U.S. AGENCY FOR GLOBAL MEDIA

FY 2022 CONGRESSIONAL BUDGET JUSTIFICATION

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

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Cover images from USAGM coverage, clockwise from top left: VOA Turkish's Mehtap Colak Yilmaz reporting from the Black Lives Matter protests in Washington, DC.; MBN reporter on the scene; RFA Uyghur Service's Gulchehra Hoja; RFE/RL cameraman Andrey Rabchyk.

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Executive Summary

As Fiscal Year (FY) 2022 approaches, the international media environment is awash with unprecedented levels of misinformation, disinformation, and propaganda on topics affecting public health, humanitarian challenges, and political crises. America's adversaries understand the power and effectiveness of speaking to global audiences and they are making investments that greatly outpace our own. Much of their effort is designed to sow false narratives about American policies and weaken our country's standing worldwide.

In the face of these global threats, the U.S. Agency for Global Media (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).

USAGM's networks reached a record weekly audience of 354 million people last year, providing news and information on radio, television, internet, social media, and mobile platforms. USAGM is one of the largest media organizations in the world and our brands are some of the most recognized and respected in key foreign markets, including China, Russia, and Iran. Our programming ranges from vital, fact-based information on the COVID-19 pandemic to government corruption that local news outlets are unable or unwilling to cover. In combination with our global reach, the trust that USAGM's audiences place in the information we provide — and how USAGM informs their opinions on current events — is critical to combatting the deception and falsehoods spread by authoritarian regimes and violent non-state actors.

Accurate and truthful news and information has never seen the volume and complexity of challenges around the world, and USAGM pushes back with content that is fact-based, engaging, and relevant to global audiences.

The President's Request of $810 million will enable USAGM to continue its vital mission in strategically important markets around the world.

East and Southeast Asia

In East and Southeast Asia, VOA and RFA have provided fact-based, objective reporting in the face of China's increasingly antagonistic narrative on American-Chinese relations and shed light on humanitarian crises in the region. For example, in "The Dragon's Tail" programming, VOA will examine China's role in large infrastructure projects in other countries and the potential that these projects will undermine longstanding relationships with the United States and its allies. In-depth coverage like this has helped to increase VOA's Mandarin Service website views by 47 percent over the prior year. Additionally, RFA will continue to cover humanitarian crises as they develop in the region, building on its groundbreaking disclosure of the mistreatment and mass detention of the Uyghur population and its expanding coverage of the unrest in Myanmar. RFA's Burmese Service has emerged as a valuable source of independent news, growing the percent of the population consuming its content from 6.2 percent in 2018 to 24.9 percent in 2020.

EAST AND SOUTHEAST ASIA

115.0 MILLION

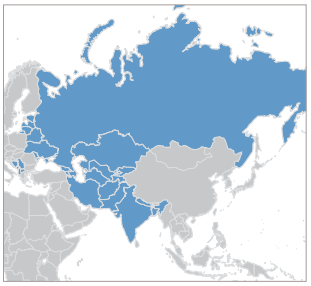
Data from Burma, Cambodia, China, Hong Kong, Indonesia, Laos, Thailand, Vietnam. Reflects audiences for RFA and VOA.

Near East, South and Central Asia, Eurasia

In Russia, South and Central Asia, and Eastern Europe, RFE/RL and VOA will continue to achieve impact through investigative reporting, exposing corruption, malfeasance, and misconduct.

- For example, RFE/RL's Ukrainian Service serves as a media leader in Ukraine, frequently conducting high-profile interviews that are picked up across Ukraine's top media outlets and airing its award-winning investigative program "Schemes: Corruption in Details" to help root out and expose corruption in Ukraine.

- The RFE/RL and VOA joint venture, Current Time, continues to thrive as a source of Russian-language content, offering expert insights, fact-checks, infographics, and explainers on regional and international current events. As one of many examples of the role that USAGM has played in providing vital, truthful reporting on the COVID-19 pandemic to its audiences, VOA's Russian Service produced a special video series debunking conspiracy theories and showing how doctors, nurses, patients, and teachers weathered the pandemic.
- VOA and RFE/RL continue to partner on the multi-platform network VOA365 to reach Farsi-speakers in Iran and beyond. Although criminalized by Iran's regime, VOA365 provides an unbiased alternative to state media critical of the United States electoral process. The network carried an eight hour live election night special, which had a record-setting 4.2 million views and 775,000 interactions on VOA Persian's Instagram alone. The network's special four hour 2021 United States presidential inauguration coverage had nearly 3.5 million video views on Instagram. In addition, RFE/RL's Farda (translated to "Tomorrow" in Persian) is a leader on digital platforms. Despite being officially blocked within Iran, Farda received 165 million visits to its websites and news app, as well as 477 million video views across social media networks in FY 2020.



NEAR EAST, SOUTH AND CENTRAL ASIA, EURASIA

67.0 MILLION

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

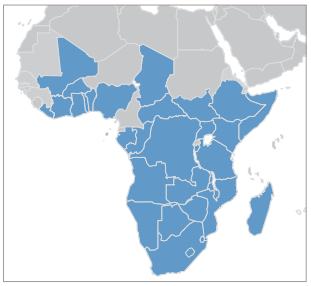
Middle East and North Africa

From the aftermath of the catastrophic explosion in Beirut to the renewed Israeli-Palestinian violence, MBN has provided on-the-ground coverage and accurate, comprehensive context to its audiences across the region. As a testament to the value MBN programming provides, recent research indicates that the network reaches over 30 million people in its target region each week. In 2020, national

survey data showed MBN's weekly audience across media platforms among non-Kurdish provinces in Iraq was over 76 percent; and in Israel, 21.5 percent of Arabs said they had watched Alhurra in the past week. The last survey from 2019 in the Palestinian Territories showed half the population (50.1 percent) had used MBN media in the past week.

Sub-Saharan Africa

VOA's Africa Division has and will continue to serve as an authoritative source about the COVID-19 pandemic for the continent, producing popular town hall programs in Amharic, English, French, Hausa, Portuguese, Somali, and Swahili. These interactive programs gave audiences an opportunity to ask questions about COVID-19 vaccines and emerging variants, and included after-show Facebook Live discussions with guests and hosts were re-broadcast by VOA-affiliated television stations. The programming to Africa is also coordinated with other language services. For example, as part of VOA's global focus on China, in FY 2022, the division will develop a feature program called "Promises Made, Promises Not Kept," which contrasts the promises of Chinese investment in Africa with what has actually occurred, thus counteracting false narratives spread by China on the continent.



SUB-SAHARAN AFRICA

70.9 MILLION

Data from Benin, Botswana, Burundi, Central African Republic, Cote d'Ivoire, Democratic Republic of Congo, Ethiopia, Gabon, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nigeria, Somalia, South Africa, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe. Reflects audiences for VOA.

Latin America

From the historic transition of power underway in Cuba to the political unrest 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. VOA's Spanish Service launched Verificado, modeled on the VOA News Center's Polygraph.org.

The Spanish-language site counters disinformation in Venezuela, which is largely government-formulated, on United States foreign policy in the region. Additionally, OCB is pushing forward on leveraging the island's growing access to digital and mobile platforms with concise, compelling content, pushing traditional boundaries with inclusive stories of women's issues, LGBTQ struggles, and other marginalized demographics.

LATIN AMERICA

69.6 MILLION

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

Investments in People, Technology, and Actionable Data

The success of USAGM's programming across its markets depends on investments in its workforce, technology, and the data that informs its decision-makers.

- While the COVID-19 pandemic has proven challenging to the Agency's workforce, both personally and professionally, it has revealed a remarkable ability to innovate processes and collaboration. Based on these successes, USAGM is planning to reduce its headquarters footprint through forward-leaning teleworking and hoteling policies, yielding significant potential savings.
- USAGM will then be able to pivot those savings into technology and other infrastructure with an emphasis on increased functionality for journalists and increased security for cyber threats.
- Technology is essential for journalists to communicate with sources and disseminate their work, despite the censorship efforts of repressive regimes. From Hong Kong to Belarus to Myanmar and beyond, OTF has been a world leader in supporting internet freedom and providing circumvention tools against the surveillance and firewalls of governments opposed to democracy, a free press, and other American values and institutions.

- USAGM will also continue to modernize its research operations, enabling 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's research team generates audience reach estimates, public opinion research, media usage statistics, and — increasingly — proprietary research on defector and refugee populations. This research is key to informing Agency leadership decision-making and its important stakeholders in Congress.

U.S. AGENCY FOR GLOBAL MEDIA

Summary of Appropriations

FY 2020 - FY 2022

($ in thousands)

INTERNATIONAL BROADCASTING OPERATIONS *Programs, Projects, and Activities*	**FY 2020 ACTUALS**	**FY 2020 ENACTED**	**FY 2021 ESTIMATE**	**FY 2022 CBJ**
FEDERAL ENTITIES				
Voice of America	$ 253,113	$ 252,000	$ 253,504	$ 257,000
Office of Cuba Broadcasting	$ 24,866	$ 20,973	$ 19,758	$ 12,973
BPMA Transfer to OCB (non-add)[1]	*$ 3,967*		*$ 7,000*	
International Broadcasting Bureau	$ 46,873	$ 45,291	$ 54,599	$ 48,793
Internet Freedom and Circumvention Activities (non-add)			*$ 179*	
Office of Technology, Services, and Innovation	$ 175,661	$ 180,591	$ 176,413	$ 177,515
TOTAL - FEDERAL ENTITIES	**$ 500,513**	**$ 498,855**	**$ 504,274**	**$ 496,281**
NON-FEDERAL ENTITIES				
Radio Free Europe/Radio Liberty	$ 124,578	$ 125,306	$ 124,322	$ 126,500
Radio Free Asia	$ 44,166	$ 44,223	$ 46,402	$ 47,603
Middle East Broadcasting Networks	$ 108,866	$ 110,312	$ 105,866	$ 110,312
Internet Freedom/Open Technology Fund	$ 10,998	$ 20,000	$ 19,878	$ 20,000
TOTAL - NON-FEDERAL ENTITIES	**$ 288,608**	**$ 299,841**	**$ 296,468**	**$ 304,415**
TOTAL - INTERNATIONAL BROADCASTING OPERATIONS	**$ 789,121**	**$ 798,696**	**$ 800,742**	**$ 800,696**
BROADCASTING CAPITAL IMPROVEMENTS *Programs, Projects, and Activities*				
Broadcasting Capital Improvements	$ 15,928	$ 11,700	$ 9,215	$ 9,700
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	**$ 15,928**	**$ 11,700**	**$ 9,215**	**$ 9,700**
USAGM GRAND TOTAL - Appropriation/Request	**$ 805,049**	**$ 810,396**	**$ 809,957**	**$ 810,396**

[1] *In FY 2020, USAGM transferred $7.0 million from its Buying Power Maintenance Account to OCB to support reform. Approximately $4.0 million was spent in FY 2020 with the remaining $3.0 million estimated to be split between FY 2021 and FY 2022. For FY 2022, the President's Budget re-proposes the transfer authority to support OCB reform.*

U.S. AGENCY FOR GLOBAL MEDIA

Summary of Positions and FTEs

FY 2020–FY 2022

	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
	FULL-TIME EQUIVALENT	FULL-TIME EQUIVALENT	FULL-TIME EQUIVALENT
INTERNATIONAL BROADCASTING OPERATIONS			
FEDERAL EMPLOYEES			
Voice of America	**981**	**985**	**985**
American/Domestic Employees	965	971	971
Foreign Nationals DH/ Personnel Service Agreements	16	14	14
Office of Cuba Broadcasting[1]	**94**	**88**	**88**
American/Domestic Employees	94	88	88
International Broadcasting Bureau	**172**	**177**	**177**
American/Domestic Employees	172	177	177
Office of Technology, Services, and Innovation	**363**	**360**	**416**
American/Domestic Employees	151	141	179
Foreign Nationals DH/ Personnel Service Agreements	213	219	237
SUBTOTAL, FEDERAL EMPLOYEES	**1,611**	**1,610**	**1,666**
NON-FEDERAL ENTITY EMPLOYEES			
Radio Free Europe/Radio Liberty	**695**	**829**	**832**
American/Domestic Employees	371	456	457
Foreign Nationals DH/ Personnel Service Agreements	324	373	375
Radio Free Asia	**272**	**273**	**273**
American/Domestic Employees	257	257	257
Foreign Nationals DH/ Personnel Service Agreements	15	16	16
Middle East Broadcasting Networks	**713**	**916**	**936**
American/Domestic Employees	434	575	585
Foreign Nationals DH/ Personnel Service Agreements	279	341	351
Internet Freedom/ Open Technology Fund	**13**	**30**	**30**
American/Domestic Employees	9	24	24
Foreign Nationals DH/ Personnel Service Agreements	4	6	6
SUBTOTAL, NON-FEDERAL ENTITY EMPLOYEES	**1,693**	**2,048**	**2,071**
USAGM TOTALS	**3,304**	**3,658**	**3,737**

[1] *Through reform, OCB will see a reduction of FTE at the end of FY 2022/beginning of FY 2023.*

Legislative Proposal Requests

USAGM requests the following legislative proposals as part of the FY 2022 President's Budget. The proposed appropriations language, located after the proposal descriptions below, include:

- Five Percent Carryover Authority of the International Broadcasting Operations (IBO) Account; and
- Surge Capacity Fund Transfer Authority

I. Justification

1. Five Percent Carryover Authority of the IBO Account

USAGM requests authority for its FY 2022 IBO account appropriation language to permit carrying over up to five percent into FY 2023 (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 would gain flexibility to efficiently and effectively manage its finances, particularly in August and September of each fiscal year. Historically, those two months represent over 30 percent of a fiscal year's procurement spending, although they only compromise 17 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 leverage the Agency's inflexibility in contract negotiations.

Additionally, with the increase in disinformation and propaganda by state and non-state actors, USAGM's public service media networks have become even more vital to ensure fact-based, accurate, and independent journalism reaches countries that lack press freedom. To achieve this priority effectively, USAGM needs the agility to adjust and reposition resources to face ever-changing and dynamic events throughout the world and to provide reliable news to our weekly audience of 354 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 start of a fiscal year.

2. Surge Capacity Fund Transfer Authority

The United States International Broadcasting Surge Capacity Fund, already authorized by current law (22 USC 6216), allows the President to provide financial and technical resources for up to six months to USAGM for carrying out broadcasting activities in a geographical area during a crisis abroad. This provision would permit transfers of unobligated balances from expired USAGM accounts into the Surge Capacity Fund.

II. Proposed International Broadcasting Operations Appropriations Language

For necessary expenses to enable the Unites 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, [$793,257,000] *800,696,000 of which five percent shall remain available until September 30, 2023*: 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 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 $35,000 may be used for representation expenses, of which $10,000 may be used for such expenses within the United States as authorized, and not to exceed $30,000 may be used for representation expenses of Radio Free Europe/ Radio Liberty:

Provided further, that 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 U.S.C. 6202) and section 305(b) of such Act (22 U.S.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 grantee organizations,

provides an open platform for international terrorists or those who support international terrorism, or is in violation of the principles and standards set forth in 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 U.S.C. 6216), for obligation or expenditure by the USAGM for surge capacity, any of the following: (1) unobligated balances of expired funds appropriated under the heading "International Broadcasting Operations" for fiscal year 2022 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.

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Voice of America (VOA)

Funding *($ in thousands)*

FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
$ 253,113	$ 253,504	$ 257,000

Overview

The successful "Washington bureau" model practiced by a number of VOA services mixes content development with an integrated marketing strategy to build a strong multimedia brand that offers unique value. Understanding and leveraging market opportunities, original storytelling, explanatory journalism, a mix of journalistic forms, and multimedia collaborative projects have contributed to the success of the VOA model.

Countering Disinformation from China and Russia

Countering China's Propaganda

VOA's aggressive coverage of China received great social media exposure. At the start of the COVID-19 outbreak, VOA's Mandarin Service reported on the struggles of Chinese families in the Wuhan lockdown and the government's silencing of citizen journalists and whistleblowers. As the pandemic spread globally, VOA debunked conspiracy theories on the origin of the virus and followed how the United States and its allies worked together to counter China's vaccine propaganda. Congressman Michael McCaul (Rep. Texas), a 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."*

China's brutal crackdown in Xinjiang, Tibet and Inner Mongolia has also been a focus of VOA Mandarin in-depth reporting. VOA told stories of overseas Uyghurs fighting for their families and struggling for survival far away from home; and

covered American activists' and Congressional members' campaigns against China's human rights abuses in Xinjiang. VOA Indonesian also provided its predominantly Muslim audience with reports on United States policy towards China, specifically on human rights issues.

VOA Mandarin covered China's increasingly aggressive censorship both at home and abroad. The service interviewed a former Chinese "content auditor," offering a rare and intimate look inside the Chinese censorship factory. The story was widely retweeted by influential Chinese intellectuals and activists. VOA Mandarin also interviewed a young Chinese student in Australia, who was threatened by the Chinese police for her speech abroad.

In Myanmar, thorough coverage of the military coup enabled VOA's Burmese Service to provide insight on the relationship between China and the military junta. VOA Burmese was the first to report possible Chinese help in building Myanmar's firewall. They were also the first to report an attack on a Chinese-owned gas pipeline station in Mandalay, the first time the pipeline has come under attack amid growing anti-Beijing sentiment due to China's support for the junta.

Countering Russian disinformation

VOA's Eurasia Division language services sharpened their editorial focus to offer a fact-based, rapid rebuttal mechanism to Russia's disinformation ecosystem of inauthentic proxy outlets and social media accounts. Through Current Time, a joint digital and television venture with RFE/RL and VOA, the VOA's Russian Service offered expert insights, fact-checks, infographics, and explainers. The Division responded directly to disinformation aimed at denouncing United States civil rights policies and it refuted Russian-led disinformation around the George Floyd protests.

Countering Russian influence operations has been a focus of VOA's Balkan services, which presented a fact-based alternative to Kremlin-sponsored media content using its considerable audience reach. For example, in Serbia, widely considered as a launching pad for Russian disinformation in the region, VOA content reaches more than a quarter of the adult population weekly.

