAGM's objectives to "manage a nimble, resilient, sustainable, efficient, and modern media enterprise," and "optimize program delivery."

TSI's portfolio includes administrating USAGM's federal IT systems, content production, and media management tools, operating a global distribution network of FM, shortwave, and medium wave radio transmissions, and managing content distribution via direct-to-home satellites and thousands of TV, radio, and multimedia affiliates around the world.

The COVID-19 pandemic spurred USAGM to accelerate its adoption of more cloud-based platforms and services. Throughout FY 2022 and into FY 2023, TSI will continue to move the Agency's technology in this direction, supporting not only telework but also USAGM's move to a new headquarters building by FY 2028. Implementation of technologies that support telework and the move to a new headquarters will also contribute directly to the achievement of President Biden's sustainability objectives, namely "to lead the Nation's effort to combat the climate crisis by example." Improved redundancy and diversification of IT systems will also make USAGM less vulnerable to cyberattacks, such as ransomware.

Additionally, TSI and OCIO will play a greater role in decision making concerning IT investments and planning for all entities in order to help ensure that modernization is consistent and managed efficiently across USAGM.

TSI's portion of the FY 2023 budget request includes a 4.6 percent pay increase totaling $0.886 million. There is $2.1 million transfer of the ERM Transmitting Station in Greenville, NC from OCB to TSI. Current operating costs for the station are $1.9 million annually. Finally, TSI's budget includes $2.351 million for International Cooperative Administrative Support Services (ICASS) costs, which was previously paid out of USAGM's Office of the Chief Financial Officer. The ICASS system is the principal means by which the United States Government provides and shares the cost of common administrative support needed to ensure effective operations at its more than two hundred diplomatic and consular posts abroad. USAGM pays into ICASS for support of the Agency's operations outside the United States, including its overseas news bureaus and transmitting stations. As the largest customer of such services, TSI, along with VOA, will assume responsibility for this fund.

FY 2021 Accomplishments

Consolidation and Modernization of IT Infrastructure and Management

OCIO continues to seek ways to modernize and consolidate USAGM's IT management. This includes standardizing IT platforms and data centers, making network operations and help desk functions more efficient, and enhancing enterprise networks and content distribution platforms, where possible. These efforts will only become more necessary as cybersecurity threats, intra-Agency collaborations, and budgetary limitations grow in the coming years.

In FY 2021, the Agency began consolidating divergent Content Management Systems used by VOA and other USAGM networks, in an effort to reduce costs and streamline workflows. A CMS allows for enterprise-level creation and management of digital and web-based content. As the consolidation effort evolves, USAGM is investigating a new enterprise-wide solution.

USAGM continues to build out capabilities at its off-site data center and Wide Area Network (WAN) hub in Virginia, growing a faster and more reliable third-party distribution network that delivers content to audiences and affiliates better, more consistently, and more economically. TSI continues to transition content delivery from satellite and fiber to secure public internet, an effort that will be completed in FY 2022.

Many IT modernization efforts that were underway were accelerated in FY 2020 due to the COVID-19 pandemic, during which most USAGM employees teleworked fulltime. For example, USAGM completed its rollout of Microsoft Teams, the Agency's primary unified communications platform. In FY 2021, TSI integrated new features into the Teams platform and replaced standard telephones with new VOIP-integrated telephones. Modernization efforts also improved system reliability and security, while supporting employees working from home. For example, as more IT services migrated to a hybrid of cloud- and local-based platforms, TSI secured web-based systems through measures like multi-factor authentication (MFA). MFA was successfully implemented for all standard users in the first quarter of FY 2021, and for all privileged users in the fourth quarter of FY 2021.

Global Network Realignment

TSI continued its participation in an Agency-wide review of shortwave and medium wave broadcast needs. Other fundamental changes to USAGM's legacy content distribution system continue to be made at USAGM headquarters in Washington, D.C. After decades of delivering content globally via C-band satellite, then high-speed fiber, by early FY 2022, virtually all content delivery was done via secure public internet. This move has helped USAGM discontinue operating its own costly global fiber optic network, teleports, and leased satellite space segments, instead, integrating highly targeted platform solutions that offer increased reliability at a lower cost.

In FY 2021, TSI enabled an expanded USAGM presence on popular direct-to-home satellites that reach critical media markets around the globe, such as Burma, following the February 2021 military coup, and Ethiopia, which has seen increased civil conflict in recent years.

TSI's file-based content distribution system also enabled an upgrade to USAGM Direct, USAGM's content delivery portal for affiliate TV and radio stations. This valuable platform allows affiliates to download USAGM's content, ranging from interviews and segments to entire programs. The upgraded platform, Direct 3.0, rolled out in FY 2022, allows partner stations to download broadcast quality content faster than ever without needing to set up and maintain a satellite receiver. Within a few weeks, over 2,000 affiliates (about half of USAGM's total affiliate network) around the world were downloading content from the upgraded system.

File-based content also supports USAGM's video-on-demand, or over-the-top (OTT), platform efforts. With well over one billion internet-connected televisions and devices in the hands of consumers around the world, many audiences can consume on-demand content almost as easily as live content. To meet this market, at the end of FY 2021, the TSI-developed OTT platform launched as four apps, branded by their respective networks: VOA's VOA+, RFA's RFA+, MBN's Alhurra Connect, and OCB's TV Martí+. The apps are available on fifteen different platforms or operating systems, such as Apple TV and Samsung, with programming available in fifteen languages, including English, Arabic, and Spanish.

The USAGM Office of Business Development (OBD) continues its critical role in delivering USAGM's content to global audiences by establishing, sustaining, and developing business relationships with affiliate TV and radio stations. USAGM's research indicates that nearly half of its total weekly audience accesses content through one or more of the Agency's 4,300 TV, radio, or digital affiliates and partners. In FY 2021, USAGM continued to grow the affiliate network, with a particular focus on affiliates that have national reach or serve multiple markets.

The relationships with affiliates are about much more than content delivery. By developing these media partners and connecting affiliates with one another, USAGM helps foster rich, open media ecosystems. USAGM leads by example in its journalistic practices, and also seeks partnerships with affiliates to co-create content, sometimes even participating in affiliates' daily editorial meetings.

FY 2022 and FY 2023 Initiatives

As TSI looks to FY 2022 and FY 2023, the focus will continue to be on modernization. In that spirit, TSI will concentrate its efforts on procuring and enhancing systems that minimize the operational footprint and maximize opportunities to transition to cloud-based and virtualized system environments in order to optimize support for a geographically-dispersed workforce. Challenges presented during the COVID-19 pandemic helped crystalize areas of operations that require more focused IT system lifecycle management. IT spending through FY 2023 will be concentrated on continuing the evolution of the entire USAGM IT ecosystem into one that is more secure, scalable, and manageable remotely. Even as the COVID-19 pandemic ends and the workforce is able to return to the office at pre-pandemic levels, these modernization efforts will make the Agency's technology more secure, flexible, and recoverable in the event of future disasters.

With video-on-demand growing in many markets, VOA+ and USAGM's other OTT apps will be developed further. Content offerings will be provided in three additional languages by the end of FY 2022, and three more languages in FY 2023. Each year USAGM will make OTT apps available on at least one more platform or operating system in order to make them available as globally as possible. To ensure OTT apps remain competitive and user friendly, new features and graphical refinements will also be considered.

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 life cycle management, as well as improve USAGM's cyber-situational awareness by standardizing and integrating all security testing, evaluations, monitoring, and certifications of Agency systems. TSI will coordinate and streamline information resource management across the Agency, a process well supported by USAGM's Federal Information Security Management Act (FISMA) compliant IT management policies and procedures.

Consolidating and Modernizing IT Infrastructure

An important part of the IT modernization initiative will be the consolidation of critical IT infrastructure. This includes the standardization of IT platforms and data centers, consolidation of network operations centers (NOC) and help

desks, and enhancement of both enterprise networks and content distribution platforms. This modernization initiative will facilitate the seamless collaboration between USAGM's five networks by supporting the development of new capabilities to promote content sharing and co-creation.

Modernization and transitioning to more cloud-based IT infrastructure and services helps to protect the Agency from ransomware and other cybersecurity threats, as cloud-based options offer greater redundancy and disaster recovery capabilities. These moves also improve USAGM's operational agility, as the Agency emerges from the COVID-19 pandemic and considers workspace options and a potential move to a new building.

USAGM leverages redundant, geographically diverse network connections. However, the physical routers at its headquarters in Washington, D.C. introduce a single point of failure. In FY 2022, USAGM will install an additional router system to mitigate this risk. On-premises network access will rely increasingly on wireless network technologies, thus TSI is shifting from wired to wireless access for most users, reserving wired connections for only the most demanding services, such as video production. By the end of FY 2022, TSI will consolidate two legacy wireless networks and transition to the next generation solution.

In FY 2022, TSI will also complete its Unified Communications rollout to VOA bureaus and the ERM transmitting station in Greenville, North Carolina. This will allow USAGM to reduce spending on annual phone maintenance, local and international calling, and related costs. Initial savings will be used to pay for more user licenses and desktop equipment. Microsoft Teams also enables easier tracking and analysis of real-time communications-related costs, particularly international calls. By the end of FY 2023, all USAGM traditional telephonic needs will be migrated one hundred percent to Unified Communications.

As noted earlier, IT modernization will ease an eventual move to a new, more functional, economical, and energy efficient headquarters building. In the meantime, TSI's Facilities Management Division will set up hoteling space to support teleworking staff when on site, in a way that reduces USAGM's footprint in the Cohen Building. This effort will not only lead to reductions in building lease costs, but also reduce the Agency's carbon footprint.

Evolving USAGM's Global Network

In FY 2021, USAGM's audiences again saw substantial growth on digital platforms, but also on traditional TV and radio platforms, as well. In most of the markets that USAGM targets, digital platforms are quickly growing, but TV and FM radio remain very popular. As such, in FY 2022 and FY 2023, TSI will continue to invest in direct-to-home satellite, FM radio, and affiliate broadcasters, in addition to digital platforms to help reach crucial audiences.

At the same time, USAGM will continue its business review of legacy platforms, particularly shortwave and medium wave radio. Intended to align transmission capabilities with the program delivery needs of various broadcast sources. This USAGM study informs resource allocation for USAGM's content platforms in an effort to align them with audience preferences, which continue to evolve away from SW and MW radio.

As part of this effort, USAGM's ERM transmitting station will be transferred from OCB to TSI, in order to better align the Agency's largest transmission resources with the office that has the technical expertise in transmissions. The medium wave radio installation at Marathon, FL will remain under OCB.

In response to the Russian invasion of Ukraine, USAGM is seeking to boost its direct programming into Ukraine, which to date has been largely affiliate-based. As Ukrainian affiliates risk being shut down or disrupted by the invasion, USAGM plans to establish a 24/7 direct-to-home satellite TV channel. The Agency will also explore cross-border radio options. Shortwave has not been a popular platform for Ukrainian audiences for decades, but medium and long wave radios are ubiquitous in cars and common in handheld radios.

Partnerships with broadcast affiliates remain crucial, as affiliates provide USAGM content to half of the Agency's audiences. In FY 2023, the OBD team plans to assist with the repositioning of USAGM's content in the Pakistan and Afghanistan markets, and promote Russian-language Current Time placement in Central Asia and global capital cities with Russian-speaking audiences.

In Africa, OBD plans to work with VOA on new TV programming in key languages such as Hausa, French, and English, and on special programs like the Start Up Africa documentary series. In Asia, OBD will pursue new avenues of distribution

for VOA's and RFA's content into restricted markets like Burma, Cambodia, and explore opportunities for expanded placement of VOA's English content across the region. In Latin America, OBD will focus on increasing the placement of VOA's and OCB's content in places like Nicaragua, Venezuela, and Haiti.

OBD plans to broaden its international media training program by pursuing funding from public and private sources to provide media training and professional development to journalists across the globe.

IT Security

USAGM's cybersecurity efforts will continue in FY 2022 and FY 2023 to further meet compliance with the FISMA goal of maintaining a "consistently implemented" maturity level of information security.

As USAGM migrates existing services to the Cloud and develops or purchases new services, TSI's IT security will support the implementation of those services through information security reviews, research, and analysis of FedRAMP certification, the United States government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services.

In FY 2021, TSI developed and began deploying SecureEnrollment, a set of security measures that ensure a secure, consistent, and enforceable security posture on Agency-owned and supervised iOS mobile devices. TSI will continue deploying SecureEnrollment to all newly-issued Agency-owned mobile devices, consistent with the upgrade schedule, completing this transition in FY 2023.

In FY 2022, USAGM will develop a Zero Trust Architecture (ZTA) implementation plan, with the rollout slated for FY 2023. ZTA refers to an evolving set of cybersecurity paradigms that move defenses from static, network-based perimeters to focus on users, assets, and resources. ZTA is advised when an Agency's network includes remote users, personal devices, and cloud-based assets that are not located within its owned network boundary.

Other IT security efforts USAGM will undertake in FY 2022 and FY 2023 include moving forward with its Multifactor Authentication (MFA) using Personal Identity Verification (PIV). A pilot in FY 2022 will allow the Agency to identify challenges, paving the way for broader adoption and complete implementation for all Agency application and government-furnished devices by the end of FY 2023.

USAGM is also fully adopting its IT Governance program, holding routine Investment Review Board (IRB) meetings that adhere to Capital Planning and Investment Control (CPIC) best practices for its federal entities in FY 2022. In FY 2023, IRB and CPIC will include all USAGM elements, including the non-federal entities.

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Radio Free Europe/Radio Liberty (RFE/RL)

Funding *($ in thousands)*

FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
$ 127,310	$ 126,500	$ 132,645

Overview

RFE/RL is a private, nonprofit, non-federal entity, funded through, and operating under, a grant agreement with USAGM. RFE/RL's mission is to promote democratic values and institutions, and advance human rights by providing local reporting and public service journalism in countries where a free press is banned by the government, or not fully established. RFE/RL journalists report in 27 languages in 23 countries, delivering uncensored news, responsible discussion, and open debate that audiences cannot get from the local media. RFE/RL's reporting counters disinformation from Russia, China, Iran, and other malign actors by providing objective news and information to audiences.

At a time of unprecedented authoritarian aggression and attempts to undermine democracy across Eurasia, RFE/RL's unique value lies in its frontline capabilities and professional journalism. 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, deeply relevant, programming in a cost-effective manner. In FY 2021, 37.2 million adults consumed RFE/RL programming weekly via digital, TV, and radio platforms, according USAGM's research.

FY 2021 Accomplishments

In FY 2021, RFE/RL demonstrated impact with major reporting accomplishment by providing an alternative to Russian and Chinese state-sponsored disinformation throughout Eurasia, on-the-ground coverage of major events, and engaging with Iranian audiences despite extreme government censorship.

RFE/RL faced significant — and historic — threats to its operations across multiple markets, including:

- Afghanistan, where RFE/RL was forced to evacuate at-risk journalists and close its bureau in Kabul as the Taliban seized control of the country.
- Belarus, where RFE/RL reporters were stripped of accreditation, harassed, and jailed following their bold coverage of the country's fraudulent 2020 elections and the public protests that followed. RFE/RL's Minsk Bureau was raided by Belarusian security forces, with its reporters fleeing the country under threat of arrest. Ihar Losik, a social media contributor for RFE/RL, was arrested in June 2020 and is serving a fifteen year prison sentence in connection with his work.
- Russia, where RFE/RL's Moscow bureau has been severely handicapped due to RFE/RL's refusal to label its journalism as the product of a "foreign agent," a principled decision that has resulted in a myriad of prosecutions, mounting fines, and individual "foreign agent" designations for many RFE/RL journalists. In the face of this harassment, RFE/RL now relies on a network of freelance journalists. Despite these challenges, RFE/RL journalists throughout Russia continued to provide coverage of momentous political events for their audiences including Aleksei Navalny's return to Russia.
- Russian-occupied Crimea, where Ukrainian Service journalist Vladyslav Yesypenko was detained and tortured by Russian-backed security services. In February 2022, Yesypenko was sentenced to six years in prison by a Russia-imposed court in Crimea.

An Alternative to Russian and Chinese Disinformation

RFE/RL provides an alternative to Kremlin-controlled media and Chinese state-sponsored narratives in countries across the region where Moscow and Beijing attempt to influence perceptions.

RFE/RL has nine projects in four languages, Russian, Chechen, Tatar, Bashkir, addressing diverse target audiences across Russia, eight of these projects have been designated "foreign media carrying out the functions of a foreign agent" by the Russian Justice Ministry in an effort to discredit RFE/RL not only in Moscow, but at the regional level. The RFE/RL-led Current Time TV and digital network 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 news and information. Despite the legal harassment described above, the Russian Service, Radio Svoboda, is at the forefront of reporting on the socio-political environment inside of the Russian Federation, relying on a vast network of regional correspondents. The Tatar-Bashkir Service and North Caucasus Service report on taboo issues to audiences in Russia's most vulnerable locales.

Despite the immense pressure campaign by Russian authorities, Current Time and the Russian Service have brought audiences investigations and live protest coverage, the Tatar-Bashkir Service has offered on-the-ground reporting from labor camps, and the North Caucasus Service has exposed atrocities against the LGBTQ+ community in Chechnya. This type of reporting is otherwise completely unavailable in the Russian market.

Chinese influence and disinformation across RFE/RL's coverage area is increasing rapidly. From the Kazakh Service producing a unique TV documentary on the first ethnic Kazakh whistleblower who spent time in a Xinjiang political re-education camp, to the Balkan Service's investigation revealing how Serbia spent $19.3 million on six Chinese-made military drones, RFE/RL provides increasing coverage of China's attempts to increase its footprint in the region, with a strong focus on the persecution of Muslim population in the Xinjiang Uyghur Autonomous Region, as well as the export of surveillance technology.

On-the-Ground Advantage

With local on-the-ground reporters across the coverage region, RFE/RL is able to provide audiences with unique local coverage of major events.

In Belarus, as the country's citizens struggled and protested for democratic change, RFE/RL in-country reporters provided audiences with exclusive live footage from street demonstrations and in-depth reporting on police repression of ordinary citizens. During the 2020 Nagorno-Karabakh war, RFE/RL was able to show both sides of the story with its reporting networks in both Armenia and Azerbaijan, allowing audiences to see the objective truth from both vantage points of this difficult situation. In Afghanistan and the border regions of Pakistan, local reporters braved extreme risks to report on the human consequences of the Taliban's resurgence in the region.

Bolstering Digital Excellence

RFE/RL is a digital-first media organization, engaging audiences with bespoke digital content distributed across all major locally used platforms. RFE/RL's digital strategy has increased exponentially, making impact on RFE/RL's core mission of delivering news of local importance to its target markets. The result is an ability to engage, inform, and connect local communities, evidenced by strong impact indicators, including the 7.0 billion combined video views across Facebook, YouTube, and Instagram in FY 2021.

Further success in the digital sphere came from RFE/RL's relaunch of a digital-only Hungarian Service in September 2020. Building on the success of previous digital-only relaunches in Bulgaria and Romania, the Hungarian Service provides a source of timely, accurate, unbiased, and non-partisan news and information for Hungarians in a country where independent media has been under assault, and Russian and Chinese influences have grown. Despite the COVID-19 pandemic, the service reported regularly on government influence in state media, the struggles that ordinary Hungarians face with the pandemic, and many instances of abuse of power in local government. In FY 2021, the service swiftly made its mark with a monthly average of more than 3.3 million video views on Facebook and almost 10,000 subscribers to its daily newsletter.

Achieving Impact through Investigative Reporting

Investigative reporting across RFE/RL's language services serves to reinforce democratic principles by exposing corruption, malfeasance, and misconduct. In Central Asia, RFE/RL's reporting frequently highlights corruption and holds governments to account like the series of reports by the Kyrgyz Service, the Organized Crime and Corruption Reporting Project (OCCRP), and OCCRP member center Kloop that uncovered a massive money-laundering scheme that funneled hundreds of millions of dollars out of Central Asia. The series received the prestigious 2019 Tom Renner Award from Investigative Reporters and Editors. The Ukrainian Service serves as a media leader in Ukraine, frequently conducting investigations and high-profile interviews that are picked up across Ukraine's top media outlets. This is all possible despite journalists and staff being subjected to legal actions and physical attacks in retaliation for their reporting.

One RFE/RL investigation that had major impact in FY 2021 was an RFE/RL exclusive that revealed a Russian disinformation campaign to denigrate Western coronavirus vaccines across the region while at the same time promoting Russian-produced vaccines. The exclusive was picked up by other media outlets, and RFE/RL reporters were sought after by external media to speak on the subject.

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 the media inside Iran. Despite being officially blocked within Iran, Farda received 176 million visits to its websites and news app, as well as 449 million video views across social media networks in FY 2021. Notably, despite being barred from any official reporting presence on the ground in Iran, Farda is one of the few news organizations that effectively employs in-country sources and community journalism to report news from inside Iran.

FY 2022 and FY 2023 Initiatives

Despite intensified attacks against independent media and civil society and corruption at the highest levels of governments, RFE/RL's language services focus attention on underreported issues across the region. That credible reporting is a beacon of freedom to audiences living under corrupt regimes and underscores the importance of fundamental freedoms for RFE/RL's global audiences. Throughout FY 2022 and FY 2023, 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.

Fighting Russian Disinformation

Across all of RFE/RL's coverage area, its language 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 reporting regions and develop new tools and formats to support these efforts.

RFE/RL is uniquely present and prepared to cover the evolving situation of Russian aggression against Ukraine from all angles. RFE/RL teams at the frontlines and across the region will be covering the latest developments in Ukraine, Russia, and Belarus, providing timely updates and analysis, compelling human storytelling, and rich contextual reporting that keeps audiences on all sides of the conflict informed and armed with reliable "news they can use" which local media do not always provide. RFE/RL is relocating parts of its reporting team to western Ukraine and preparing to deploy reporting teams throughout the region to ensure continuous coverage of developments no matter what direction the crisis turns. Plans and processes are in place to make sure professional journalism will continue to be accessed and shared if internet access is severely curtailed or entirely shut down.

In Russia, RFE/RL will provide rich and verified journalism on the consequences of the invasion of Ukraine, including reporting on the true and full extent of the invasion, losses sustained, and the impact of devastating western sanctions levied in response. RFE/RL will redouble efforts to expand audience reach and will work to ensure that its reporting remains accessible within the Russian Federation as the Kremlin seeks to clamp down on RFE/RL's reporting in the country through increasing legal restrictions and penalties on journalists who do not highlight that their content was produced by a "foreign agent." This will include seeking an expanded regional footprint from which to report on Russia and provide content to societies under information assault by the Kremlin should the Moscow bureau be forcibly shuttered.

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 digital storytelling formats and engagement strategies. It will also continue to serve as one of the biggest platforms for high-quality Russian-language documentaries, many of which have been barred within Russia for their political content. The Russian Service will continue to focus on ensuring that community news that is underreported in the Russian Federation is available to local audiences. RFE/RL will also continue its *Realities* community reporting projects for Siberia, the North Caucasus, and the Volga-Ural, central, 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.

Ensuring Safety, Security, and Continuity of Operations

With threats against journalists mounting across the entire RFE/RL coverage area, RFE/RL will ensure that physical and digital security efforts are intertwined and fully resourced across the its organization, allowing RFE/RL to provide the highest level of protection throughout its organization in order to react quickly to detected risks and threats. RFE/RL will prioritize the safety and security of its employees and freelancers at the frontline of some of the hardest places in the world to work as a journalist. In cases where journalists come under pressure or harassment, RFE/RL will leverage all possible resources to help them.

Increasing Digital Engagement

RFE/RL prioritizes reporting for digital distribution with the aim of growing audiences and diversifying its demographic reach. As audiences increasingly turn to digital distribution platforms, RFE/RL will ensure that training, staffing, and best practices related to digital journalism, cybersecurity, and audience engagement are expanded. RFE/RL's Digital Strategy Unit will focus on ensuring that all language services are engaging audiences with news experiences tailored to digital platform best practices.

Establish a New Virtual Kabul Bureau

Because RFE/RL had already anticipated many of the challenges it now faces in Afghanistan following the Taliban takeover, the Afghan Service is well-poised to face the future and implement a comprehensive strategy for audiences in the country. After the fall of Kabul, RFE/RL implemented a multi-pronged strategy for evacuating as many of its staff as possible, with some journalists slated to continue their work for the Afghan Service in a "virtual Kabul bureau" based in another RFE/RL bureau. The Afghan Service continues to offer a varied range of journalism to its audiences inside Afghanistan. The Afghan Service's coverage of issues affecting the women of Afghanistan gives them the voice they are now denied under Taliban rule.

Conducting High-Impact Reporting

RFE/RL will continue to take concrete steps to promote investigative reporting, efforts to counter disinformation, as well as reporting on China and gender equity.

Exposing corruption is central to RFE/RL's mission, and RFE/RL will build on the success of its impactful investigative reporting. RFE/RL plans to bolster its investigative capabilities through enhanced training, technical and IT security, and partnership with established investigative projects in its coverage area.

RFE/RL will continue to expand its China-related reporting. As China seeks to enhance its global footprint via investing in both infrastructure and information operations, countries across RFE/RL's coverage area are particularly vulnerable to its influence. RFE/RL will bolster investigative reporting to uncover examples of deliberate Chinese disinformation in the region as Beijing expands its soft power influence efforts and highlight them to local audiences, exposing efforts to mislead. RFE/RL's enhanced reporting on the topic will contribute to broader USAGM's efforts to cover China-related issues.