After Russia brokered a ceasefire between Armenia and Azerbaijan, VOA's Armenian Service produced a digital video series analyzing Russian propaganda methods, narratives, and impact on Armenian people and media. The series included expert tips to help social media users become critical consumers of news and information. Joining this effort, VOA Russian produced a special video series debunking disinformation conspiracy theories and showing how doctors, nurses, patients, and teachers weathered the pandemic.

Countering Extremist Rhetoric in Muslim Countries

Indonesia

Terror networks in Indonesia were less active in the beginning of the COVID-19 pandemic. However, the world's most populous Muslim country was later ravaged by acts of terrorism.

FATA – Afghanistan Pakistan Border Region

As the Taliban increasingly controlled Afghanistan, VOA launched a new 24/7 Pashto-language satellite stream to reach audiences in the Afghanistan-Pakistan border region where Taliban presence is strongest. VOA Deewa is the primary content contributor, supplemented by programming produced by VOA's Afghan and Urdu Services. VOA Deewa programming counters the disinformation narratives being fed to vulnerable youth and women. The Pashto language broadcasts provide news that Pakistani media do not or cannot cover. The satellite stream benefits from high ownership of satellite receivers and dishes in the target region.

Afghanistan

With President Biden's announcement that the United States will withdraw all troops from Afghanistan by September 11, 2021, VOA's Afghan Service is preparing the country for what the withdrawal will mean. VOA Kabul-based teams covered negotiations between the Afghan government and the Taliban in Doha, Qatar and provided tough questioning of a Taliban representative about promises of cooperation with Afghanistan's elected government.

Support of Democracy in Unfree and Media Deprived Systems (North Korea, Iran, Myanmar, Vietnam, Cambodia, Turkey)

East Asia

A military coup in Myanmar during FY 2021 represented a significant blow to free expression. VOA's Burmese Service, which broke news of the coup, plays a significant role in providing factual information to the region. Although VOA Burmese reporting includes coverage of both the military's and opposition statements, it has aggressively covered the increasingly repressive actions of the military to suppress local opposition. The service expanded radio and television programming and transmissions on USAGM medium wave and shortwave facilities. VOA Burmese partnered with USAGM's OTF to publicize the use of anti-censorship tools when coup leaders blocked web and social media. In June 2021, VOA Burmese will begin a 24/7 satellite television transmissions to Burma, branded as "Ludu Meitswe" (translated as "Friend of the People"), featuring VOA and RFA content, as well as curated programs from VOA affiliates. Stringers in Burma provide content using unconventional distribution methods to circumvent this increasingly difficult environment.

VOA's East Asia and Pacific (EAP) Division journalists have expanded their reporting on the challenges of budding democracies in the region. In addition to the military coup in Myanmar, China imposed de facto total control of Hong Kong through an electoral overhaul and a draconian National Security Law. In Cambodia and Thailand, leaders are increasingly authoritarian and have curtailed freedom of expression there. VOA's EAP language services provided comprehensive coverage on the deteriorating state of democracies in their respective target markets.

Turkey

VOA was on the front lines as the authoritarian regime mounted challenges to democratic values championed by the United States. VOA's Turkish Service partnered with international media organizations BBC, France 24 and Deutsche Welle in a YouTube social media channel, +90, to provide sought-after content for Turkish audiences on topics censored by local media. Topics include deteriorating media freedoms, human rights, and profiles of successful women whose stories are hidden from the Turkish public. The channel has nearly 500,000 subscribers

to date. VOA has multiple videos on the channel that have generated more than 1 million views each.

Iran

VOA's Persian Division has focused original journalism on the activities of the Iranian regime. Timed to Iran's February national holiday, Islamic Revolution Day, VOA365 aired special broadcasts covering aspects of Iran's government never talked about there: human rights violations in Iran, sharp ideological divisions within the government, and Iran's collapsing economy. Broadcasts and web/social media coverage were complemented by special editions of the network's investigative show, "Chess," and a special interactive call-in program, "Straight Talk," taking live calls from inside Iran. VOA Persian sent its reporters to Erbil, Iraq to counter Iran's disinformation campaign about the situation on the ground in Iraq and Iraqi Kurdistan. Their broadcasts exposed plans behind Iranian Foreign Minister Zavad Zarif's visit to Iraq and Kurdistan and highlighted United States Central Command General Kenneth McKenzie's announcement that the United States will keep its troops in Iraq.

Press Freedom

In support of democratic values, VOA aggressively covers issues of censorship and freedom of the press. VOA's World Press Freedom Day coverage in May presented a gripping multimedia package on the threat to two decades of press freedom in Afghanistan, now that the Taliban is poised to retake the country. "Can Afghanistan's Free Press Survive?" was produced in collaboration between the Afghan Service and News Center. It packaged in-depth web stories with video, illustrations, interactive maps, and portraits of Afghan journalists who have lost their lives even as "peace talks" are underway.

The News Center and Turkish Service documentary "Turkey: Breaking the Silence" chronicled the steady erosion of press freedom under Turkish autocrat Recep Erdogan in the context of the fragility of democracy itself.

As previously mentioned, VOA Spanish launched Verificado, a fact-checking site modeled on Polygraph.org. In addition, VOA Mandarin launched 事实核查 (translated to Fact Check), two fact-checking sites modeled on the VOA News Center's Polygraph.org. The Mandarin-language site examines Chinese

government claims, frequently covering its treatment of minorities, which run counter to reality. VOA Russian fact checks on social media in bite-sized comparisons of Russian government statements with the facts of the matter.

Telling America's Story

The United States Presidential election was news around the world, and millions of people tuned into VOA's in-depth coverage.

More than 2.5 million viewers engaged with VOA Russian's live, breaking-news election programming, featuring interviews with newsmakers, experts and voters, student focus groups, and live, simultaneously translated speeches and debates of presidential candidates and their running mates.

At the same time, more than 100 television channels, including top-rated national networks in Ukraine, Albania, Armenia, Bosnia, Georgia, Kosovo, Montenegro, North Macedonia and Serbia relied exclusively on VOA's in-language election coverage produced by VOA's Eurasia Division. During the week of the election, the Division provided affiliates with more than 500 stories, many of them presented live within highly-rated newscasts in those countries.

VOA365 carried an eight hour live election night special, which had a record-setting 4.2 million views and 775,000 likes and comments on VOA Persian Instagram alone. The channel's special four hour 2021 Presidential inauguration coverage had nearly 3.5 million video views on Instagram.

VOA's Mandarin-language United States election night coverage reached more than one million views on its website and social media. Its Mandarin and Cantonese Services covered stories neglected by Chinese state media that focused on Biden's and Trump's China policies. VOA reporters traveled to battleground states, talked with ordinary Biden and Trump supporters, covered the emergence of Chinese-Americans as a vocal political force, and focused on America's interconnection between local economies and national politics — all things alien to Chinese audiences.

VOA's Indonesian Service provided wall-to-wall coverage of the United States election with more than 200 live reports for 45 national affiliates and its own social media platforms. Coverage focused on the growing political participation of

Indonesian diaspora communities. One report on the first Indonesian-American woman to be elected as a judge went viral.

VOA Spanish continued its focus on United States foreign policy as it affects Latin American countries in crisis, especially Venezuela, Nicaragua, and El Salvador. The outcome of the election was closely-watched.

VOA Turkish reporters covered the election campaign live for six Turkish TV affiliates. On the service's web page, election "explainers" provided audiences with details about the United States election system, including the five most important issues related to elections and party politics.

VOA's News Center served as the hub for production of multi-platform content about how American democracy works. Audiences received daily primers on the basics of American elections. VOA reporters visited each of the main battleground states, reporting for international audiences about the issues influencing the vote. VOA photojournalists documented the January 6, 2021 storming of the United States Capitol with cameras outside with the crowd and inside the halls of Congress. VOA views the continuing political divisions over the 2020 election as an opportunity to tell the complex stories of America, including its struggles, with balance, thus exemplifying the role of a free press in a democracy.

Language services also took unusual ways to communicate American virtues and values. VOA's Africa Division carried the tournament of the National Basketball Association's Africa Basketball League, broadcast live and in six languages from the tournament site in Rwanda to VOA FM stations around Africa.

Targeting Underserved, Less Traditional Populations

Refugees

VOA continued its focus on the worldwide issue of refugees, implementing additional projects to improve information flows about some of the world's most information-starved people. The initiative was recognized by the United Nations Refugee Agency's Global Compact on Refugees as contributing "Good Practices."

In addition to ongoing news broadcasts in the Rohingya language for the 800,000 Burmese refugees in camps in Bangladesh, VOA expanded direct communication

with refugee populations, installing new radio stations to serve two of the world's oldest refugee camps, in Dadaab and Kakuma, Kenya In FY 2022, VOA will acquire and broadcast child-centric content to refugee populations, a topic that USAGM research revealed as in-demand among refugee populations. Outside of refugee camp settings, VOA completed two documentaries on the worldwide refugee crises in FY 2021. One intimately covers the ongoing refugee crisis on the Ethiopian border, produced by journalists embedded in a border camp. Another tells the totality of the worldwide crisis of refugees, migrants, and displaced people — a growing number estimated at 80 million in FY 2021. In FY 2022, VOA Refugee Program will continue to work with outside partners. Editorially, it will focus on the issue of "climate refugees," the sizeable group of refugees (estimated by the United Nations at 24 million people) forced to leave their homes through natural disasters brought on by climate change.

Gender Equality

VOA has taken critical steps to ensure that its coverage of world events is gender-balanced, and includes the voices, concerns, opinions, and stories of women. VOA program teams analyze on a monthly basis the gender representation on their shows. In FY 2021, VOA signed the United Nations Women's Media Compact, which calls for inclusive and gender-conscious approaches to information gathering, production, and delivery. In FY 2022, programming will include a series contrasting the position of women under totalitarian regimes and in free societies.

Making a Digital Impact

VOA targets a new generation of audience that is less reliant on "broadcast" media, via innovative multimedia content. Even when compared to the record-breaking traffic of the previous year, the last 12 months saw extraordinary growth for VOA on digital platforms.

The ongoing pandemic, an historic election and insurrection in the United States, and a coup that toppled the democratic government of Myanmar led to 481 million social media interactions (a 186% increase) and 6.1 billion video views (a 260% increase), led by growth on Instagram. Even traffic to VOA websites, which had contracted in recent years as users moved to VOA's separately measured social

media, had 538 million visits and 636 million pieces of content consumed, an increase of 5% and 21% from the prior 12-month period. Star performers included VOA's Persian, Indonesian, Burmese, Spanish, Russian, and Mandarin Services, each showing great growth across digital platforms. In the next year, VOA will continue its push into social platforms by leveraging strong relationships with those companies and by experimenting with emerging platforms like Clubhouse.

Heavy use and promotion of USAGM-supported circumvention tools such as Psiphon was vital to a number of VOA language services' ability to reach audiences in increasingly authoritarian-controlled countries, including Vietnam, Cambodia, Myanmar, North Korea, China and Iran. According to Psiphon's report, VOA received 37 million page views from Psiphon's general channels in March 2021. Page views on the VOA Mandarin website in March 2021 were 47% higher than the year before, and the VOA Burmese website garnered an average of two million unique visits due to Psiphon.

COVID-19 Pandemic Challenges

VOA provided its content under COVID-19's difficult staffing and logistical constraints during most of FY 2020 and FY 2021. VOA journalists and production teams expanded at-home work during the year, but also supported continuing operations by continuing to produce content from VOA Studios in Washington, D.C. and in the field. Breaking news coverage continued during the pandemic. It included the United States elections, the storming of the Capitol on January 6, 2021, ongoing racial justice protests sparked by the death of George Floyd and other Black Americans, growing tensions with China and Russia, the military coup in Myanmar, and covering the worldwide effects of the virus itself.

New protocols were quickly put in place, including distancing within studios and control rooms that limited staff member usage and mandatory cleanings between groups using the studios. In their homes, VOA reporters quickly overcame the technical challenge of producing broadcast quality radio and television programs while working remotely during the pandemic. Closets became soundproof narration booths and basements were transformed into remote TV studios. VOA Khmer developed a method to go live on the radio with show hosts in three locations. VOA incorporated Microsoft Teams into production of audio and video

content, transforming many radio shows into multi-platform broadcasts. VOA Persian pioneered a technological solution for adding simultaneous Persian-language translation capabilities from remote locations for live, breaking news broadcasts, a groundbreaking capability for VOA.

VOA's Africa Division was an authoritative source about COVID-19 for the continent, producing well-viewed town hall programs in Amharic, English, French, Hausa, Portuguese, Somali, and Swahili. These interactive programs gave audiences a chance to ask questions on COVID-19 vaccines, emerging variants and the way forward, and included after-show Facebook Live discussions with guests and hosts that were rebroadcast by VOA affiliated television stations. VOA Spanish collaborated on a series of radio programs with media partners focused on the impact of COVID-19 and produced explainers about the pandemic and immigration at the request of local media partners. VOA's Eurasia Division expanded the pool of its top-rated TV affiliates in Ukraine, Bosnia, Georgia, North Macedonia, and Serbia as audiences turned to VOA for trusted coverage of the pandemic.

VOA continued to provide content to its hundreds of affiliated broadcast stations around the world. In order to offer multiple delivery platforms for media partners, services used YouTube, Frame/IO and other methods.

VOA also turned the light on the United States during the pandemic. It covered the rapid development of vaccines in the United States, and the ongoing controversies over the best treatment for the virus. The network documented reactions to the virus' origins in China and the increase in harassment of Asian diaspora communities in the United States. VOA was recognized for being in the forefront of this coverage.

Pandemic-Induced Innovations

Although the pandemic and move to remote work produced significant challenges for VOA, it also led the network to be more innovative in creating, producing, and delivering its programs to target audiences. New remote broadcast options were launched in covering the November elections. Communication within and between VOA language services and operational departments actually improved, resulting in a more unified, collaborative approach to the editorial process.

VOA Studio and Production Operations staff worked throughout the pandemic to deliver new tools for journalists. This effort was part of a multi-year upgrade plan, including commissioning of a new VOA Radio Master Control, a new TV Quality Control intake center, and radio and TV studio renovations in Washington, D.C. and at the New York City bureau.

FY 2022 Initiatives

In FY 2022, VOA aims to return its programming, staffing and operations to pre-pandemic levels and develop new content to engage with audiences in areas of strategic importance to the United States.

China

As China increasingly confronts the interests of the United States around the world, VOA will launch an ambitious global effort to monitor the range of Beijing's worldwide ambitions. VOA will involve all language services and its News Center in the coordinated tracking, reporting, and analysis of China-related involvement in the countries VOA reaches. Under the umbrella "The Dragon's Tail," VOA will examine China's role in large infrastructure projects in other countries and the potential that these projects will undermine longstanding relationships with the United States and its allies. VOA will leverage its local expertise to provide perspective on China's financing, partnership, and disinformation activities in the countries in which they are occurring, including our government's views and policies related to those actions.

Because China has refused to grant routine visas allowing VOA journalists to be stationed inside China, in FY 2022, VOA will establish an Asian regional news hub in Taiwan, expanding the number of journalists covering China despite the ban. Editorially, all VOA language services will report more about China, providing local contrast to the Chinese Communist Party's narratives abroad.

Within China, VOA will work closely with OTF to continue to expand the ability of Chinese consumers to access VOA content. The network will continue to employ innovative ways of telling stories affecting mainland Chinese, including lengthy and scholarly analysis on the more traditional VOA Chinese website and more breezy but pointed comparative content on VOA Chinese social media platforms, including its +1 brand.

Iran

VOA365 will premiere a live morning news program for Persian-speaking audiences that will focus on fast-breaking overnight developments and topics that Iranian government-controlled media distorts. New specialty programs for Iran will champion women's rights, uncover government corruption, and look at the general decline in Iran's infrastructure because of the cost of its foreign proxy wars in the Middle East. The network will expand the commissioning of programs tailored to the needs of audiences in Iran and deploy reporters to areas targeted by Iran, including Qatar, Israel, Afghanistan, Turkey, and Iraq. VOA Persian plans to expand its daily live interactive show, "Straight Talk," to a full hour and its weekly program covering the controversies of the day, "Tablet," to a half-hour.

Russia

In FY 2022, VOA will invest in new cross-platform programs to connect Russians to America, educating the Russian audience about the United States system of government, politics, and the economy. VOA Russian will invest in developing open-source intelligence practices and employ solutions-based journalism to compensate for RFE/RL's loss of its presence in Russia. VOA will "gamify" some of its content as an experiment to increase audience engagement. Digital-native "Generation Z" consumers will constitute more than one-third of Russian online consumers by the end of FY 2022.

Afghanistan and Pakistan

FY 2022 will see the expansion of the newly launched 24/7 Pashto-language TV satellite stream to fill in anticipated gaps in Afghanistan coverage, with the likely stifling of domestic media by the Taliban. Additional programs for women will be added. Organizationally, the partnership between VOA's Deewa and Afghan services will grow. Regionally relevant content produced by other VOA language services will increase by means of a translation hub in the South and Central Asia division. VOA content for Pakistan will include a new Urdu language women's television program and a new digital/online partnership with local media.

Africa

As part of VOA's global focus on China, in FY 2022, the Africa Division will be looking at "Promises Made, Promises Not Kept," contrasting the promises made by Chinese investing in Africa with what has actually occurred.

The division will expand coverage of terrorist movements such as Boko Haram and the threat of new radicalization of youth in East Africa. It will use VOA's network of regional reporting centers and USAGM-funded FM radio stations throughout Africa to present authoritative yet neutral coverage on the region's various conflicts with content frequently not offered by partisan media.

In Ethiopia, where ethnic warfare has taken on civil war proportions, VOA will launch a 24/7 satellite TV network in Ethiopia's three largest languages. It will both cover the conflict authoritatively and also provide a model for local media, which often flame passions with unsubstantiated reports that are disproven too late.

Venezuela and Central America

In FY 2022, VOA Spanish will expand alternative distribution channels in Latin America, using independent media, its network of news organizations throughout the region, and the delivery of content via social media such as WhatsApp and other specialized tools. It will launch a new multimedia program targeting Central American audiences, curating content produced with the participation of local independent media.

> *I want to thank the Voice of America because VOA has given Venezuelan women a voice. For me it has been a great honor to work with the Voice of America despite the circumstances and the dangers we face in Venezuela. VOA has always covered our story, our struggle, the struggle of women and in particular the challenges of the sector that I represent — the nurses — in particular during the COVID-19 pandemic.*

Ana Rosario Contreras

President of the Caracas College of Nurses awarded with the 2021 Women of Courage Award by the U.S. Department of State. During the ceremony, Secretary of State Anthony Blinken emphasized Contrera's activism and broad support as a civil society leader and advocate for labor rights.

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Office of Cuba Broadcasting (OCB)

Funding *($ in thousands)*

FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
$ 24,866	$ 19,758	$ 12,973

Overview

The current situation in Cuba is unprecedented. As technological advances and an intensified desire for freedom and democracy sweep the island nation, OCB stands steadfastly committed to its mission of providing unbiased, uncensored news and information to the Cuban people.

Numbers reflect that OCB's radio, television and webpage/social media platforms have never been seen, read or heard more than today. According to Adobe analytics, OCB's Facebook followers have grown on the island by 32%, Instagram engagement rate is up over 40%, and YouTube views reached an all-time high of 1.2 million in Cuba. OCB continues to discover ways to better penetrate the island while growing its already established radio audience. The latest survey by Bendixen/Amandi from 2017 illustrates that 49% of OCB's audience uses radio most often to access its programming.

Cuba remains one of the most media restricted countries in the Western Hemisphere. Freedom House ranks Cuba as one of the countries that least respects freedom of press and information, and the Committee to Protect Journalists cites Cuba as one of the ten most hostile countries in the world when dealing with the press.

OCB Reform

OCB has undergone a stringent evaluation over the last ten months and is presently enacting the reforms that Congress and USAGM leadership have requested since 2019. All forms, modes, and strategies continue to be analyzed in

order to make OCB leaner, more agile, and increasingly effective in targeting and reaching their audience in Cuba. OCB has continued aggressive initiatives towards fiscal reform commencing in FY 2020. Efforts have included reassessment and realignment of functions for increased efficiency and elimination of programs and transmissions deemed less critical to the overall mission. The reform plan is a multiyear undertaking.

A more streamlined supervisory structure has been implemented to provide greater accountability and responsibility. There is now greater attention focused on sourcing and content bias. A clearer organizational chart clarified the chain of command and has placed more responsibilities on managers, supervisors, producers and technical staff. USAGM journalism and "Best Practices" courses are now mandatory for OCB employees. In addition, the VOA Best Practices Guide has been translated into Spanish at OCB for distribution.

The reduction of OCB's budget requires OCB to maximize the output of existing staff and personnel. To achieve fiscal goals, the network has streamlined day-to-day operations and production. For example, in September 2020 there were 66 contractors employed at OCB; this number, as of May 2021, is 21. Fiscal goals will require pragmatic planning and implementation to ensure proposed reduction measures are consistent with both the Agency's mission and United Sates foreign policy interests.

FY 2021 Accomplishments

In January 2021, OCB began a gradual internal review of radio and television programming. OCB is also coordinating with USAGM's Office of Policy and Research (OPR) to establish program review guidelines. The network's FY 2021 accomplishments spotlight many of the reform points that were developed in conjunction with experts and professionals from USAGM.

OCB is meeting its audience on the platforms where they consume their information. Estimates reveal that 64% of Cuba's population has access to the internet and six million of its residents own mobile phones. This shift in consumption has led OCB to vigorously emphasize a "digital first strategy", which better suits the needs

of Cuba audiences. An example of this strategy is seen with Info Martí's news briefs that have substituted the traditional television newscast. These segments are shorter and specifically produced for web and social media distribution.

OCB's programming has expanded to include coverage of marginalized minority communities and cultures in Cuba, such as the Afro Cuban and LGBTQ communities. The network's special informative series "Subterraneo" (translated to "Underground") and "Morirse de la Risa" (translated to "Dying of Laughter") have broadened the scope of the OCB audience to include all Cubans. Radio programs such as "Arcoiris" (translated to "Rainbow") and "Abriendo Espacios" (translated to "Opening Spaces"), focused on the growing feminist movement in Cuba as well as other women's issues, and "Café Digital", a technology program aimed at a younger demographic, are representative of OCB's concerted effort to better represent its audience through inclusion. In FY 2020, OCB was recognized with three Regional Emmy nominations for TV special programs.

Throughout the COVID-19 pandemic, OCB learned new ways to remotely produce content. OCB shifted from minimal remote work to 80% of the staff now teleworking. Through the joint efforts of technical staff and content producers, OCB has kept pace with its programming output during these challenging times

The lack of information from Cuba's state-run media regarding the COVID-19 pandemic amplified the importance of OCB's mission to deliver accurate news in a timely fashion. OCB has been able to keep the people of Cuba informed with factual information. OCB's reporting provides perspective on the pandemic's effects throughout the island. OCB has been delivering news stories on outbreaks throughout Cuban schools and prisons.

OCB's ongoing, timely, and thorough reporting of the Cuban dissident movement and citizen journalists has now focused on the Movimiento San Isidro, a diverse group of young, human rights, free speech "artivists" who drew rapid and violent responses from the Cuban regime.

OCB's coverage of the much anticipated United States presidential elections included hours of live coverage. OCB was also able to utilize content created by VOA and RFE/RL. This synergy allowed OCB to broaden the scope of its coverage and to clearly depict the American democratic process.

FY 2022 Initiatives

OCB will continue to rigorously follow its fiscal, technological, and editorial reforms, and will evaluate, develop, and implement additional comprehensive and constructive plans and actions.

As OCB continues to reform, one of its primary focuses is to deliver accurate news coverage in Cuba as well as to provide a platform for the diverse voices throughout Cuba to be heard. To this end, OCB will focus on reestablishing relationships with independent stringers and videographers on the island.

OCB will work closely with USAGM and OTF to increase circumvention of Cuban government censorship. Additionally, OCB will collaborate with USAGM's OPR and OTF to further engage its audience through digital analytics to better inform OCB's multi-platform programming strategies. In lieu of traditional radio programming, OCB will develop podcasts broadcast on digital platforms.

In these times of increased, targeted misinformation and disinformation, OCB will continue to carry out its critical mission of providing the Cuban people with unbiased, accurate information.

International Broadcasting Bureau (IBB)

Funding *($ in thousands)*

FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
$ 46,873	$ 54,599	$ 48,793

Overview

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

Accomplishments and Initiatives

Background Investigations

Following United States Office of Personnel Management (OPM) and Office of the Director of National Intelligence (ODNI) inspection of USAGM's security program in 2018, USAGM's Office of Security (SEC) 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, DCSA, and ODNI's involvement in USAGM's personnel security program are estimated to cost $4.8M in FY 2022. This includes the advent of the Alternative Investigative Program that will enable USAGM to vet all non-United States citizens employed at all federal and non-federal entities.

While USAGM did incur background investigation related expenses in FY 2021, the increase in investigation and adjudication-related expenses in FY22 is expected to level-off by FY 2023. This leveling-off will occur after all initial background investigations have been performed and the Agency begins to focus exclusively on new hires and re-investigations for existing staff in FY 2023 and beyond.

Federal Employee Enhancement Efforts

In FY 2021, USAGM will strengthen 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 journalists to remain competitive globally.

Agency leadership is identifying updated mission needs by offering appropriate training opportunities for the workforce. With the recent conversion of 500 agency purchase order vendors (POVs) to personal services contractors (PSCs), best practices training for the blended workforce is a priority. USAGM is also prioritizing continual journalist and newsroom management training for all staff responsible for news operations. For customer support staff and those responsible for information technology and cyber-security, the Agency 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 will relaunch its formal mentoring program and add opportunities for informal and situational mentoring. USAGM will also update the Broadcast Administrative Manual (BAM) 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 at the same time meet federal training standards and goals.

Research

In FY 2022, USAGM will continue to modernize the research operation that 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's research office generates audience reach estimates, public opinion research, media usage statistics, and — increasingly — proprietary research on defector and refugee populations. The research modernization effort focuses 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 2021, USAGM continues to enhance its records management network to align with National Archives and Records Administration (NARA) standards and meet OMB/NARA's goal mandated in OMB M-19-21. The newly established records management standards require agencies to transition away from a paper-based records program to electronic management systems. USAGM plans to employ file analysis software to clean, tag, and organize data; this will allow the Agency to address NARA's recommendations by increasing information governance, risk mitigation, reducing file storage space, promoting cloud migration, and ultimately adhere to requirements established in OMB M-19-21.

Internet Freedom

Recovering from a challenging year, in FY 2022 the Office of Internet Freedom (OIF) will continue to coordinate with OTF to manage and execute internet freedom projects and/or contracts. OIF will continue to perform critical oversight to ensure OTF compliance with relevant rules and regulations in the execution of congressionally mandated use of internet freedom funds for technology projects. OIF will ensure USAGM networks are provided the critical services they require for news programming in challenging operating environments. OTF is a demonstrably successful industry leader in identifying, soliciting, vetting, and fostering projects from Proof of Concept to a Minimal Viable Product and beyond.

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Technology, Services, and Innovation (TSI)

Funding *($ in thousands)*

FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
$ 175,661	$ 176,413	$ 177,515

Overview

TSI oversees and manages a broad array of technical and infrastructure functions to deliver program content for all USAGM networks and provide information technology (IT) support to much of the Agency. Organizationally, USAGM's Office of the Chief Information Officer (OCIO) resides within TSI. TSI initiatives support the implementation of USAGM's 2018–2022 Strategic Plan and further USAGM's mission "to inform, engage, and connect people around the world in support of freedom and democracy," especially in the area of technology support.

FY 2020 Accomplishments

USAGM's global media operation requires tremendous IT investment to support a broad range of capabilities, from producing, storing, archiving, and moving video and audio files to emailing, meeting, talking, writing reports, and other core office functions. When the COVID-19 pandemic abruptly forced most of USAGM's workforce to work remotely, USAGM was able to continue operations with virtually no loss of programming, thanks to TSI-supported business applications used seamlessly from anywhere, as well as secure network access to tools and applications previously available only while on premises.

Among these business applications is Microsoft Teams, a unified communications platform, that had been scheduled to rollout fully in FY 2021, but saw accelerated implementation due to the pandemic. In just the first month of the pandemic, USAGM's Teams user base grew to nearly 2,300, more than three times what it had been just weeks earlier. Now USAGM, VOA, and OCB staff can chat, talk, share files, and meet through a single application hosted in the cloud.

Over the past two years, Agency utilization of cloud services has increased by about 300% and will continue to expand in the coming years. Cloud services include cognitive services, artificial intelligence (AI), workflow management, cloud applications and other critical elements that support the core mission of USAGM.

In FY 2020, USAGM continued to bolster its IT security posture to protect the Agency from persistent threats from nation-state actors. The IT security team migrated to a virtual machine (VM) monitoring tool allowing IT security technicians to identify data patterns, provide metrics, diagnose problems, and provide intelligence for IT operations.

FY 2021 and FY 2022 Initiatives

As TSI looks to FY 2021 and FY 2022, the focus will continue to be on running USAGM as a nimble, state-of-the-art, resilient media enterprise. In that spirit, TSI will concentrate its efforts on procuring and enhancing systems that minimize the operational footprint, maximize opportunities to transition to cloud and virtualized system environments, and optimize support for remote work.

Challenges presented during the COVID-19 crisis helped crystalize areas of operations that require more focused IT system lifecycle management. IT spending through FY 2022 will be focused on continuing the evolution of the entire USAGM IT ecosystem into one that is more secure, scalable, and manageable remotely. This will involve migrating away from or replacing end-of-life and end-of-support systems, prioritized by the systems' critical to the Agency mission.

USAGM will continue to invest in information resource management applications, IT system monitoring tools, and professional services to capture and share system designs, functionalities, and configurations. These tools will help track the costs of IT investments and system lifecycle management, as well as improve USAGM's cyber-situational awareness by standardizing and integrating all security testing, evaluations, monitoring, and certifications of Agency systems. To support USAGM's IT modernization program, the Agency's CIO and TSI's IT Directorate will coordinate and streamline an information resource management processes. This process is well-supported by the Agency's CIO and the 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 the 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 and the country emerge from the pandemic and consider workspace options and a potential move to a new building.

Another challenge facing USAGM is the ongoing transition from linear content distribution to file-based content distribution. File-based content distribution requires efficiently managing, storing, and sharing large media files globally and within a production center, using on premises and cloud-based systems. USAGM will invest in new hardware and software technologies that will enhance agency capabilities to rapidly transfer media files to and from remote locations for the purpose of newsgathering, production, and distribution.

TSI will continue to support the use and integration of AI and machine-learning tools into its operations and research to streamline processes, provide enhanced business analysis and services, and improve the speed and quality of journalistic outputs.

USAGM's cybersecurity efforts will continue in FY 2021 and FY 2022 to further comply with the FISMA goal of achieving a "consistently implemented" maturity level of information security and will develop and implement an Information Security Architecture and a Plan of Action and Milestone risk reporting into its Enterprise Risk Management Program.

Recognizing agency efforts to reduce operating costs, USAGM is currently in the midst of a shortwave and medium wave (SW/MW) business review. Intended to align the current legacy transmission capabilities with the program delivery needs

of various broadcast sources, USAGM anticipates this study will illustrate that the continued migration of target audiences from traditional radio to FM, satellite direct to home, mobile phone, and internet delivery platforms will lead to station consolidation opportunities and potential site closures in the coming years.

USAGM's Global Affiliate Network

TSI's Office of Business Development (BD) manages the business-to-business relationships between USAGM and an extensive network of over 3,500 affiliate radio and TV broadcasters, distributors, and digital properties. In FY 2021 and FY 2022, BD will oversee the rollout of USAGM Direct 3.0, the online portal by which affiliates can access USAGM content online. Direct 3.0 will allow affiliates with even relatively low bandwidth connections to download large, high-quality broadcast files much more quickly and reliably.

BD plans to continue expansion of Russian-language Current Time TV placement throughout the former Soviet Union and strengthen partnerships in the Balkans and the Caucasus. The office will continue plans to carry out a strategic overhaul of VOA affiliate placement in Pakistan, to include an aggressive promotional push via targeted e-mail campaigns and "upselling" throughout the region via newly produced program catalogs.

In Africa, BD will work with VOA to expand co-production projects with high-impact TV affiliates and to increase content placement in key markets like Nigeria, the Democratic Republic of Congo, Ethiopia, Kenya, Somalia, Tanzania, Uganda, and Zimbabwe.

BD intends to grow audiences in Asia with a focus on new ways to reach audiences in places like Myanmar, which has become more restrictive in recent years. It also plans to bolster digital platform opportunities and engagement across the region, particularly with RFA and VOA digital content in Chinese (Mandarin) and expanded placement of VOA English content.

Radio Free Europe/Radio Liberty (RFE/RL)

Funding *($ in thousands)*

FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
$ 124,578	$ 124,322	$ 126,500

Overview

RFE/RL journalists report the news in 23 countries where a free press is banned by the government or not fully established, providing what many people cannot get locally: uncensored news, responsible discussion, and open debate. 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 programming in a cost-effective manner. In FY 2020, 41.1 million adults consumed RFE/RL programming weekly via digital, TV, and radio platforms, according to survey work conducted under USAGM's International Audience Research Program.

FY 2021 Accomplishments

In FY 2021, RFE/RL demonstrated impact with major reporting accomplishments in providing an alternative to Russian and Chinese state-sponsored disinformation throughout Eurasia, exposing corruption through investigative reporting, engaging with Iranian audiences despite extreme government censorship and serving as an authoritative source for audiences on the COVID-19 pandemic.

RFE/RL faced significant threats to its operations across multiple markets, including in Belarus and Afghanistan. In Afghanistan, RFE/RL journalist Mohammad Ilyas Dayee was killed in a targeted attack in Helmand and many other RFE/RL journalists have faced direct threats from terrorist networks due to their work. In Belarus, a consultant for RFE/RL, Ihar Losik, was jailed and other RFE/RL reporters were stripped of accreditation and targeted by Belarusian authorities. Despite these challenges, RFE/RL journalists in both countries played key roles in serving their audiences during momentous events.

Alternative to Russian and Chinese Disinformation

Russia has been rolling back freedom of speech and freedom of the press for many years, though the past year has been one of the darkest on record and the immediate future looks bleak. This calls for a robust response. 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 also provides a valuable alternative to misinformation across its coverage region through important community reporting projects that seek to push back on malign narratives from corrupt local forces or foreign powers.

> *Since coming to power more than 20 years ago, Vladimir Putin has consolidated control of the independent media, passed laws to punish those who criticize his regime, and jeopardized the safety of reporters and other members of the press... This repression has prompted the majority of independent news outlets to close, sell out to state-owned companies and Putin cronies, or to relocate overseas. In this harsh media environment, RFE/RL has performed an invaluable service to the Russian people, providing them uncensored local news that aims to meet the highest standards of objective journalism.*

U.S. Senators Chris Coons (D-Del.), **Mitt Romney** (R-Utah), **Bob Menendez** (D-N.J.), and **Marco Rubio** (R-Fla.), March 12, 2021

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 information. RFE/RL's Russian Service, Radio Svoboda, is on the forefront of reporting on the socio-political environment inside of the Russian Federation, relying on a vast network of regional correspondents. The service provides in-depth political analysis of domestic, regional, and international events, adding context to global current affairs for Russian audiences. RFE/RL maintains ten projects addressing discrete segments of the audience in Russia in four languages (Russian, Chechen, Tatar, Bashkir); nine 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.

RFE/RL journalists from Belarus to the Balkans to Central Asia provide increasing coverage of China's growing role in their countries.

From reporting on often controversial financial investments to stories of loved ones caught in China's repressive actions against Uyghurs in Xinjiang, RFE/RL journalists are covering all angles of the China story.

Bolstering Digital Excellence

RFE/RL is a digital media organization, engaging audiences in 23 countries and beyond with tailored digital content distributed across all major locally used platforms. The network's digital strategy has increased exponentially the impact of its 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 such as the 6.5 billion combined video views across Facebook, YouTube, and Instagram received in FY 2020.

> *In 2019, RFE/RL returned to Bulgaria and Romania. Just last year, RFE/RL reopened its Hungarian service amid a steep decline in the country's freedom of the press. These services are a crucial tool to strengthen our allies' democracies and prevent the democratic backsliding that opens the door for Russia, China, and other autocratic competitors to advance their own nefarious interests.*
>
> **U.S. Representatives Michael McCaul** (R-Texas), **Gregory Meeks** (D-N.Y.), **Marcy Kaptur** (D-Ohio), **Adam Kinzinger** (R-Ill.), and **William Keating** (R-Mass.)