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 journalism acting as a force multiplier as it generates multi-country conversations and safe spaces for open conversation and problem solving. Improved packaging and distribution strategies 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.

Increasing Professionalism and Adherence to Journalistic Standards

RFE/RL will continue to strengthen its journalistic excellence by further solidifying editorial standards, increasing the transparency of journalistic work and principles, and honing a commitment to compelling, relevant, and objective public service journalism. RFE/RL will expand access to training for staff and the types of training available across the organization, including a focus on training in fundamental principles of ethical journalism as well as digital production,

distribution strategies, cross-promotion, and audience engagement. Over the last few months, the Hungarian Service and the Russian Service have worked with the Trusting News Organization in their first engagement with media outside of the United States on strategies to build trust in RFE/RL reporting in these countries.

Notable Program Changes

The increase of $6.145 million to RFE/RL's FY 2023 budget will allow RFE/RL to improve its operations in a number of critical areas.

The $3.25 million for countering Russian influence will allow RFE/RL to move forward with opening new reporting hubs in Vilnius, Lithuania and Riga, Latvia from where RFE/RL journalists can safely work and report news and information while remaining as close to audiences in Belarus and Russia as possible. Current Time will launch special Russian-language output specifically for audiences in Belarus from Vilnius. RFE/RL will launch a Russian-language investigative unit based in Riga to work on standout investigations in Russian, including visualizing stories for social media and for the Current Time network. RFE/RL will use the remaining funds to open a Digital Innovation Hub to expand RFE/RL's work in the digital sphere, ensure quick solutions to delivery and platform challenges, respond to new trends, and easily share innovations between different language services with the shared aim of efficiently countering disinformation by Russia and other regimes. The Digital Innovation Hub was originally slated to be in Kyiv, Ukraine, therefore other locations will be considered depending on the future situation in Ukraine.

The $2.895 million for general increases will help address major constraints across the organization that developed over the past five years of increasing operational costs and flat budgets. RFE/RL will be able to tackle key priorities to upgrade to modern digital equipment, reduce pressure on antiquated information systems, handle increasingly challenging inflationary pressures, and improve RFE/RL's ability to attract and retain top journalists and support staff. Increased funding will also allow for systems and staff skill upgrades to improve physical and cybersecurity infrastructure, and focus greater attention on risk and compliance. All of these steps will help RFE/RL develop and execute its digital-centric strategy and expand its ability to reach strategic audiences.

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Radio Free Asia (RFA)

Funding *($ in thousands)*

FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
$ 46,616	$ 47,603	$ 51,297

Overview

RFA's mission is to provide accurate and timely news and information to Asian countries whose governments prohibit access to a free press. RFA has a legislative firewall that bars interference by United States government officials in the execution of RFA's mission of providing reliable journalism to audiences otherwise deprived of uncensored, accurate press.

RFA is a private, nonprofit, non-federal entity, funded through, and operating under, a grant agreement with USAGM. RFA serves as surrogate media, substituting for domestic media in Asian countries that prevent or restrict freedom of the press. RFA broadcasts in Burmese, Cantonese, Khmer, Korean, Lao, Mandarin, Tibetan, Uyghur, and Vietnamese on shortwave, medium wave, 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.

FY 2021 Highlights and Accomplishments

RFA has provided a platform for Chinese citizens to challenge Beijing's tight censorship regime, for Uyghurs to learn about ongoing mass internment and abuse of their brethren, and for Burmese citizens to understand changing conditions on the ground following the February 1, 2021 military coup that deposed the country's democratically elected National League for Democracy government.

The China Services broadcast to both Mainland Chinese and Hong Kong populations and have been at the forefront of covering both the ongoing COVID-19 pandemic in China and the rapid deterioration of press and political freedom in Hong Kong. RFA's coverage of Hong Kong grew in prominence and importance, exposing the hollowness of the Chinese Communist Party's (CCP) promise of "one country, two systems." Reporters have been on the streets and in courts as Hong Kong's activists, young and old, have continued to call out Beijing's attempts to control the former British colony. As the Beijing-backed government of Hong Kong began implementing the National Security Law passed by China's National People's Congress and prominent democrats and student leaders faced prosecution or fled, people of Hong Kong turned to RFA Cantonese to tell their stories. The people of Hong Kong's reliance on RFA increased as independent news media there, including Apple, Next, and Stand News, shuttered operations. RFA's exceptional work on the COVID-19 pandemic earned notice from United States experts and officials. The coverage was also picked up by TIME magazine, VICE News, the Toronto Sun, the Times of London, and the Washington Post, among many other outlets.

On the Mainland, the China Service maintained focus on the CCP's crackdown on house churches and religious freedom, CCP history, and the real lives of ordinary citizens today. In FY 2021, RFA Mandarin was awarded a National Murrow Award by the Radio Television Digital News Association for a video series examining the impact of China's financial market on its citizens. In early May, RFA also garnered two top prizes at the 25th annual Hong Kong-based Human Rights Free Press Awards, one for an RFA Mandarin audio series on tensions between the Vatican and Beijing over the appointment of Chinese bishops, and the other for commentary writing on newly launched Mandarin-language website *WHYNOT/Wainao*, which targets young Chinese around the world. The commentary *The truth isn't dead: You just don't believe it anymore* exemplified *WHYNOT*'s creative presentation of views that are otherwise unavailable in Chinese government-controlled media. *WHYNOT/Wainao* also garnered an Online News Association award for its impactful feature on the "erased decade" of the modern Chinese feminist movement. Since its soft launch in late FY 2020, *WHYNOT*'s fresh approach has fueled a lot of conversation on social media, including inside China's internet firewall.

RFA Burmese has emerged as an essential source of independent news as Burma experienced tectonic shifts in its politics. Its audience has grown four-fold in just over two years, according to a December 2020 USAGM-commissioned survey that found 24.9 percent of the population consumed RFA content on a weekly basis, up from 6.2 percent in 2018. Even before a February 2021 coup that triggered popular protests and a bloody crackdown, RFA Burmese was challenging the narratives of the military, through its uncompromising coverage of ethnic conflicts. As authorities rounded up journalists, RFA reporters continued to operate, documenting the protest movement and military repression in twice-daily news bulletins. When an RFA reporter challenged the military spokesperson live on state TV on February 16, 2021, the confrontation was viewed five million times in 24 hours and drew 660,000 reactions on Facebook. Exclusive video footage on March 3, 2021 of police beating ambulance workers with rifle butts was picked up by ABC News, Reuters and The Associated Press. Also noteworthy, RFA's 2021 David Burke award recipient Soe Soe Htet continued her reporting on the crisis in Burma as she and her family fled military authorities to a camp for Internally Displaced People (IDP) near the Thai border. International media widely used RFA Burmese coverage of street protests and interviews with military defectors.

RFA Uyghur is a primary source for news on the detention of millions of Uyghurs in internment camps within the XUAR, which the United States government has denounced as genocide. 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 2021, RFA Uyghur Service produced exclusive radio and television interviews with internment camp survivors and broadcast reports confirming China's attack on the Uyghur language, culture, religion, traditions, customs, and values. RFA Uyghur sounded the alarm on the threat that the COVID-19 pandemic posed for crowded and unsanitary internment camps, countering the 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 pandemic. Western media outlets echoed the shout-outs by human rights groups, members of the United States 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 April, the CCP singled out an RFA reporter

during a press conference aimed at demonizing Uyghurs abroad who have spoken out about the atrocities in XUAR, which disturbed Washington Post editor Fred Hiatt, whose opinion piece described the treatment of Gulchehra Hoja as China "intensifying the third phase of its genocide denial."

FY 2022 and FY 2023 Initiatives

In FY 2022 and FY 2023, RFA plans to increase its production of compelling and impactful content by launching an investigative unit tasked with probing Chinese activities throughout RFA's target region and beyond. This skilled team will dig deeply into documents, satellite photos, communications and personal statements to expose the truth and counter false narratives. RFA's past efforts have shown the power of focused investigation fostering collaboration between reporters from multiple language services, contracted specialists in military hardware, satellite imagery, Chinese government and business documents, climate and environment, and multimedia experts capable of presenting exclusive content in the most attractive, engaging way that modern audiences expect online.

Also capitalizing on RFA's strength in producing quality content through collaboration, RFA will increase efforts to modernize production focusing on cataloging digital assets, upgrading multimedia workflows, increasing the use of creative multimedia content, while aiming for compelling storytelling online both visually and through podcast platforms. The goal of well tagged, in-depth, high quality content is a maximum impact to fulfill the RFA mission in increasingly challenging environments — confronting false narratives from China, maintaining a focus on deteriorating rights conditions in Hong Kong, exposing abuses in Xinjiang and Tibet, and holding the Burmese Tatmadaw accountable as citizens continue to resist military rule. RFA plans to hire a digital asset manager and expand personnel for video editing, motion graphics, and multimedia projects management in FY 2022.

The China Services will increase their capacity to respond to Beijing's propaganda in real time, dedicating resources to verifying multimedia content to avoid "deep fake" photos and videos, focusing on social media, well-produced and informative videos and shareable content. To expand the impact of RFA's unique and exclusive reporting its China Services anticipate greater participation in

academic roundtables and speaker series throughout the Chinese-speaking world, from Hong Kong, Taiwan, Singapore, to Chinese diaspora communities around the globe. Both Mandarin and Cantonese services will aggressively expand social media content and engagement (Facebook, YouTube, Instagram, Telegram and Clubhouse), and increase their focus on deteriorating freedoms in Hong Kong, by working with social media influencers and the tens of thousands of residents who have fled Hong Kong since China imposed its repressive national security law.

RFA Uyghur will continue to broaden its current programming from radio to web videos to incorporate stories that inspire and induce discussion among newsmakers, experts, and the general population. In FY 2022 and FY 2023, 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.

In FY 2022 and FY 2023, RFA Korean's in-depth news team will continue to build its networks within North Korea, exposing conditions faced by citizens under severe COVID-19 restrictions. 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* (translation: market) *Generation*, 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. The in-depth news team will collaborate with RFA Korean's new video team using infographics, photos, and illustrations with news content and feature stories to create content specifically tailored for popular Korean domestic social media platforms in addition to YouTube, Facebook and OTT apps.

In FY 2022 and FY 2023, RFA Tibetan Service will continue to produce in-depth 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 2022 and FY 2023, RFA Burmese will focus on sustaining its reporting capacity, as military rulers increase attacks on journalists. The service will continue coverage of all regions of Burma, filling the breach left by domestic news media that were forced out of the country or off the air because of a ruthless crackdown by the military junta after the February 2021 coup. Within the constraints presented by a highly challenging security environment, RFA Burmese will look to recruit more in-country reporters for newsgathering, while expanding its over-stretched production capacities in Washington, D.C., to serve a growing audience on shortwave radio, online and on TV broadcasts. Since June 2021, RFA Burmese's daily television news broadcast and magazine program *Here and Now* have been transmitted via the joint VOA-RFA *Ludu Meitswe* channel, now available on Thaicom 6 satellite, the region's most popular DTH. In FY 2022 and FY 2023, RFA Khmer will continue its much-watched daily news broadcasts that aim to hold the increasingly authoritarian government of Prime Minister Hun Sen to account, and scrutinize his administration's tightening embrace of China. As Cambodia heads toward local and then national elections in FY 2022 and FY 2023, RFA will look to recruit more reporters in country and provide more rolling coverage of events across Cambodia on its social media feeds. RFA will also explore opportunities to reopen an office inside the country if conditions permit and seek the resumption of its broadcasts on FM affiliates.

In FY 2022 and FY 2023, RFA Lao will intensify its coverage of China's growing footprint in Laos, which was deepened by the opening in late 2021 of a high-speed China-Lao railway. The service will produce more video content and also strengthen its economic reporting to inform its audience about the impact of Laos' mounting debt to China, including for dams that are altering the ecosystem on the Mekong River.

In FY 2022 and FY 2023, RFA Vietnamese will work with RFA's regional South China Sea correspondent to bring more exclusive coverage of territorial and maritime disputes with China to Vietnamese audience. The service will continue to use online video and its popular social media feeds to highlight the plight of people who are punished by the government of Vietnam for free expression, and will provide a platform for bloggers and commentators who still choose to exercise that right.

Notable Program Changes

RFA's efforts to counter Chinese influence through a dedicated investigative unit will create sixteen new positions within the organization and require funds for contractors, travel, equipment, and administrative support.

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Middle East Broadcasting Networks

Funding *($ in thousands)*

FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
$ 106,590	$ 110,312	$ 111,148

Overview

MBN is a private, nonprofit, non-federal entity, funded through, and operating under, a grant agreement with USAGM. MBN provides the United States with a direct line of communication to Arabic-speaking people of the Middle East and North Africa (MENA). As a reliable source of comprehensive, balanced news and information, MBN exists to showcase the democratic tradition and power of free media. MBN broadcasts only in the Arabic language and is the only Arabic language programming funded by USAGM targeting 22 MENA countries. MBN currently supports five media brands from its headquarters in Springfield, VA, its regional hub in Dubai, United Arab Emirates, and bureaus in Washington, D.C., Lebanon, Iraq, Egypt, Israel, Morocco, and Tunisia.

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's programming is broadcast via USAGM's transmission network while MBN engages directly with audiences across a range of social media platforms.

FY 2021 Accomplishments

From the aftermath of the historic explosion in Beirut to the renewed Israeli-Palestinian violence, MBN has been covering the story and on the ground reporting to provide accurate, comprehensive context to its audiences across the

region as events unfold in FY 2021. Despite the abundant operational challenges and disruptions at both its headquarters and overseas bureaus imposed by the COVID-19 pandemic, MBN continued to flourish and advance its mission across all media. News output and programming were not only sustained, but met the challenges of an eventful year in the United States and the MENA region. In furtherance of its mission, MBN excelled in its news coverage, launched new mission-driven programming, reformatted all radio programming to all news and information re-established its digital infrastructure, and reimagined MBN's broadcast infrastructure.

USAGM's national surveys (May 5, 2021) indicated 33.6 million adults in MBN's target region used MBN sources in the past week. An August 2020 USAGM national survey showed MBN's weekly audience across media among non-Kurdish provinces in Iraq in 2020 was over 76 percent. In Israel, 21.5 percent of Arabs said in a September 2020 survey that they had watched Alhurra in the past week. The last survey in the Palestinian Territories (from 2019) showed half the population (50.1 percent) used MBN media in the past week. The most recent data across the regions shows that, in all but four target countries, MBN reaches over ten percent of the target population of each country for which research is available.

Overcoming Challenges from the COVID-19 Pandemic

In FY 2021, MBN overcame tremendous COVID-19 pandemic threats to its operations, particularly during three bureau shutdowns and a headquarters evacuation due to staff outbreaks. National and international travel restrictions, infections, and curfews significantly hindered operations causing production delays, newsgathering challenges, and staffing shortages. The commitment of MBN staff and its leadership not only sustained production, but expanded it throughout the challenging and dynamic year. The editorial and technical staffs dramatically shifted workflows to stretch the boundaries of remote work, creating production workflows, IT infrastructure, and paperless administration from scratch as the COVID-19 pandemic rooted deeply.

At least 25 percent of global staff continued working from MBN facilities on each shift daily throughout the COVID-19 pandemic, primarily due to the demands of live television production. While great lengths were taken to ensure

Centers for Disease Control (CDC) and local guidelines were enforced to create safe environments, MBN was unable to avoid outbreaks, which affected nearly thirty percent of on-site staff. MBN pivoted dynamically at each turn to ensure continued operations, including but not limited to shifting broadcast locations on short notice, demanding extended staff schedules, and juggling workflows to accommodate missing members, including operationalizing managers and Directors when needed.

Showcasing America's Democracy in Action

MBN is poised to represent America like no other outlet across the network's broadcast region. FY 2021 highlights MBN's coverage of America, Americans, and United States policy, beginning with extraordinary coverage of America's Presidential Election. MBN's initial coverage of the 2020 Presidential Elections spanned over forty hours continuously across all media, including a weekly wrap-up show that ran until the final election result was ultimately declared.

MBN correspondents positioned in North Carolina, California, Michigan, Pennsylvania, Florida, Virginia, and the White House reported live regularly to provide voter reactions throughout the non-stop coverage, which included 145 reports and packages, 129 website videos, 70 guests and analysts, an interactive United States map on the website with live polling results, 60 live reports on Facebook and Twitter, 160 web articles, 30 digital explainer videos, and four augmented reality explainer graphics.

Beyond live and special coverage of the Presidential Elections and Inauguration, MBN focused on assessing and expanding United States content which continued in FY 2021 to develop and produce weekly programming to provide audiences insight into American culture and institutions, including but not limited to:

- *Decisions Capital* – providing analysis and context for United States foreign policy through a weekly panel and presenting the breadth of viewpoints within America.
- *Inside Washington* – tackling United States issues to provide an authentic perspective reflecting the values of freedom and democracy in action, and hosting political, human rights, and other leaders across the spectrum of American perspectives.

- *American Highlights* – A 25-minute weekly non-political podcast that features topics about American democracy and history, American culture and art and American social values and ideals.
- *Off the Beaten Path* – a new series that is unveiling America and Americans beyond the beltway, major cities and tourist sites and telling original American stories.
- Acquiring programs of compelling quality and distinguished content about American innovation and breakthroughs.

Fighting Disinformation

MBN consistently and critically provides news and information void of the inherent religious and political biases, or disinformation agendas, pervasive in media outlets across the MENA region. In FY 2021, MBN continued delivering balanced news and information through its twelve daily Pan-Arab newscasts, three daily Iraq news shows, and daily live news analysis shows. In addition, production of a wide array of mission-oriented digital and television/video programming continued, including those specifically focused on combatting disinformation:

- *Alhurra Investigates* – 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.
- *Debatable* – addressing and debunking fundamental religious interpretations in terrorists' literature and its impact.
- *Dis-Mis-Fake* – a weekly digital program that debunks intentional online disinformation by combining thorough research with captivating visuals.

In FY 2021, MBN launched new programs to combat disinformation and promote government accountability, including:

- *Two Dollars* – delving into policies that lead to poverty in the Arab world.
- *The Lebanese Scene* – examining the foundational cracks in Lebanon's government and society.
- *In Iraqi* – examining events of the day that influence Iraq government and society.

Re-Building and Expanding Digital Foundations

Although research shows that television is still a key media source for news and information for most throughout the MENA region, digital consumption is poised to outpace its prominence in many of the 22 target countries, particularly among younger audiences. MBN has initiated the repositioning of its digital team and operations to ensure the quality, accessibility, and efficacy of programming in support of MBN's mission across all relevant digital platforms. FY 2021 is a year of transition and further evolution of MBN digital properties.

One of the top strategic priorities is to put high-quality, trustworthy, Arabic-language content in front of people, based on what they are looking for, and to make it easy for them to access, consume and share. Prior to that, MBN will ensure that it fully understands audience needs so that it can deliver the content they want through the channels they use.

In FY 2022, MBN will focus on the mandate to empower through understanding with the goal for people to turn to MBN to make sense of what is happening in the news. Above all, MBN will continue playing to the key strength of producing ethical, quality journalism, which is uncommon in its target broadcast regions. MBN will also focus on the mandate to explain America to the audiences in MENA, and produce United States content that best reflects America.

This past year, MBN rebuilt its content management system, based on USAGM's Voltron technology platform, as a starting point for a refocus and improvement of its digital content and strategies. From the technical upgrade alone, average past week visits to Alhurra's website more than tripled in FY 2020 from FY 2019 and there was high engagement in many articles, but there remains much to do to improve MBN's impact on the digital front. MBN will soon begin the next phase of development that includes a considerable list of improvements and new features and functionalities.

In addition to filling its authorized positions delayed by the COVID-19 pandemic, MBN launched an external and internal review of the digital properties to inform its overall digital content strategy this year.

In partnership with USAGM, MBN has launched an OTT app to maximize the reach of its live streams and video-on-demand programming content. It is now available on five platforms that cover the vast majority of MBN's target audience.

In FY 2021, MBN also tapped into the booming medium of podcasting in order to expand its reach and connect with new audiences, particularly women and younger professionals.

MBN will continue exploring new platforms and investing resources to produce more original content, with special focus on episodic, digital shows (in-house/in-studio original production).

Improving Technical Infrastructure

The technical response to COVID-19 pandemic challenges generated a requirement for many adjustments to IT and production policy and configurations to support both remote work and social distancing. In FY 2021, MBN's multi-year broadcast infrastructure upgrade transitioned from conceptual to detailed design working through a value engineering process to ensure financial goals as well as honoring Agency requirements with respect to Metadata standards, MAM system interoperability, file transport and other key sub-systems and functional components. With IP-based transport systems and software already in place, FY 2021 has already realized economies in newsgathering costs.

FY 2022 Initiatives

As the MENA region is torn by geopolitical struggles and regional influences, including from Iran, Russia, and China that are vying for dominance, the network and MBN's role therein remains crucial. MBN will continue to strive to be the first and most reliable source of news and information about the United States and its foreign policy, and countering related disinformation, for its audience. In FY 2022, through internal resource reallocation, MBN will continue refining its content strategy to increase impact, focusing content in seven mission-driven priority areas. Reflecting MBN priorities, new programs designed for digital and traditional media are planned for launch on and about diversity, gender equality, MENA youth pursuit of opportunity, United States innovation, and climate

science. In FY 2022, a new project covering Russia, Iran, and China will launch under the investigative unit to rectify the trio's disinformation in the Middle East and about the United States worldwide.

MBN Digital Overhaul

To radically increase reach and engagement, MBN will pursue an approved strategy which will be completed by the end of FY 2022, to refocus content to reflect MBN's defined priorities and modify content delivery for emerging trends and preferences of the target populations. Elements already clear for pursuit are the increase in the use of video journalism to consistently produce compelling video stories told using advanced digital storytelling techniques, and the need for a social media offshoot to target young Millennials and Generation Z through creating real-time online content and digital shows in emerging formats including TikTok, Snapchat, and Instagram Reels. A recent study across the MENA, found that "MENA is one of the largest markets for Instagram worldwide," and that "three Arab countries in MENA are amongst the top Snapchat markets worldwide, with users in Saudi Arabia watching more content on Snapchat Discover every day than any of the top ten TV channels." Plans will reflect the internal reviews, external reviews, and available research.

In FY 2022, MBN will invest further in mobile journalism (MOJO), particularly overseas, such that MBN will be able to provide standard MOJO kits to reporters and train them on how to get the best out of this affordable, flexible, empowering, and discreet way of creating content.

In FY 2022, MBN will continue optimizing the United States Programming Unit to fulfill its mandate of telling the story of America and Americans in engaging and compelling formats.

In FY 2022, MBN will realize its technical infrastructure upgrade in many ways such as, improved operational flexibility, and establishment of Disaster Recovery (DR) methodology for distribution and production systems. Further economies will be anticipated through planned rework of network connectivity, implementation of cloud-based technologies, and fast, efficient, and centralized file-based and collaborative workflows.

FY 2023 Initiatives

Alhurra and Alhurra Iraq Visual Brand Overhaul

In FY 2018, Alhurra and Alhurra Iraq's brand and graphics were completely transformed across television and digital platforms. This included updated logos of networks and programs, new live graphics, new show openers, and new promos to ensure a uniform and visually appealing brand throughout the platforms. Following the successful rebrand, other pan-Arab networks followed MBN's lead and developed similar on-air and online visuals.

Beginning FY 2022 in tandem with the infrastructure and digital overhauls, the organization will update and develop new graphics for Alhurra and Alhurra Iraq. The updated visuals will be built with a digital-first mindset and migrate many of the digital visual trends on to Alhurra and Alhurra Iraq screens such as faster paced intros, dynamic transitions, and highly adaptable live graphics. MBN will utilize the full capabilities of its new technical setup and create stronger consistencies across MBN's visual output. The new visual brand will build on the FY 2018 success and reinforce MBN's reputation to create innovative graphic elements.

Programming in FY 2022 and FY 2023

In FY 2022, Alhurra has updated its TV programming lineup by adding 78 hours of original program production through the year, which thirteen hours are United States-focused content such as *America: The Melting Pot*. A new weekly one-hour Sudan show will be introduced to keep up with the political turmoil in Sudan and its impact on people's lives. The programming revamp will also include Russia-Iran-China (RIC) projects under the Investigative Unit unveiling Russian, Iranian, and Chinese wrongdoings, and their impacts on the world stage.

In FY 2022, Radio Sawa Levant and Sawa Iraq will continue their transformation with enhanced programming and launch the new stream, *Sawa Sudan*.

In FY 2023 MBN will relaunch Alhurra Iraq with a complete revamp of its programming. Iraqi content will increase from 35 percent to 50 percent of the grid.

Beginning in FY 2023, United States television content production will be enhanced with an additional 64 hours of programming that profiles United States advances in innovation, environmental protections, and the leading United States brands in the Arab World.

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Open Technology Fund (OTF)

Funding *($ in thousands)*

FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
$ 36,161	$ 20,000	$ 21,148

Overview

OTF is a private, nonprofit, non-federal entity, funded through, and operating under, a grant agreement with USAGM. OTF's mission is to advance internet freedom in repressive environments by supporting the research, development, implementation, and maintenance of technologies that provide secure and uncensored access to the internet and counter attempts by authoritarian governments to restrict freedom online.

To further its mission of advancing internet freedom in repressive environments, OTF provides direct funding and support services to individuals and organizations around the world that are addressing threats to internet freedom, journalism, and human rights with technology-backed solutions. OTF provides this funding and services through a number of Funds and Labs.