Further success in the digital sphere was evidenced by 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 information for Hungarians in a country where public service media has otherwise been eliminated and where Russian and Chinese influence is growing.

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. RFE/RL's Kyrgyz Service conducted a multi-year investigation, titled "Plunder and Patronage in Central Asia," into a major money-laundering network that smuggled more than $700 million out of Kyrgyzstan. The

series sparked public protests and a formal investigation in Kyrgyzstan and, in addition to making headlines throughout the region, also gained global attention and accolades. International media including Reuters[1], the Economist[2], Al Jazeera[3], and AFP[4] cited the report's role in fueling anti-corruption protests. The series won the prestigious Tom Renner Award.[5]

RFE/RL's Ukrainian Service serves as a media leader in Ukraine, frequently conducting high-profile interviews that are picked up across Ukraine's top media outlets. Additionally, the service's award-winning investigative program "Schemes: Corruption in Details" is helping to root out and expose corruption in Ukraine. The program's reporting has revealed high-level malfeasance and abuse of power among Ukraine's local and regional authorities, oligarchs, and politicians. "Schemes" journalists and staff have been subjected to legal actions and physical attacks in retaliation for their reporting.

Engaging Iranian Audiences

In a country where the United States does not have an embassy, the ability to speak directly to millions of Iranians every day, in their own living rooms, is an unparalleled soft power and an important means by which Iran will come to know the United States and its policies. Iranians turn to RFE/RL's Farda on digital platforms, satellite TV, and radio for objective, professional reporting that fact-checks and analyzes the leading stories of the day. Farda gives Persian-speaking audiences the opportunity to engage in responsible, robust discussion of stories that are not fully covered by media inside Iran. Farda is a leader on digital platforms. Notwithstanding being officially blocked within Iran, it received 165 million visits to its websites and news app, as well as 477 million video views across social media networks in FY 2020. Notably, despite being barred from any official reporting presence on the ground in Iran, Farda is one of the few

1 reuters.com/article/us-kyrgyzstan-protests-idUSKBN1XZ0T9

2 economist.com/asia/2019/12/05/a-vast-smuggling-ring-is-exposed-in-kyrgyzstan-to-popular-outrage

3 aljazeera.com/features/2020/10/13/rayimbek-matraimov-do-protests-threaten-kyrgyzstans-kingmaker

4 france24.com/en/20191125-rare-protest-in-kyrgyzstan-after-report-claims-massive-graft

5 pressroom.rferl.org/a/rferl-and-partners-win-ire-tom-renner-award-for-central-asia-money-laundering-report/30540507.html

news organizations that effectively employs in-country sources and community journalism to report news from inside Iran.

Truth in the Time of COVID-19

During the COVID-19 pandemic, RFE/RL brought in record audiences with its reporting on all aspects of the pandemic, which underscored the trust that audiences place in RFE/RL. As medical disinformation ran rampant across the network's coverage area and many governments denied the presence of the COVID-19 pandemic, RFE/RL engaged in public service journalism by providing basic facts on the virus, video explainers about how to stay healthy and safe, investigations into disinformation campaigns, and reports revealing how authoritarian governments used the pandemic as an excuse to clamp down on human rights. RFE/RL's journalism helped counter rampant disinformation about the pandemic and the ensuing efforts of powers to spread false narratives about the international response.

FY 2022 Initiatives

From intensified attacks against independent media and civil society to corruption at the highest levels of governments, RFE/RL language services focus attention on underreported issues across its reporting regions. That credible coverage is a beacon of freedom to audiences living under corruption and underscores the importance of fundamental freedoms for RFE/RL's global audiences. Throughout FY 2022, the network will seek to further expand audience engagement across its target markets and content platforms in order to continue to excel in its mission.

Increasing Digital Engagement

RFE/RL is adopting a digital-centric approach across the organization, prioritizing reporting for digital distribution with the aim of growing audiences and diversifying the demographic for greater mission reach. As audiences increasingly turn to digital distribution platforms, the network will conduct a strategic assessment of organization-wide practices and digital performance to ensure that training, staffing, and best practices related to digital journalism, cybersecurity,

and audience engagement are adequately resourced. In FY 2022, RFE/RL will launch a Digital Strategy Unit, which will focus on ensuring that all language services are providing audiences with highly curated news experiences tailored to platform best practices.

Conducting High-Impact Reporting

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

Exposing corruption is central to RFE/RL's mission, and the network 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 partnerships 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. The network will bolster investigative reporting to identify 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 efforts to cover China-related issues.

RFE/RL strives to give a voice to minorities and other underrepresented groups. To that end, the network 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 the journalism acting as a force multiplier as it generates multi-country conversations and problem-solving. Improved packaging and distribution strategy will also help RFE/RL reach potential female audiences across its target space, enabling not only the promotion of gender parity but also larger and more diverse audiences.

Fighting Disinformation

Across all of RFE/RL's coverage area, languages services will increase their focus on fighting against the efforts of authoritarian regimes to spread conspiracy theories and undermine fact-based reporting and analysis. RFE/RL will prioritize countering disinformation across its reporting regions and develop new tools and formats to support these efforts.

In Russia, RFE/RL will look for opportunities to expand audience reach and will work to ensure that its reporting remains accessible within the Russian Federation as the Kremlin seeks to clamp down on RFE/RL's reporting in the country — and to increase legal restrictions and penalties on journalists due to the "foreign agent" designation that authorities have placed on the network.

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. RFE/RL's Russian Service will continue to focus on ensuring that community news that is underreported in the Russian Federation is available to local audiences. This includes continuing the "Realities" strategic community reporting projects for Siberia, the North Caucasus, and the Volga-Ural and northwestern regions of Russia. This strategy will ensure that vulnerable local populations retain access to news and information that Russian state-controlled media seeks to suppress.

Ensuring Safety, Security, and Continuity of Operations

RFE/RL will ensure that physical and digital security efforts are intertwined and fully resourced across the organization, allowing RFE/RL to provide the highest level of protection to the company and staff and to quickly react to detected risks and threats. RFE/RL will prioritize the safety and security of employees and freelancers. In cases where journalists come under pressure or harassment, RFE/RL will leverage all possible resources to assist them.

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Radio Free Asia (RFA)

Funding *($ in thousands)*

FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
$ 44,166	$ 46,402	$ 47,603

Overview

RFA is a private, nonprofit, multimedia corporation that serves as surrogate media, substituting for domestic media in Asian countries that prevent or restrict freedom of the press. RFA is funded through, and operates under, a grant agreement with the USAGM. RFA broadcasts in Burmese, Cantonese, Khmer, Korean, Lao, Mandarin, Tibetan, Uyghur, and Vietnamese on shortwave (SW), medium wave (MW/AM), satellite television, online through websites, and through apps and social media platforms. RFA delivers accurate and timely local news, information, analysis, and commentary, providing a public forum for the audiences it serves.

In many ways, China currently presents the most formidable threat to independent media worldwide. Not only do the Chinese repress freedom of information within their own country, but they export misinformation and disinformation through a well-funded global network aimed at key markets worldwide. As the United States aims to reengage with global partners on issues of diplomatic and economic importance, they will need to combat the malign influence of China's disinformation juggernaut.

In speaking directly to the Chinese people, RFA has developed new digital-first initiatives that produce Mandarin-language content aimed primarily toward the post-Tiananmen generation. Despite China's aggressive and widespread actions to control the media and information space inside of China (and regionally), RFA has seen impressive audience gains on digital platforms and among highly-educated Chinese adults. Both approaches also demonstrate evidence of strong trustworthiness among users.

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 1st military coup that deposed the country's democratically elected National League for Democracy government.

RFA's Chinese Services broadcast to both Mainland Chinese and Hong Kong populations and have been at the forefront of covering both the ongoing COVID-19 crisis 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 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, the people of Hong Kong people turned to RFA Cantonese to tell their stories. RFA's exceptional work on COVID-19 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 even twice by the Washington Post, among many others.

On the Mainland, RFA's Chinese services maintained focus on the CCP's crackdown on house churches and religious freedom, on CCP history and on 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; one 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. 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's Burmese Service has emerged as an essential source of independent news as Myanmar has experienced tectonic shifts in its politics. Its audience has grown four-fold in just over two years, according to a December 2020 Gallup WorldPoll that found that 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 have continued to operate, documenting the protest movement and military repression in twice-daily news bulletins. When an RFA reporter challenged the military spokesman live on state TV on February 16, the confrontation was viewed 5 million times in 24 hours and drew 660,000 reactions on Facebook. Exclusive video footage on March 3 of police beating ambulance workers with rifle butts was picked up by ABC News, Reuters and The Associated Press. International media have also widely used RFA's coverage of street protests and interviews with military defectors.

The RFA Uyghur Service is a primary source for news on the detention of millions of Uyghurs in internment camps within China's Xinjiang Uyghur Autonomous Region (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's Uyghur Service produced exclusive radio and television interviews with internment camp survivors and broadcast reports confirming China's attack on Uyghur language, culture, religion, traditions, customs, and values. RFA Uyghur sounded the alarm on the threat COVID-19 poses for crowded and unsanitary internment camps, countering the 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, United States' Members of 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 government singled out an RFA reporter during a press conference aimed at demonizing Uyghur 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 Initiatives

In FY 2022, RFA plans to increase efforts in cataloging digital assets, upgrading multimedia workflows, increasing the use of creative multimedia content, while focusing on investigative projects and compelling storytelling online. The goal of well tagged, in-depth, high quality content is 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.

RFA's China services will expand investigative work to counter China's false narratives, increasing the number of long-term projects to expose the truths behind CCP propaganda efforts. RFA will dedicate resources to verifying multimedia content to avoid "deep fake" photos and video, focusing on social media, well-produced and informative videos and shareable content. RFA anticipates greater participation in academic roundtables and speaker series in Hong Kong, Taiwan, Singapore and other Chinese communities around the globe to expand the impact of RFA Mandarin investigative series and exclusive reporting. Both Mandarin and Cantonese services will aggressively expand social media content and engagement (Facebook, YouTube, Instagram, Telegram and Clubhouse), increase their Hong Kong focus and work with local independent media and social media influencers.

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, 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, RFA Korean Service's in-depth news team will collaborate with its new video team using infographics, photos, and illustrations with news content and feature stories to create content specifically tailored for popular social media platforms. RFA Korean will leverage its position as a major source of trusted news and information to audiences in the DPRK to keep citizens informed about issues of interest that have relevance to their daily lives. Detailed initiatives include highlighting the important role played by North Korea's younger "Jangmadang" (translated to "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, expanding the reach of RFA content in secondary markets through South Korean social media platforms, YouTube, Facebook and over-the-top apps.

The RFA Tibetan Service will continue to produce investigative reports inside Tibet on efforts to preserve Tibetan identity, culture, language, natural environment, and history, in addition to breaking day-to-day stories on the suppression of fundamental human rights. China's monitoring of Tibetans increasingly relies on the same digital technologies that are omnipresent in Uyghur regions. RFA is paying particular attention to the growing forced resettlements of nomadic Tibetans into urban areas and evidence of more invasive control of Tibetans outside the Tibetan Autonomous Region (TAR).

RFA's Burmese Service 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 reporters in-country for news-gathering, while expanding its over-stretched production capacities in Washington, D.C. to serve a growing audience on shortwave radio, online and on TV broadcasts. A new Burma-dedicated channel carried by Thaicom satellite will broadcast RFA and VOA Burmese content from June 2021.

The RFA Khmer Service 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 2022 and 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.

RFA's Lao Service will intensify its coverage of China's growing footprint in Laos that will be 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.

The RFA Vietnamese Service will work with RFA's regional South China Sea correspondent to bring more exclusive coverage of territorial and maritime disputes with China to its 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.

Middle East Broadcasting Networks

Funding *($ in thousands)*

FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
$ 108,866	$ 105,866	$ 110,312

Overview

MBN is a private, nonprofit, multimedia corporation that 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 is fully funded through a grant agreement with USAGM. MBN broadcasts are 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, UAE, and bureaus in D.C., Lebanon, Iraq, Egypt, Israel, Morocco, and Tunisia.

MBN's mission reflects a combination of traditional surrogate broadcasting as well as its role to present and contextualize America, Americans, and American policy. 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 distribution network while MBN engages directly with audiences across a range of social media platforms.

FY 2021 Highlights and Accomplishments

From the aftermath of the explosion in Beirut to the renewed Israeli-Palestinian violence, MBN has been on the story and on the ground without fail 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 global pandemic, MBN continued to flourish and advance its mission across all media. News output and programming was not only sustained but met the challenges of an eventful year in the United States and the MENA. 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.

The most recent final research data available indicates that MBN reaches about 33M in its target region each week. In 2020, national survey data show MBN's past week audience across media among non-Kurdish provinces in Iraq in 2020 was over 76% and in Israel 21.5% of Arabs said they had watched Alhurra in the past week. The last survey in the Palestinian Territories (2019) showed half the population (50.1%) used MBN media in the past week. The most recent data across the regions shows that, in all but 4 target countries, MBN reaches over 10% of the target population in every country for which research is available.

> *We will lead not only by the example of our power, but by the power of our example.*
>
> **President Biden**
> in his inauguration address

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 12 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 television/video programming continued, including those specifically focused on combatting disinformation:

- ALHURRA INVESTIGATES — original investigative reporting critical to advancing broader interests in good governance, counter-terrorism, blunting extremist ideologies, countering the influence of regional and global bad actors, and promoting reform.
- DEBATABLE — addresses and debunks fundamental religious interpretations in terrorists' literature and its impact.

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

- 2 DOLLARS — delving into policies that lead to poverty in the Arab world
- THE LEBANESE SCENE — examining the cracks in Lebanon's government and society
- IN IRAQI — examining events of the day influencing Iraq government and society
- SWALIF — tackling (this summer) the Iraqi people's reactions to the country's political, economic, and social issues on and about social media.

Re-Building Digital Foundations

Although research shows that television is still a key media source for news and information for most throughout the MENA, digital consumption is clearly 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.

This past year, MBN rebuilt its content management system 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 the Alhurra website more than tripled in 2020 from 2019 and there was high engagement in many articles, but there remains much to do to improve MBN impact on the digital front. In addition to filling its authorized positions delayed by COVID-19, MBN launched an external and internal review of the digital properties to inform its overall digital content strategy this year.

Showcasing America's Democracy in Action

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

Lives from MBN correspondents positioned in North Carolina, California, Michigan, Pennsylvania, Florida, Virginia and the White House reported regularly to provide voter reactions throughout the non-stop coverage, which included; 145 reports and packages, 129 website videos, 70 guests and analysts, 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 elections and inauguration, MBN focused on assessing and expanding United States content and 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 presenting the breadth of viewpoints within and America.
- INSIDE WASHINGTON — tackling United States issues to provide an authentic perspective reflecting the values of freedom and democracy in action, hosting political, human rights, and other leaders across the spectrum of American perspectives.

- OFF THE BEATEN PATH — a new series that is unveiling America and Americans beyond the beltway, major cities and tourist sites telling original Americans' stories.

Improving Technical Infrastructure

The technical response to COVID-19 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 detail design working through a value engineering process to ensure financial goals as well as honoring agency requirements with respect to Metadata standards, Media Asset Management (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 begun to realize economies in newsgathering costs.

Overcoming Challenges of COVID-19

In FY 2021, MBN overcame tremendous COVID-19 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 pandemic rooted deeply.

At least 25% of global staff continued working from MBN facilities on each shift daily throughout the pandemic, primarily due to the demands of live television production. While great lengths were taken to ensure CDC and local guidelines were enforced to create safe environments, MBN was unable to avoid outbreaks, which affected nearly 30% of on-site staff. MBN pivoted dynamically at each turn to ensure 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. The cooperation and dedication to operations was unwavering and truly remarkable.

FY 2022 Initiatives

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

MBN Digital Overhaul

MBN will implement an approved strategy (due in the fourth quarter of FY 2021) to refocus content to better match its defined priorities and explore additional content delivery channels and new formats to reflect emerging trends and patterns of media consumption by the target populations in order to considerably increase reach and boost engagement. Elements already clear for pursuit are the increase in production of compelling stories told using advanced digital storytelling techniques and the need for a social media offshoot to create real-time online content and digital shows in emerging formats set by platforms like Snapchat and Instagram. 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, while users in Saudi Arabia watch 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 launch its delayed audio stream targeted to Sudan and will realize its technical infrastructure upgrade in many ways such as, improved operational flexibility, and establishment of contingency capability for distribution and production systems. Further operational economies will be anticipated through planned rework of network connectivity, implementation of cloud-based technologies as well as fast, efficient, and centralized file-based and collaborative workflows.

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Open Technology Fund (OTF)

Funding *($ in thousands)*

FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
$ 10,998	$ 19,878	$ 20,000

Overview

For nearly a decade, the OTF has worked to advance internet freedom in repressive environments by supporting the research, development, implementation, and maintenance of technologies. The projects that OTF supports provide uncensored access to USAGM content, and the broader internet, in repressive countries and protect journalists, sources, and news audiences from repressive surveillance and digital attacks to ensure that they can safely create and consume USAGM content. Today, over two billion people worldwide use OTF-supported technology daily, and more than two-thirds of all mobile users have OTF-incubated technology on their devices.[6]

FY 2020 Recovery Activities

For nine months, beginning in June 2020, the former USAGM CEO disrupted OTF operations by withholding funding. As a result, OTF was forced to issue stop-work orders for 49 projects — 80 percent of its programs. In the face of this challenge, in less than three months, OTF matched all 49 of its halted projects with other like-minded donors, thereby facilitating six million dollars in continued investment in internet freedom research and technology. In February 2021, with the release of its remaining FY 2020 funding — approximately $9.5 million — OTF was able to re-open all funding opportunities, including the Technology at Scale Fund, Internet Freedom Fund, and Rapid Response Fund, as well as all OTF Labs.

6 opentech.fund/results/impacts-and-outcomes/

Recent Accomplishments

Despite significant funding and operational challenges over the past year, OTF still played a critical role responding to internet freedom emergencies, the use of OTF-supported technologies continued to increase globally, particularly in USAGM priority countries, and OTF also continued to support research efforts.

Responding to Internet Freedom Emergencies:

HONG KONG

In May 2020, following the announcement of new national security legislation, OTF worked quickly with local partners, technologists, and digital security experts to prepare Hong Kong citizens for CCP-imposed censorship and surveillance. OTF surged support to leading secure circumvention tools in Hong Kong and deployed a variety of security solutions for users in Hong Kong to ensure that journalists and civil society organizations in Hong Kong were able to protect the full scope of their operations from CCP surveillance and offline retaliation.

BELARUS

In response to pro-democracy protests in August 2020, the Belarusian government implemented aggressive internet controls, including increased Internet censorship and surveillance. OTF provided internet freedom support to civil society in Belarus and worked quickly with RFE/RL to spin up mirror sites so that its audience in Belarus could continue to easily access RFE/RL's websites and content free from censorship.

MYANMAR

Following a military coup in February of 2021, in response to requests from local civil society organizations in Myanmar, as well as requests for information and technical guidance from the NSC, State Department, RFA, NED, Human Rights Watch, and others, OTF's technical experts quickly developed and shared a list of recommended internet shutdown and circumvention solutions, including leading peer-to-peer technologies incubated by OTF. OTF has also supported multiple rapid response interventions and partnered with private VPN providers to distribute free VPN codes to civil society in Myanmar.

Mainstreaming Circumvention Solutions

In FY 2020, the OTF-supported, open-source VPN Wireguard was adopted and integrated into mainstream operating systems, as well as leading private sector VPNs.[7] The state-of-the-art Wireguard protocol has garnered acclaim as it has proven to be easier to set up and securely maintain than existing options. Wireguard is now used by over a billion users worldwide.

LEADING INTERNET FREEDOM RESEARCH: OTF has continued to support ground breaking internet freedom research including:

- An investigation of the internment camps in Xinjiang, which exposed an insidious new form of censorship. By using Baidu's own map censorship technique as a guide, it also located 268 new compounds that are believed to be part of the internment program, as well as a wider network of 428 compounds;[8]
- A comprehensive analysis of the various surveillance and censorship tactics currently in use by the authorities in Myanmar, which indicated that the Myanmar government made significant investments in surveillance technology and provided a crucial baseline and context for recent events following the coup;[9] and
- An examination of internet censorship circumvention tools in Cameroon, Nigeria, Uganda, and Zimbabwe, all of which suffer varying degrees of internet censorship, including internet bandwidth throttling, social media app restrictions, and website blocks entitled Censored Continent.[10]

FY 2021 and FY 2022 Initiatives

As threats to internet freedom continue to increase globally, OTF has expanded its role providing internet freedom support to USAGM entities operating in highly censored and surveilled environments and is prioritizing a number of initiatives to counter the speed and sophistication of these emerging threats.

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7 opentech.fund/results/supported-projects/wireguard/

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

9 public.opentech.fund/documents/The_Rise_of_Online_Censorship_and_Surveillance_in_Myanmar.pdf

10 blog.torproject.org/icfp-otf-censored-continent

Expanding the Technology Development Pipeline

OTF's nimble profile facilitates OTF's support of the full technology development pipeline — from research, to prototyping, to development, to deployment, and ultimately maintenance and evolution of successful solutions. This comprehensive approach is critical to ensuring that OTF funds not only the best solutions to the most pressing challenges, but that those solutions have the best possible chance of achieving impact, supporting the maximum number of users, and moving the field forward as a whole.

Advancing Circumvention Solutions

As internet censorship continues to expand in USAGM priority countries, OTF investments in circumvention tools have been essential to countering this repressive trend. However, in order to keep pace with increasingly sophisticated censorship technologies and users' needs and expectations, OTF must expand and diversify available circumvention solutions to increase the cost of censorship for authoritarian regimes, eliminate single points of failure, provide users with numerous robust and resilient circumvention solutions, and reduce usage costs per user.

Expanding Publisher-Side Circumvention Solutions

Most circumvention technologies currently available are user-facing tools, which place the burden of use and maintenance on the user, creating barriers to entry and disincentive users from accessing censored content. In order to reduce the burden on users and increase the adoption of circumvention technologies, OTF will invest in new publisher-side circumvention solutions, which seamlessly integrate circumvention technologies into the backend of publisher websites and applications. These solutions eliminate the need for user management and broadly improve the effectiveness, security, and scalability of circumvention solutions.

Combating Internet Shutdowns with Peer-to-Peer Solutions

Over the last year, governments around the world shut down the internet over 200 times in at least 35 countries. Clearly, shutdowns are the technique of choice for imposing crippling censorship in periods of crisis or heightened tensions. In response, OTF has invested in the development of unique peer-to-

peer technologies that enable content-sharing and communication without an internet or cellular connection. OTF plans to 1) accelerate the development and deployment of these technologies and 2) partner with USAGM entities to integrate leading peer-to-peer solutions into their apps to ensure that USAGM products are resistant to internet shutdowns.

Operationalizing FY 2021 and FY 2022 Initiatives

To realize these initiatives, OTF solicits program ideas through a fully open and competitive application process. The OTF application process has been designed to reduce barriers to entry, making funding more accessible to qualified individuals and organizations around the world. OTF implements a multi-stage application review process, through which successful applications are improved and refined. All proposals are reviewed by OTF staff as well as OTF's Advisory Council — a group of nearly 40 technical, regional, and subject-matter experts from a wide range of relevant disciplines — to provide feedback, guidance, and rankings for all proposals. In addition to ensuring that the most competitive and impactful projects are funded, this multistage review process also achieves substantial cost savings.

OTF will continue to provide resources through a variety of implementation mechanisms to deliver tailored and comprehensive assistance to internet freedom projects. Because internet censorship technology and tactics are constantly evolving and adapting, OTF receives, reviews, and contracts projects on a continual rolling basis.

Funds

OTF provides direct funding to support the applied research, development, implementation, and maintenance of technologies that enable censorship circumvention and enhance user security and privacy online.

- TECHNOLOGY AT SCALE FUND is the means through which OTF supports the circumvention and secure communication technology needs of USAGM networks. The fund will solicit technology solutions to deliver USAGM content to audiences in information-restricted environments and protect USAGM journalists and sources. It will also ensure that technologies already used at scale by millions remain secure and effective.

- 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.
- RAPID RESPONSE FUND provides emergency support to independent media outlets, journalists, and human rights defenders who face digital attacks to help them stay safe, get back online and mitigate future attacks or to combat sudden censorship events.

Entity Support Program

To improve the digital security of USAGM's entities and journalists, OTF will hire expert digital security consultants to provide direct internet freedom assistance to USAGM networks, such as technical audits and digital security trainings. Based on findings of these digital security interventions, OTF will leverage resources available through its other funding mechanisms to support the entities ongoing internet freedom needs, such as making USAGM websites and applications more secure and resistant to censorship, providing customized and secure tip lines for sources, and deploying leading internet freedom technologies to ensure that our audiences can access USAGM content despite increasing censorship.

Labs

In addition to direct funding, OTF provides expert services to the internet freedom community at large through its six Labs: the Engineering Lab, the Red Team Lab, the Usability Lab, the Community Lab, the Localization Lab, the Learning Lab and the Legal Lab. OTF's Labs provide security code audits, usability assessments, engineering support, the translation and localization of internet freedom tools into over 200 languages, legal information and referrals for pro-bono legal support, and secure cloud storage. These services ensure that the technologies incubated and supported by OTF are as effective, secure, and usable for USAGM audiences as possible.

Research Fellowships

OTF supports individuals to carry out cutting-edge applied research projects examining how authoritarian states are restricting the free flow of information and ways for citizens to overcome those tactics. OTF fellowships produce extremely timely and impactful breakthroughs that feedback into the development of internet freedom technologies and help to cultivate the next generation of internet freedom experts by creating a viable career track for those who have the skills and passion for internet freedom.

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Broadcasting Capital Improvements (BCI)

Funding *($ in thousands)*

FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
$ 15,928	$ 9,215	$ 9,700

Overview

The BCI account funds large-scale capital projects and improvements and maintenance of USAGM's global transmission network and digital multimedia infrastructure. The Office of Technology, Services, and Innovation (TSI) manages most of the BCI projects to benefit elements across the Agency. The BCI account also supports capital projects managed by VOA, OCB, and USAGM's Office of Security. These entities will require the support of essential technical operations in FY 2022 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 2020 Accomplishments

In FY 2020 USAGM made further progress to restore broadcasts from its transmitting sites on Tinian and Saipan, the main islands of the Commonwealth of Northern Mariana Islands (CNMI), following the devastating Typhoon Yutu in October 2018. The critical audiences served by these stations include Radio Free Asia (RFA) listeners in North Korea, China, and Southeast Asia. The CNMI station rebuilt five of fifteen antenna systems so far, allowing more RFA broadcasts to return from other, more expensive leased sites.

Installation of a new fire alarm system at the Philippines Transmitting Station was completed in FY 2020. TSI also completed the replacement of the medium wave (MW) tower at the São Tomé Transmitting Station. The MW from São Tomé provides VOA programming to Nigeria, Mali, and other important targets in West Africa.

TSI awarded a design-build contract for the installation of two new chiller systems in Greenville in the last quarter of FY 2019. Chiller systems include pumps, associated chilled water piping, and chilled water coils that protect the transmitters from catching fire, and can also be used to provide cooling to station buildings. The design phase was completed at the beginning of FY 2020. Construction drawings and project submittals were approved, and the major pieces of equipment have been delivered to the site. TSI has completed the redeployment of three refurbished SW transmitters at the Greenville, NC transmitting station.

During FY 2019 and FY 2020, OCB restored the Marathon Transmitting Station that was damaged during Hurricane Irma.

FY 2021 and FY 2022 Initiatives

Additional funds appropriated by the Congress to USAGM's BCI account in FY 2020 were used to purchase additional replacement antenna systems for CNMI. Construction and delivery of these antenna systems were delayed due to COVID-19 restrictions, but the antenna systems are expected to be installed in FY 2021 and FY 2022. At present, the Agency does not have the resources to award a contract to complete a comprehensive restoration of CNMI's entire pre-typhoon broadcast capabilities; with current resources, restoring 9 of 15 systems should be achieved by the end of FY 2022.

TSI is committed to maintaining its critical infrastructure systems, focused on BCI-funded station maintenance and repair efforts that impact basic functionality and the safety and security of USAGM personnel and equipment. One item to highlight is the beginning of the system wide electrical maintenance cycle at our transmitting stations. These activities started in FY 2021 and will continue into FY 2022.

As part of USAGM's global network realignment, TSI is upgrading its cross-border capacity at the Kuwait Transmitting Station. In FY 2022, USAGM will complete construction of new antennas and expansion of the transmitter building at the Kuwait Transmitting Station. Upon completion of these efforts, USAGM shall relocate and/or procure additional transmitters in Kuwait, to bring the total number of shortwave transmitters at the station to ten, the maximum allowed by the bilateral agreement with the government of Kuwait.

To avoid possible interruptions in our mission due to high ambient temperatures, TSI awarded a task order for the development of construction documents for the replacement of two chillers in Kuwait transmitting station the first quarter of FY 2020. Construction will commence in FY 2021 and should complete in FY 2022.

As VOA's video and audio content increases and as technology changes, its technical operations must keep pace and maximize efficiencies, where possible. As part of this effort, VOA plans to add cloud-based master control technology and virtual channels to its current TV Master Control. This will allow for the creation and addition of more channels, while also boosting continuity of operations (COOP) capabilities. Similarly, as the Agency evolves its content distribution to IP (internet protocol), VOA has greater flexibility to create more content and give VOA broadcast facilities more production tools. To this end, VOA will invest in more IP systems in its control rooms. Specific projects will include:

- Integration of additional cloud radio and TV control technology and iTx channels to TV Master Control
- Expansion and improvement of the IP SMPTE 2110 router, including more IP switches
- Addition of a tally router and purchase of SMPTE 2110 licenses for Omneon video playback for control rooms

VOA will further its investments in AI, specifically to aid indexing for archiving, metadata tagging, closed captioning and language versioning on the TSI-managed Dalet Galaxy MAM (Media Asset Management) systems. AI-supported indexing will help journalists tell their stories more effectively by making content easier to discover.

Renovations to TV studios and bureaus will continue in FY 2022. Several VOA language services have large diaspora communities in Los Angeles, where a VOA bureau will be renovated to make stories told there more visually compelling and easier to produce. Several VOA TV studios have undergone renovation in FY 2020 and FY 2021, giving VOA content a consistently modern, bright aesthetic. To further this modernization effort, in FY 2022 VOA will rebuild the remainder of the television studios (47, 48, and 51) and install new audio consoles to improve audio and standardize operations across the network. Enhancement of radio studios with radio-on-TV capabilities will also continue.

Other BCI-funded investments planned for FY 2022 include replacement of aging video equipment, such as ENG cameras; newer computer systems for TV master control; and breaking news facilities that will allow VOA language services to get on air more quickly, in response to breaking news events.

After the disruptions experienced in FY 2021, in FY 2022 USAGM's Office of Security (SEC) plans to use BCI funds to visit, assess, and document the security status of USAGM's overseas offices and facilities. While it is expected that COVID-19 will continue to impede SEC's ability to travel, vaccines and other precautions such as mask wearing and social distancing, are expected to allow for some SEC travel internationally. USAGM 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 overseas transmitting station. SEC will assess and document the security status of as many stations as possible in FY 2022. In order to support transmitting stations in complying with the United States Department of State-mandated security measures, SEC will inspect each station annually, as travel restrictions permit. After compliance with interagency security standards and requirements is achieved, SEC will re-evaluate each station on a three-year cycle, or as otherwise required.

Similarly, but on an initial two-year cycle, SEC intends to assess and document the operational readiness and security status of each VOA bureau.

If travel restrictions do not permit SEC to carry out these assessments and upgrades, SEC will use its BCI funds for security upgrades at its headquarters in Washington, D.C. Much of the equipment used by SEC to monitor the physical security of the Wilbur J. Cohen Building is end of life and needs to be replaced. This equipment includes, but is not limited to, security cameras, monitors, servers to administrate and store camera footage, and guard booths.

As OCB continues to implement its reform plan, it is critical that aging IT systems not become a bottleneck to producing, editing, and delivering HD video and other content for Digital platforms. Furthermore, the COVID-19 pandemic pivoted the OCB workforce from working almost exclusively on-site to working exclusively remotely. OCB's current network systems and bandwidth are inadequate for these new circumstances, which appear likely to continue for the foreseeable future.

In FY 2021 and FY 2022 OCB will upgrade its IT infrastructure, including new core servers and storage systems to support the OCB workforce. Existing storage systems are end of life and no longer supported. OCB will also replace the UPS (Uninterruptible Power Supply) units that protect critical IT systems and ensure that they remain powered in the event of input power source or mains power failures. The current units are old, discontinued models and require replacement.

OCB also intends to replace the counterpoise support posts at the Marathon Transmitting Station. The existing posts have rusting rebar protruding from the concrete, making the structures increasingly susceptible to environmental degradation and loss of structural integrity.

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Performance Budget Information

Introduction

This Performance Budget includes a summary of the USAGM strategic plan, a summary of the status of the Agency's performance, and descriptions of the Agency's performance indicators. This integrated budget and performance section connects the USAGM strategic goals, impact and agility objectives and performance goals, and it fulfills requirements of the Government Performance and Results Modernization Act of 2010 for an annual performance plan. USAGM's annual Performance and Accountability Report (PAR) provides detailed performance information and can be found on the Agency website, www.usagm.gov.

Summary of the 2018–2022 USAGM Strategic Plan

USAGM's 2018-2022 strategic plan continues an ambitious roadmap to expand the reach and impact of United States international media in support of American strategic interests. It also responds to calls for institutional agility. The plan informs the FY 2022 budget request and continues the integration of performance, budget planning, and management of USAGM.

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

This mission is achieved through two strategic goals:

- Expand freedom of information and expression
- Communicate America's democratic experience and values

Free press and free expression are universally acknowledged as key to free, open, democratic societies, which in turn support American interests through stability, peace, alliances, and trade. Communicating America's democratic experience and values serves the same purpose. In covering the United States, USAGM networks open a window onto democracy in action.

Current Context of USAGM

The key environmental factors facing USAGM are: global declines in media freedom, erosion of trust in media, national security challenges, rising media competition, and the multitude of modern communications technologies. Many of these factors have been heightened by the current COVID-19 pandemic, as media outlets grapple with increased disinformation, attempts by government leaders to control the narrative, and severe economic challenges.

Free expression, religious liberty, human rights, and similar values important to the United States are under assault across the globe. Resurgent authoritarianism and spreading extremism imperil United States interests. China has eroded Hong Kong's autonomy, while continuing its repression of Uyghur and Tibetan minorities. Following the playbook of authoritarian regimes, elected leaders in Europe have attacked democratic institutions in an effort to undermine any remaining checks on their power. Extremist rhetoric and incitement to violence directly threaten United States national security interests in Iraq, Syria, Afghanistan, Yemen, Somalia, and elsewhere, compounded by the adroit adoption of digital and social media by extremist actors around the world, including ISIS and others.

The struggles unfolding have significant information or propaganda components. Governments and extremist groups have weaponized information to generate a relentless, sophisticated stream of false narratives that too often go unchallenged. ISIS, Boko Haram, and other non-state actors exploit modern media tools to promote extremist views, exploit discontent, and subvert democratic ideals. Through both direct broadcasts and social media campaigns, hostile governments inundate audiences with disinformation about global events and depict the United States on an irreversible downward social spiral, its institutions failing and its global strength on the wane.

Consumers of news and information have an unprecedented array of options from which to choose. For example, social media and citizen journalism provide broadcasters with opportunities to collect and disseminate information, while interacting with audiences. In many regions, USAGM broadcasts face growing competition from local news sources and international broadcasters. While this

information explosion seems to point to more openness and freedom, the actual trend in recent years has been toward less press freedom and growing internet censorship in key markets. Freedom House and Reporters Without Borders have documented steep declines in world freedom and press freedom.

When United States international media began in 1942, programs were broadcast via shortwave. Since then, the number of transmission options has grown, and listener preferences and media access have changed. The technology to transmit and receive news and information is constantly improving and options continue to expand. USAGM has kept up with these developments, which offer extraordinary opportunities for unfiltered, direct dialogue with audiences around the world. USAGM transmits content through terrestrial and satellite television, radio (shortwave, medium wave, FM, and satellite), the internet (websites with streaming audio and video as well as social media, such as Twitter, Facebook, YouTube, and Instagram, as well as local platforms), and numerous mobile technologies, including apps.