- The *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.
- The *Technology at Scale Fund* is the primary means through which OTF directly supports the technology needs of USAGM. The fund supports solutions that ensure USAGM audiences can access content safely through firewalls and other government attempts to censor objective news. This close partnership also supports internet freedom technology solutions for secure newsroom workflows and digital security support through the *Entity Support Program*.

- OTF's *Rapid Response Fund* aims to facilitate timely and comprehensive digital emergency responses for individuals, communities, and organizations whose free expression has recently been repressed. To resolve digital emergencies, OTF offers both direct financial support as well as technical services from trusted partners to high-risk people and organizations, such as bloggers, cyber activists, journalists, and human rights defenders.
- OTF's *Information Controls Fellowship Program* supports individuals in their research and development of internet freedom reports, projects, tools, and more. These fellowships support individuals studying censorship through a variety of disciplines.
- OTF's *Resource Labs* are a set of support mechanisms made available to OTF-funded projects, as well as other important internet freedom efforts. The Labs provide support to, and build capacity among, the field of internet freedom practitioners. These services ensure that the technologies incubated and supported by OTF are as effective, secure, and usable for USAGM audiences. The Labs include:
    - *Localization Lab*, localizing internet freedom tools in new languages;
    - *Red Team Lab*, conducting security audits and strengthening the security of open-source internet freedom tools;
    - *Secure Usability and Accessibility Lab*, aiding in the broader adoption of internet freedom software and tools by working with developers to provide secure usability and user-interface assistance;
    - *Learning Lab*, sharing the knowledge and learnings of projects and the results they produce;
    - *Engineering Lab*, facilitating adoption of underlying privacy, security, and circumvention technologies;

OTF continues receiving and reviewing applications for funding through the open and competitive funds, labs, and fellowships as described above and will continue to build out its team and lean infrastructure as necessary, to support its fully open and competitive application process. Much of OTF's success in supporting internet freedom is owed to its thoughtfully designed application process, which reduces barriers to entry, making funding more accessible to qualified individuals and organizations around the world. OTF's multi-stage application review process, through which successful applications are improved and refined, is managed by

the OTF team and complemented by OTF's Advisory Council — a group of nearly forty technical, regional, and subject-matter experts from a wide range of relevant disciplines — who provide feedback, guidance, and rankings for all proposals.

FY 2021 Highlights and Accomplishments

OTF realized many significant accomplishments throughout FY 2021 and worked diligently to provide support to both new and continuing projects, particularly as the community continues to contend with the effects of the COVID-19 pandemic. Many of the projects that the organization supported in FY 2021 will continue producing results well into FY 2022 and FY 2023.

OTF's supported projects reached significant milestones and successes over the past year by helping to support broader efforts to advance a free and open internet. With over fifty new projects supported, and dozens more receiving ongoing support, OTF's efforts continue to improve access to the global internet, advance awareness of privacy and security threats, and enhance privacy and security that enables free expression and promotes human rights.

Providing tools to help those living in repressive environments to circumvent censorship is a core focus of OTF. One recent example is OTF's *Geneva* project, which employs an algorithm that automatically learns how to evade censorship and provides its users with the tools to do so. The project has already discovered dozens of new techniques to evade Chinese censors and has been incorporated into many OTF-supported tools to strengthen their effectiveness in circumventing censorship as it emerges. In addition, *WireGuard*, a secure VPN protocol, was integrated into the Linux operating system, allowing for more secure access to censorship circumvention and fewer options for infiltration by authoritarian governments. OTF has also helped pioneer new publisher-side circumvention techniques via projects such as *Olink* which gave content providers the tools to make censored content more resilient to blocking and more easily available to its intended audiences.

Just as vital as providing access to content is ensuring that those creating and accessing that content can do so safely and free from repressive surveillance. OTF continues to drive innovations in the secure messaging space through projects

such as *Deltachat*, which leveraged email encryption to create an adaptable, decentralized secure messenger, and *Ricochet*, which has built a metadata-less and decentralized instant messaging platform built for journalists, activists, and others under acute surveillance threats. In addition, *Awala*, an OTF-supported tool to help circumvent internet blackouts, provides software that securely transports digital content from areas experiencing internet shutdowns to internet-rich environments for further dissemination, lowering the risk for activists and reporters attempting to move sensitive information.

OTF-supported projects also support and enhance digital security best practices. One example includes *Securing the Lebanese Civil Space*, which established a help desk to support journalists, human rights defenders, activists, and civil society groups with digital security training and responding to digital emergencies. Another project is *TibCert*, which combines digital emergency support, digital security training, threat research and analysis, and technology development to assist Tibetans under acute surveillance threat.

Bringing awareness to internet freedom threats, particularly by highlighting digital censorship, is a critical component of OTF's focus. An investigative series funded by OTF, won the Pulitzer Prize in International Reporting last year. The Xinjiang investigative series[2] shed light on the numerous new prison and internment camps built by China over the past three years, underscoring their use against Muslim minorities despite competing claims by the government. This project aligned with the OTF's mission by uncovering, and ultimately utilizing, the technique through which Chinese censors were censoring Baidu maps to identify camp locations despite efforts to digitally conceal them.

OTF's *Rapid Response Fund* has provided secure hosting, security audits, and website sanitation to civil society organizations, while simultaneously providing direct funding for emergency digital security efforts on the ground to support journalists, human rights defenders, civil society groups, and activists. Those in Burma have relied on the *Rapid Response Fund* where the recent military coup and subsequent internet shutdowns have cut off and imperiled journalists and civil society groups.

2 buzzfeednews.com/article/meghara/china-new-internment-camps-xinjiang-uighurs-muslims

OTF concluded its sixth class of fellows from the *Information Controls Fellowship Program (ICFP)*. The fellows completed work on a wide range of projects[3], including conducting applied research on information controls developments focused on China, Egypt, Burma, India, Nigeria, Cameroon, Ethiopia, and Zimbabwe. Concurrently, the fellows advanced emerging circumvention and anonymity techniques, and discovered potential privacy and censorship issues in a mobile app used worldwide. Reports and findings from these individual projects were regularly released throughout FY 2020 and FY 2021. The seventh *ICFP* class began in FY 2021, with the cohort focusing on the constantly evolving techniques used in China to carry out censorship in order to advance existing mechanisms to overcome it.

Through the *Technology at Scale Fund* OTF supports some of the most popular circumvention tools globally, ensuring a robust pool of circumvention tools is available to USAGM broadcasters and their audiences. This suite of tools is diverse in its technical approaches and resilient across regions to ensure content remains accessible. Through this fund, OTF has increased support for powerful anti-censorship and circumvention tools. *nthLink* is a mobile censorship-circumvention application that sees millions of users per month, and has been implemented into all language services VOA, RFA, RFE/RL, and OCB. *Psiphon* is a free and open-source circumvention tool that serves over 35 million USAGM landing pages monthly. *Lantern* delivers secure access to blocked websites and apps and is amongst the largest and most successful censorship tools in China. In addition to these tools, the *Tor Project*, an open-source tool for enabling anonymous communication and content delivery, integrated *Snowflake* over the past year, which is a user-friendly mechanism to overcome censorship. This integration allows for easier connections to the Tor network so that audiences can more safely access blocked content where it is particularly sensitive. In addition, the *Guardian Project* supports mirror websites that allow direct access to USAGM's content and other key websites without the need for a separate circumvention app. *Guardian* supports approximately 100 websites with over 200 mirror replicas averaging nearly two million hits per week, which include localized USAGM network sites as well as other global news sources.

3 opentech.fund/news/2019-icfp-wrap-up

FY 2022 and FY 2023 Initiatives

In FY 2022 and beyond, OTF will continue its support for internet freedom by seeking improved technical solutions to pressing challenges such as internet shutdowns, further diversifying a robust suite of circumvention techniques and developing better secure communications technologies in response to increasingly sophisticated authoritarian surveillance threats.

In addition to OTF's focus on global internet freedom, OTF will further develop its close partnership with USAGM's networks through support to internet freedom technology solutions for the Agency via the *Technology at Scale Fund*, and support for secure newsroom workflows and digital security interventions via the *Entity Support Program*. Feedback loops from frontline reporters and their audiences to developers creating the next generation of circumvention and security technologies will be further strengthened through these mechanisms for the benefit of both USAGM journalists, audiences and the global internet freedom community.

In response to quickly evolving censorship and surveillance threats, OTF has identified a number of areas of focus vital to the defense of global internet freedom for FY 2022 and FY 2023.

Responding to the Rise of Repressive Surveillance

The rise of large-scale repressive surveillance has become the most significant threat to freedom of expression, independent journalism, democracy, security, and human rights globally. New technologies, including machine learning and the precursors to artificial intelligence, have enabled faster, more accurate, and more targeted surveillance at unprecedented scales. Once only available to a small number of well-resourced regimes, highly advanced surveillance technologies are now widely accessible to nation-states and other non-state actors around the globe. Today, any government with an interest in surveilling its citizens can easily acquire the tools necessary to conduct near real-time mass surveillance.

The expansion and modernization of authoritarian surveillance practices directly threatens USAGM's mission and its ability to serve its audiences with objective news content. In an effort to stifle freedom of expression online, many authoritarian regimes inflict offline punishments in response to citizens' online speech. As a result, it has become crucial that USAGM's audiences are not just

able to reach censored content, but able to reach it safely. Equally important is the journalists' ability to report the news safely. Sensitive files, communication with sources, and reporters' own personal information must remain safe from authoritarian surveillance if USAGM journalists are to have any hope of continuing to report safely and independently on authoritarian governments.

The globalization of repressive surveillance technology requires a concomitant intervention to safeguard free speech and human rights. The bar for success of these technologies is high, as effective solutions in the security and privacy space must be able to withstand sophisticated state-sponsored attacks while simultaneously being simple for non-technical users. In response, OTF plans to conduct in-depth technical analyses, prototype, and deploy new solutions to combat the proliferation of advanced, large-scale surveillance by authoritarian regimes.

Countering CCP Influence Online

As the global vanguard for an authoritarian vision of the internet, the Chinese government has pioneered new technological means of conducting fine-grained censorship and surveillance at scale. Furthermore, it is actively exporting its information control technologies throughout the world in an effort to establish new online norms, characterized by centralized government control rather than by free association and free expression.

China is already the primary point of reference for many of OTF's most advanced circumvention technology development efforts. However, to successfully counter the CCP's attempts to spread and normalize the use of repressive technologies, OTF will expand its research efforts to investigate emerging threats, further improve and diversify available circumvention solutions, significantly increase investments in privacy and security-enhancing technologies to bring any investment in line with current threats, as well as seek better coordination and response via a global civil society threat intelligence sharing network.

Threat Intelligence Coordination

While the normalization and globalization of surveillance and censorship have enabled enhanced coordination and information sharing among authoritarian regimes, these developments have left civil society more isolated and vulnerable than ever. In many countries, civil society organizations are working individually

in isolation to identify and mitigate digital threats to their organizations and communities, but few have the resources or expertise to keep up with the pace or sophistication of new threats. While some groups have stepped forward to investigate and analyze new censorship and surveillance techniques, they remain under-resourced and few cannot respond quickly to the immense volume of new threats spread across different regions. This lack of coordination also delays the development of new tools and technologies critical to combat the latest threats. In order to effectively combat authoritarians' coordinated censorship and surveillance efforts, OTF will need to invest in greater coordination and information sharing among civil society.

OTF will provide support to civil society organizations in order to identify new censorship and surveillance technologies and threats, conduct in-depth forensic analyses, establish coordination mechanisms to rapidly alert journalists, human rights defenders, and technology developers of new digital threats, and share effective mitigation strategies or instigate the development of new technologies in response to newly emergent threats.

Leveraging Machine Learning

Innovations in machine learning have created both significant challenges and opportunities for internet freedom technologies. Repressive regimes are utilizing machine learning to automate their censorship and surveillance efforts, making censorship and surveillance easy, faster, and cheaper than ever. Censorship efforts that once would have taken repressive regimes months to implement, now only take a matter of days or even hours.

While repressive regimes have utilized machine learning to enhance their censorship techniques, innovations in machine learning have also revealed many opportunities to improve and accelerate circumvention techniques and tactics. However, this area of work has received little attention or investment to date. As a result, developments in machine learning censorship techniques have quickly outpaced corresponding innovations in machine learning circumvention solutions, creating an increasingly uneven playing field. OTF aims to explore and prototype innovative machine learning circumvention techniques for integration by existing circumvention tools and to support new approaches.

Broadcasting Capital Improvements (BCI)

Funding *($ in thousands)*

FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
$ 3,469	$ 9,700	$ 9,700

Overview

The Broadcasting Capital Improvements (BCI) account funds large-scale capital projects, improvements, and maintenance of USAGM's global transmission network and digital multimedia infrastructure. TSI manages most of the BCI projects to benefit elements across the Agency and helps ensure that USAGM remains competitive in global media markets. For the Agency to fulfill its mission, USAGM must meet audiences on the broadcasting and technology platforms they prefer. As media markets have evolved over the decades — from shortwave and medium wave radio to FM, to television, to internet and social media platforms — USAGM must update its infrastructure and tools to keep pace.

The BCI account also supports capital projects managed by VOA, OCB, and the USAGM Office of Security. These USAGM offices will continue the support of essential technical operations in FY 2023 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 2021 Accomplishments and FY 2022 to FY 2023 Initiatives

USAGM continually realigns its global content distribution network, including its transmission network assets, in order to serve audiences as effectively and efficiently as possible. A focal point of this effort has been to increase transmission capabilities at the USAGM Kuwait Transmitting Station (KTS) facility. KTS offers the lowest operating cost of all USAGM transmitting stations in the network, and is strategically situated to provide excellent service to remaining

direct broadcast audiences in Africa, the Middle East, and Central Asia in a more cost-effective manner. The project, which will conclude in early FY 2023, will facilitate potentially closing or reducing the usage of other, costly transmission sites.

Utilizing previous funding from the Congress, TSI has constructed a short-range broadcast antenna for regional target areas so that a long-range antenna can be made available for longer-distance transmissions. In FY 2019, a USAGM request for proposals to install four new shortwave antennas in Kuwait had only one respondent, which was priced unreasonably high. USAGM negotiated with the respondent to reduce that price and entered into a contract to construct the new antennas at the start of FY 2021.

Completion of the KTS expansion project will result in additional transmitting capability so that USAGM may take advantage of the lower transmission costs from this site. Four new high-power antennas will be constructed, while the transmitter building will be expanded to accommodate four new high power shortwave transmitters. FY 2021 funding will also provide for the outfitting of the new transmitter bays, the purchase of up to four new digital capable shortwave transmitters, and infrastructure modifications to accommodate the required additional transmitter switching. USAGM also awarded a contract to replace two chiller systems at the KTS. The chillers will protect the transmitters from catching fire and provide cooling to the administration building, needed in Kuwait's severely hot climate.

All antenna systems at USAGM's transmitting station on CNMI (the Commonwealth of the Northern Mariana Islands) were destroyed by Typhoon Yutu in October 2018. RFA broadcasts to East Asia were heavily impacted. Salvage work by USAGM and funding from Congress have enabled slow but steady repairs, such that by the end of FY 2021, USAGM had restored five systems to operation, with a sixth system restored in the third quarter of FY 2022. Restoration of the remaining antenna systems are dependent on additional funding.

In FY 2022 and FY 2023, TSI will focus its other BCI-funded station maintenance and repair efforts on issues that affect basic functionality, as well as the safety and security of USAGM personnel and equipment. For example, in FY 2021 TSI completed the installation of a new fire alarm system at the Philippines Transmitting Station. A similar project for the administrative buildings at the KTS started in early FY 2022 and is expected to be completed in the third quarter

of the fiscal year. TSI has also completed installation of two new chillers at the ERM transmitting station in Greenville, NC. Initiated in FY 2019 but delayed for several months by the COVID-19 pandemic, the successful completion of this project means reduced risk of transmitter failures and fire hazards due to excessive heating. TSI is assessing the need for similar chiller and cooling system replacement projects throughout USAGM's overseas stations as these aging systems threaten transmitter operations.

TSI is also replacing a generator at the Sao Tome Transmitting Station as the first phase in renovating that station's extremely old, unreliable power plant. This effort will be completed in FY 2022.

VOA will complete the installation of an Internet Protocol (IP) routing system for its audio and video signals, a major project that was delayed by the bankruptcy of the integrator heading the project. The Agency will also begin testing a "master control in the cloud" technology that will free VOA from having to purchase or maintain servers and other storage. VOA will also convert several of its radio studios to television operation, matching the worldwide preference for video over audio or text. In FY 2023, GSA and VOA will begin to plan the reconstruction of the VOA Los Angeles studio facility, replacing the one that was damaged by a fire in 2017.

During FY 2021, OCB's portion of BCI funding was employed for multiple maintenance and repair activities as well as technical upgrades at radio facilities (medium wave and shortwave) located in Marathon, Florida and Greenville, North Carolina.

In FY 2021, OCB's BCI accomplishments at the Marathon Transmission Site include installation of new satellite dishes to transition from C-Band to Ku-Band program distribution from USAGM's Network Control Center (NCC), upgrades to the station's security system, replacement of HVAC building and transmitter cooling sources, repairs to transmitters, and vital repairs to structural degradation due to flooding and wind damage sustained during Hurricane Irma.

In FY 2021, OCB's BCI accomplishments at the ERM facility include completion of phase one of the HVAC and building management system with the installation of two new chiller units, coolant system plumbing replacement in vital shortwave transmitter resource due to system aging and transmitter propensity for leaks

that could have severe and adverse effects on equipment and personnel safety, engineering analysis and assessment of antenna structure indicating evidence of corrosion to ascertain structural integrity and best methodologies for subsequent repairs, antenna guywire repairs to include engineering assessment and structural analysis of station temporary fixes, guy socket replacements and associated fabrication requirements, and repairs to the station diesel fuel delivery system.

In 2023, OCB's initiatives are upgrading aging IT infrastructure and enhancing support requirements for the transition to a progressive media production and distribution methodology, replacing electrical transfer switches and intake system for the Marathon facility backup generator, replacing fire protection systems at the Marathon facility, construction of a protective flood barrier and drainage system for the Marathon facility, and upgrading the video production studios cameras and technical equipment.

After the disruptions experienced in FY 2021 due to the COVID-19 pandemic, the USAGM Office of Security (SEC) plans to use available BCI funds to visit, assess, and document the security status of USAGM's overseas and domestic transmitting stations, offices, and facilities in FY 2023. The USAGM's transmitting stations are diplomatically accredited facilities and subject to comprehensive interagency security requirements and standards. SEC plans to work closely with security contractors to evaluate, develop, document, and execute security engineering projects mandated for each station and facility visited, to help to strengthen the Agency's International Broadcasting Operations (IBO). SEC aims to assess and document the security status of as many transmission stations as possible during FY 2023. If travel restrictions due to the COVID-19 pandemic do not permit SEC and related personnel to travel as planned, there are alternative plans in place to utilize the available BCI funds for physical security upgrades at the Cohen Building in Washington, D.C.

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 its performance indicators. This integrated budget and performance section connects USAGM's 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 www.usagm.gov.

Summary of the 2022–2026 USAGM Strategic Plan

USAGM's *2022-2026 Strategic Plan, Truth over Disinformation: Supporting Freedom and Democracy*, informs the Fiscal Year (FY) 2023 budget request and continues the integration of performance, budget planning, and management of USAGM.

In outlining a clear vision, mission, goals, and objectives, the Strategic Plan charts an ambitious path, in light of the challenging global information environment, with growing efforts to control information and erode trust in media and democratic institutions.

The mission of USAGM is to inform, engage and connect people around the world in support of freedom and democracy.

The Agency's vision is to ensure access to trusted, compelling, and impactful content in order to create a robust response to censorship and disinformation and support democratic ideals and values. This mission and vision are achieved through two strategic goals:

- Expand freedom of information and expression; and
- Share 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. Sharing America's democratic experience and values serves the same purpose. In covering the United States, USAGM's networks open a window onto democracy in action.

Impact and Agility Objectives and Performance Goals

USAGM's two strategic goals are supported by eight 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 the 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. In addition to the listed performance goals, USAGM performance reporting will also present narrative evidence that the Agency is accomplishing its objectives. These objectives and goals map out Agency priorities for the next two years.

Mission:

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

Strategic Goals:

Expand freedom of information and expression

Share America's democratic experience and values

Objectives:

Impact Objectives

Agility Objectives

IMPACT OBJECTIVES:

1. Produce and curate compelling and impactful content that audiences use and trust
2. Prioritize audiences that are information-denied or targets of dis-information and extremist rhetoric
3. Reach and engage underserved audiences, including women, youth, and marginalized populations
4. Overcome censorship to connect audiences in closed societies
5. Optimize program delivery and digital engagement
6. Engage and empower local media and populations
7. Serve as an authoritative source of information on U.S. news, policy, and society
8. Serve as a surrogate news operation, delivering information otherwise not available in local markets

AGILITY OBJECTIVES:

1. Manage a nimble, resilient, sustainable, efficient, and modern media enterprise
2. Enhance communication and strategic cooperation across USAGM networks and offices
3. Enable greater impact and accountability through data-driven evaluation and decision-making
4. Foster engagement, development, and equity in a diverse workforce

Impact Objective 1

Produce and curate compelling and impactful content that audiences use and trust

Journalism is the daily work of USAGM's broadcasters, and building trust in that journalism is paramount. Creating compelling and impactful content requires the Agency's networks to create programming that adds significant value compared to competitors, is tailored to meet the needs of local target audiences, and is curated with the purpose of supporting an active and democratic citizenry. This task requires rigorous adherence to journalistic standards, editorial transparency, and preservation of the editorial firewall that protects programming from outside interference.

USAGM will:

- Provide news and programming that is accurate, objective, comprehensive, and in accordance with the highest professional standards of journalism;
- Preserve the editorial firewall, protecting the independence and integrity of networks' journalists;
- Produce news and information, consistent with audience needs and mission requirements, on issues that are not addressed adequately by media in the target area, e.g., human rights and good governance;
- Offer relevant and informative content that research, web analytics, and audience and affiliate feedback show is of vital interest to audiences, including reporting on health, climate, and technology;
- Produce enterprise reporting through deep and agenda-setting exploration of critical issues; and
- Curate content from and co-create content with reputable partners, as consistent with Agency 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]						
Network	FY 2019 Actual	FY 2020 Actual	FY 2021 Target[5]	FY 2021 Actual	FY 2022 Target[6]	FY 2023 Target[6]
USAGM[2]	350	354	380	394	394	397
VOA	280.9	278.0	305.0	311.8	309.0	310.0
RFE/RL[3]	38.1	41.1	36.2	37.2	37.3	37.3
RFA[4]	50.7	49.5	55.0	59.8	60.0	60.5
MBN	24.3	27.5	32.0	31.1	34.0	35.0
OCB	1.0	1.0	1.2	1.0	1.0	1.0

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 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.

4 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.

5 FY 2021 targets are from the FY 2022 Congressional Budget Justification.

6 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA: The FY 2022 and FY 2023 targets for VOA reflect expected audience gains from India, which had not been surveyed in over a decade and had expired from the global calculation, and the addition of WorldPoll omnibus data from dozens of other countries, offset slightly by the expected loss of radio transmission in Afghanistan. RFE/RL: Projects a decline in audience due to increasing pressure against RFE/RL operations by authorities in Russia, which will likely lead to audience losses for the language services targeting audiences in Russia.

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, North Caucasus, 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 the 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
Percentage of weekly audience who consider information to be very or somewhat trustworthy

NETWORK	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
VOA	83	83	80	81	82	82
RFE/RL	73	75	75	74	76	76
RFA	77	76	77	77	78	78
MBN	75	68	70	70	73	76
OCB	97	97	97	97	97	97

1 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA: Historically, qualitative indicators of general perception such as this tend not to shift much for VOA, unless there is a significant increase or decrease in audience in a very populous audience, such as China. Though larger, less loyal audiences tend also to be correlated with lower trust, that was not the case as measured during the unprecedented 2020-2021 news cycle. RFA: "Trust" numbers are derived from data from Cambodia (where trust was 87 percent in the most recent survey), Burma (at 87 percent) and China (at 75 percent). Because figures are weighted by audience size, China's audience perceptions predominate in all estimates. MBN: "Trust" for MBN is much higher than 68 percent in most countries (e.g., 96 percent in Morocco and 83 percent in Saudi Arabia), but because averages are weighted by audience size, MBN's average comes primarily from Iraq, where MBN has a larger audience than in other countries.

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 based on the following response options: "Trust a great deal," "Trust it somewhat," "Do not trust it very much," or "Do not trust it at all." The Program 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.

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for program credibility has changed

to "how trustworthy do you find the content from [brand]?" registered on a four-point scale based on the following response options: "Very trustworthy," "Somewhat trustworthy," "Somewhat untrustworthy," or "Very untrustworthy." As results from the new questionnaire become available, they will be combined with previous results in the program credibility indicator.

Impact Performance Goal 1.3: Provide programming that increases the audiences' understanding of current events

UNDERSTANDING

Percentage of weekly audience who report that the broadcasts have increased their understanding of current events somewhat or a great deal

NETWORK	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
VOA	76	75	76	75	76	76
RFE/RL	75	75	76	78	79	80
RFA	52	52	51	51	52	55
MBN	66	65	70	50	55	60
OCB	96	96	80	96	80	80

1 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA: Historically, qualitative indicators of general perception such as this tend not to shift significantly for VOA, unless there is a significant increase or decrease in audience in a very populous audience, such as China. RFA: This metric for FY 2021 was derived from measurements in China and Cambodia only. As with the "Trust" metric, opportunities for significant growth in FY 2022 are limited by the overwhelming size of RFA's China audience which weighs heavily this metric toward Chinese data. MBN: Because numbers are weighted for audience size, understanding for MBN primarily reflects Iraq, where MBN has by far the largest audience, obscuring stronger understanding numbers for Alhurra in Saudi Arabia (78 percent). MBN's "Understanding" target increase assumes improvements as a result of the relaunch of Radio Sawa, the introduction of new engaging broadcast and digital programs and greater ability to engage audiences as the COVID pandemic winds down. MBN's FY 2022 and FY 2023 targets are more modest than those in the OMB budget to reflect MBN's expectation that audience reactions to MBN content will improve more gradually than anticipated as audiences become accustomed to MBN's new, higher quality programming over time.