To serve audiences in less developed areas of the world, USAGM must continue to broadcast via traditional technologies, such as shortwave, and maintain capability and improve efficiency on these platforms by replacing antiquated equipment. But to stay relevant in competitive news markets and serve current and future audiences, USAGM must also invest in new cutting-edge technology. In areas where ownership and usage of shortwave radio has declined significantly, the Agency has evolved away from broadcasting in that medium. USAGM has closed transmitting stations, repurposed equipment and invested these savings in platforms that the audience has shifted to, primarily television and digital media.

USAGM relies on extensive market research to identify audience preferences and the most appropriate programming mix and delivery options for specific audiences. In addition to research about the effectiveness of programming, USAGM commissions research on the overall media markets in its broadcast countries to better understand how these markets are developing and the capabilities of each USAGM network in order needs to remain competitive. As new technologies emerge, market research enables USAGM to be forward-thinking and strategically positioned to fulfill its mission. USAGM undertakes a comprehensive assessment of the languages in which Agency networks broadcast

during the annual Language Service Review. This review examines qualitative and quantitative research on the performance of programming, audience reach and impact, as well as media usage and ownership. The review forms the basis for proposing to enhance existing language services, start new ones, or, in some instances, end service in a particular language.

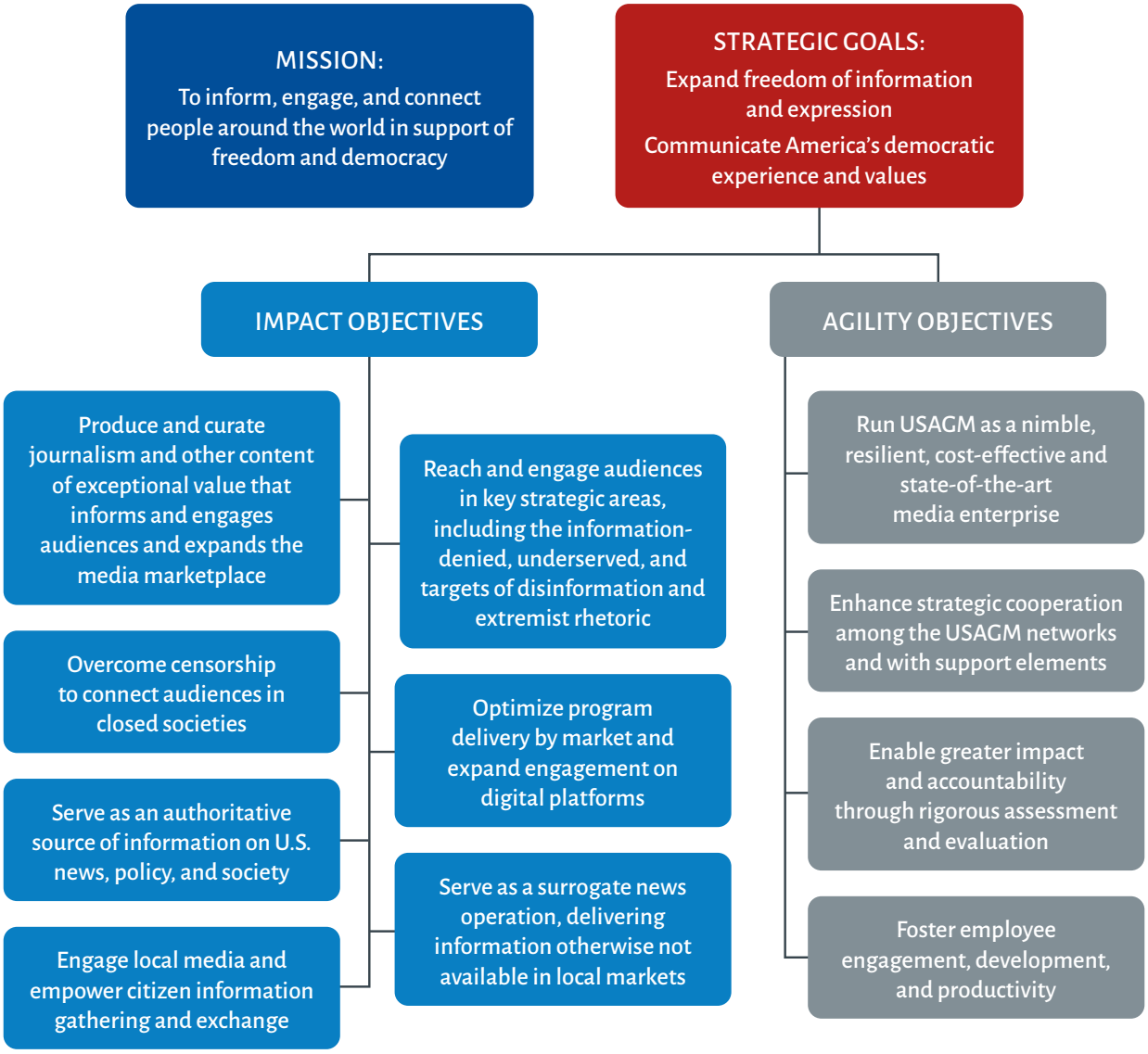
USAGM's strategic plan prioritizes setting the program mix and delivery platforms to meet market demand. This is critical to ensure that USAGM achieves its legislative mandate to reach as many people as possible with news and information that gains their trust and makes a difference in their lives via the most effective delivery systems.

Impact Model

In recognition that impact is about more than audience reach, USAGM's previous strategic plan (2012-2016) set the goal of developing a multi-factor model to define impact. USAGM began implementing the model in 2014. It ties to USAGM's mission statement and examines effectiveness in the areas of informing, engaging and connecting audiences, and being influential. These effects are considered in the short, medium and long term in various sectors — people, local media and institutions. The model employs a mix of quantitative and qualitative measures.

This Impact Model informs the strategic plan and performance goals that support USAGM's Impact Objectives. During the past several years, the model has formed the basis of USAGM's strategic review process in which the Agency sets clear goals and targets for performance indicators that define success in each target country and region.

Impact and Agility Objectives and Performance Goals



USAGM's two strategic goals are supported by seven impact objectives and four agility objectives, each of which has supporting performance goals. All of the performance indicators supporting the impact objectives come from the USAGM Impact Model. Future targets are based on leadership direction and expert analysis of many factors including: current positioning in the media market, anticipated future trends, and proposed budgetary resources. Because USAGM does not have resources to conduct full media surveys annually in each country, many of the indicators are targeted to remain stable or change only slightly from the current level of performance. These objectives and goals map out Agency priorities for the next two years.

Impact Objective 1

Produce and curate journalism and other content of exceptional value that informs and engages audiences and expands the media marketplace

Journalism is the daily work of USAGM broadcasters, and producing fact-based, verifiable news and information must be preeminent in Agency strategy. To have impact, USAGM journalism must reach audiences, meet their interests along the breadth of subjects that matter to their lives and, at the same time, add value in expanding the media marketplace. USAGM's aim is not just to follow the 24-hour news cycle but to drive the news agenda through original stories, investigative reporting, in-depth analysis, and a unique cross-cultural perspective that helps audiences become sophisticated consumers of news and media.

USAGM will:

- As required by statute, provide news and other programming that is accurate, objective, and comprehensive and in accordance with the highest professional standards of journalism.
- Produce news and information, consistent with audience preferences and mission requirements, on issues that are not addressed adequately by media in the target area, e.g., human rights and good governance.
- Offer non-news content that research, web analytics, and audience and affiliate feedback show is of vital interest to audiences, such as health, science, and technology.
- Produce enterprise reporting through deep and lasting exploration of critical issues in the countries USAGM targets.
- Curate content from and co-create content with reputable partners, as appropriate and consistent with broadcasting standards and editorial guidelines.

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

Impact Performance Goal 1.1: Reach significant audiences

MEASURED WEEKLY AUDIENCE *(in millions)*[1]						
Network	FY 2018 Actual	FY 2019 Actual	FY 2020 Target[5]	FY 2020 Actual	FY 2021 Target[6]	FY 2022 Target[6]
USAGM[2]	345	350	354	354	380	390
VOA	275.2	280.9	282.0	278.0	305.0	310.0
RFE/RL[3]	33.9	38.1	37.7	41.1	36.2	36.6
RFA[4]	50.7	50.7	49.5	49.5	55.0	57.5
MBN	24.7	24.3	28.0	27.5	32.0	34.0
OCB	1.0	1.0	1.2	1.0	1.2	1.2

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. FY 2020 figures no longer include data from Taiwan, which has not been surveyed in the last five years. They also reflect a drop in audience size in Cambodia after RFA lost FM transmission.

5 FY 2020 targets are from the FY 2021 Congressional Budget Justification.

6 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. The FY 2021 and 2022 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. RFE/RL projects declines 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. The elimination of MW/AM broadcasting to Iran and standalone TV newscasts resulted in audience losses for Radio Farda.

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 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 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
VOA	84	83	82	83	80	80
RFE/RL	77	73	74	75	75	76
RFA	77	77	76	76	77	78
MBN	80	75	80	68	70	80
OCB	97	97	97	97	97	97

1 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. 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. Larger, less loyal audiences tend also to be correlated with lower trust. The increase in measured audience, combined with the overall decrease in trust of American institutions around the world and negative publicity referring to VOA as propaganda, justify a slightly lower target. RFA's trust numbers are derived from data from Cambodia (where trust was 87 percent in FY 2020), Burma (at 87 percent in FY 2020) and China (at 75 percent in FY 2020). Because figures are weighted by audience size, China's audience perceptions predominate in all estimates. Trust for MBN is much higher than 68 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 the trustworthiness of news and information of those sampled respondents who listened to or viewed each station in the past week. The answers are registered on a four-point scale: trust a great deal, trust it somewhat, do not trust it very much, or do not trust it at all. The credibility index is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who report trusting news from the station a great deal or somewhat. Credibility estimates are not included for countries where the number of regular listeners/viewers/online users is so small (n = <50) that the estimate is unreliable.

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

UNDERSTANDING

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

NETWORK	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
VOA	76	76	75	75	76	76
RFE/RL	73	75	75	75	76	77
RFA	52	52	53	52	51	52
MBN	70	66	70	65	70	80
OCB	96	96	80	96	80	80

1 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. 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. However, the 2020 US election and COVID-19 coverage can be expected to increase this indicator slightly. For RFA, this metric for FY 2020 was derived from measurements in China, Burma, and Cambodia only. As with the trust metric, opportunities for significant growth in FY 2021 are limited by the overwhelming size of RFA's China audience which weights heavily this metric toward Chinese data. Political risk is likely to limit opportunities to collect new data for China in FY 2021. Because numbers are weighted for audience size, understanding for MBN primarily reflects Iraq, where MBN has by far the largest audience. MBN numbers in FY 2020 also obscure strong understanding numbers for Alhurra in Saudi Arabia (78 percent), Lebanon (91 percent), and Jordan (84 percent). MBN's understanding target increase assumes improvements as a result of the MBN digital, Radio Sawa, and Alhurra Iraq relaunches that focus, in part, on greater coverage of news and events. OCB anticipates that reduced budgetary resources will result in lower understanding scores in FY 2021 and 2022.

Indicator:

UNDERSTANDING OF CURRENT EVENTS: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of [language] whether the broadcasts have "increased their understanding of current events." The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose "a great deal" or "somewhat."

Impact Performance Goal 1.4: Provide programming that is influential with audiences

HELPS FORM OPINIONS ON IMPORTANT TOPICS

Percentage of weekly audience who report that the broadcasts have helped them form opinions on important topics somewhat or a great deal

NETWORK	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
VOA	63	63	63	64	64	64
RFE/RL	52	56	56	53	54	55
RFA	87	87	87	85	90	90
MBN	71	75	80	63	65	75
OCB	75	75	75	75	75	75

1 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. Based on current data trends, VOA expects this metric to remain stable. RFA's targets for FY 2021 and 2022 are derived from Cambodia data only, since the omnibus survey conducted in Burma did not include this question. MBN's FY 2021 and 2022 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.

Indicator:

HELPS AUDIENCES FORM OPINIONS ON IMPORTANT TOPICS: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of [language] whether the broadcasts have helped them form opinions on important topics. The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. This indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose "a great deal" or "somewhat."

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 1, including:

- Original investigative reporting by USAGM networks
- Citations of USAGM reporting in influential news outlets
- Producing or curating content on issues important to audiences, such as health, technology, and human rights

Impact Objective 2

Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric

In deciding where to target, USAGM considers the local media situation, along with United States strategic interests, and prioritizes countries that lack a free or developed press. Special consideration is given to populations at risk due to extremist rhetoric and disinformation. USAGM prioritizes reaching audiences in areas plagued by extremism, where extremist forces espouse a violent ideology and execute campaigns of terror that threaten United States and regional security and stymie free, open, democratic societies. Another key focus area is audiences subjected to state-sponsored disinformation campaigns, which seek to undermine democratic norms and the very idea of objective truth. In all target countries, the USAGM networks seek to grow their audience base and reach those traditionally underserved by USAGM broadcasts. Populations in the target countries are overwhelmingly young — a challenge, but also a chance to connect with a demographic that in many cases has never even heard of USAGM. USAGM's current audiences are approximately 57 percent male and 43 percent female — an imbalance the Agency seeks to correct. USAGM understands that to reach and be relevant with these audiences, it needs to provide them with content that not only informs them of international and local news, but assists them in building and participating in a civil society.

USAGM will:

- Prioritize countries lacking freedom and democracy or faced with disinformation or extremism, where accurate, credible news and information are lacking. Boost service to these areas, where feasible.
- Introduce service in selected new languages to reach sizeable new audiences in countries where USAGM products are urgently needed.
- Reach out to women and youth with programming that addresses issues of concern and relevance to their lives.
- Sharpen audience segmentation and targeting to drive content strategies and better address gender and age demographics, as well as psychographic segments.

- Serve as a conduit for the transmission of reporting from inside closed societies lacking press freedom to outside audiences.
- Ensure strong local news coverage, as warranted by events, to meet urgent audience needs in areas of crisis.
- Draw on the experiences of the world's many models of free societies, in particular the 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 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
Iraq[3]	42.6% (Jan 2016)	35.0% (Jul 2017)	45%	61.7%	70.0%	71.0%
Nigeria	21.0% (Feb 2016)	19.2% (Jul 2018)	19.2%	19.2% (Jul 2018)	19.2%	21.0%
Afghanistan[4]	38.5% (Nov 2016)	69.3% (Jul 2018)	69.3%	69.3% (Jul 2018)	69.3%	60.0%
Pakistan (excluding former FATA and Gilgit Baltistan)	2.9% (Aug 2016)	5.3% (Jan 2019)	5.3%	5.3% (Jan 2019)	5.3%	5.3%
Former FATA region[5]	26.4% (Jun 2015)	26.4% (Jun 2015)	26.4%	N/A	26.4%	26.4%
Central Asia[6]	3.9 million	4.3 million	4.3 million	4.3 million	4.3 million	4.3 million

1 Factors contributing to FY 2021 and 2022 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 networks target with programming that provides news and information to counter extremist messaging.

3 The 2020 Iraq estimate includes data from two different surveys, one among Iraqi Arabs and one among Iraqi Kurds. In previous years, reach among Iraqi Arabs and Kurds was collected in a single survey. Fieldwork for the survey among Iraqi Arabs took place in August 2019; fieldwork for the Iraqi Kurdish survey took place in October 2019.

4 Afghanistan may see the historically high reach drop as United States interests withdraw further from the country.

5 The last USAGM survey of former FATA covers was conducted in June 2015, outside of the five-year reporting window for USAGM research.

6 Includes data from Kazakhstan (Nov 2016), Kyrgyzstan (Oct 2018), Tajikistan (June 2017), Turkmenistan (June 2019), Uzbekistan (May 2017).

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 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 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%	6.2%
Vietnam	3.6% (Jul 2016)	3.6% (Jul 2016)	3.6%	3.6% (Jul 2016)	6.5%	7.0%
Laos	2.4% (Sep 2016)	2.4% (Sep 2016)	2.4%	2.4% (Sep 2016)	3.5%	4.0%
Turkmenistan	NA	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[4]	23.4% (Sep 2017)	23.4% (Sep 2017)	23%	23.4% (Sep 2017)	18.0%	18.0%
Azerbaijan	3.5% (Dec 2015)	3.5% (Dec 2015)	3.5%	3.5% (Dec 2015)	3.5%	3.5%
Cuba	11.1% (Mar 2017)	11.1% (Mar 2017)	13%	11.1% (Mar 2017)	13%	13%

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 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

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

3 Political risk is likely to limit opportunities to collect new data for China.

4 USAGM expects some negative effects to reach in the Iran market due to the COVID pandemic, during which the next survey is planned to take place.

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 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
The Russian Federation	7.7% (May 2018)	7.7% (May 2018)	9%	7.7% (May 2018)	7.7%	7.0%
Ukraine	18.0% (Jun 2016)	18.0% (Jun 2016)	20%	24.4% (May 2019)	21%	21%
Moldova[3]	32.1% (Feb 2016)	32.1% (Feb 2016)	15%	32.2% (Nov 2019)	32%	32%
Kazakhstan	9.6% (Nov 2016)	9.6% (Nov 2016)	10%	9.6% (Nov 2016)	10%	10%
Tajikistan	10.8% (Jun 2017)	10.8% (Jun 2017)	11%	10.8% (Jun 2017)	11%	11%
Estonia	5.1% (Jun 2016)	5.1% (Jun 2016)	7%	12.9% (Nov 2019)	13%	13%
Latvia	5.2% (Jul 2016)	5.2% (Jul 2016)	7%	14.3% (Oct 2019)	15%	15%
Lithuania	10.0% (Jul 2016)	10.0% (Jul 2016)	10%	11.7% (Oct 2019)	12%	12%

1 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 The countries and regions listed were selected by USAGM experts and represent a subset of those that the USAGM networks target with programming that provides news and information to counter state-sponsored propaganda.