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 based on the following response options: "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."

USAGM's revised core questionnaire has been tested in multiple markets and proven to more accurately capture how audiences use and remember engaging with its network's programming. . As a result of testing and cognitive interviews, the question wording for this indicator now asks whether respondents agree or disagree that "[brand] increases my knowledge of news about the rest of the world." As results from the new questionnaire become available, "understanding of current events" will be replaced by "knowledge of world news" in USAGM performance reporting.

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

NETWORK	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
VOA	63	64	64	64	64	64
RFE/RL	56	53	54	58	59	60
RFA	87	85	90	93	90	90
MBN[2]	75	63	65	NA	70	75
OCB	75	75	75	75	75	75

1 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA: Based on current data trends, VOA expects this metric to remain stable. RFA: FY 2021 metric is derived from Cambodia data only, since the omnibus survey conducted in Burma did not include this question. RFA anticipates additional data from other target markets in FY 2022 and FY 2023 that are unlikely to match or exceed the high measures in Cambodia. MBN: FY 2022 and FY 2023 targets for this measure assume continued improvements as a result of MBN relaunch that includes a greater focus on issues audiences cannot find in other regional media.

2 This question was not included in 2019-2020 MBN surveys.

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 based on the following response options: "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 FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for this indicator changed to ask audiences whether they agree or disagree that "[brand] helps me to form opinions on important issues." As results from the new questionnaire become available, USAGM will report combined figures from the old questionnaire (percentage of weekly audience selecting "a great deal" or "somewhat") and the new questionnaire (percentage of weekly audience selecting "agree").

Impact Objective 2

Prioritize audiences that are information-denied or targets of disinformation and extremist rhetoric

In choosing languages and target areas, USAGM considers the local media situation, along with United States strategic interests, and prioritizes countries that lack a free or developed press. Special consideration is given to populations in information-denied environments and at risk due to disinformation and extremist propaganda.

USAGM prioritizes reaching audiences in areas plagued by disinformation and extremism, where extremist and foreign propaganda stymie free, open, democratic societies, thus threatening the United States and regional security. Another key focus area is audiences subjected to censorship and state-sponsored disinformation campaigns, which seek to undermine democratic norms and the very idea of objective truth.

USAGM will:

- Prioritize countries lacking freedom and democracy or faced with disinformation or extremism, where accurate, credible news and information are lacking. Enhance services to these areas, where feasible;
- If needed, introduce service in selected new languages to reach sizeable new audiences in countries where USAGM products are urgently needed;
- Serve as a conduit for the transmission of reporting from inside closed societies lacking press freedom to outside audiences;
- Use a broad range of tools to respond to disinformation, including creating compelling original content, fact-checking, exposing disinformation campaigns, and ensuring secure access to uncensored platforms;
- Ensure strong local news coverage, as warranted by events, to meet urgent audience needs in areas of crisis; and
- Draw on the experiences of the world's many models of free societies, in particular the United States, 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 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
Iraq[3]	35.0% (Jul 2017)	61.7%	70.0%	71.9%	78%	79%
Nigeria	19.2% (Jul 2018)	19.2% (Jul 2018)	19.2%	19.2% (Jul 2018)	21%	21%
Afghanistan[4]	69.3% (Jul 2018)	69.3% (Jul 2018)	69.3%	69.3% (Jul 2018)	45%	45%
Pakistan	5.3% (Jan 2019)	5.3% (Jan 2019)	5.3%	5.3% (Jan 2019)	5.3%	6.0%
Former FATA region[5]	26.4% (Jun 2015)	N/A	26.4%	N/A	N/A	N/A

1 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary 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's networks target with programming that provides news and information to counter extremist messaging.

3 The 2021 Iraq estimate includes data from two different surveys, one among Iraqi Arabs and one among Iraqi Kurds. Fieldwork for the survey among Iraqi Arabs took place in August 2020; fieldwork for the Iraqi Kurdish survey took place in October 2019.

4 Afghanistan may see the historically high reach drop as United States interests withdraw further from the country and USAGM's broadcasters potentially lose access to local FM transmitters for distribution.

5 The last USAGM survey of former FATA covers was conducted in June 2015, outside of the five-year reporting window for USAGM research. USAGM has tried to receive permission from local authorities to conduct a new survey in the Tribal Areas of Khyber Pakhtunkhwa without success.

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

Country	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
China[3]	6.2% (Aug 2017)	6.2% (Aug 2017)	6.2%	6.2% (Aug 2017)	6.2%	6.8%
Vietnam	3.6% (Jul 2016)	3.6% (Jul 2016)	6.5%	11.2% (Dec 2020)	11.2%	11.5%
Laos	2.4% (Sep 2016)	2.4% (Sep 2016)	3.5%	4.7% (Dec 2020)	4.7%	5.0%
Turkmenistan	6.1% (Jun 2019)	6.1% (Jun 2019)	6.1%	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	23.4% (Sep 2017)	23.4% (Sep 2017)	18.0%	19.0% (Mar 2021)	19.0%	19.0%
Azerbaijan[4]	3.5% (Dec 2015)	3.5% (Dec 2015)	3.5%	N/A	3.0%	3.0%
Cuba	11.1% (Mar 2017)	11.1% (Mar 2017)	13%	11.1% (Mar 2017)	11.1%	11%
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 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 Selected countries include those targeted by USAGM's networks, in which USAGM is able to conduct research, that have the lowest press freedom scores on external indices.

3 The previous survey of China, conducted in 2017, will age out in FY 2022. USAGM is looking for opportunities to conduct a new survey in China and hopes to be able to conduct one by FY 2023.

4 The last USAGM survey of Azerbaijan was conducted in December 2015, outside of the five-year reporting window for USAGM research.

Indicator:

Measured weekly audience is explained above under Impact Performance Goal 1.1. For individual countries, the measured weekly audience is expressed as a percentage of the adult population covered by the survey.

Impact Performance Goal 2.3: Reach audiences in environments targeted by state-sponsored disinformation campaigns

Country	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
The Russian Federation	7.7% (May 2018)	7.7% (May 2018)	7.7%	7.7% (May 2018)	7%	7%
Ukraine	18.0% (Jun 2016)	24.4% (May 2019)	21%	20.8% (Dec 2020)	21%	21%
Moldova	32.1% (Feb 2016)	32.2% (Nov 2019)	32%	32.2% (Nov 2019)	32%	32%
Kazakhstan	9.6% (Nov 2016)	9.6% (Nov 2016)	10%	9.6% (Nov 2016)	10%	11%
Tajikistan	10.8% (Jun 2017)	10.8% (Jun 2017)	11%	10.8% (Jun 2017)	11%	11%
Estonia	5.1% (Jun 2016)	12.9% (Nov 2019)	13%	12.9% (Nov 2019)	13%	13%
Latvia	5.2% (Jul 2016)	14.3% (Oct 2019)	15%	14.3% (Oct 2019)	15%	15%
Lithuania	10.0% (Jul 2016)	11.7% (Oct 2019)	12%	11.7% (Oct 2019)	12%	12%

1 Factors contributing to FY 2022 and FY 2023 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 USAGM's networks target with programming that provides news and information to counter state-sponsored propaganda.

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:

Freedom House Rankings	# of USAGM target countries ranked as:		
	Not Free (64 Total)	Partly Free (63 Total)	Free (83 Total)
2021 FREEDOM IN THE WORLD (POLITICAL)	54	52	21

Reporters Without Borders Rankings	# of USAGM target countries ranked as:				
	Very Bad (21 Total)	Bad (52 Total)	Problematic (59 Total)	Fairly Good (36 Total)	Good (12 Total)
2021 WORLD PRESS FREEDOM INDEX	21	48	44	12	1

Impact Objective 3

Reach and engage underserved audiences, including women, youth, and marginalized populations

In all target markets, USAGM's networks seek to grow their audience base and reach those traditionally underserved by USAGM broadcasts. In many contexts, USAGM audiences have skewed older and male. Populations in many target countries are overwhelmingly young — a challenge, but also a chance to connect with a demographic that in some cases is unfamiliar with USAGM's networks and brands. The Agency strives to serve the information needs of other marginalized populations, including refugees, religious and ethnic minorities, diaspora communities, people with disabilities, and sexual minorities.

USAGM will:

- Reach out to groups that traditionally have been underserved by news media, including women and youth, as well as refugee communities, with compelling programming that will inform and empower them;
- Increase the visibility in programming of members of underserved groups and address 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;
- Increase research to understand societal and systemic issues that influence media use by underserved audiences in order to adjust content and delivery decisions; and
- Participate in the 50:50 Project, a project that encourages the role of women as discretionary sources in news interviews.

USAGM tracks its progress in achieving Impact Objective 2 with the following performance goals:

Impact Performance Goal 3.1: Increase representation of women in programming

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Number of networks participating in 50:50 Project[1]	**1**	**1**	**3**
Number of language services participating in 50:50 Project[1]	**11**	**15**	**20**
Percentage of discretionary guests who are women in participating programs[2]	**45.3**	**46.0**	**47.5**

1 Measure of networks and language services actively participating on the last day of fiscal year in FY 2021 and FY 2022, 50:50 Project implemented at VOA only.

2 Percent of women among total discretionary guests throughout entire fiscal year, in participating programs.

Impact Performance Goal 3.2: Increase reach among traditionally underserved demographics, including youth and women

	FY 2022 Target	FY 2023 Target
USAGM	**Work with network leadership and research staff to establish metrics for reaching underserved demographics**	**Establish baselines and set targets for new performance metrics**

Impact Objective 4

Overcome censorship to connect audiences in closed societies

For almost seventy years United States international broadcasting has fought censorship in all its forms. Today, as the global media environment continues to rapidly evolve, access to free and independent media is in decline. Digital censorship and jamming of radio and TV broadcasts, including those of USAGM, are growing in key markets. 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 individual countries aggressively implement sophisticated internet firewalls and surveillance systems to censor and control digital ecosystems, preventing audiences from freely accessing and sharing content on digital platforms.

USAGM upholds the universal right of citizens everywhere to receive and impart information without restriction. The Agency works on many fronts to make news and information accessible to its global audiences with the aim of enabling not only unfettered access to network content but also the full spectrum of independent news sources on the internet.

USAGM will:

- Lead in assisting the world's citizens to gain uncensored access to information on all platforms, advocating for this fundamental human right on the international stage, and coordinating within the United States government and with international broadcasters and other allies;
- Help audiences understand the practices and consequences of internet censorship and surveillance;
- Fund and promote technologies and train journalists to adopt tools and applications that counter internet censorship and internet blocking and allow citizens and journalists to operate securely online;
- Increase effective and safe use of social media and digital platforms to combat censorship and increase audience access points;
- Provide in-house digital expertise, working closely with journalists, to address real-time censorship and jamming issues in targeted regions; and

- Cultivate information-sharing relationships and partnerships on internet freedom matters with other interagency partners, nonprofits, and the private sector.

USAGM tracks its progress in achieving Impact Objective 4 with the following performance goal:

Impact Performance Goal 4.1: Increase usage of internet freedom products

	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
Weekly unique users on USAGM-supported proxy tools	621,392	555,443	1,300,000	1,538,461	1,690,000	1,859,000
Weekly visits to USAGM web sites through USAGM-supported proxy tools	7,092,592	3,607,942	6,115,000	7,975,000	8,773,000	9,650,000

1 Factors contributing to FY 2022 and FY 2023 targets include evaluations of internet censorship changes in target countries, audience metrics and surveys from USAGM's 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 USAGM-supported tech-at-scale proxy tools for circumventing internet censorship, including Psiphon, nthLink, and NewNode. These tools receive funding from a variety of sources, including other United States government agencies; figures reported here reflect overall usage of the tools from all funding streams. Metrics include average number of weekly unique users on the tools and average weekly visits to USAGM websites through the tools (measured as the number of landing pages served).

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

Impact Objective 5

Optimize program delivery and digital engagement

To be effective, USAGM's networks must have a clear sense of their target audiences, an ability to articulate a specific editorial proposition for these audiences, and the ability to follow through with authentic and meaningful content. USAGM will adopt a quality over quantity approach, de-emphasizing stories and programs that do not add significant value to an existing market in favor of original and unique content that aims to improve the democratic and lived experience of the target audiences. USAGM will continue to grow and enhance new distribution methods, with specific attention to reaching audiences on their preferred media platforms.

USAGM will:

- Increase distribution on platforms that audiences use — mobile devices, FM, satellite, and digital and broadcast television — migrating away from traditional platforms, such as shortwave and medium wave radio, that do not reach large audiences;
- Expand reach on digital platforms, including new streaming and over-the-top platforms, with compelling content and tailored formats;
- Take advantage of the interactivity of social media platforms to focus on audience participation and engagement;
- Draw on research and other inputs to tailor format and presentation styles to audience needs and media usage habits, emphasizing high-quality, unique content that can break through saturated information ecosystems;
- Modernize USAGM production and broadcasting capabilities to support growing audience appetite for visual storytelling; and
- Closely monitor shifts in content consumption by young audiences to identify emerging digital platforms for adoption.

USAGM tracks its progress in achieving Impact Objective 5 with the following performance goals:

Impact Performance Goal 5.1: Increase web traffic

AVERAGE WEEKLY VISITS TO WEBSITES[1]						
Network	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target (increase over FY 2021)[2]	FY 2023 Target (increase over FY 2022)[2]
VOA	9,383,700	10,832,000	11,048,600	15,352,700	5%	5%
RFE/RL	10,990,200	14,466,500	15,189,800	14,040,700	-10%	5%
RFA	1,267,000	1,468,100	1,556,200	2,184,300	20%	5%
MBN	1,028,100	3,076,900	3,230,700	3,156,400	20%	30%
OCB	136,100	163,900	172,100	103,000	-20%	-10%

1 Data in the chart above represents visits to web properties, measuring the total number of sessions for all visitors to these sites. These figures do not include traffic to social media sites (Facebook, Twitter, etc.) or some proxy visits and app traffic; visits are not an indicator of depth of experience (total volume of content consumed, including video, audio, articles, etc.). These figures should be compared across years and not across broadcasters, in part because broadcasters are measuring different numbers of websites and languages.

2 Factors contributing to FY 2022 and FY 2023 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. MBN: Actual for FY 2021 was lower than anticipated due to a delayed CMS upgrade and subsequent challenges. Delayed hiring and a few resignations also had an impact. MBN anticipates the resolution of these two challenges in 2022. RFE/RL: Target for FY 2022 reflects lower numbers of visits to RFE/RL corporate websites as interest in credible and verified coverage of the coronavirus outbreak decreases. RFE/RL also anticipates that access to certain RFE/RL websites by domestic target audiences may be restricted in the coming months resulting in a reduction in visits. RFA: website growth in FY 2021 was fueled by a large shift in Burma use trends away from Facebook and toward the RFA website after the February 2021 military coup. Growth in RFA's web visits continued into FY 2022 as high interest in news and fears of engaging on social media continued. RFA anticipates more moderate website traffic growth in FY 2023. OCB: Experiencing shift in Cuba from website traffic to visits on Facebook, expected to continue to FY 2023.

Indicator:

AVERAGE WEEKLY VISITS: This indicator measures average weekly visits to USAGM websites and mobile sites over a 52-week period 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 who visited a website more than once a week would be counted multiple times.

Impact Performance Goal 5.2: Increase audience interaction via social media

AVERAGE WEEKLY DIGITAL REACTIONS[1]					
Network	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[2] (increase over FY 2021)	FY 2023 Target[2] (increase over FY 2022)
VOA	4,056,300	4,218,600	8,804,600	5%	5%
RFE/RL	1,897,000	1,991,900	9,177,900	-15%	5%
RFA	2,381,600	3,572,400	6,149,400	-25%	5%
MBN	796,000	875,600	984,300	15%	20%
OCB	49,800	52,300	41,700	5%	5%

1 This was reported for the first time in FY 2020. Actuals are not available for FY 2019.

2 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA: The last 12 months saw extraordinary growth for VOA on digital platforms, but particularly on social media. The ongoing pandemic, an historic election and insurrection in the United States, and a coup that toppled the democratic government of Burma led to 481 million social media interactions and 6.1 billion video views, led by growth on Instagram. As traditional broadcast audiences remain stable or even shrink, digital audiences are more than making up the gap. Though the news cycle may make maintaining this growth a challenge, in the next year, VOA will continue its push into social platforms by leveraging strong relationships with those companies and experimenting with emerging platforms like Clubhouse. 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. RFA: In FY 2021, the military takeover in Burma in February 2021 and dramatic crackdowns on dissent in Hong Kong created a strong interest in RFA's Facebook news that offset losses elsewhere. Conditions both in Burma and Hong Kong deteriorated rapidly in late FY 2022, with citizens facing increasingly draconian punishment for engagement with social media content considered unacceptable by the Burmese junta and CCP-controlled leaders in Hong Kong. By late FY 2021, engagement with RFA's social media accounts had dropped precipitously, a trend which continued into early FY 2022. Not only has there been a drop in social media engagement in the critical Burmese and Hong Kong markets, but qualitative research for RFA suggests growing fear of engaging on Facebook with sensitive news content throughout Southeast Asia. RFA anticipates that significant drops throughout FY 2022 will even out and allow for marginal growth in FY 2023. RFE/RL: Unlikely to be able to build up the impressive growth registered in FY 2021 as pressure against RFE/RL grows in a number of important markets discouraging people who use RFE/RL journalism on social media to publicly interact with it in any way.

Indicator:

DIGITAL REACTIONS: This indicator measures the weekly average number of reactions from social media accounts on measurable platforms, currently Facebook, Twitter, YouTube, and Instagram. Digital reactions include: all reactions on Facebook, hearts on Twitter and Instagram, and likes and dislikes on YouTube. These reactions are tracked through online analytics by a third-party vendor (Socialbakers).

AVERAGE WEEKLY SELECT DIGITAL ENGAGEMENT ACTIONS[1]					
Network	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[2] (increase over FY 2021)	FY 2023 Target[2] (increase over FY 2022)
VOA	831,200	864,400	988,700	4%	4%
RFE/RL	566,600	594,900	1,013,500	-30%	5%
RFA	542,900	814,400	1,074,200	-35%	5%
MBN	222,600	244,900	180,400	20%	30%
OCB	23,000	24,200	16,300	-25%	-15%

1 This was reported for the first time in FY 2020. Actuals are not available for FY 2019.

2 Factors contributing to FY 2022 and FY 2023 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. RFA: In FY 2021, the military takeover in Burma in February 2021 and dramatic crackdowns on dissent in Hong Kong created a strong interest in RFA's Facebook news that offset losses elsewhere. Conditions both in Burma and Hong Kong deteriorated rapidly in late FY 2022, with citizens facing increasingly draconian punishment for engagement with social media content considered unacceptable by the Burmese junta and CCP-controlled leaders in Hong Kong. The select digital engagement actions measured by this indicator include sharing and commenting, which are more likely to attract the attention of repressive authorities. By late FY 2021, engagement with RFA's social media accounts had dropped precipitously, a trend which continued into early FY 2022. Not only has there been a drop in social media engagement in the critical Burmese and Hong Kong markets, but qualitative research for RFA suggests growing fear of engaging on Facebook with sensitive news content throughout RFA's Southeast Asian target markets as leaders crack down on free expression by citizens. RFA anticipates that significant drops throughout FY 2022 will even out and allow for marginal growth in FY 2023. RFE/RL: Unlikely to be able to build up the impressive growth registered in FY 2021 as pressure against RFE/RL grows in a number of important markets discouraging people who use RFE/RL journalism on social media to publicly interact with it in any way. OCB: Social media engagement affected by 2021 laws severely penalizing sharing content which can be deemed to be against the state, trend expected to continue to FY 2023

Indicator:

SELECT DIGITAL ENGAGEMENT ACTIONS: This indicator measures the weekly average number of select engagement actions on measurable platforms, currently Facebook, Twitter, YouTube, and Instagram. Select engagement actions include: comments and shares on Facebook, comments on YouTube and Instagram, and retweets and replies on Twitter. These actions are tracked through online analytics by a third-party vendor (Socialbakers).

Impact Objective 6

Engage and empower local media and populations

Local media affiliates are the primary means through which USAGM's networks reach their target audiences in most markets. Deepening the relationship with these media partners assists not only with content delivery but also in fostering rich, open media ecosystems. The Agency leads by example in its journalistic practices and increasingly partners with affiliates on content co-creation. The Agency's professionals also provide 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 influencers, 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:

- Expand local distribution, promotions, and co-productions through affiliation with strong local television and FM radio stations and digital platforms;
- Deepen relationships with key local media affiliates, providing editorial guidance, co-production opportunities, and other resources to strengthen local, independent media sectors;
- Offer training and technical assistance to local journalists on a range of topics, including journalistic standards, business practices, and safety and security;
- Nurture good journalism practices and leverage vetted, verified user-generated content from inside repressive states;
- Link citizens within repressive societies to one another and to key influencers through social media and training alumni networks;
- Facilitate dialogue across religious, national, and ethnic groups; and

- Continuously converse 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 6 with the following performance goals:

Impact Performance Goal 6.1: Build strong affiliate relationships

NUMBER OF AFFILIATIONS						
	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
USAGM	3,729	4,174	4,180	4,321	4,330	4,360
VOA	3,151	3,523	3,530	3,633	3,650	3,675
RFE/RL	1,140	1,228	1,230	1,250	1,262	1,270
RFA	10	11	11	19	23	25

1 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

Indicator:

AFFILIATIONS: Affiliates — broadcast stations and digital platforms that carry USAGM content — are a primary intermediary between USAGM's networks and its audiences. Counting the number of affiliates offers a measure of how many stations distribute USAGM content. As shortwave usage wanes in parts of the world, affiliations with local medium wave, FM radio, broadcast television, and satellite channels have grown in importance. With the growth of digital and mobile technology, there are new forms of affiliations, including online and mobile. The affiliation indicator counts all partnered radio and television stations, including broadcast relay stations, as well as online content delivery platforms, that regularly retransmit content from the USAGM's networks.

Impact Performance Goal 6.2: Increase engagement with local media partners

	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
Number of USAGM radio and TV affiliate networks that serve multiple cities or markets	452	540	555	564	570	580
Number of weekly downloads from affiliate content distribution portal, Direct	2,815	3,662	3,800	4,354	4,500	4,700
Number of journalists trained in USAGM media development programs[2]				1,038	1,000	1,000

1 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 This is a new metric in FY 2021. Actuals are not available for FY 2019 and FY 2020.

Indicators:

The indicators for increasing engagement with local media outlets include: the number of USAGM radio and TV affiliate networks that serve multiple markets by having more than one delivery station or platform and operating in more than one city and the number of journalists who participate in USAGM's media development programs.

Impact Performance Goal 6.3: Increase sharing of USAGM programming

SHARING

Percent of weekly audience who shares news heard/read/seen on broadcaster at least once a week[1]

NETWORK	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
VOA	49	49	50	50	49	49
RFE/RL	41	40	42	47	47	48
RFA	41	37	43	44	44	45
MBN	62	48	50	55	58	61
OCB	56	56	59	56	56	62

1 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects a temporal increase in this indicator based on overall audience growth and the historic news cycle in 2020-2021. For RFA, FY 2021's metric is based on data from Cambodia alone because this question was not fielded elsewhere. Social media users in RFA target regions have suffered imprisonment and other significant consequences for expressing opinions online that displease government authorities. RFA's modest targets for FY 2022 and FY 2023 reflect this growing fear of sharing sensitive content online. MBN expects modest increases in this indicator as the result of the introduction of new engaging broadcast and digital programs and greater ability to engage audiences as the COVID-19 pandemic winds down. Increases are likely to be modest because of the reluctance of audiences in the region to share online content.

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 based on the following response options: "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."

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for the sharing indicator changed to ask how often audience members share news from [brand] with family, other relatives, or other people with responses on a four-point scale based on the following response options: "several days a week or more," "once a week," "less often," or "never." As results from the new questionnaire become available, they will be combined with previous results in the "Sharing" indicator.

Impact Objective 7

Serve as an authoritative source of information on United States news, policy, and society

Representing American society and presenting and discussing United States policy are legislated mandates for the Agency and thus constitute mission imperatives. USAGM's coverage of the United States is comprehensive across all elements of society and aims to convey the practice of democracy in all of its complexity in the most credible way. It is not about persuading audiences to admire the United States; it is about helping them see how the United States 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 audiences in practical, meaningful ways.

Carrying out this element of USAGM's 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 United States news bureau for affiliate partners and providing English-learning programming.

USAGM will:

- Serve as a United States bureau for media outlets across the world that wish to engage for news, analysis, and perspectives from the United States — a model that has succeeded in Ukraine, Latin America, Nigeria, Indonesia, and elsewhere;
- Portray the breadth and diversity of the American experience, both positive and negative, with particular attention to diaspora communities and Americans outside of major cities;
- Emphasize English learning as a vehicle for positive audience engagement and interaction as well as information on American society and culture;

- Leverage 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, while localizing stories to make them compelling to target audiences; and
- Satisfy the world's growing appetite for learning English through innovative social media videos, TV and radio programs, and online instruction.