3 RFE/RL forecast audience declines in Moldova due to decreased cooperation with local partners, which had been an important audience driver in the February 2016 national survey. While audiences for the Moldovan Service did decline in the most recent November 2019 national survey, weekly reach of Current Time increased significantly in Moldova and helped to offset some of the Moldovan Service losses.

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	Partly Free	Free
2021 FREEDOM IN THE WORLD (POLITICAL)	54	52	21

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

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 2, including:

- News reports or audience descriptions of USAGM impact in environments subject to extremism, information withholding, and disinformation campaigns
- Programming targeting groups underrepresented in USAGM audiences, including youth and women
- Programming responding to crisis situations
- High-profile international news pickups of USAGM reporting from inside closed societies

Impact Objective 3

Overcome censorship to connect audiences in closed societies

For almost 70 years United States international broadcasting has fought censorship in all its forms. Today, as the global media environment undergoes a dynamic revolution, access to a truly free press is actually in decline. Jamming of radio and TV broadcasts, including USAGM's, continues in a number of countries. Journalists suffer harassment and violence daily. Media laws often restrict free flows of information, limiting the ability of international news organizations to distribute their content. The internet in particular is under assault, even as audiences increasingly access and share our content on digital platforms and via social media. The Agency upholds the universal right of citizens everywhere to receive and impart information without restriction. USAGM works on many fronts to make news and information accessible to its global audiences with the aim of enabling not only unfettered access to agency products but also the full spectrum of independent news sources on the internet.

USAGM will:

- Lead in assisting the world's citizens to gain access to information on all platforms, advocating on the international stage and coordinating within the United States government and with international broadcasters and other allies.
- Help audiences understand through journalistic reports the practices and policies of internet censorship and circumvention.
- Fund technologies that counter internet censorship and internet blocking and allow citizens and journalists to operate securely online.
- Increase effective use of social media and digital platforms to combat censorship.
- Provide in-house digital expertise to address real-time censorship and jamming issues in targeted regions.
- Cultivate information-sharing relationships on internet freedom matters with other federal agencies, nonprofits, and the private sector.

USAGM tracks its progress in achieving Impact Objective 3 with the following performance goal:

Impact Performance Goal 3.1: Increase usage of internet freedom products

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
Weekly unique users on USAGM-supported proxy tools	967,763	621,392	645,000	555,443	1,300,000	1,500,000
Weekly unique users on Psiphon	967,763	621,392	615,000	415,057		
Weekly unique users on nthLink	NA	NA	30,000	140,386		
Weekly visits to USAGM web sites through USAGM-supported proxy tools	8,452,100	7,092,592	4,105,000	3,607,942	6,115,000	7,000,000
Weekly visits to USAGM web sites through Psiphon	8,452,100	7,092,592	3,725,000	3,436,223		
Weekly visits to USAGM web sites through nthLink	NA	NA	180,000	171,719		
Weekly visits to USAGM web sites through NewNode[2]	NA	NA	200,000	NA		
Proxy traffic through USAGM-supported tools	21,725 TB	15,875 TB	18,500 TB	15,739 TB	33,612 TB	38,654 TB
Proxy traffic through Psiphon	21,725 TB	15,875 TB	17,500 TB	13,452 TB		
Proxy traffic through NthLink	NA	NA	1,000 TB	2,287 TB		

Note: In FY 2019, USAGM incorporated the Open Technology Fund (OTF), previously housed at RFA, as a non-federal entity. Beginning in FY 2020, OTF took over the management of USAGM-sponsored proxy tools, including the deployment of two new proxy tools, nthLink and NewNode. In order to be more comprehensive and inclusive of new tools, USAGM will be reporting overall figures for these categories beginning in FY 2021.

1 Factors contributing to FY 2021 and 2022 targets include evaluations of internet censorship changes in target countries, audience metrics and surveys from USAGM broadcasters, as well as projections based on usage trends from previous years.

2 NewNode has been integrated into apps by RFE/RL and MBN; however, data on NewNode usage through these apps is available for only a small portion of FY 2020. It will be reported for the first time for FY 2021.

Indicators:

The measures for this performance goal reflect various aspects of usage of various USAGM-supported proxy tools for circumventing internet censorship, including Psiphon, nthLink, and NewNode. Metrics include average number of weekly unique users on the tools, average weekly visits to USAGM websites through the tools (measured as the number of landing pages served), and annual proxy traffic through the tools.

Contextual Indicator:

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

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 3, including:

- Development of new technologies and activities to counter internet censorship and blocking
- Education about and promotion of circumvention and digital security technologies

Impact Objective 4

Optimize program delivery by market and expand engagement on digital platforms

It is essential that USAGM reach audiences on their preferred media platforms. USAGM is aligning how it delivers content with how consumers access it now and in the future. USAGM will continue growing and enhancing new distribution methods, with specific attention to social and mobile platforms. On traditional media, USAGM is continually migrating to the most effective broadcast channels, including satellite and broadcast television and FM radio. The Agency is aggressively expanding and improving on its successful model of affiliations and syndication of content on all platforms. Ultimately, USAGM seeks to utilize the platforms that work best for the market at hand to get content to as many users as possible.

USAGM will:

- Increase distribution on platforms that USAGM knows audiences are using — FM, satellite and broadcast television, and mobile devices — continuing our migration away from legacy platforms where they do not reach audiences.
- Expand reach and engagement on digital platforms, including new streaming and over-the-top platforms.
- Find creative ways to penetrate closed societies, through flash drives, DVDs, and other alternative delivery means.
- Expand local distribution through affiliation with strong local television and FM radio stations and digital platforms and, where possible, installation of FM transmitters.
- Draw on research and other inputs to tailor format and presentation styles to audience needs and media usage habits, creating content that can break through ever-increasing clutter.
- Exploit the falling cost of video production by updating USAGM broadcasting facilities to support growing audience appetite for TV and video.

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

Impact Performance Goal 4.1: Increase web traffic

AVERAGE WEEKLY VISITS TO WEBSITES[1]						
Network	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target (increase over FY20)[2]	FY 2022 Target (increase over FY21)[2]
VOA	8,850,000	9,383,700	9,571,400	10,832,000	2%	3%
RFE/RL	9,751,200	10,990,200	11,539,700	14,466,500	5%	5%
RFA	1,010,900	1,267,000	1,330,400	1,468,100	6%	6%
MBN	854,500	1,028,100	1,182,300	3,076,900	5%	20%
OCB	142,600	136,100	149,700	163,900	5%	5%

1 Data in the chart above represents a visit to our 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 the 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 2021 and 2022 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. VOA website targets are relatively low, in part, due to recent efforts to move resources towards social media. MBN's target for FY 2021 is lower than anticipated due to a delayed CMS transition.

Indicator:

AVERAGE WEEKLY VISITS: This indicator measures the number of visits to USAGM websites and mobile sites over a 52-week period and creates an average based on 52 weeks of data coinciding with the fiscal year. This indicator does not measure visits to social media sites such as Facebook, YouTube, or Twitter. Average weekly visits are derived from online analytic data tracked in Adobe Analytics. Unlike the 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 4.2: Increase audience interaction via social media

In FY 2020, USAGM conducted a thorough review of its digital impact metrics. Factors considered in the review include the ability to support new platforms, promote innovation, and ensure data compliance, as well as the need for automation, standard vendor selection, and scale. From the wide range of available social media metrics, the review identified two new metrics (digital reactions and engagement actions) that better embody impact and reflect the new digital landscape and updated best practices.

Previous metric:

AVERAGE WEEKLY DIGITAL ENGAGEMENT ACTIONS				
Network	FY 2018 Actual	FY 2019 Actual[1]	FY 2020 Target	FY 2020 Actual[2]
VOA	4,126,700	5,494,700	5,714,500	8,830,100
RFE/RL	2,261,300	4,100,800	4,305,800	7,415,500
RFA	823,200	1,130,900	1,176,100	3,056,600
MBN	883,000	516,400	526,700	1,244,100
OCB[3]	70,700	70,000	77,000	113,600

1 Beginning with the FY 2019 Actuals, USAGM included digital engagement actions on Instagram, in addition to the three platforms previously tracked (Facebook, Twitter, and YouTube).

2 FY 2020 data pulled from Socialbakers from 10/1/2019 to 9/5/2020.

3 OCB's FY 2018 Actual was previously reported incorrectly in the FY 2018 Performance and Accountability Report and FY 2020 Congressional Budget Justification, due to a calculation error; it has been corrected here.

Indicator:

DIGITAL ENGAGEMENT ACTIONS (PREVIOUS): This indicator measures the weekly average number of engagement actions on measurable platforms, currently Facebook, Twitter, YouTube, and, beginning with the FY 2019 Actuals in this budget, Instagram. Engagement actions include measurable actions that demonstrate an activity beyond just consuming content: liking or "favoriting" or reacting to a USAGM post, commenting on a USAGM post, sharing/retweeting

a USAGM post, liking or following a USAGM account or profile for the first time (i.e. this is counted only once, during the first week someone follows a USAGM account.) These actions are tracked through online analytics by a third party vendor (Socialbakers).

New metrics:

AVERAGE WEEKLY DIGITAL REACTIONS			
Network	FY 2020 Actual	FY 2021 Target[1] (increase over FY 20)	FY 2022 Target[1] (increase over FY 21)
VOA	4,056,255	4%	4%
RFE/RL	1,897,007	5%	5%
RFA	2,381,612	50%	5%
MBN	796,022	10%	20%
OCB	49,840	5%	5%

1 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. 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 Myanmar 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. Qualitative research for RFA suggests growing fear of engaging on Facebook with sensitive news content in Southeast Asia. In recent years, RFA's digital growth in key markets, especially Burma, has helped offset some of the losses from algorithm changes. The combination of explosive news in Burma and Hong Kong has fueled enormous engagement in those markets. However, the military takeover of the government in Burma and fear in Hong Kong likely will chill this behavior in the longer term.

Indicator:

DIGITAL REACTIONS (NEW): 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			
Network	FY 2020 Actual	FY 2021 Target[1] (increase over FY 20)	FY 2022 Target[1] (increase over FY 21)
VOA	831,204	4%	4%
RFE/RL	566,573	5%	5%
RFA	542,870	50%	5%
MBN	222,550	10%	20%
OCB	22,988	5%	5%

1 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. Changes in the Facebook algorithm favoring posts from friends and family over those of "publishers" reduced the number of USAGM posts that appear in people's Facebook feeds. Qualitative research for RFA suggests growing fear of engaging on Facebook with sensitive news content in Southeast Asia. In recent years, RFA's digital growth in key markets, especially Burma, has helped offset some of the losses from algorithm changes. Massive events in Hong Kong and Burma fueled extraordinary engagement with RFA in FY 2021, especially in those markets. However, since the military takeover in Burma and China's control of Hong Kong, fear and government control of the internet have grown and likely will impact this metric longer term.

Indicator:

SELECT DIGITAL ENGAGEMENT ACTIONS (NEW): 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 Performance Goal 4.3: Build strong affiliate relationships

NUMBER OF AFFILIATIONS						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
USAGM[2]		3,729	3,850	4,174	4,180	4,200
VOA[3]	2,247	3,151	3,200	3,523	3,530	3,540
RFE/RL	777	1,140	1,200	1,228	1,230	1,235
RFA	11	10	11	11	11	12

1 Factors contributing to FY 2021 and FY 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources, as well as a previous restructuring of the affiliate database system which resulted in a lower affiliate count, with a focus on larger high-impact affiliates within that count.

2 USAGM reported a consolidated number of affiliations for the first time in FY 2019. This number is unduplicated, meaning that a station or outlet is counted only once, even if it retransmits content from more than one USAGM network. For this reason, the total number of USAGM affiliations is lower than the sum of the individual network affiliations.

3 Beginning with the FY 2019 Actual, the VOA figures include stations or outlets that also retransmit RFE/RL or RFA content. These were previously unreported in FY 2018 and prior years.

Indicator:

AFFILIATIONS: Affiliates — broadcast stations and digital platforms that carry USAGM content — are a primary gatekeeper between the USAGM networks and their end-users. Counting the number of affiliates, then, offers a measure of the appeal of the programming to these vital gatekeepers and distributors of the USAGM networks' content. As shortwave usage wanes in parts of the world, the importance of affiliations with local medium wave and FM radio and television stations grows. With the growth of digital and mobile technology, there are new forms of affiliations, including online and mobile. The affiliation indicator counts all stations or outlets that regularly retransmit content from the USAGM networks.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 4, including:

- Shifting platforms to respond to changing audience preferences
- Using alternative, creative ways to deliver content

Impact Objective 5

Serve as an authoritative source of information on 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, but aims overall to convey the practice of democracy in all of its complexity. 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 and addressing environmental change. These topic areas find ready comparisons in USAGM's target countries and resonate with the Agency's audiences in practical and meaningful ways. Carrying out this element of our mission requires sensitivity and creativity. Attitudes of anti-Americanism 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 with us for news, analysis, and perspectives from the United States — on the model that has succeeded in Ukraine, Latin America, Nigeria, Indonesia, and elsewhere.
- Portray the breadth and diversity of the American experience, with particular attention to diaspora communities and Americans outside of big cities.
- Emphasize English learning as a vehicle for positive audience engagement and interaction as well as information on American society and culture.

- Meet the global interest in American politics with in-depth coverage and analysis of national elections and coverage of other political events to impart the news and to elucidate the democratic process, with stories localized to make them interesting to specific target regions.
- Satisfy the world's growing appetite for learning English through TV and radio programs, online instruction, printed instructional materials, and innovative short-form videos designed for social media.

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

Impact Performance Goal 5.1: Provide programming that increases audiences' understanding of the U. S.

UNDERSTANDING OF AMERICAN SOCIETY

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

NETWORK	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
VOA	62	56	56	56	58	58
MBN	42	44	55	38	50	65
OCB	85	85	85	85	85	85

1 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. 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 2021 and 2022 may show an erosion in some qualitative indicators, such as understanding of American society, with changing attitudes toward the United States in target countries. However, coverage of the United States general election in late 2020 may lead to a temporal increase in this indicator as reported in 2021. MBN expects moderate increases in this indicator as a result of greater 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 entity's broadcasts in a particular language whether the broadcasts have "increased their understanding of American society." The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose "a great deal" or "somewhat."

UNDERSTANDING OF 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 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
VOA	60	54	54	53	55	54
MBN	42	44	55	47	55	60
OCB	89	89	90	89	90	90

1 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA still expects that new data arriving in FY 2021 and 2022 may show an erosion in qualitative indicators, such as understanding of United States foreign policy, with changing attitudes toward the United States in target countries. However, coverage of the United States general election in late 2020 may result in a temporal increase in this indicator, though the United States withdrawal from Afghanistan and other events may subsequently reduce it. 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 entity'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 — a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose "a great deal" or "somewhat."

Impact Performance Goal 5.2: Provide exceptional news and information

UNIQUENESS[1]

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

NETWORK	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[2]	FY 2022 Target[2]
VOA	31	28	27	28	29	29

1 Uniqueness scores for the other networks are presented in Impact Performance Goal 6.2: Serve as a surrogate news operation, delivering information otherwise not available in local markets.

2 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA anticipates a small increase in this indicator after delivering a large amount of COVID programming, including markets in which local governments are less than fully transparent about the pandemic.

Indicator:

UNIQUENESS: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of any language how much of the information provided by the entity is also available from other sources on the radio, TV, or internet. The answers are registered on a four-point scale — all of it is available elsewhere, some of it is available elsewhere, very little of it is available elsewhere, 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 addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 5, including:

- Successful deployment of the United States bureau model
- Exceptional or unique coverage of important United States news stories

Impact Objective 6

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

In environments where state-run media are dominant and independent media are either not allowed or not fully established, the USAGM networks, particularly RFE/RL and RFA, often play a surrogate role, acting as local media would if they were free to operate. In this role, the networks emphasize domestic news for their geographically defined audiences and cover developments specific to defined target markets, especially in countries without a free press or in transition. They focus on local news events not covered in state-controlled domestic media, as well as other sensitive topics, including religion, science, and locally-banned literature and music. They give voice to dissidents and opposition movements, while maintaining balanced coverage, and serve as platforms for a range of opinions and voices from these countries.

USAGM will:

- Build strong networks of local stringers across target regions.
- Where possible, maintain an on-the-ground bureau presence, to report local news from a local perspective.
- Where in-country access is limited, cultivate networks of trusted contributors and closely monitor official and alternative media.
- Use social media and other interactive tools to gather information from closed societies, amplifying voices of those struggling for free expression.
- Provide platforms for free expression of various viewpoints and work to help people bridge traditional divides, including class, ethnicity, religion, etc.

USAGM tracks its progress in achieving Impact Objective 6 with the following performance goals:

Impact Performance Goal 6.1: Provide programming that increases audiences' understanding of current events in target countries

UNDERSTANDING OF CURRENT EVENTS IN TARGET COUNTRY[1]

Percent of weekly audience who report that the broadcasts have increased their understanding of current events in the target country somewhat or a great deal

NETWORK	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[2]	FY 2022 Target[2]
RFE/RL	77	75	76	75	76	77
RFA	83	83	84	78	62	65
MBN						
OCB						
VOA in select markets				72	72	73

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

2 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. RFA's FY 2020 actuals are based on surveys from Burma and Cambodia only. RFA's FY 2021 and 2022 targets are based on Cambodia alone, as Burma data for this indicator are not available and additional surveys are unlikely. 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: a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percent of those answering the question in the survey (excluding those who did not respond or did not know) who chose "a great deal" or "somewhat."

Impact Performance Goal 6.2: Provide exceptional news and information

UNIQUENESS

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

NETWORK	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
RFE/RL	25	26	26	27	27	27
RFA	40	40	50	38	36	36
MBN	32	29	40	30	40	45
OCB	78	78	80	78	80	80

1 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. RFA's FY 2020 metric was derived from Burma and Cambodia data. RFA's FY 2021 and 2022 targets are based on Cambodia alone, because this question was not asked in the Gallup WorldPoll module in Burma. MBN expects modest increases in this indicator as a result of increased focus on content not available in other regional media.