USAGM tracks its progress in achieving Impact Objective 7 with the following performance goals:

Impact Performance Goal 7.1: Provide programming that increases audiences' understanding of the U. S.

UNDERSTANDING OF AMERICAN SOCIETY
Percentage of weekly audience who report that the broadcasts have increased their understanding of American society somewhat or a great deal

NETWORK	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
VOA	56	56	58	55	56	56
MBN	44	38	50	54	60	65
OCB	85	85	85	85	85	85

1 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA: Although qualitative indicators tend to remain stable without large increases or reductions in a populous country, VOA still expects that new data arriving in FY 2022 and FY 2023 may continue to lag after an erosion in some qualitative indicators, such as understanding of American society, with changing attitudes toward the United States in target countries. MBN: Expects moderate increases in this indicator as a result of greater United States-focused programming and improvements in Iraq. Additionally, MBN's numbers are heavily based on Iraq, where MBN has by far its largest audience.

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 network'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 based on the following response options: "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."

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for understanding of American society changed to ask audiences whether they agree or disagree that "[brand] increases my knowledge about the people and culture of the United States." As results from the new questionnaire become available, USAGM will report combined figures from the old questionnaire (percentage of weekly audience selecting "a great deal or somewhat") and the new questionnaire (percentage of weekly audience selecting "agree").

UNDERSTANDING OF UNITED STATES FOREIGN POLICY

Percentage of weekly audience who report that the broadcasts have increased their understanding of United States foreign policy somewhat or a great deal

NETWORK	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
VOA	54	53	55	53	54	54
MBN	44	47	55	50	60	65
OCB	89	89	90	89	89	89

1 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA: Still expects that new data arriving in FY 2022 and FY 2023 may continue to lag after an erosion in qualitative indicators, such as understanding of United States foreign policy, with changing attitudes toward the United States in target countries. MBN: Expects moderate increases in this indicator as a result of greater United States-focused programming, despite the fact that most audiences do not closely follow United States news and events. Understanding of United States foreign policy for MBN is primarily based on Iraq and obscures significantly higher understanding in several countries including 64 percent for Alhurra in Morocco and 71 percent in the Palestinian Territories.

Indicator:

UNDERSTANDING OF UNITED STATES FOREIGN POLICY: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of a USAGM network's broadcasts in a particular language whether the broadcasts have "increased their understanding of United States foreign

policy." The answers are registered on a four-point scale based on the following response options: "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."

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for understanding of United States foreign policy changed to ask audiences whether they agree or disagree that "[brand] increases my knowledge about the United States government's relationship with the rest of the world." As results from the new questionnaire become available, USAGM will report combined figures from the old questionnaire (percentage of weekly audience selecting "a great deal or somewhat") and the new questionnaire (percentage of weekly audience selecting "agree").

Impact Performance Goal 7.2: Provide exceptional news and information

UNIQUENESS[1]

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

NETWORK	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[2]	FY 2023 Target[2]
VOA	28	28	29	29	29	29

1 Uniqueness scores for the other networks are presented in Impact Performance Goal 8.2: "Serve as a surrogate news operation, delivering information otherwise not available in local markets."

2 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

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 based on the following response options: "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."

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for uniqueness changed to ask about various aspects of uniqueness. As results from the new questionnaire become available, the general uniqueness indicator in this performance goal will be replaced by one that asks whether audiences agree or disagree that "[brand] covers news about the United States that I cannot get elsewhere."

Impact Objective 8

Serve as a surrogate news operation, delivering information otherwise not available in local markets

In markets without an established free press, or where state-run media are dominant, the USAGM's networks play a surrogate role, fulfilling the role of highly professionalized local press. In this role, the networks emphasize domestic news for their geographically-defined audiences and cover developments specific to defined target markets, especially in fragile democracies. Programming focuses 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. In turn, the networks give voice to underserved populations, dissidents, and civil society — 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 a robust 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 influencers and closely monitor official and alternative media;
- Use social media and other interactive tools to gather information from closed societies, amplifying the voices of those struggling for free expression; and
- Provide platforms for free expression of various viewpoints and work to help people bridge traditional divides, including class, ethnicity, and religion.

USAGM tracks its progress in achieving Impact Objective 8 with the following performance goals:

Impact Performance Goal 8.1: 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 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[3]	FY 2023 Target[3]
VOA in relevant markets		72	72	71	72	72
RFE/RL	75	75	76	76	76	76
RFA	83	78	62	61	62	64
MBN				57	60	63
OCB[2]						

1 This was a new measure in FY 2018. Actuals are only available for a small number of language services for FY 2019 and FY 2020. The question will be incorporated into the core USAGM questionnaire going forward.

2 This question was not included in OCB's most recent survey in 2017. USAGM is planning to conduct a Cuba survey in 2022.

3 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. RFA: FY 2020 actuals are based on surveys from Burma and Cambodia only. RFA's FY 2021 metric for this indicator is based on Cambodia alone, as the question was not fielded elsewhere. VOA: currently has results for this indicator in 11 markets, and expects it to remain stable.

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 based on the following response options: "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."

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for this indicator now asks whether respondents agree or disagree that "[brand] increases my knowledge

of news in [country]." As results from the new questionnaire become available, "understanding of current events in target country" will be replaced by "knowledge of news in country" in USAGM performance reporting.

Impact Performance Goal 8.2: Provide exceptional news and information

UNIQUENESS

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

NETWORK	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Actual	FY 2022 Target[1]	FY 2023 Target[1]
RFE/RL	26	27	27	27	29	30
RFA	40	38	36	35	36	40
MBN	29	30	40	30	35	40
OCB	78	78	80	78	78	80

1 Factors contributing to FY 2022 and FY 2023 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. RFA: FY 2021 metric is based on Cambodia alone, because this question was not asked elsewhere. MBN: Expects modest increases in this indicator as a result of increased focus on content not available in other regional media.

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 based on the following response options: "All of it is available elsewhere," "Some of it is available elsewhere," "Very little of it is available elsewhere," and "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 FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for uniqueness changed to ask about various aspects of uniqueness. As results from the new questionnaire become available, the general uniqueness indicator in this performance goal will be replaced by a uniqueness index reflecting responses to whether USAGM's networks "cover news not covered by other brands," "present news in a way that other brands do not," "cover international news stories that audiences cannot get elsewhere," and "include different viewpoints."

Agility Objective 1

Manage a nimble, resilient, sustainable, efficient, and modern media enterprise

By virtue of historical circumstance, USAGM's operations fall under six separate entities and respective support organizations. This structure has resulted in strong and trusted brands, but presents challenges with federal and non-federal components operating under different legal and administrative frameworks. USAGM must have the agility to operate in a rapidly evolving and challenging global media environment and the standardization or interoperability that enables nimble resource allocations. The Agency continues to transform its operations in order to fulfill its charter and meet the challenges of growing geopolitical instability, technological change, and growing threats to free media.

USAGM will:

- Pursue an efficient and effective organizational structure;
- Modernize its technological platforms and workflows, enabling it to seamlessly meet and exceed global standards in content creation, acquisition, and distribution, while closely tracking and adjusting to audience consumption behaviors;
- Streamline and, where possible, automate business processes and workflows;
- Employ cloud-based technology to maximize nimbleness, resilience, and cost savings;
- Protect USAGM from persistent threats from state and non-state actors through enhancements to its cybersecurity posture;
- Improve the environmental sustainability of Agency operations; and
- Leverage new mobile, agile, and cloud-based technologies to reduce physical space requirements and adjust the Agency's global footprint to best ensure the safety and security of its journalists.

USAGM tracks its progress in achieving Agility Objective 1 with the following performance goals:

Agility Performance Goal 1.1: Streamline program delivery

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Conduct annual data-driven business reviews to optimize shortwave and medium wave radio transmission network	First review of SW and MW transmission completed	Conduct review and implement recommendations	Conduct review and implement recommendations
Optimize remaining shortwave distribution, taking advantage of the strategic location and lower operating cost of Kuwait Transmitting Station	Restored 2 more antennas on CNMI Transmitting Station to service. Completed build of new SW antenna arrays for Africa completed at Kuwait Transmitting Station	Complete restoration of 2 more antennas on CNMI Transmitting Station to service and work to restore 2 additional antennas.1 Expansion of shortwave at KTS completed.	Complete restoration of 2 more antennas on CNMI Transmitting Station to service and work to restore 2 additional antennas.[1]
Continue building out and supporting USAGM's bespoke VOD/OTT (video on demand/over the top) platform	Current status: content available in 15 languages and on 15 platforms/operating systems, including Apple TV, Samsung, etc.	Add content in 3 more languages and 1 more platform/operating system. Consider adding other features and graphical refinements.	Add content in 4 more languages and 1 more platform/operating system. Consider adding other features and graphical refinements.
Optimize the FM network remote monitoring capability: implement monitoring across all sites and make the system more efficient by replacing VSATs and emails with GSM-based system	65 of 95 FM stations have remote monitoring capabilities	Pilot GSM-based system Seek to reduce per-station monitoring costs	If pilot successful, roll out new system across network, adding remote monitoring to 5 more stations Seek to reduce per-station monitoring costs

1 TSI is still targeting two antenna installations per year, but ongoing COVID-19 restrictions have made progress difficult.

Agility Performance Goal 1.2: Automate and streamline key business processes

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Unify USAGM "help desk" services management and provision through a TSI-led ServiceDesk by establishing a common tool set for USAGM organizations to utilize	Help Desk services IT-related calls for federal workforce (mostly headquarters)	Pilot shared services approach that is paid into by Agency networks that participate. Extend Help Desk services to integrate DST, Telecoms, NCC, and Facilities calls, to improve service delivery and communications.	Actively seek utilization of Help Desk services by networks beyond VOA

Agility Performance Goal 1.3: Migrate onsite systems to cloud for enhanced effectiveness and efficiency

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Make all media creation and editing systems available via cloud/mobile platforms for United States based staff to promote efficient media production and sharing	Baseline TBD	Adobe- cloud-based video editing solution piloted and rolled out	Dalet Galaxy cloud-based video editing solution piloted and rolled out
Make media creation and editing systems available for staff outside the United States	Baseline TBD	Adobe cloud-based video editing solution piloted; staff based outside United States included	Dalet Galaxy cloud-based video editing solution piloted and rolled out; staff based outside United States included
Reduce USAGM IT Infrastructure footprint	80%+ of storage utilization in the Cloud; some server infrastructure virtualized and cloud-based	Begin migrating server infrastructure to Cloud (85% migration target by FY 2024)	Continue migrating server infrastructure to Cloud (85% migration target by FY 2024)
Establish policy to encourage USAGM entities to use shared media services	Policy proposed, not implemented	Policy proposed, implemented	N/A

Agility Performance Goal 1.4: Implement key media and IT security systems for all USAGM entities

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Improve efficacy of IT security training	About 20% of users will click on a spoofed phishing test	Mimic realistic phishing attempts to test users' IT security training and awareness; provide training to those who click	No more than 10% of users will click on a spoofed phishing test
Strengthen USAGM's cybersecurity posture	Achieved "consistently implemented" maturity level for USAGM's information security program. Developed and implemented an Agency IT Security Continuous Monitoring Program; reviewed Key Performance Indicators supporting IT Security Continuous Monitoring Program: Anti-Phishing Training and MFA implementation of Office 365 reduced the incidence of successful phishing attacks Implemented MFA (multi-factor authentication) for Agency's Office 365 user community Piloted an Agency IT Governance/CPIC Program. Developed cloud-centric and remote-work security policies and procedures that support the USAGM IT strategic plan. Analyzed impact of Cyber EO 14028 and OMB's associated data calls	Maintain "Consistently Implemented" maturity level for USAGM's information security program while developing the Agency's Zero Trust Architecture transition plan in response to Cyber EO 14028 Develop Agency ZTA implementation plan, Brief senior management on ZTA strategies and incorporate into budget and overall USAGM strategic planning. IT Governance program fully adopted with routine Investment Review Board meetings and CPIC processes for USAGM's federal entities. Pilot PIV MFA for USAGM devices and network Pilot Supply Chain Risk Management and Counterfeit Software and Device protection program Pilot Windows 11 OS security features Migrate On-Premise applications to the Cloud ensuring ZTA is fully adopted	Maintain "Consistently Implemented" maturity level for USAGM's information security program while implementing the Agency's Zero Trust Architecture transition plan and achieving the next level OMB-CISA targets for incident response logging and EDR IT Governance program fully adopted with routine Investment Review Board meetings and CPIC processes for all USAGM entities, including the Grantees. Logical Access Control with PIV MFA fully implemented for all Agency applications and GFE devices Fully implement Supply Chain Risk Management and Counterfeit Software and Device protection program Fully implement ZTA Migrate On-Premises applications to the Cloud ensuring ZTA is fully adopted

Agility Performance Goal 1.5: Broaden Agency sustainability efforts

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Develop Agency-wide sustainability program based on administration guidance and goals	No Agency-wide sustainability program	Develop sustainability program and communicate this, along with associated goals and guidance, across the Agency	Continue Agency-wide sustainability program
Reduce real estate footprint at Cohen Building headquarters and USAGM's other federal properties	735,000 square feet	715,000 square feet	665,000 square feet
Move Agency headquarters from Wilbur J. Cohen building to another location by 2028	Baseline TBD	Target TBD	Target TBD

Agility Objective 2

Enhance communication and strategic cooperation across USAGM networks and offices

USAGM is one of the world's largest news-gathering and reporting enterprises with 50 overseas news bureaus and production centers, 3,500 employees, and 1,500 stringer reporters. Each of the Agency's five public service media networks generates original reporting every day from in and around the world's hotspots — including Afghanistan, Burma, China, Haiti, Iran, North Korea, Russia and its periphery, the Sahel and Central Africa, Syria, Venezuela, Yemen — primarily in vernacular languages for target audiences in these areas.

The themes covered in original reporting from these locations — highlighting human rights, authoritarian repression, disinformation campaigns, etc. — resonate with audiences around the world. USAGM's networks strive to make this content available in English and vernacular languages to serve broader audiences. Specifically, the Agency facilitates communication and coordination among broadcast networks and support offices, reinforcing their unique and respective mission-driven legislated roles in areas served by multiple broadcasters. The Agency will also continue to collaborate with other United States government entities on areas of shared interest or 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 bridge editors and other content-sharing mechanisms to channel original reporting from the language services to the central newsrooms and across USAGM to fully leverage the Agency's expansive global network of field-based reporters;
- 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 vision, strategic priorities, and goals; and

- Participate in inter-Agency meetings, committees, and strategies in support of United States 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: Launch a comprehensive internal communications campaign to improve internal communications between leadership and staff

INCREASE STAFF CONSUMPTION OF AND ENGAGEMENT WITH A WIDE RANGE OF COMMUNICATIONS PRODUCTS			
	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Average weekly reach of emails	170	250	330
Average weekly digital visits on Workplace	264	350	436
Average weekly digital visits on SharePoint	2,705	3,000	3,300
Digital engagement (likes, comments, shares) on Workplace	7,084	10,000	13,000
Average audience size for virtual events	131	150	170

PERCENTAGE OF EMPLOYEES WHO AGREE THAT THEY KNOW HOW THEIR WORK RELATES TO THE AGENCY'S GOALS AND PRIORITIES (FROM FEVS)					
	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	FY 2023 Target
USAGM	62	60	60	61	63
Government-wide	68	72	NA		

Note: FY 2021 FEVS data is not yet available.

Agility Performance Goal 2.2: Support network-led initiatives to share content across networks and services

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Support content sharing initiatives led by USAGM's networks while protecting the editorial independence of each network	VOA-OCB collaboration on Latin America; RFE/RL-RFA coverage of China; VOA-RFA collaboration on satellite distribution in Burma	RFA, VOA, RFE/RL, MBN, and OCB collaboration coverage of Chinese malign influence; VOA-RFE/RL collaboration on satellite distribution in Afghanistan	To be determined based on policy priorities at the time

Agility Performance Goal 2.3: Build systems to support sharing content across networks and services

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Develop and support Agency-wide Media Asset Management system	Networks use Dalet or another MAM with varying degrees of satisfaction	Work closely with Agency leadership and networks to identify a MAM that can be utilized across the Agency	Begin migration to new MAM or deployment of existing MAM to additional networks
Develop and support Agency-wide Content Management System	Networks use Pangea or another CMS with limited satisfaction; VOA's Voltron CMS being discontinued and rolled back	Work closely with Agency leadership and networks to identify a new CMS that can be utilized across the Agency	Begin migration to new CMS

Agility Objective 3

Enable greater impact and accountability through data-driven evaluation and decision-making

USAGM is focused on improving the collection, distribution, and use of research, evaluation, and performance data to facilitate informed strategic decisions. The Agency organizes this work around an impact framework outlining how it measures effectiveness in achieving the mission. In ongoing efforts to implement contemporary media practices and maintain competitive relevance in the marketplace, USAGM has developed a strong body of evidence to address these questions and is actively working to standardize, consolidate, and govern this data to make it more accessible and actionable for decision-makers at all levels.

USAGM will:

- Establish and maintain a robust data management system that standardizes practices for storing, processing, accessing, and analyzing data to accurately measure USAGM impact, reach, and credibility;
- Prioritize evaluation and learning agendas to ensure that data and corresponding analysis continuously inform decision-making processes;
- Develop data evaluation skills across the workforce and feed impact data into planning and decision-making at all levels of the Agency; and
- Continue to implement and refine the USAGM Impact Model as needed to reflect changes in the media environment.

USAGM tracks its progress in achieving Agility Objective 3 with the following performance goals:

Agility Performance Goal 3.1: Strengthen research program

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Number of full media surveys completed within the last two fiscal years	7	8	11
Number of omnibus surveys completed within the last two fiscal years	55	70	75
Percentage of surveys (full or omnibus) used for performance indicators that were completed within the last two fiscal years	66%	80%	91%

Agility Performance Goal 3.2: Conduct rigorous annual content reviews for each language service

	FY 2022 Target	FY 2023 Target
Percentage of language services with a completed program review in the previous cycle	95%	100%

Agility Performance Goal 3.3: Build systems and processes to support data-driven evaluation and decision-making

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Formally institute evidence best practices	Extensive consultation on Strategic Plan; worked with networks to finalize new survey questionnaire	Conduct Capacity Assessment, consult stakeholders for building Learning Agenda and Annual Evaluation Plan	Finalize Learning Agenda and Annual Evaluation Plan
Unify USAGM audience data assets to allow greater automation and analysis	Requested TMF funding for enterprise Data Management System	Pending funding, begin buildout of new Data Management System	Pending funding, full deployment of new Data Management System

Agility Objective 4

Foster engagement, development, and equity in a diverse workforce

USAGM's diverse, multi-cultural, and multi-talented workforce offers a rich range of experience and expertise to carry out the Agency's mission. In order to succeed in the rapidly changing, highly competitive global media environment, this workforce needs the right skillsets to develop and implement innovative solutions for target countries consistent with emerging priorities, programming formats, and advances in technology.

Additionally, employees and contractors will be most effective when they are fully engaged, motivated, and respected. Equity needs to be the job of every office, manager, and employee, empowering a workforce that includes diversity of thought, diversity in its people, and diversity in its business practices. Employees must be evaluated fairly; thus, USAGM has renewed its focus on federal personnel appraisals and is currently undertaking several initiatives that will strengthen this important accountability tool.

USAGM will:

- Create and promote a workplace where the talents of all individuals are recognized and appreciated;
- Support the health and wellness of all employees and contractors and ensure a safe and secure work environment for all;
- Consistently communicate organizational goals, objectives, priorities, and performance expectations in a timely manner to staff at all levels in the Agency;
- Develop cross-training and internal development standards and procedures, as applicable;
- Promote human capital planning and management as a top priority for senior executives, managers, and supervisors throughout the Agency; and
- Improve the consistency and credibility of Agency performance management processes.

USAGM tracks its progress in achieving Agility Objective 4 with the following performance goals:

Agility Performance Goal 4.1: Improve workforce engagement.

EMPLOYEE ENGAGEMENT INDEX IN FEVS					
	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	FY 2023 Target
USAGM	62	60	60	61	63
Government-wide	68	72	NA		

Note: FY 2021 FEVS data is not yet available.

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 FEVS)					
	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	FY 2023 Target
USAGM	71	72	73	75	77
Government-wide	81	82	NA		

Note: FY 2021 FEVS data is not yet available.

MANDATORY TRAINING			
	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Improve compliance with mandatory training requirements	Mandatory training compliance and enforcement handled by individual offices	Build central tracking and reporting system for mandatory training	Begin reporting percentage of workforce that has completed mandatory trainings in these areas

Agility Performance Goal 4.3: Address equity and increase diversity in management.

PERCENTAGE OF EMPLOYEES AT GS-14 LEVEL OR ABOVE WHO ARE:			
	FY 2021 Baseline	**FY 2022 Target**	**FY 2023 Target**
Minorities (either Hispanic or non-White)	40	41	42
Women	40	41	42

Agility Performance Goal 4.4: Institute strategic human capital planning.

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Institute Agency-wide strategic human capital planning	Personnel resource requests considered on ad hoc basis	Build office-level human capital plans, tied to the Agency strategic plan	Integrate personnel resource requests with office-level human capital plans

Agility Performance Goal 4.5: Improve personnel evaluation processes

	FY 2021 Baseline	FY 2022 Target	FY 2023 Target
Percentage of federal employees with personnel evaluations completed on time	98	98.5	98.7

Agility Performance Goal 4.6: Improve performance culture of Agency

INDEX OF PERFORMANCE QUESTIONS ON FEVS					
	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	FY 2023 Target
USAGM	59	63	64	65	66
Government-wide	64	70	NA		

Note: FY 2021 FEVS data is not yet available.

Indicator

This measure compiles positive response rates to ten performance-related questions on the annual Federal Employee Viewpoint Survey (FEVS): "I am given a real opportunity to improve my skills in my organization"; "I feel encouraged to come up with new and better ways of doing things"; "I know what is expected of me on the job"; "My talents are used well in the workplace"; "I know how my work relates to the Agency's goals and priorities"; "The people I work with cooperate to get the job done"; "In my work unit, steps are taken to deal with a poor performer who cannot or will not improve"; "In my work unit, differences in performance are recognized in a meaningful way"; "My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals;" and "Employees are recognized for providing high-quality products and services."

Performance Budget Appendix: Agency Impact Indicators

To demonstrate the impact of broadcasting activities, USAGM maintains a robust research program composed of 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 the lowest response rates in Eurasia. Further information on the USAGM research program and its methodology can be found on the USAGM website at: usagm.gov/strategy-and-performance/performance-accountability.

Several impact indicators (including Program Credibility, Understanding of Current Events, Uniqueness, Understanding of American Society, Understanding of United States Foreign Policy, Understanding of Current Events in the 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).

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 a 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.

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Appendix A: Budget Charts

U.S. AGENCY FOR GLOBAL MEDIA
VOICE OF AMERICA
Summary of Appropriated Funds
FY 2021–FY 2023
(in thousands)

VOICE OF AMERICA	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
VOA DIRECTOR			
VOA Director Office/Resource Management/Research/PR	$ 5,396	$ 6,359	$ 6,187
Strategy, and Audience Engagement	$ 2,333	$ 2,721	$ 3,009
VOA Chief Digital Officer	$ 1,916	$ 4,750	$ 3,681
SUBTOTAL, VOA DIRECTOR	**$ 9,645**	**$ 13,830**	**$ 12,877**
DIRECTOR, PROGRAMMING DIRECTORATE	**$ 6,998**	**$ 7,812**	**$ 9165**
STUDIO AND PRODUCTION OPERATIONS			
Director, Studio and Production Operations	$ 1,232	$ 1,941	$ 1,978
Central Production Services Division	$ 18,858	$ 14,005	$ 14,214
Operations Support Division	$ 18,519	$ 19,589	$ 22,107
Technical Support Division	$ 10,985	$ 12,022	$ 12,369
SUBTOTAL, STUDIO AND PRODUCTION OPERATIONS	**$ 49,594**	**$ 47,557**	**$ 50,668**
AFRICA DIVISION			
Division Chief	$ 3,925	$ 5,210	$ 5,572
Bambara Service		$ 307	$ 936
Central Africa (Kinyarwanda, Kirundi)	$ 1,787	$ 1,899	$ 1,954
English to Africa	$ 7,008	$ 7,249	$ 7,418
French To Africa Service	$ 5,554	$ 4,788	$ 4,394
Hausa Service	$ 2,755	$ 2,896	$ 3,037
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	$ 3,294	$ 3,062	$ 3,269
Portuguese Service	$ 1,236	$ 1,329	$ 1,375
Somali Service	$ 2,897	$ 2,464	$ 2,511
Swahili Service	$ 2,252	$ 1,883	$ 2,013
Zimbabwe/Shona/Ndebele/English	$ 1,363	$ 1,472	$ 1,509
SUBTOTAL, AFRICA DIVISION	**$ 32,071**	**$ 32,559**	**$ 33,988**

VOICE OF AMERICA	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
EAST ASIA AND PACIFIC DIVISION			
Division Chief	$ 3,118	$ 3,523	$ 3,725
Burmese Service	$ 4,033	$ 3,512	$ 3,916
Cantonese Service	$ 913	$ 700	$ 784
English to Asia		$ 225	$ 245
Indonesian Service	$ 5,235	$ 5,031	$ 5,070
Khmer Service	$ 2,994	$ 2,946	$ 2,910
Korean Service	$ 6,069	$ 6,573	$ 6,462
Lao Service	$ 718	$ 685	$ 689
Mandarin Service	$ 12,976	$ 13,531	$ 14,261
Thai Service	$ 1,189	$ 965	$ 990
Tibetan Service	$ 4,203	$ 3,979	$ 3,977
Vietnamese Service	$ 2,355	$ 2,253	$ 2,305
SUBTOTAL, EAST ASIA AND PACIFIC DIVISION	**$ 43,803**	**$ 43,923**	**$ 45,334**
EURASIA DIVISION			
Division Chief	$ 1,946	$ 1,570	$ 1,633
Albanian Service	$ 2,073	$ 2,115	$ 2,122
Armenian Service	$ 623	$ 717	$ 722
Bosnian Service	$ 1,274	$ 1,159	$ 1,162
Georgian Service	$ 1,109	$ 1,106	$ 1,118
Macedonian Service	$ 654	$ 714	$ 722
Russian Service	$ 8,788	$ 8,842	$ 9,532
Serbian Service	$ 1,589	$ 1,741	$ 1,789
Ukrainian Service	$ 2,521	$ 2,562	$ 3,201
SUBTOTAL, EURASIA DIVISION	**$ 20,577**	**$ 20,526**	**$ 22,001**
LATIN AMERICA DIVISION			
Division Chief	$ 1,693	$ 2,182	$ 2,204
Creole Service	$ 1,661	$ 2,239	$ 2,442
Spanish Service	$ 5,564	$ 5,078	$ 5,594
SUBTOTAL, LATIN AMERICA DIVISION	**$ 8,918**	**$ 9,499**	**$ 10,240**
SOUTH ASIA DIVISION			
Division Chief (South Asia and NECA)	$ 2,293	$ 3,431	$ 3,445
Afghanistan Service	$ 9,178	$ 8,402	$ 9,602
VOA Radio Deewa (Pashto)	$ 4,547	$ 4,598	$ 4,041
Azerbaijani Service	$ 1,049	$ 931	$ 948
Bangla Service	$ 1,911	$ 1,724	$ 1,743
Kurdish Service	$ 4,180	$ 3,383	$ 3,493
Turkish Service	$ 3,025	$ 3,530	$ 3,630
Urdu Service	$ 5,298	$ 5,393	$ 5,395
Uzbek Service	$ 1,115	$ 929	$ 952
SUBTOTAL, SOUTH ASIA DIVISION	**$ 32,596**	**$ 32,321**	**$ 33,249**

VOICE OF AMERICA	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
VOA PERSIAN	**$ 16,222**	**$ 18,203**	**$ 17,281**
CENTRAL NEWS			
VOA Central News	$ 24,699	$ 25,158	$ 27,135
Home Leave and Transfer (HLT)	$ 24	$ 207	$ 207
SUBTOTAL, CENTRAL NEWS	**$ 24,723**	**$ 25,365**	**$ 27,342**
DOMESTIC BUREAUS			
Los Angeles	$ 322	$ 391	$ 402
New York	$ 338	$ 367	$ 387
Silicon Valley	$ 1	$ 91	$ 91
SUBTOTAL, DOMESTIC BUREAUS	**$ 661**	**$ 849**	**$ 880**
OVERSEAS BUREAUS AND NEWS CENTERS			
Bangkok	$ 358	$ 359	$ 359
Beijing	$ 200	$ 326	$ 326
Dakar	$ 17	$ 27	$ 27
Hong Kong		$ 52	$ 52
Islamabad	$ 233	$ 238	$ 238
Istanbul	$ 121	$ 184	$ 184
Jakarta	$ 353	$ 426	$ 426
Johannesburg	$ 173	$ 199	$ 59
London	$ 1,682	$ 1,192	$ 1,192
Moscow	$ 258	$ 163	$ 163
Nairobi	$ 1,243	$ 1,034	$ 1,069
Seoul	$ 352	$ 356	$ 356
SUBTOTAL, OVERSEAS BUREAUS	**$ 4,990**	**$ 4,556**	**$ 4,451**
GRAND TOTAL, VOA	**$ 250,798**	**$ 257,000**	**$ 267,476**

U.S. AGENCY FOR GLOBAL MEDIA

OFFICE OF CUBA BROADCASTING (OCB)
Summary of Appropriated Funds
FY 2021–FY 2023

(in thousands)

OFFICE OF CUBA BROADCASTING	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
OCB Directorate and Advisory Board	$ 468	$ 229	$ 306
Administration	$ 3,407	$ 523	$ 2,228
Radio Martí Director Office	$ 306	$ 299	$ 200
Radio Martí Programs and Technical Operations	$ 2,507	$ 1,624	$ 1,639
New Media	$ 979	$ 733	$ 640
Central News	$ 3,531	$ 3,093	$ 2,309
TV Martí Director Office	$ 386	$ 380	$ 252
TV Martí Programs and Technical Operations	$ 4,730	$ 3,668	$ 3,094
Transmission Services	$ 1,658	$ 662	$ 1,084
Computer Services	$ 1,037	$ 638	$ 678
Greenville Transmitting Station	$ 3,006	$ 1,124	$ 1,000
GRAND TOTAL, OCB	**$ 22,014**	**$ 12,973**	**$ 13,432**

A $7 million BPMA transfer is broken out in the FY 2021 column. The FY 2023 column reflects a transfer to TSI of $2M in GOE for the Greenville Transmitting Station as well as a 4.6% increase in pay for civilian employees.

U.S. AGENCY FOR GLOBAL MEDIA

INTERNATIONAL BROADCASTING BUREAU (IBB)
Summary of Appropriated Funds
FY 2021–FY 2023

(in thousands)

INTERNATIONAL BROADCASTING BUREAU	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
International Broadcasting Bureau Director's Office	$ 2,623	$ 3,147	$ 2,159
Office of Management Services	$ 6,405	$ 4,541	$ 3,548
Office of Chief Financial Officer	$ 14,837	$ 13,987	$ 12,632
ICASS and CSCS State Department Fees (non-add)	$ 4,404	$ 4,389	$ 905
Office of Policy and Research	$ 6,819	$ 7,411	$ 9,028
Office of Communications and External Affairs	$ 2,338	$ 2,362	$ 2,274
Office of General Counsel	$ 1,775	$ 1,741	$ 1,848
Office of Contracting and Procurement	$ 3,108	$ 3,350	$ 3,519
Office of Human Resources	$ 7,440	$ 5,089	$ 7,713
Office of Workforce Support and Development	$ 1,673	$ 1,737	$ 1,803
Office of Civil Rights	$ 856	$ 898	$ 1,193
Office of Policy	$ 1,136	$ 1,209	$ 1,325
Office of Security	$ 2,892	$ 2,526	$ 2,966
Office of Internet Freedom	$ 608	$ 795	$ 295
GRAND TOTAL, IBB	**$ 52,510**	**$ 48,793**	**$ 50,303**

U.S. AGENCY FOR GLOBAL MEDIA

OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION (TSI)

Summary of Appropriated Funds

FY 2021–FY 2023

(in thousands)

TECHNOLOGY, SERVICES, AND INNOVATION	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
TECHNOLOGY, SERVICES, AND INNOVATION DIRECTOR			
Director	$ 219	$ 219	$ 226
Home Leave and Transfer (HLT)	$ 343	$ 411	$ 411
SUBTOTAL, TSI DIRECTOR	**$ 562**	**$ 630**	**$ 637**
OFFICE OF THE CIO			
Office of CIO	$ 10,775	$ 10,782	$ 10,858
Global Networks Division	$ 9,526	$ 8,462	$ 8,538
Satellites	$ 21,196	$ 15,662	$ 15,662
Satellites – Carryover	$ 5,035	$ 5,035	$ 5,035
SUBTOTAL, OFFICE OF THE CIO	**$ 46,532**	**$ 39,941**	**$ 40,093**
INFORMATION TECHNOLOGY DIRECTORATE	**$ 14,978**	**$ 16,045**	**$ 16,212**
TECHNOLOGY SUPPORT DIRECTORATE	**$ 10,859**	**$ 8,116**	**$ 8,269**
OFFICE OF BUSINESS DEVELOPMENT	$ 2,926	$ 2,655	$ 2,696
Regional Marketing Offices	$ 10,324	$ 10,994	$ 11,022
SUBTOTAL, OFFICE OF BUSINESS DEVELOPMENT	**$ 13,250**	**$ 13,649**	**$ 13,718**
RESOURCE AND PROJECT MANAGEMENT DIRECTORATE			
Resource & Project Management	$ 2,745	$ 2,545	$ 2,603
ICASS			$ 2,350
Project Management	$ 789	$ 859	$ 886
Facilities Management	$ 35,330	$ 35,125	$ 35,167
SUBTOTAL, RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	**$ 38,864**	**$ 38,529**	**$ 41,006**
BROADCAST TECHNOLOGIES DIVISION			
Broadcast Technologies	$ 2,001	$ 1,986	$ 2,044
Leased Transmissions	$ 5,326	$ 7,777	$ 7,777
FM Transmissions	$ 10,077	$ 11,570	$ 11,570
Afghanistan Transmissions	$ 3,504	$ 3,486	$ 3,486
SUBTOTAL, BROADCAST TECHNOLOGIES DIVISION	**$ 20,908**	**$ 24,819**	**$ 24,877**

TECHNOLOGY, SERVICES, AND INNOVATION	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
OPERATIONS DIVISION			
Operations Division	$ 1,903	$ 2,076	$ 2,140
Worldwide Procurement (WWP)	$ 3,360	$ 3,131	$ 3,131
SUBTOTAL, OPERATIONS DIVISION	**$ 5,263**	**$ 5,207**	**$ 5,271**
STATIONS DIVISION			
DOMESTIC TRANSMITTING STATIONS			
Greenville			$ 2,100
Tinian	$ 6,493	$ 6,247	$ 6,261
SUBTOTAL, DOMESTIC STATIONS	**$ 6,493**	**$ 6,247**	**$ 8,361**
OVERSEAS TRANSMITTING STATIONS			
Botswana	$ 2,726	$ 2,733	$ 2,743
Germany	$ 6,458	$ 5,582	$ 5,587
Kuwait	$ 4,243	$ 4,795	$ 4,808
Philippines	$ 5,500	$ 5,889	$ 5,906
Sao Tome	$ 4,661	$ 4,796	$ 4,811
Thailand	$ 5,032	$ 4,911	$ 4,926
SUBTOTAL, OVERSEAS STATIONS	**$ 28,620**	**$ 28,706**	**$ 28,781**
MONITORING OFFICES	**$ 586**	**$ 661**	**$ 661**
RECONCILIATION TO APPROPRIATION			
Satellite Carryover	$ (5,035)	$ (5,035)	$ (5,035)
GRAND TOTAL, TSI	**$ 181,880**	**$ 177,515**	**$ 182,851**

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Summary of Appropriated Funds

FY 2021–FY 2023

(in thousands)

RADIO FREE EUROPE/RADIO LIBERTY	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
NEWS DIVISION			
Director	$ 2,714	$ 2,725	$ 2,744
Digital Strategy	$ 74	$ 60	$ 500
LANGUAGE SERVICES			
Armenian	$ 1,915	$ 1,911	$ 1,997
Azerbaijani	$ 1,951	$ 2,017	$ 2,126
Balkans (Bosnian, Serbian, Albanian, Macedonian, Montenegrin)	$ 4,606	$ 4,879	$ 5,082
Belarusian	$ 2,214	$ 2,238	$ 2,351
Bulgarian	$ 601	$ 596	$ 620
Current Time TV and Digital	$ 12,063	$ 11,916	$ 12,531
Georgian	$ 2,465	$ 2,495	$ 2,611
Hungarian	$ 972	$ 948	$ 984
Kazakh	$ 1,818	$ 1,801	$ 1,885
Kyrgyz	$ 2,144	$ 2,164	$ 2,266
Radio Farda (Persian)	$ 8,672	$ 8,686	$ 9,200
Radio Free Afghanistan (Dari and Pashto)	$ 4,914	$ 5,024	$ 5,309
Radio Mashaal (Pashto)	$ 3,141	$ 3,183	$ 3,384
Romanian to Moldova	$ 1,894	$ 1,855	$ 1,933
Romanian to Romania	$ 552	$ 490	$ 505
Russian	$ 8,185	$ 7,529	$ 7,878
North Caucasus (Chechen)	$ 1,022	$ 1,135	$ 1,202
Tajik	$ 1,872	$ 1,956	$ 2,061
Tatar-Bashkir	$ 1,423	$ 1,635	$ 1,723
Turkmen	$ 812	$ 818	$ 866
Ukrainian	$ 4,329	$ 4,454	$ 4,620
Uzbek	$ 1,670	$ 1,638	$ 1,738
News and Current Affairs	$ 4,676	$ 4,902	$ 4,891
Multimedia and Training	$ 1,809	$ 1,707	$ 1,817
SUBTOTAL, PROGRAMMING DIVISION	**$ 78,508**	**$ 78,762**	**$ 82,824**

RADIO FREE EUROPE/RADIO LIBERTY	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
ADMINISTRATION, MANAGEMENT, AND FINANCE			
Office of President	$ 6,267	$ 6,332	$ 5,243
Operations Division	$ 36,963	$ 51,131	$ 38,587
Finance Division	$ 1,670	$ 3,026	$ 3,205
Human Resources Division	$ 2,382	$ 2,625	$ 2,786
SUBTOTAL, ADMIN., MANAGEMENT, AND FINANCE	**$ 47,282**	**$ 63,114**	**$ 49,821**
SUBTOTAL, RFE/RL	**$ 125,790**	**$ 141,876**	**$ 132,645**
RECONCILIATION			
(-) Balances In - Prior Year Balances			
Pre-FY 2014 - Bureau Regularization/Security/Munich/Iran	$ (759)	$ (435)	
FY 2017 - CT Research, Advertising, and Omnibus Surveys	$ (38)		
FY 2017 - Relocation/Upgrades/Infrastructure	$ (24)		
FY 2018 - Prague Basement Studio Improvements	$ (2,399)	$ (1,885)	
FY 2018 - Studio Video Router installation	$ (208)	$ (135)	
FY 2019 - Internet Freedom Funds	$ (405)	$ (249)	
FY 2019 - Reporting Coverage	$ (23)	$ (6)	
FY 2019 - IT Security	$ (96)	$ (25)	
FY 2019 - Infrastructure and Equipment	$ (166)	$ (125)	
FY 2019 - Hungarian Service Launch	$ (647)	$ (647)	
FY 2019 - Dalet Archive System	$ (149)		
FY 2019 - Prague Basement Studio Improvements	$ (2,865)	$ (2,865)	
FY 2019 - Signiant Fast File Transfer System	$ (67)		
FY 2020 - Prague Lower Level Studio Buildout (TSI)	$ (200)	$ (200)	
FY 2020 - OPR sponsored Travel for Research (IBB)	$ (6)	$ (6)	
FY 2020 - Legal and Regulatory Costs Related to RFE/RL Operations	$ (5,139)	$ (4,238)	
FY 2020 - Pandemic Related Costs	$ (220)	$ (36)	
FY 2020 - Workplace Safety	$ (445)	$ (304)	
(+) Balances Out - Prior Year Balances			
Pre-FY 2014 - Bureau Regularization/Security/Munich/Iran	$ 435		
FY 2018 - Prague Basement Studio Improvements	$ 1,885		
FY 2018 - Studio Video Router installation	$ 135		
FY 2019 - Internet Freedom Funds	$ 249		
FY 2019 - Reporting Coverage	$ 6		
FY 2019 - IT Security	$ 25		
FY 2019 - Infrastructure and Equipment	$ 125		
FY 2019 - Hungarian Service Launch	$ 647		
FY 2019 - Prague Basement Studio Improvements	$ 2,865		
FY 2020 - Prague Lower Level Studio Buildout (TSI)	$ 200		
FY 2020 - OPR sponsored Travel for Research (IBB)	$ 6		
FY 2020 - Legal and Regulatory Costs Related to RFE/RL Operations	$ 4,238		
FY 2020 - Pandemic Related Costs	$ 36		
FY 2020 - Workplace Safety	$ 304		
FY 2021 - Pangea	$ 1,916	$ (1,916)	
FY 2021 - Background Checks	$ 627	$ (627)	
FY 2021 - Other Urgent Needs	$ 1,677	$ (1,677)	
GRAND TOTAL, RFE/RL	**$ 127,310**	**$ 126,500**	**$ 132,645**

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE ASIA (RFA)

Summary of Appropriated Funds

FY 2021–FY 2023

(in thousands)

RADIO FREE ASIA	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
PROGRAMMING DIVISION			
Executive Editor	$ 2,673	$ 2,989	$ 2,572
Countering Chinese Influence-Investigative Unit			$ 2,266
PROGRAM SERVICES			
Burmese Service	$ 2,052	$ 1,928	$ 2,166
Cambodian Service	$ 1,814	$ 1,925	$ 1,923
Cantonese Service	$ 1,084	$ 1,277	$ 1,151
Korean Service	$ 2,776	$ 3,552	$ 2,816
Laotian Service	$ 1,467	$ 1,757	$ 1,543
Mandarin Service	$ 4,155	$ 3,854	$ 4,246
Global Mandarin Service	$ 1,240	$ 3,601	$ 2,318
Tibetan Service	$ 4,641	$ 4,424	$ 4,659
Uyghur Service	$ 1,825	$ 1,887	$ 1,931
Vietnamese Service	$ 1,391	$ 1,565	$ 1,502
PROGRAM OFFICES			
Bangkok Office	$ 104	$ 123	$ 107
Dharamsala Office	$ 99	$ 104	$ 102
Hong Kong Office	$ 1,300	$ 1,289	$ 935
Seoul Office	$ 1,220	$ 1,417	$ 1,270
Taipei Office	$ 651	$ 654	$ 860
Yangon Office	$ 522	$ 683	$ 538
SUBTOTAL, PROGRAMMING DIVISION	**$ 29,014**	**$ 33,029**	**$ 32,905**
ADMINISTRATION, MANAGEMENT AND FINANCE			
Office of the President	$ 1,137	$ 847	$ 1,011
Research, Training, and Evaluation	$ 822	$ 855	$ 907
Technical Operations	$ 6,493	$ 7,694	$ 7,065
Headquarters Facilities	$ 6,313	$ 4,493	$ 6,502
Communications	$ 265	$ 306	$ 291
Finance	$ 2,116	$ 2,076	$ 2,158
Human Resources	$ 415	$ 426	$ 458
SUBTOTAL, ADMINISTRATION, MANAGEMENT AND FINANCE	**$ 17,561**	**$ 16,697**	**$ 18,392**
SUBTOTAL, RFA	**$ 46,575**	**$ 49,726**	**$ 51,297**
(-) Balances In - Prior Year Balances			
FY 2020 - Global Mandarin	$ (1,089)		
FY 2019 - Internet Freedom Projects	$ (500)		
FY 2019 - Uyghur Refugee Travel Study	$ (36)		
FY 2019 - Tibetan Refugee Travel Study	$ (3)		
FY 2019 - Chinese Interview	$ (37)		

(continued next page)

RADIO FREE ASIA	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
(-) Balances In - Prior Year Balances (continued)			
FY 2019 - Uyghur Refugee Interview	$ (2)		
FY 2019 - Korean DPRK	$ (415)		
FY 2021 - Global Mandarin		$ (1,351)	
FY 2019 - Internet Freedom Projects		$ (500)	
FY 2019 - Uyghur Refugee Travel Study		$ (36)	
FY 2019 - Tibetan Refugee Travel Study		$ (3)	
FY 2019 - Chinese Interview		$ (37)	
FY 2019 - Uyghur Refugee Interview		$ (2)	
FY 2019 - Korean DPRK		$ (194)	
(-) Balances Out - Prior Year Balances			
FY 2021 - Global Mandarin	$ 1,351		
FY 2019 - Internet Freedom Projects	$ 500		
FY 2019 - Uyghur Refugee Travel Study	$ 36		
FY 2019 - Tibetan Refugee Travel Study	$ 3		
FY 2019 - Chinese Interview	$ 37		
FY 2019 - Uyghur Refugee Interview	$ 2		
FY 2019 - Korean DPRK	$ 194		
GRAND TOTAL, RFA	**$ 46,616**	**$ 47,603**	**$ 51,297**

U.S. AGENCY FOR GLOBAL MEDIA

MIDDLE EAST BROADCASTING NETWORKS (MBN)
Summary of Appropriated Funds
FY 2021–FY 2023

(in thousands)

MIDDLE EAST BROADCASTING NETWORKS	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
PROGRAMMING			
Alhurra Television	$ 26,726	$ 32,396	$ 31,850
Radio Sawa	$ 4,759	$ 6,846	$ 6,913
MBN Digital	$ 8,415	$ 12,237	$ 12,805
SUBTOTAL, PROGRAMMING	**$ 39,900**	**$ 51,479**	**$ 51,568**
OVERSEAS OFFICES			
IRAQ	**$ 1,973**	**$ 2,786**	**$ 2,791**
PAN ARAB	**$ 17,520**	**$ 18,331**	**$ 18,379**
Beirut	$ 3,306	$ 4,913	$ 4,946
Cairo	$ 1,151	$ 1,218	$ 1,225
Dubai	$ 11,947	$ 11,109	$ 11,114
Jerusalem	$ 1,116	$ 1,091	$ 1,094
MAGHREB	**$ 1,028**	**$ 1,209**	**$ 1,211**
Rabat	$ 795	$ 807	$ 809
Tunis	$ 233	$ 402	$ 402
SUBTOTAL, OVERSEAS OFFICES	**$ 20,521**	**$ 22,326**	**$ 22,381**
Technical Operations	$ 28,496	$ 24,742	$ 23,395
Administration	$ 12,506	$ 12,530	$ 12,517
Creative Services	$ 3,464	$ 4,685	$ 3,787
SUBTOTAL, MBN	**$ 104,887**	**$ 115,762**	**$ 113,648**
(-) Balances In - Prior Year Balances			
FY 2019 - Technical Infrastructure Upgrade	$ (2,520)		
FY 2020 - CMC Iraq	$ (140)		
FY 2020 - Operational Offset	$ (2,500)		
FY 2020 - Remote Work and Other Equipment	$ (52)		
FY 2020 - Programming and Marketing	$ (797)		
FY 2020 - Equipment Upgrades and Support	$ (238)		
FY 2021 - Operational Offset		$ (2,500)	
FY 2021 - Programming and Marketing		$ (2,950)	
FY 2021 - Equipment Upgrades		$ (2,500)	
FY 2022 - United States Programming Unit			$ (2,500)
(+) Balances Out - Prior Year Balances			
FY 2021 - Operational Offset	$ 2,500		
FY 2021- Programming and Marketing	$ 2,950		
FY 2021 - Equipment Upgrades	$ 2,500		
FY 2022 - United States Programming Unit		$ 2,500	
GRAND TOTAL, MBN	**$ 106,590**	**$ 110,312**	**$ 111,148**

U.S. AGENCY FOR GLOBAL MEDIA

OPEN TECHNOLOGY FUND (OTF)
Summary of Appropriated Funds
FY 2021–FY 2023

(in thousands)

OPEN TECHNOLOGY FUND	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
OPEN TECHNOLOGY FUND PROGRAMS			
Internet Freedom Fund	$ 4,024	$ 14,200	$ 6,841
Technology at Scale Fund	$ 6,182	$ 14,200	$ 7,000
Rapid Response Fund	$ 673	$ 1,900	$ 596
OTF Labs	$ 2,627	$ 6,300	$ 2,038
Research Fellowships	$ 705	$ 1,800	$ 365
USAGM Entity Support		$ 1,050	$ 582
Programmatic Support	$ 319	$ 1,150	$ 493
SUBTOTAL, PROGRAM SERVICES	**$ 14,530**	**$ 40,600**	**$ 17,915**
ADMINISTRATION, MANAGEMENT, AND FINANCE			
Open Technology Fund Staff and Operations	$ 4,012	$ 8,017	$ 3,233
SUBTOTAL, ADMINISTRATION, MANAGEMENT, AND FINANCE	**$ 4,012**	**$ 8,017**	**$ 3,233**
SUBTOTAL, OTF	**$ 18,542**	**$ 48,617**	**$ 21,148**
(-) Balances In - Prior Year Balances			
FY 2020 - Research and Mission Support Costs	$ (10,998)	$ (2,020)	
FY 2021 - Research and Mission Support Costs		$ (19,741)	
FY 2021 - Background Investigations		$ (11)	
FY 2021 - RFA Recovered Funds		$ (6,845)	
(+) Balances Out - Prior Year Balances			
FY 2020 - Research and Mission Support Costs	$ 2,020		
FY 2021 - Research and Mission Support Costs	$ 19,741		
FY 2021 - Background Investigations	$ 11		
FY 2021 - RFA Recovered Funds	$ 6,845		
GRAND TOTAL, OTF	**$ 36,161**	**$ 20,000**	**$ 21,148**

U.S. AGENCY FOR GLOBAL MEDIA

BROADCASTING CAPITAL IMPROVEMENTS (BCI)

Summary of Appropriated Funds

FY 2021–FY 2023

(in thousands)

BROADCASTING CAPITAL IMPROVEMENTS	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
MAINTENANCE, IMPROVEMENTS, REPLACE, AND REPAIR (MIRR)			
Continuing M&R	$ 1,850	$ 2,222	$ 2,222
VOA TV M&R		$ 615	$ 615
Security M&R	$ 780	$ 582	$ 582
HVAC System M&R	$ 454	$ 554	$ 554
Office of Cuba Broadcasting	$ 152	$ 143	$ 143
UPGRADE OF EXISTING FACILITIES PROJECTS	$ 196	$ 4,550	$ 4,550
SATELLITES			
Satellite and Terrestrial Program Feeds	$ 37	$ 1,034	$ 1,034
GRAND TOTAL, BCI	**$ 3,469**	**$ 9,700**	**$ 9,700**

U.S. AGENCY FOR GLOBAL MEDIA

Funding from Outside Sources (estimated)

FY 2021–FY 2023

(in whole dollars)

FUNDS SOURCE	FY 2021 FUNDS	FY 2022 FUNDS	FY 2023 FUNDS	TOTALS
DEPARTMENT OF STATE (DOS)	$ 2,985,000	$ 350,000		**$ 3,335,000**
CENTERS FOR DISEASE CONTROL (CDC)	$ 390,000			**$ 390,000**
UNITED STATED PACIFIC COMMAND (PACOM)	$ 2,235,000	$ 2,235,000	$ 2,235,000	**$ 6,705,000**
GRAND TOTAL	**$ 5,610,000**	**$ 2,585,000**	**$ 2,235,000**	**$10,430,000**

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Appendix B: Broadcast Hours

U.S. AGENCY FOR GLOBAL MEDIA
Broadcast Hours
FY 2021–FY 2023

LANGUAGE SERVICE	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
VOICE OF AMERICA (VOA)			
AFRICA DIVISION			
Bambara Service	9.00	9.00	11.50
Central Africa (Kinyarwanda, Kirundi)	40.14	40.14	40.39
English To Africa Service	258.75	258.75	258.75
French to Africa and the Trans Sahel	176.75	176.75	181.75
Hausa Service	16.75	16.75	16.75
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	36.25	35.75	36.25
Portuguese Service	10.25	10.25	10.50
Somali Service	33.58	33.58	33.58
Swahili Service	18.20	18.20	18.70
Zimbabwe/Shona/Ndebele/English	17.00	17.00	17.00
TOTAL, AFRICA DIVISION	**616.67**	**616.17**	**625.17**
EAST ASIA AND PACIFIC DIVISION			
Burmese Service	182.25	57.08	182.25
Cantonese Service	61.67	54.67	61.67
English to Asia Programs	6.55	6.31	6.55
Indonesian Service	66.87	71.26	66.87
Khmer Service	21.74	21.74	21.74
Korean Service	51.88	51.88	51.88
Lao Service	4.67	4.67	4.67
Mandarin Service	169.00	169.00	169.00
Thai Service	7.20	7.20	7.20
Tibetan Service	204.00	204.00	204.00
Vietnamese Service	6.00	6.00	6.00
TOTAL, EAST ASIA AND PACIFIC DIVISION	**781.83**	**653.81**	**781.83**

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2021–FY 2023

LANGUAGE SERVICE	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
VOICE OF AMERICA - CONTINUED			
EURASIA DIVISION			
Albanian Service	3.80	3.75	3.80
Armenian Service	1.75	1.75	1.75
Bosnian Service	1.75	2.75	1.75
Georgian Service	1.50	1.50	1.50
Macedonian Service	1.00	1.00	1.00
Russian Service	13.50	13.50	13.50
Serbian Service	1.75	2.75	1.75
Ukrainian Service	3.00	2.75	4.00
TOTAL, EURASIA DIVISION	**28.05**	**29.75**	**29.05**
LATIN AMERICA DIVISION			
Creole Service	22.00	22.00	17.00
Spanish Service	191.49	191.49	46.99
TOTAL, LATIN AMERICA DIVISION	**213.49**	**213.49**	**63.99**
SOUTH ASIA DIVISION			
Dari	53.38	31.67	53.38
Pashto	64.38	31.67	64.38
VOA Radio Deewa (Pashto)	75.33	70.33	75.33
Azerbaijani Service	3.75	3.75	3.75
Bangla Service	5.50	1.00	5.50
Kurdish Service	64.60	64.60	68.10
Turkish Service	6.00	6.00	6.00
Urdu Service	28.75	28.75	28.75
Uzbek Service	2.50	4.50	2.50
TOTAL, SOUTH ASIA DIVISION	**304.19**	**242.27**	**307.69**

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2021–FY 2023

LANGUAGE SERVICE	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
VOICE OF AMERICA - CONTINUED			
PERSIAN NEWS NETWORK	**168.00**	**168.00**	**168.00**
ENGLISH DIVISION			
All Other Programs	413.45	411.45	415.53
TOTAL, ENGLISH DIVISION	**413.45**	**411.45**	**415.53**
TOTAL, VOICE OF AMERICA	**2,525.68**	**2,334.94**	**2,391.26**
OFFICE OF CUBA BROADCASTING (OCB)			
Radio Martí	168.00	168.00	168.00
Streaming Audio Video	168.00	168.00	168.00
TOTAL, OFFICE OF CUBA BROADCASTING	**336.00**	**336.00**	**336.00**
RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)			
Armenian	90.10	90.10	80.33
Azerbaijani	74.60	74.60	74.30
Balkans (Bosnian, Serbian, Albanian, Macedonian, Montenegrin, Croatian)	73.90	73.90	67.00
Belarusian	168.00	168.00	168.00
Bulgarian	0.10	0.10	0.70
Current Time TV and Digital	150.70	150.70	150.70
Georgian	26.40	26.40	28.10
Hungarian			1.80
Kazakh	1.30	1.30	1.30
Kyrgyz	64.30	64.30	57.50
Radio Farda (Persian)	168.00	168.00	168.00
Radio Free Afghanistan (Dari and Pashto)	84.00	84.00	84.00
Radio Mashaal (Pashto)	63.00	63.00	63.00
Romanian (Moldova)	16.10	16.10	14.60
Russian (Russian and Chechen)	168.00	168.00	168.00
Russian (Chechen)	0.30	0.30	1.00

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2021–FY 2023

LANGUAGE SERVICE	FY 2021 ACTUALS	FY 2022 CBJ	FY 2023 CBJ
RADIO FREE EUROPE/RADIO LIBERTY - CONTINUED			
Tajik	42.30	42.30	42.80
Tatar-Bashkir	0.40	0.40	0.90
Turkmen	56.00	56.00	56.00
Ukrainian	36.80	36.80	51.60
Uzbek	168.00	168.00	168.00
TOTAL, RADIO FREE EUROPE/RADIO LIBERTY	**1,452.30**	**1,452.30**	**1,447.63**
RADIO FREE ASIA			
Burmese Service	168.50	103.00	168.50
Cambodian Service	84.50	84.50	84.50
Cantonese Service	71.50	71.50	71.50
Korean Service	68.00	68.00	68.00
Laotian Service	52.50	52.70	52.50
Mandarin Service	186.00	186.00	186.00
Global Mandarin	0.00	0.00	0.00
Tibetan Service	199.50	199.50	199.50
Uyghur Service	56.30	56.30	56.30
Vietnamese Service	14.00	14.00	14.00
TOTAL, RADIO FREE ASIA	**900.80**	**835.50**	**900.80**
MIDDLE EAST BROADCASTING NETWORKS (MBN)			
Alhurra	168.00	168.00	168.00
Radio Sawa	168.00	168.00	168.00
MBN Digital	168.00	168.00	168.00
TOTAL, MIDDLE EAST BROADCASTING NETWORK	**504.00**	**504.00**	**504.00**

Appendix C: Broadcast Metrics

Voice of America Broadcast Metrics

FY 2021 ACTUALS

In FY 2021, VOA Korean continued to produce video products for the web that are counted as TV hours, similarly some services like Russian and Vietnamese continue to show radio hours that are audio podcasts. Most importantly, VOA began to move its original and repeat radio programming to radio on TV (ROTV) format for broadcast on 24/7 satellite streams in various regions to avoid censorship and blocking of transmissions, including Pakistan, Afghanistan, Burma, Horn of Africa, and Somali. As a result, it may appear that VOA's radio programming has been eliminated when in fact, it is now counted only once as TV/Video.

VOICE OF AMERICA SERVICE	LANGUAGE(S)	BUDGET INCLUDING PROGRAM DELIVERY	WEEKLY UNDUPLICATED AUDIENCE	ANNUAL COST PER AUDIENCE MEMBER	ORIGINAL TV/ VIDEO HOURS	TOTAL TV/ VIDEO HOURS
VOA Afghan	Dari, Pashto	$ 11,950,000	9,619,882	$ 1.24	10.76	33.76
VOA Albanian	Albanian	$ 2,073,000	1,195,112	$ 1.73	3.8	3.8
VOA Armenian	Armenian	$ 669,000	623,000	$ 1.07	1.75	1.75
VOA Azerbaijani	Azerbaijani	$ 1,049,000	N/A	N/A	1.25	3.75
VOA Bambara	Bambara	$ 71,000	870,269	$ 0.08	0	0
VOA Bangla	Bangla, Rohingya	$ 1,979,000	1,870,517	$ 1.06	0.5	0.5
VOA Bosnian	Bosnian	$ 1,274,000	490,577	$ 2.60	1.75	1.75
VOA Burmese	Burmese	$ 4,450,000	4,568,544	$ 0.97	27.75	182.25
VOA Cantonese	Cantonese	$ 969,000	2,640,505	$ 0.37	0.17	0.67

The radio programming still goes out on SW/MW/FM platforms, VOA Afghan (Dari/Pashto) continues to count it as radio hours even though it is now radio on TV due largely to the 24/7 MW/FM stream shared by VOA and RFE/RL (12 hours each daily). VOA's FM/Music Team also produces daily music programs for both radio and TV, not all of which are included on this Broadcast Metrics Chart, nor are the many customized 24/7 FM networks across Africa and Asia, which are too numerous to count and would increase VOA's Total Hours weekly by a huge amount.

FY 2021 TV AUDIENCE	ORIGINAL RADIO/ AUDIO HOURS	TOTAL RADIO/ AUDIO HOURS	RADIO AUDIENCE	DIGITAL PLATFORMS	WEEKLY WEBSITE VISITS	SOCIAL MEDIA ENGAGEMENT — COMMENTS AND SHARES — FOR ALL PLATFORMS	AVERAGE WEEKLY VIDEO VIEWS FOR ALL PLATFORMS
7,320,790	45.5	84	6,398,129	Websites, Facebook, Twitter, YouTube, Instagram, Telegram, Podcasts, VOA App, Email Newsletter	298,502	95,257	15,534,374
1,043,275	0	0	N/A	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	72,892	4,206	2,108,830
753,980	0	0	N/A	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	17,092	10,379	2,396,157
N/A	0	0	N/A	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App, Email Newsletter	12,201	9,256	368,680
N/A	5.5	9	862,702	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	2,709	2,092	533,568
1,100,304	2.5	5	880,243	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	24,011	6,997	1,170,168
402,219	0	0	N/A	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	26,085	1,699	329,053
3,686,342	0	0	1,323,302	Website, Facebook, Twitter, YouTube, Instagram, SoundCloud, Podcasts, VOA App, Email Newsletter	5,650,621	293,117	18,962,370
529,480	14	61	1,157,960	Website, Facebook, Twitter, YouTube, SoundCloud, Podcasts, VOA App	45,486	2,184	541,236

VOICE OF AMERICA (CONTINUED)

SERVICE	LANGUAGE(S)	BUDGET INCLUDING PROGRAM DELIVERY	WEEKLY UNDUPLICATED AUDIENCE	ANNUAL COST PER AUDIENCE MEMBER	ORIGINAL TV/ VIDEO HOURS	TOTAL TV/ VIDEO HOURS
VOA Central Africa	Kinyarwanda, Kirundi	$ 2,620,000	N/A	N/A	0	0
VOA Creole	Creole	$ 1,661,000	1,000,267	$ 1.66	2.5	7.5
VOA Deewa	Pashto	$ 5,499,000	2,161,823	$ 2.54	29.33	34.33
VOA English to Asia	English	$ 80,000	N/A — new service	N/A	0.3	0.3
VOA French to Africa (VOA Afrique)	French, Sango, Lingala, Wolof	$ 6,967,000	20,252,326	$ 0.34	3.75	3.75
VOA Georgian	Georgian	$ 1,109,000	238,341	$ 4.65	1.5	1.5
VOA Hausa	Hausa	$ 3,082,000	17,158,912	$ 0.18	0.75	0.75
VOA Horn of Africa	Afan Oromo, Amharic, Tigrigna	$ 3,549,000	6,610,154	$ 0.54	16.75	36.25
VOA Indonesian	Indonesian	$ 5,235,000	38,515,505	$ 0.14	4.68	11.72
VOA Khmer	Khmer	$ 3,189,000	967,725	$ 3.30	0.74	0.74
VOA Korean	Korean	$ 7,566,000	N/A	N/A	2.88	2.88
VOA Kurdish	Kurdish (Kurmanji and Sorani dialects)	$ 4,229,000	4,124,650	$ 1.03	2.6	2.6

FY 2021 TV AUDIENCE	ORIGINAL RADIO/ AUDIO HOURS	TOTAL RADIO/ AUDIO HOURS	RADIO AUDIENCE	DIGITAL PLATFORMS	WEEKLY WEBSITE VISITS	SOCIAL MEDIA ENGAGEMENT — COMMENTS AND SHARES — FOR ALL PLATFORMS	AVERAGE WEEKLY VIDEO VIEWS FOR ALL PLATFORMS
N/A	21.14	40.14	N/A	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	54,215	3,924	176,752
548,718	9.5	14.5	765,919	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App, Email Newsletter	7,188	12,196	2,085,210
1,041,350	34	41	1,090,223	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App, Email Newsletter	164,902	76,701	10,169,841
N/A	2.08	6.25	3,703,793	Content on VOANews website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App	N/A	17,116	N/A
8,387,154	52.08	173	16,315,341	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App, Email Newsletter	74,317	4,880	373,497
187,869	0	0	N/A	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App, Email Newsletter	57,101	5,264	964,828
3,267,147	16	16	15,728,210	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	504,777	14,161	1,689,432
N/A	0	0	6,548,948	Websites, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	55,877	23,186	2,796,317
32,909,962	43.15	55.15	6,871,311	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App, Email Newsletter	210,177	22,858	17,268,458
512,325	10.5	21	409,860	Websites, Facebook, Twitter, YouTube, Instagram, SoundCloud, Podcasts, VOA App, Email Newsletter	100,513	14,984	3,876,718
N/A	39.5	49	N/A	Website, Facebook, Twitter, YouTube, Instagram, SoundCloud, Podcasts, VOA App	75,111	2,264	706,186
1,477,314	62	62	2,722,567	Websites, Facebook, Twitter, YouTube, Instagram, Telegram, Podcasts, VOA App, Email Newsletter	20,908	8,424	4,447,562

VOICE OF AMERICA (CONTINUED)

SERVICE	LANGUAGE(S)	BUDGET INCLUDING PROGRAM DELIVERY	WEEKLY UNDUPLICATED AUDIENCE	ANNUAL COST PER AUDIENCE MEMBER	ORIGINAL TV/ VIDEO HOURS	TOTAL TV/ VIDEO HOURS
VOA Learning English	English	$ 1,025,500	10,669,154	$ 0.10	0.73	8.03
VOA Lao	Lao	$ 750,000	11,750	$ 63.83	0.17	0.17
VOA Macedonian	Macedonian	$ 654,000	189,365	$ 3.45	1	1
VOA Mandarin	Mandarin	$ 13,733,000	39,452,126	$ 0.35	7	91
VOA News Center/English	English	$ 24,699,000	64,917,004	$ 0.38	1	127
VOA Persian	Persian	$ 17,626,000	12,512,217	$ 1.41	31	168
VOA Portuguese	Portuguese	$ 1,336,000	N/A	N/A	0.25	0.25
VOA Russian	Russian	$ 8,788,000	5,548,593	$ 1.58	12.5	12.5
VOA Serbian	Serbian, Montenegrin	$ 1,642,000	500,788	$ 3.28	1.75	1.75
VOA Somali	Somali	$ 3,206,000	1,244,019	$ 2.58	24.08	33.58
VOA Spanish	Spanish	$ 5,564,000	55,695,880	$ 0.10	21.07	123.07
VOA Swahili	Swahili	$ 2,747,000	11,201,340	$ 0.25	3	3

FY 2021 TV AUDIENCE	ORIGINAL RADIO/ AUDIO HOURS	TOTAL RADIO/ AUDIO HOURS	RADIO AUDIENCE	DIGITAL PLATFORMS	WEEKLY WEBSITE VISITS	SOCIAL MEDIA ENGAGEMENT — COMMENTS AND SHARES — FOR ALL PLATFORMS	AVERAGE WEEKLY VIDEO VIEWS FOR ALL PLATFORMS
N/A	3.5	84	N/A	Websites, Facebook, Twitter, YouTube, Telegram, Podcasts, VOA App, Email Newsletter	428,128	574	962,534
N/A	4	4.5	11,750	Website, Facebook, Twitter, YouTube, Instagram, Sound-Cloud, Podcasts, VOA App, Email Newsletter	144,510	3,435	495,175
157,525	0	0	N/A	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	32,329	473	157,285
11,436,169	15	78	6,744,051	Website, Facebook, Twitter, YouTube, Instagram, Sound-Cloud, Podcasts, VOA App, Email Newsletter	1,386,688	37,359	3,597,534
19,376,173	14	14.42	18,812,211	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App	702,568	19,239	2,875,910
9,149,725	0	0	N/A	Website, Facebook, Twitter, YouTube, Instagram, Telegram, VOA App	2,349,233	77,978	10,312,068
N/A	10	10	N/A	Website, Facebook, Twitter, YouTube, Instagram, WhatsApp, Podcasts, VOA App, Email Newsletter	73,192	2,793	335,941
4,221,843	1	1	N/A	Website, YouTube, Twitter, Facebook, Vkontakte, Instagram, Telegram, Podcasts, VOA App	262,239	46,088	4,715,819
661,801	0	0	N/A	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	23,765	1,148	241,954
N/A	0	0	1,244,019	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	287,107	4,807	846,008
40,624,603	16.92	68.42	18,109,624	Website, Facebook, Twitter, YouTube, Instagram, WhatsApp, Telegram, VOA App	193,634	31,687	4,360,237
4,296,872	13.2	15.2	9,114,695	Website, Facebook, Twitter, YouTube, Podcasts, VOA App, Email Newsletter	15,123	2,920	603,146

VOICE OF AMERICA (CONTINUED) SERVICE	LANGUAGE(S)	BUDGET INCLUDING PROGRAM DELIVERY	WEEKLY UNDUPLICATED AUDIENCE	ANNUAL COST PER AUDIENCE MEMBER	ORIGINAL TV/ VIDEO HOURS	TOTAL TV/ VIDEO HOURS
VOA Thai	Thai	$ 1,189,000	993,510	$ 1.20	0.66	0.66
VOA Tibetan	Tibetan	$ 4,517,000	N/A — no research possible	N/A	2.67	36
VOA Turkish	Turkish	$ 3,184,000	2,457,440	$ 1.30	3	6
VOA Ukrainian	Ukrainian	$ 2,784,000	2,366,298	$ 1.18	2.5	2.5
VOA Urdu	Urdu	$ 6,699,000	6,278,507	$ 1.07	2.5	12.5
VOA Uzbek	Uzbek	$ 1,142,000	933,284	$ 1.22	1	2.5
VOA Vietnamese	Vietnamese	$ 2,355,000	2,066,665	$ 1.14	2.5	2.5
VOA Zimbabwe	Shona, Ndeble, English	$ 1,793,000	2,732,800	$ 0.66	0	0
VOA English to Africa	English	$ 8,817,000	36,691,099	$ 0.24	5.25	87.25
*VOA Music/ FM Programming**	Music/English	N/A	N/A	N/A	0.5	3.5

** VOA Music/FM Programming does not have individual budgetary, audience, or digital metrics data.*

FY 2021 TV AUDIENCE	ORIGINAL RADIO/ AUDIO HOURS	TOTAL RADIO/ AUDIO HOURS	RADIO AUDIENCE	DIGITAL PLATFORMS	WEEKLY WEBSITE VISITS	SOCIAL MEDIA ENGAGEMENT — COMMENTS AND SHARES — FOR ALL PLATFORMS	AVERAGE WEEKLY VIDEO VIEWS FOR ALL PLATFORMS
894,159	3.04	6.54	149,027	Website, Facebook, YouTube, Instagram, SoundCloud, Podcasts, VOA App, Email Newsletter	73,479	5,179	994,730
N/A	42	168	N/A	Website, Facebook, Twitter, YouTube, Instagram, Sound-Cloud, Podcasts, VOA App	41,052	2,230	N/A
2,457,440	0	0	N/A	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App, Email Newsletter	129,512	10,257	3,409,203
1,758,735	0.5	0.5	N/A	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App, Email Newsletter	111,447	12,376	1,834,712
1,700,766	6.25	16.25	2,493,783	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App, Email Newsletter	156,871	77,891	10,925,230
733,718	0	0	N/A	Website, Facebook, Twitter, YouTube, Telegram, Vkontakte, Podcasts, VOA App, Email Newsletter	16,320	5,144	1,633,619
1,266,665	3.5	3.5	1,133,332	Website, Facebook, Twitter, YouTube, Instagram, Sound-Cloud, Podcasts, VOA App, Email Newsletter	313,695	42,094	15,165,822
N/A	17	17	2,732,800	Websites, Facebook, You-Tube, Twitter, WhatsApp, Podcasts, VOA App	25,127	9,056	354,709
16,544,226	59	171.5	18,063,966	Content on VOANews website, Facebook, Twitter, YouTube, Instagram, Podcasts, VOA App	N/A	3,333	643,355
N/A	64.25	176.5	N/A	N/A	N/A	N/A	N/A

Office of Cuba Broadcasting Broadcast Metrics

FY 2021 ACTUALS

OCB, through radio and its website, offers a multimedia service of professional news and information to Cuba. Radio and digital platforms aim to inform and engage the people of Cuba by providing credible news and information and to encourage freedom and democracy through programs that focus on human rights, individual freedom, entrepreneurship, and other democratic values. OCB uses shortwave, medium wave, internet, and social media, to help reach audiences in Cuba. To allow radio and digital platforms to better target audiences based on their programming preferences, the first-ever USAGM content/media preference poll was conducted in Cuba in 2017. Based on this poll, radio and digital platforms reach 11.1 percent of Cubans on a weekly basis with audio, video, and digital content delivered by radio and the internet.

OFFICE OF CUBA BROADCASTING SERVICE	LANGUAGE(S)	BUDGET INCLUDING PROGRAM DELIVERY	WEEKLY UNDUPLICATED AUDIENCE	ANNUAL COST PER AUDIENCE MEMBER	ORIGINAL TV/ VIDEO HOURS	TOTAL TV/ VIDEO HOURS
Radio Televisión Martí	Spanish	$ 12,880,000	987,900	$ 13.04	12.23	168

FY 2021 TV AUDIENCE	ORIGINAL RADIO/ AUDIO HOURS	TOTAL RADIO/ AUDIO HOURS	RADIO AUDIENCE	DIGITAL PLATFORMS	WEEKLY WEBSITE VISITS	SOCIAL MEDIA ENGAGEMENT — COMMENTS AND SHARES — FOR ALL PLATFORMS	AVERAGE WEEKLY VIDEO VIEWS FOR ALL PLATFORMS
605,200	102	168	712,000	Website, Facebook, Twitter, YouTube, Instagram, Martí App	102,491	16,288	819,948

Radio Free Europe/ Radio Liberty Broadcast Metrics

FY 2021 ACTUALS

RFE/RL language services produce a wide range of audio and video content. In addition to regular TV and radio programming, audiences rely on RFE/RL's streaming audio and video news and information in countries where local distribution is restricted. Compared to the previous year, there are no significant changes to overall broadcast hours.

RADIO FREE EUROPE/ RADIO LIBERTY SERVICE	LANGUAGE(S)	BUDGET INCLUDING PROGRAM DELIVERY	WEEKLY UNDUPLICATED AUDIENCE	ANNUAL COST PER AUDIENCE MEMBER	ORIGINAL TV/ VIDEO HOURS	TOTAL TV/ VIDEO HOURS
Current Time TV and Digital	Russian	$ 12,903,000	8,488,071	$ 1.52	45.83	150.67
Radio Farda	Persian	$ 9,831,000	8,114,767	$ 1.21	7	14
Radio Free Afghanistan	Dari, Pashto, English	$ 6,095,000	6,821,646	$ 0.89	0	0
Radio Mashaal	Pashto	$ 3,647,000	1,541,674	$ 2.37	0	0
RFE/RL Armenian	Armenian, Russian	$ 2,063,000	619,305	$ 3.33	16.05	64.92
RFE/RL Azerbaijani	Azerbaijani	$ 1,951,000	191,976	$ 10.16	1.25	1.25
RFE/RL Balkan Service (including Kosovo and Macedonia Units)	Albanian, Bosnian, Macedonian, Montenegrin, Serbian	$ 4,875,000	971,399	$ 5.02	1.35	1.35
RFE/RL Belarus	Belarusian	$ 2,293,000	144,039	$ 15.92	0	0
RFE/RL Bulgaria	Bulgarian	$ 600,000	769,046	N/A	0.58	0.58

FY 2021 TV AUDIENCE	ORIGINAL RADIO/ AUDIO HOURS	TOTAL RADIO/ AUDIO HOURS	RADIO AUDIENCE	DIGITAL PLATFORMS	WEEKLY WEBSITE VISITS	SOCIAL MEDIA ENGAGEMENT — COMMENTS AND SHARES — FOR ALL PLATFORMS	AVERAGE WEEKLY VIDEO VIEWS FOR ALL PLATFORMS
4,865,603	0	0	N/A	Website, Facebook, Twitter, YouTube, Vkontakte, Instagram, Telegram, Odnoklassniki, Yandex, RFE/RL App	667,722	147,212	28,625,021
1,438,153	44.33	154	2,832,509	Website, Facebook, Twitter, YouTube, Instagram, Telegram, RFE/RL App, Podcasts	3,377,455	118,723	13,617,867
N/A	72.73	84	6,277,124	Websites, Facebook, Twitter, YouTube, Instagram, Podcasts, RFE/RL App	176,428	44,153	5,586,219
N/A	54.6	63	1,281,402	Website, Facebook, Twitter, YouTube, Podcasts, RFE/RL App	23,126	20,867	4,492,471
427,841	12.42	15.42	319,108	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, RFE/RL App	439,968	132,225	25,035,211
N/A	0.5	73.08	191,976	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, RFE/RL App	37,260	34,441	3,438,930
514,569	31.5	65.5	458,366	Websites, Facebook, Twitter, YouTube, Instagram, Podcasts, RFE/RL App	341,529	8,801	1,232,852
N/A	7	168	83,391	Website, Facebook, Twitter, YouTube, Instagram, TikTok, Odnoklassniki, Vkontakte, SoundCloud, Telegram, Yandex, Podcasts, RFE/RL App	347,635	20,729	1,173,961
N/A	0.13	0.13	N/A	Website, Facebook, Twitter, YouTube, Instagram, RFE/RL App	293,421	20,169	

RADIO FREE EUROPE/ RADIO LIBERTY (CONTINUED) SERVICE	LANGUAGE(S)	BUDGET INCLUDING PROGRAM DELIVERY	WEEKLY UNDUPLICATED AUDIENCE	ANNUAL COST PER AUDIENCE MEMBER	ORIGINAL TV/ VIDEO HOURS	TOTAL TV/ VIDEO HOURS
RFE/RL Georgian (including Ekho Kavkaza)	Georgian, Russian	$ 2,476,000	252,361	$ 9.81	3.08	3.58
RFE/RL Kazakh	Kazakh, Russian	$ 1,818,000	702,314	$ 2.59	1.25	1.25
RFE/RL Kyrgyz	Kyrgyz, Russian	$ 2,448,000	1,767,048	$ 1.39	5	5
RFE/RL North Caucasus	Chechen, Russian	$ 1,022,000	N/A — no research available	N/A	0.25	0.25
RFE/RL Romanian to Moldova and Romania	Romanian, Russian	$ 2,589,000	491,098	$ 5.27	4	5
RFE/RL Russian	Russian	$ 8,453,000	3,905,548	$ 2.16	0	0
RFE/RL Tajik	Tajik, Russian	$ 2,011,000	497,640	$ 4.04	3.42	3.42
RFE/RL Tatar-Bashkir	Tatar, Crimean Tatar, Bashkir, Russian	$ 1,417,000	N/A — no research available	N/A	0	0
RFE/RL Turkmen	Turkmen, Russian	$ 841,000	223,622	$ 3.76	0	0
RFE/RL Ukrainian	Ukrainian, Russian, Crimean Tatar	$ 4,347,000	5,436,090	$ 0.80	6.23	14.75
RFE/RL Uzbek	Uzbek, Russian	$ 1,715,000	226,490	$ 7.57	0	0

FY 2021 TV AUDIENCE	ORIGINAL RADIO/ AUDIO HOURS	TOTAL RADIO/ AUDIO HOURS	RADIO AUDIENCE	DIGITAL PLATFORMS	WEEKLY WEBSITE VISITS	SOCIAL MEDIA ENGAGEMENT — COMMENTS AND SHARES — FOR ALL PLATFORMS	AVERAGE WEEKLY VIDEO VIEWS FOR ALL PLATFORMS
123,376	14.5	24.5	92,532	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, RFE/RL App	442,839	39,212	2,560,794
424,039	0	0	N/A	Websites, Facebook, Twitter, YouTube, Instagram, Vkontakte, Telegram, Podcasts, RFE/RL App, Email Newsletter	968,588	22,792	6,864,922
1,343,952	31	52.5	389,912	Websites, Facebook, Twitter, YouTube, Instagram, Vkontakte, Telegram, SoundCloud, Odnoklassniki, Podcasts, RFE/RL App	512,589	63,839	9,733,112
N/A	0.75	0.75	N/A	Websites, Facebook, Twitter, YouTube, Instagram, Vkontakte, Odnoklassniki, RFE/RL App	166,762	1,487	418,094
173,930	10.85	12.85	186,719	Websites, Facebook, Twitter, YouTube, Instagram, Odnoklassniki, Podcasts, RFE/RL App	78,871	19,689	1,316,269
N/A	32.25	168	1,438,886	Website, Facebook, Twitter, YouTube, Instagram, Vkontakte, Telegram, Yandex, SoundCloud, Odnoklassniki, LiveJournal, Podcasts, RFE/RL App	2,985,974	51,482	2,677,932
N/A	11.08	39.33	268,840	Websites, Google News, Facebook, Twitter, YouTube, Instagram, Telegram, Odnoklassniki, RFE/RL App	443,170	24,085	5,909,331
N/A	0.92	0.92	N/A	Website, Facebook, Twitter, YouTube, Instagram, Vkontakte, Telegram, RFE/RL App	95,438	544	19,856
N/A	3.5	56	167,716	Website, Facebook, Twitter, YouTube, Instagram, Odnoklassniki, Telegram, Vkontakte, Podcasts, RFE/RL App	215,899	284	215,828
3,101,769	18.3	34.63	1,375,011	Website, Google News, Facebook, Twitter, YouTube, Instagram, Vkontakte, Odnoklassniki, Telegram, Podcasts, RFE/RL App, Email Newsletter	1,979,763	84,671	8,899,351
N/A	8.52	168	203,841	Websites, Facebook, Twitter, YouTube, Telegram, SoundCloud, Instagram, Odnoklassniki, Google News, RFE/RL App	109,158	50,444	4,657,215

Radio Free Asia Broadcast Metrics

FY 2021 ACTUALS

Measurement of RFA's audiences is projected from nationally representative surveys. Survey data is not available for RFA's Uyghur, Tibetan, and Korean services. Survey respondents may hesitate to admit using RFA, since it is banned or politically frowned upon in all of RFA's target areas. The majority of RFA's budget, for all services, is allocated to content production. RFA's Laos service (Laos has a population of seven million people) budget for production is lower than average for RFA's Southeast Asian services, but high relative to its potential audience, making cost per audience member actually higher. FY 2020 current RFA Lao audiences are considerably higher than the 74,763 estimate from the 2016 survey because RFA Laos social media has grown exponentially and its FM transmission has expanded considerably since 2016.

RADIO FREE ASIA SERVICE	LANGUAGE(S)	BUDGET INCLUDING PROGRAM DELIVERY	WEEKLY UNDUPLICATED AUDIENCE	ANNUAL COST PER AUDIENCE MEMBER	ORIGINAL TV/ VIDEO HOURS	TOTAL TV/ VIDEO HOURS
RFA Burmese	Burmese, Kachin, Karenni (Kayah), Karen (Kayin), Chin, Mon, Rakhine, Shan	$ 2,412,000	4,064,429	$ 0.59	8	77
RFA Cantonese	Cantonese	$ 1,124,000	8,312,396	$ 0.14	6	17
RFA Khmer	Khmer	$ 1,904,000	1,036,035	$ 1.84	12	13
RFA Korean	Korean	$ 4,399,000	N/A — no research possible	N/A	2	2
RFA Lao	Lao	$ 1,521,000	39,168	$ 38.83		
RFA Mandarin	Mandarin	$ 5,392,000	40,740,046	$ 0.13	4	18
RFA Tibetan	Tibetan	$ 5,688,000	N/A — no research possible	N/A	4	32
RFA Uyghur	Uyghur	$ 1,992,000	N/A — no research possible	N/A	1	7
RFA Vietnamese	Vietnamese	$ 1,391,000	2,011,383	$ 0.69	3	4

FY 2021 TV AUDIENCE	ORIGINAL RADIO/ AUDIO HOURS	TOTAL RADIO/ AUDIO HOURS	RADIO AUDIENCE	DIGITAL PLATFORMS	WEEKLY WEBSITE VISITS	SOCIAL MEDIA ENGAGEMENT — COMMENTS AND SHARES — FOR ALL PLATFORMS	AVERAGE WEEKLY VIDEO VIEWS FOR ALL PLATFORMS
2,867,155	8	92	2,268,518	Website, Facebook, Twitter, YouTube, Podcasts, RFA App	1,017,008	918,147	46,375,814
774,272	6	55	3,110,289	Website, Facebook, Twitter, YouTube, Soundcloud, TuneIn, Podcasts, RFA App, Email Newsletter	77,473	12,695	865,379
204,930	20	72	660,330	Website, Facebook, Twitter, YouTube, Podcasts, RFA App	183,875	41,588	5,241,234
N/A	24	66	N/A	Website, Facebook, Twitter, YouTube, Google News, Podcasts, RFA App	25,053	181	51,961
N/A	5	53	39,168	Website, Facebook, Twitter, YouTube, Podcasts, RFA App	52,371	5,683	849,462
953,064	25	168	8,335,856	Website, WeChat, Facebook, Twitter, YouTube, Podcasts, RFA App	473,700	20,017	531,441
N/A	29	168	N/A	Website, Facebook, Twitter, YouTube, Podcasts, RFA App	31,084	3,282	289,280
N/A	7	49	N/A	Website, Facebook, Twitter, YouTube, Podcasts, RFA App, eBooks	17,518	979	22,701
1,399,999	4	10	1,278,050	Website, Facebook, Twitter, YouTube, Instagram, Podcasts, RFA App	183,567	68,513	13,614,619

Middle East Broadcasting Networks Broadcast Metrics

FY 2021 ACTUALS

MBN programming conveys perspectives that are not widely available in the target region, and are free of inherent religious or political bias. MBN programming offers viewpoints that are consistent with and lends support to United States foreign policy objectives and American ideals of freedom, democracy, equality, and human rights, ideals that are marginalized in Middle East and North Africa (MENA) media. Across television, radio, and digital platforms, MBN dissects and dispels misinformation, disinformation, and fake news by reporting objective, balanced, and accurate news and information in a timely manner. MBN seeks to make a significant and positive impact upon people's lives by providing reliable information and engaging content, facilitating dialogue, and reporting on relevant issues.

MIDDLE EAST BROADCASTING NETWORKS SERVICE	LANGUAGE(S)	BUDGET INCLUDING PROGRAM DELIVERY	WEEKLY UNDUPLICATED AUDIENCE	ANNUAL COST PER AUDIENCE MEMBER	ORIGINAL TV/ VIDEO HOURS	TOTAL TV/ VIDEO HOURS
Alhurra Television, Alhurra Iraq	Arabic	$ 32,194,000	18,265,258	$ 1.76	239	336
MBN Websites (Alhurra.com, RadioSawa.com, Maghreb Voices, Raise Your Voice, El Saha)	Arabic	$ 8,347,000	15,766,506	$ 0.53	0	0
Sawa Levant, Sawa Iraq	Arabic	$ 10,297,000	6,897,380	$ 1.49	0	0

FY 2021 TV AUDIENCE	ORIGINAL RADIO/ AUDIO HOURS	TOTAL RADIO/ AUDIO HOURS	RADIO AUDIENCE	DIGITAL PLATFORMS	WEEKLY WEBSITE VISITS	SOCIAL MEDIA ENGAGEMENT — COMMENTS AND SHARES — FOR ALL PLATFORMS	AVERAGE WEEKLY VIDEO VIEWS FOR ALL PLATFORMS
18,265,258	0	0	N/A	See MBN Digital	N/A	N/A	N/A
N/A	0	0	N/A	Websites, Facebook, Twitter, YouTube, Instagram, Mobile Apps, Podcasts	3,139,928	224,661	24,418,305
N/A	219	336	6,897,380	See MBN Digital	N/A	N/A	N/A

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Appendix D: Evidence and Evaluation

Section 1. Proposals to Conduct Program Evaluations

The purpose of this section is to identify an Agency's priority proposals (three to five) in their FY 2023 Budget Submission to conduct program evaluations of policies, programs, operations, or regulations identified on their Learning Agenda and/or FY 2023 Annual Evaluation Plan. The focus of these proposals should be to build rigorous evidence to determine what is and is not working in order to improve policies, programs, operations, or regulations. Program evaluation is defined in the Evidence Act, is further explained in Circular A-11, Section 200.22, and should be guided by the standards and practices outlined in OMB Memorandum M-20-12.

See further instructions below. Proposals should also discuss the data required to conduct the evaluation.

For each proposal, please complete the following information:

- *List the relevant budget section and page(s) where the main body of each proposal is included in the Agency budget request to OMB;*
- *List the relevant appropriation account and the amount requested for each evaluation, and provide the total amount requested for the, policy, program, operation, or regulation being evaluated; and*
- *In one to two paragraphs, provide any supplemental information not addressed in the budget document to explain the goals/intent of the proposal; discuss how it represents a change from the existing program, practice, policy, or regulation; and describe the anticipated outcomes/effect if the proposal is enacted.*

USAGM, as a Non-CFO Act Agency, does not face Evidence Act requirements to produce a Learning Agenda and Annual Evaluation Plans. However, USAGM recognizes that these are best practices and strongly encouraged by OMB and will be working on the development of these tools over the next year.

Throughout the strategic planning process in 2021, USAGM heard from multiple networks and offices about the need to enhance its collection and use of data. As part of its FY 2023 budget submission, USAGM is requesting an additional $5.0 million for its research and analytics programs:

> With strategic investment, OPR will be able to ensure consistent, in-depth research in markets where no similar media research is conducted, test new research methods, centralize data resources, modernize the Agency's data management infrastructure, develop automated reporting solutions, and employ predictive analytics.
>
> Increasing the capabilities of OPR's Research and Analytics units would enable USAGM to:
>
> (a) Track basic and advanced metrics for most markets on a rolling one-year basis. USAGM would be able to report its advanced performance metrics for almost all services annually.
>
> (b) Implement proprietary, comprehensive surveys in ten priority markets per year, such as Russia and China, to gather critical information about media consumption, audience interests, and perception of news and information (including misinformation).
>
> (c) Implement multi-point monitoring in volatile markets where political changes, as well as fast-changing developments in content and platform availability, drive rapidly shifting media environments. Example markets: Afghanistan, Iran, Yemen, Hong Kong, Venezuela.
>
> (d) Collect market intelligence in new or sensitive markets with increased information controls. Example markets: Hungary, Romania, Syria, North Korea refugees, Tibetan refugees, Rohingya refugees in Bangladesh.
>
> (e) Automate current research and analytics reporting (Impact Model/PAR, thematic reporting, etc.).
>
> (f) Develop applications, tools, dashboards, etc. to display and interpret data across the Agency.
>
> (g) Unify all available USAGM data sets — survey, web, social media, budget, operations, third party market research, etc.

(h) Assess content with a wider range of cost-effective research tools, including monitoring panels, A/B testing, flash surveys, and behavior tracking apps.

(i) Conduct network and sentiment analyses to investigate target growth audiences including women, youth, socially vulnerable, and the Mandarin-speaking Chinese diaspora. Example markets: women in the Russian periphery, young Africans, and the global Mandarin audience.

(j) Store TSI's satellite data, OIF's circumvention log data, and other hard to fit integrations for comparative analysis.

(k) Identify news deserts in markets that compare local and outside media.

(l) Perform a cost-benefit analyses to inform resource allocation through the use of data-modeling.

(m) Analyze multivariate data to model demographic trends, media consumption, and likely impact.

(n) Acquire, process, and share data with the interagency, industry, and other key interlocutors.

Section 2. Proposals to Further Develop an Agency's Capacity to Carry out Evaluation and Evidence-Building Activities

The purpose of this section is to identify three to five of the Agency's highest-priority funding or administrative proposals that will further develop an Agency's capacity to build and use evaluation, statistics, and other analysis, as identified in the Capacity Assessment for Statistics, Evaluation, Research and Analysis developed per the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) or that address other barriers to evidence-building (e.g., data access and infrastructure, data linkages). Proposals may include requests for additional FTEs with the appropriate technical skills or to repurpose and upskill existing FTE(s). Proposals may also involve improvements to data measurement, access, and infrastructure in support of evidence-building.

For each proposal, please complete the following information:

a) List the Title(s) of the Evidence Act that the proposal will support (e.g., Title I, Title II, Title III) — proposals may support multiple Titles;

b) List the relevant budget section and page(s) where the main body of each proposal is included in the Agency budget request to OMB;

c) List the relevant appropriation account and the amount requested for each proposal; and

d) In one to two paragraphs, provide any supplemental information not addressed in the budget document to explain the goals/intent of the proposal, discuss how it represents a change from the existing program, practice, policy, or regulation, and describe the anticipated outcomes/effect if the proposal is enacted.

Similarly, USAGM is not required by the Evidence Act to produce a Capacity Assessment for Statistics, Evaluation, Research, and Analysis. USAGM recognizes the utility of this best practice and will be working on this assessment over the next year. USAGM has already identified several barriers to evidence-building that it is seeking to address.

USAGM has submitted a $7.0 million investment request to GSA's Technology Modernization Board to develop a Data Management System.

A data management system (DMS) fulfills USAGM's mission to inform, engage, and connect people around the world in support of freedom and democracy by leveraging data assets to optimize connections with audiences. In FY 2020, USAGM's five networks reached an average of 354 million people each week across radio, television, and online platforms; the highest rate in the Agency's history. At the same time, these trends were paralleled by China, Russia, and other adversaries in the information/news space. Unfortunately, the effort to understand engagement and those of competitors is hampered by an inefficient data collection and reporting system. Despite the large footprint of USAGM's networks, USAGM is a small agency and lacks the resources internally to address modernizing this high priority resource.

Currently, disparate datasets live across Agency systems and, in many cases, on an individuals' desktop. Formatting is often inconsistent, data is not relational, data collection and analysis is done mostly by hand, and the level of effort to unify metrics required for reporting is substantial. The overabundance of data and the lack of automation to digest it, means insights that could have a significant impact on Agency decision making are being missed.

A structured, automated pipeline taking advantage of existing cloud compute resources for collecting information on demographics, survey data, web and social media engagement, general online behavior, popular content, proxy usage, operations, and budget would modernize existing, archaic reporting system saving money, resources, and ultimately have significant mission impact on the Agency's ability to bring news and information to censored markets. The success of this approach has been demonstrated in smaller pilot projects within the Agency. This funding will enable that impact to scale across the Agency revealing future innovation opportunities powered by a highly mobilized data management system.

Section 3. Progress Implementing the Foreign Aid Transparency and Accountability Act

Agencies that administer foreign assistance as defined in OMB Bulletin 12-01 should report on their progress implementing monitoring and evaluation policies and procedures aligned with the guidelines issued in OMB Memorandum M-18-04. Please provide the following:

- *A copy of the monitoring and evaluation policies and procedures, aligned with OMB Memorandum M-18-04 guidelines — agencies should provide the URL if publicly available or attach a copy of their monitoring and evaluation policy;*
- *Describe at least one challenge encountered to date in implementing the monitoring and evaluation policy and proposed solution(s) to address this;*
- *Describe at least one success or milestone achieved as a result of implementing the monitoring and evaluation policy; and*
- *Links to evaluation clearinghouses/repositories.*

Not applicable.

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Appendix E: Good Accounting Obligation in Government Act

U.S. AGENCY FOR GLOBAL MEDIA

Report Pursuant to the "GAO-IG Act" (PL-115-414)

OPEN PUBLIC RECOMMENDATIONS ISSUED AT LEAST ONE YEAR PRIOR TO MARCH 15, 2022

REPORT NUMBER	REPORT TITLE	ISSUE DATE	RECOMMENDATION	IMPLEMENTATION STATUS, POTENTIAL BUDGET IMPLICATIONS, & 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	The International Broadcasting Bureau Office of Chief Financial Officer should implement an action plan to close out expired Middle East Broadcasting Networks grants.	Implementation in progress. USAGM has awarded a contract to a company with subject matter expertise (Castro & Co.) to help the agency improve its grants oversight policies and procedures, including procedures for closing out expired grants. An initial draft of new grants policies, including grants close-out procedures, is expected to be completed by the end of April 2022.	FY 2022	
ISP-IB-17-09	Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks	2/8/2017	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.	Implementation in progress. USAGM has awarded a contract to a company with subject matter expertise to help the agency improve its grants oversight policies and procedures, including procedures for closing out expired grants. An initial draft of new grants policies, including grants close-out procedures, is expected to be completed by the end of April 2022.	FY 2022	

REPORT NUMBER	REPORT TITLE	ISSUE DATE	RECOMMENDATION	IMPLEMENTATION STATUS, POTENTIAL BUDGET IMPLICATIONS, & 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	The Broadcasting Board of Governors should revise its grant agreement with Radio Free Europe/Radio Liberty to include specific requirements for security policies.	Implementation in progress. USAGM has drafted an updated version of Article X for inclusion in the agency's grant agreement with MBN. Article X is related to a broader review and resolution of security processes and procedures that the Agency has been working with the Executive Agents at OPM and ODNI to resolve. As progress continues, USAGM currently plans to execute a grant agreement with MBN in FY 2022.	FY 2022	
ISP-IB-17-21	Inspection of Radio Free Europe/Radio Liberty	5/19/2017	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.	Implementation in progress. USAGM has drafted an updated version of Article X for inclusion in the agency's grant agreement with RFE/RL, which includes a requirement for RFE/RL to establish security policies. When fully executed, USAGM will provide OIG a copy of the grant agreement, including an updated Article X. USAGM currently plans to include the updated Article X in the grant agreement for fiscal year 2022.	FY 2022	
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	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.	Implemented. USAGM conducted training and submitted documentary evidence to OIG. The Agency is currently awaiting OIG's analysis.	Implemented	

REPORT NUMBER	REPORT TITLE	ISSUE DATE	RECOMMENDATION	IMPLEMENTATION STATUS, POTENTIAL BUDGET IMPLICATIONS, & 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	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.	Implementation in progress. The Agency 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 is in the process of recruiting a new lead FOIA counsel. This new FOIA counsel will play a key role in updating and publishing the regulation.	FY 2022	GAO report, therefore not listed in OIG SAR.
ISP-IB-19-22	Targeted Inspection of the Governance of the United States Agency for Global Media	4/12/2019	The U.S. Agency for Global Media should update policies and procedures in its Broadcasting Administrative Manual.	Implementation in progress. The agency continues to make progress updating policies and procedures in the agency's Broadcasting Administrative Manual (BAM). At this point, the BAM update projects is approximately 40% complete.	FY 2022	
ISP-I-19-16	Inspection of Embassy Libreville, Gabon	6/19/2019	U.S. Agency for Global Media, in coordination with Embassy Libreville and the Bureau of Overseas Buildings Operations, should improve the perimeter fence around the transmitting station in São Tomé.	Implementation in progress. The Sao Tome transmitting station fence improvement project is approximately 50% complete. The project was delayed due to COVID-19 travel restrictions, weather events, and other factors.	FY 2022	
AUD-FM-IB-20-10	Audit of the U.S. Agency for Global Media's FY 2019 Implementation of the Digital Accountability and Transparency Act of 2014	12/18/2019	OIG recommends that the U.S. Agency for Global Media develop and implement a methodology for recording estimated accounts payable amounts using a Budget Object Classification code that complies with guidance in Office of Management and Budget Circular A-11, § 83.	Implementation in progress. Full implementation is pending approval for USAGM to use certain Budget Object Classification Codes, which require outside approval under OMB Circular A-11	FY 2022	

REPORT NUMBER	REPORT TITLE	ISSUE DATE	RECOMMENDATION	IMPLEMENTATION STATUS, POTENTIAL BUDGET IMPLICATIONS, & REASON FINAL ACTION HAS NOT YET BEEN TAKEN	TIMELINE FOR IMPLEMENTATION	ANY DISCREPANCY FROM OIG SEMIANNUAL REPORT
ISP-IB-21-06	Targeted Inspection of the U.S. Agency for Global Media: Journalistic Standards and Principles	12/28/2020	The Office of Cuba Broadcasting, in coordination with the U.S. Agency for Global Media, should prepare and communicate with its staff a comprehensive plan for timely implementation of the editorial oversight reforms, including annual program reviews.	Implementation in progress. The OCB Director has planned and executed multiple editorial reforms at OCB, including hiring senior editorial staff, improving editorial approval workflows, and institutionalizing twice-daily editorial meetings.	FY 2022	
ISP-IB-21-06	Targeted Inspection of the U.S. Agency for Global Media: Journalistic Standards and Principles	12/28/2020	Voice of America, in coordination with the United States Agency for Global Media, should schedule and conduct a program review of each of its language services at least once per year.	Implemented. VOA completed program reviews for all of its services in 2021 and has established a schedule for completing annual program reviews in 2022.	Implemented	
ISP-IB-21-06	Targeted Inspection of the U.S. Agency for Global Media: Journalistic Standards and Principles	12/28/2020	The United States Agency for Global Media should direct each network to develop systematic employee training on journalistic standards and related professional development plans.	Implementation in progress. Since the time OIG's report was issued, a group of senior editors from USAGM's five broadcast networks have begun meeting regularly. USAGM and the five networks agree that this council is in the best position to evaluate journalism standards training at the five networks and identify potential areas for improvement within their own networks.	FY 2022	

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

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