Indicator:

The uniqueness indicator is defined above under Impact Performance Goal 5.2.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 6, including:

- Coverage of important local news stories that other media are not covering

Impact Objective 7

Engage local media and empower citizen information gathering and exchange

Local media affiliates are the primary means through which the USAGM networks now reach their target audiences in most markets. However, the relationship with these media partners is about much more than just content delivery. By developing these media networks and connecting our affiliates to one another, USAGM fosters rich, open media ecosystems. USAGM leads by example in its journalistic practices, but it also increasingly partners with affiliates on content co-creation, sometimes even participating in daily editorial meetings. USAGM also provides training to indigenous media on topics ranging from journalism principles to business practices. In a similar way, USAGM works to connect audiences to one another, and to foster the free flow of information, often through a wide array of web, mobile, and social media tools. These tools have made media personal, moving the power from centralized broadcasters to a new class of bloggers, activists, videographers, and a content-generating public. They are using media not only to tell their stories on a digital world stage but also to connect with one another to chart the future of their communities and build new forms of civil society.

USAGM will:

- Deepen relationships with key local media affiliates, providing editorial guidance, training and technical assistance, and other resources to strengthen local, independent media sectors.
- Nurture citizen journalism and channel user-generated content from inside repressive states.
- Link citizens within repressive societies to one another and to external audiences through social media networks.
- Facilitate dialogue across religious, national and ethnic groups.
- Enter into a "global conversation" with USAGM audiences by using social media tools to identify, source, and distribute news content into the channels where people are having conversations about their community and the world.

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

Impact Performance Goal 7.1: Increase engagement with local media outlets

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
Number of USAGM affiliates with national reach that air custom or interactive segments during primetime[2]	**60**	**68**				
Number of USAGM radio and TV affiliates that serve multiple markets[2]		**452**	**475**	**540**	**555**	**560**
Number of USAGM affiliates that air custom or interactive segments[2]		**80**	**85**	**99**	**105**	**110**
Number of weekly downloads from affiliate content distribution portal, Direct	**2,750**	**2,815**	**3,250**	**3,662**	**3,800**	**4,000**

1 Factors contributing to FY 2021 and 2022 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 In FY 2019, USAGM changed the performance metrics for this goal to emphasize affiliates that are multi-market, rather than national, and to focus on those who air custom or interactive segments.

Indicators:

The indicators for increasing engagement with local media outlets include: the number of USAGM radio and TV affiliates that serve multiple markets, the number of USAGM affiliates that air custom or interactive segments, and the average number of weekly downloads (audio, video, text, or photos) from Direct, the affiliate content distribution portal. USAGM is discontinuing use of the metric measuring the number of USAGM affiliates (radio or TV) with national reach that air custom or interactive segments (also known as "bureau" reports, produced jointly with the USAGM networks) during primetime.

Impact Performance Goal 7.2: Increase sharing of USAGM programming

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

NETWORK	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target[1]	FY 2022 Target[1]
VOA	46	49	49	49	50	49
RFE/RL	44	41	45	40	42	44
RFA	41	41	42	37	43	45
MBN	67	62	55	48	50	60
OCB	56	56	60	56	59	62

1 Factors contributing to FY 2021 and 2022 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, the drop in sharing in FY 2020 likely was impacted by fear of recommending RFA content because of growing government surveillance online in both Cambodia and Burma, the only markets reflected in this metric that year. Social media users in both countries have suffered consequences for expressing opinions about the domestic topics heavily featured in RFA, including coverage of the Rohingya crisis. RFA's FY 2021 and 2022 targets are based on Cambodia alone, because this question was not asked in the Gallup WorldPoll module in Burma.

Indicator:

SHARING OF PROGRAMMING: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users in any language how often they share news that they have heard, seen, or read from a USAGM entity with friends or relatives, or with their social network. The answers are registered on a five-point range — daily or most days per week, at least once a week, at least once a month, less than once a month, 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 addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Impact Objective 7, including:

- Substantive engagement with key local media affiliates
- Citizen journalism and user-generated content
- USAGM-facilitated dialogue across religious, national and ethnic groups

Agility Objective 1

Run USAGM as a nimble, resilient, cost-effective, and state-of-the-art media enterprise

By virtue of historical circumstance, today's USAGM is a complex amalgam of diverse media outlets and respective support organizations, operating under different legal and administrative frameworks. The result is an organization that has sometimes lacked the agility to operate in a rapidly evolving global media environment and the standardization that enables rational resource allocations. However, in recent years, the Agency has begun a fundamental transformation in order to appropriately fulfill its charter and meet the challenges of growing geo-political instability and substantial budgetary constraints.

USAGM will:

- Pursue an efficient and effective organizational structure.
- Enhance the Agency's technological platforms and workflows, enabling it to continually adapt to global standards in content acquisition, manipulation, and distribution, as well as audience consumption behaviors.
- Automate and streamline business processes and workflows.
- Employ cloud-based technology to achieve nimbleness, resilience, and cost-savings.
- Protect USAGM from persistent threats from state and non-state actors through enhancements to its cybersecurity posture.

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

Agility Performance Goal 1.1: Streamline program delivery

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Transition to internet and fiber optic content distribution to stations and uplinks, migrating away from more costly satellite distribution	USAGM is in the process of transferring these feeds and expects 75% of satellite-based distribution feeds transferred to terrestrial circuits by Q3 FY 2019. 50% of MPLS network transferred from Hub and Spoke to any-to-any mesh network. 40% of contribution feeds are now leveraging public internet for Primary or Backup.	100% of satellite-based distribution feeds converted to terrestrial circuits. 75% of contribution feeds moved off satellite for either primary or secondary connections; costly satellite backups eliminated where possible.	100% of satellite contribution feeds converted to terrestrial circuits. 100% of DTH content migrated to DTH multiplex platforms housed with like news and current affairs services in the same language.	100% of contribution feeds to Cohen Bldg converted to terrestrial circuits. 91% of DTH content migrated to DTH multiplex platforms housed with like news and current affairs services in the same language. Pilot use of cloud-based, on-premises live streaming Software-Defined Video Platform (Zixi) that enables broadcast-quality video delivery over IP.	100% of backhaul distribution converted from C-band satellite to terrestrial IP. Once the migrations from satellite to terrestrial are complete, continue to review to further optimize distribution to reduce cost and mitigate WIMAX and 5G service interference. 100% of DTH content migrated to DTH multiplex platforms housed with like news and current affairs services in the same language. Further implement cloud-based, on-premises live streaming Software-Defined Video Platform (Zixi) for broadcast-quality video delivery over IP.	Continue to review program delivery to further optimize distribution to reduce costs and maximize viewership by placing region-specific programming on regional DTH satellites. Further implement cloud-based, on-premises live streaming Software-Defined Video Platform (Zixi) for broadcast-quality video delivery over IP.

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Optimize remaining shortwave distribution, taking advantage of the strategic location and lower operating cost of Kuwait Transmitting Station	Poro Transmitting Station closed; handover pending final action by the Filipino government. Installation of new antenna at Kuwait Transmitting Station underway, expected to be complete in Q2 FY 2019.	Poro Transmitting Station handed over in September 2019. The installation of the new SW antenna at Kuwait Transmitting Station has been delayed due to contracting and logistical issues. It is now expected in Q3 FY 2020. Restored 4 (of 15) antennas on CNMI Transmitting Station to service.	Maintenance and repair efforts to USAGM transmission facilities focused on functionality and protecting human life and property. Complete design and installation of new SW arrays at Kuwait Transmitting Station to serve Africa. Restore 4 more (total 8 of 15) antennas on CNMI Transmitting Station to service. Review all transmission leases to identify further opportunities for savings.	At Kuwait Transmitting Station, new SW antenna for the Middle East completed in Q2 FY 2020. Contract for design and installation of new SW antenna arrays for Africa awarded Q4. Restored 3 more (total 7 of 15) antennas on CNMI Transmitting Station to service. Broad cross-agency business review of all SW and MW transmission begun, with recommendations for cuts and reductions made.	Maintenance and repair efforts to USAGM transmission facilities focused on functionality and protecting human life and property. Work to restore 2 more antennas on CNMI Transmitting Station to service. Build of new SW antenna arrays for Africa completed. Kuwait project completed. Review all transmission leases to identify further opportunities for savings.	Complete restoration of 2 more (total 7 of 15) antennas on CNMI Transmitting Station to service and work to restore 2 additional antennas. If completed, total restored by end of FY 2022 will be 9 of 15.
Expand FM transmissions, to match audience preferences	New FMs installed in Brazzaville and Pointe Noire, Rep. of Congo; Mbuji-Mayi and Katanga, DRC. Mogadishu FM is underway, expected on air in Q1 FY 2019.	FMs successfully installed in Mogadishu, Somalia; Lomé, Togo; and Mombasa, Kenya.	FMs installed in Lusaka, Zambia and in refugee camps in NE Kenya. Additional FM erected in eastern Democratic Republic of Congo. Full-time lease established in Kampala, Uganda.	Lusaka, Zambia FM installed and on-air in Q2 FY 2020. One FM was installed in the Kakuma refugee camp and went on the air in Q4 FY 2020. The other FM at the Dadaab camp was vandalized and is therefore anticipated for Q1 FY 2021. Ugandan communications commission rejected USAGM's application to purchase existing frequency. If new frequencies become available in the future, may reapply.	Leverage national license in the Democratic Republic of Congo to establish a new FM in North Kivu, to cover that region and portions of Burundi. Continue to pursue FM opportunities in key markets, mostly in Africa and SE Asia.	Continue to pursue FM opportunities in key markets, mostly in Africa and SE Asia. Improve reliability of stations operating in some of the most challenging and critical environments.

Agility Performance Goal 1.2: Automate and streamline key business processes

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Complete business process reengineering and automation of business and media workflows	Consolidation of support team efforts, including IT help desk, building facilities, Network Control Center, and telecoms, into integrated Solutions Center (now named TSI Help Center) began.	The majority of Help Center services consolidated. Full rollout not achieved due to new requirement to support VOA technology suite. Continued to participate in effort to identify a new HR management system. Agency transitioned to Teams unified communications tools across 100% of agency desktops and mobile devices. Telephony integrated with Teams rolled out for 20% of workforce.	Help Center 100% consolidated. Replacement of help desk tracking and assignment tool, Footprints, with a more robust, adaptable tool to help improve outcomes and response times. Continue to refine and improve USAGM's suite of key business process tools.	Help Center 50% consolidated. In FY 2020 USAGM focused Help Center consolidation specifically on integrating the support of Voltron, cross-training, building out new resources and implementation of new workflows. Completion of phase 1 Dataminer rollout for NCC; proof of concept allows local operations and monitoring processes to be centralized and monitored from any location.	Help Center 100% consolidated. Continue to refine and improve USAGM's suite of key business process tools, including cognitive services/AI. Replacement of help desk tracking and assignment tool, Footprints, with a more robust, adaptable tool to help improve outcomes and response times. Complete NCC integration with distribution monitoring operations at Lampertheim (Germany) transmitting station. Review cloud integration of monitoring and automation platforms.	Continue to expand Help Center as needed to support new Agency requirements. Complete NCC integration with distribution monitoring operations at Kuwait transmitting station.

Agility Performance Goal 1.3: Leverage cloud Services and other technologies to boost workforce effectiveness and efficiency.

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Migrate onsite systems to cloud for enhanced effectiveness and efficiency	Migration of onsite workstation/ user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile nearly complete (80%). Full completion expected in Q2 FY 2019. Transition of some broadcast operations to cloud-based playout and switching systems has not yet begun.	Completed migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile. Continued transition of radio broadcast operations to cloud-based playout and switching systems. Implementation of off-site, carrier neutral Data Center begun with contract award.[1] Matured and expanded support for business analytics suite that drives USAGM increased utilization of data-driven strategy and decision-making.	Relocate USAGM headquarters network core to offsite data center to replace current core and to facilitate potential building relocation. Leverage Data Center-hosted storage systems to replace current on-premises storage. Implement Managed Service Provider (MSP) service model for 24 x 7 x 365 network support. Complete transition of radio broadcast operations to cloud-based playout and switching systems. Extend business analytics suite and AI to assist journalists by automating a number of translation and simple story posting tasks.	Delivered datacenter services enabling over tenfold increase of external data communication capacity. Content distribution over the public Internet has replaced Agency-provided satellite uplinks with geographically diverse internet and dedicated commercial media service provider content delivery. Began consolidation of Agency cloud connections to rationalize the Agency's cloud service portfolio.[2] Implemented Virtual Desktop capability to support the rapid growth of telework community on a secure, more scalable platform. Accelerated a reduced rollout of remote monitoring capability to accommodate COVID-19 remote operations (using VPN to access existing multiviewer).	Investigate migrating IT requirements to hosted solutions where possible to optimize costs and dependability. Consolidate cloud service interconnections, providing datacenter cross-connects to cloud service transit gateways. Leverage improved network monitoring and automation tools to simplify and improve network device management. Deliver SD-WAN solution to enable Agency WAN services over the public Internet with improved service delivery, in terms of bandwidth and uptime. Azure Cloud integration to allow improve network and content monitoring with upgraded multiviewing platform.	Investigate and plan delivery of new Agency LAN Core. Deliver consolidated, next-generation WIFI solution for the Agency Global Network. Complete service delivery of cloud-managed SD-WAN solution over the public Internet, reducing WAN architecture from 5+ transport methods to a consolidated, standard method. Investigate cloud-based VOIP/PBX solution to converge all remote sites with the Agency Enterprise. Expand monitoring and operational service availability using Azure and other cloud services. Continue to boost cloud-based support for broadcasting operations. Cloud-based solutions will be the first choice on new projects in order to accommodate USAGM's anticipated long-term remote work requirement.

1 Implemention of off-site Data Center in FY 2019 was incorrectly reported in the FY 2019 PAR and FY 2021 Congressional Budget Justification. It was corrected in the FY 2020 PAR and is reflected here.

2 Implemention of cloud connection consolidation in FY 2020 was incorrectly reported in the FY 2020 PAR. It has been corrected here.

Agility Performance Goal 1.4: Strengthen resilience and risk posture of the Agency

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strengthen USAGM's cybersecurity posture	Made progress toward defined level of maturity of IT Information Security Program. Piloted DHS CDM tools to enhance the Agency's ability to identify and mitigate the impact of cyber threats. Full rollout expected in Q1 FY 2019.	Completed, received approval for, and published several dozen information security and privacy strategies, policies, and procedures. Completed first phase of multifactor authentication (MFA), as well as deployment of DHS monitoring tools and dashboard.	Continue to mature IT Information Security Program policies and strategies. Implement SSL traffic monitoring capabilities and defenses. Pilot DHS's Privileged Account Management and Usage Monitoring Program. Implement multifactor authentication (MFA) for all users accessing the Agency network, systems, applications, and cloud services.	Pilot program launched to implement multifactor authentication (MFA) for all users accessing the Agency network, systems, applications, and cloud services. COVID-19 pandemic delayed Agency-wide deployment. Launched a Data Loss Prevention pilot program to better protect information from accidental or malicious exfiltration. This pilot will also provide secure means for staff to share information with external partners for legitimate business needs. Adjusted IT security architecture, tools, and procedures to extend operations and monitoring to a de-centralized operations model during the COVID-19 pandemic, which increased the agency's ability to detect and prevent data loss, data exfiltration, and compromise of credentials. Built an Information Security Risk Management Program and IT Governance Program.	Achieve "consistently implemented" maturity level for USAGM's information security program. All systems deployed per specified security baseline configurations; and multifactor authentication fully implemented for all access to Agency networks and applications. Data Loss Prevention program fully implemented. IT Security Risk Management Program piloted. IT Governance Program piloted. Develop cloud-centric and remote-work security policies and procedures that support the USAGM IT strategic plan. Integrate existing tools and introduce a LAN micro segmentation strategy to provide a more secure network.	IT Security Risk Management Program fully implemented across all USAGM broadcast networks IT Governance Program fully implemented across all USAGM networks Fully implement cloud and remote work security policies and procedures that support the CIO strategic plan

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Use Enterprise Risk Management[1] to manage risks and optimize costs related to the achievement of USAGM objective	USAGM stood up the Office of Risk Management (ORM) responsible for agency-wide risk management activities, including Enterprise Risk Management (ERM). ORM developed and documented agency-level ERM framework, governance structure, and risk identification process.[2]	Identified, assessed, and analyzed enterprise risks and developed the Agency's FY 2019 ERM Risk Profile that reflects significant risks to the achievement of USAGM's mission. The risk owners developed and implemented appropriate risk responses and corresponding efforts and performance measures to the profile risks. Drafted, documented, and received approval for Agency-wide Information Security Risk Management (ISRM) Strategy and Framework in accordance with FISMA and NIST guidelines.	Continue the implementation of the FY 2019 Risk Profile risk response strategies, and analyze performance measures to track their progress and effectiveness. Implement Agency-wide ISRM strategy and framework, including the development of an Agency-wide FY 2020 IT risk register. Develop Agency-wide business continuity and disaster recovery plans to mitigate disruption to Agency's operations during and after unforeseen events. Identify, assess and analyze enterprise risks and develop the FY 2020 ERM Risk Profile that reflects significant risks to the achievement of Agency mission and determine appropriate responses to the Risk Profile.	Implemented the FY 2019 ERM Profile risk response strategies, and monitored performance measures to track control effectiveness. Implemented Agency-wide ISRM strategy and framework, including the development of an FY 2020 IT Security Risk Register that includes IT Security risks from federal and non-federal entity networks. Conducted Agency-wide Business Impact Analysis (BIA) across USAGM and the federal broadcast networks. Developing Agency-wide Business Continuity Plan to mitigate disruption to Agency operations during and after unforeseen events. Completed the FY 2020 ERM Cycle that culminated in the FY 2020 ERM Profile.	Identify, assess, and analyze enterprise risks and develop the FY 2021 ERM Profile that reflects significant risks to the achievement of Agency mission and determine appropriate responses to the ERM Profile risks. Monitor the FY 2020 ERM Profile risks to gauge control effectiveness and monitoring of risk response strategies. Develop Agency-wide Continuity of Operations (COOP) Plan and Business Continuity Plan (BCP) to mitigate disruption to Agency operations of mission essential functions during and after unforeseen events. Develop a Cyber Supply Chain Risk Management (C-SCRM) Strategic Plan consistent with the FY 2021 FISMA metrics.	Identify, assess, and analyze enterprise risks and develop the FY 2022 ERM Profile that reflects significant risks to the achievement of Agency mission and determine appropriate responses to the ERM Profile risks. Monitor the FY 2021 ERM Profile risks to gauge control effectiveness and monitoring of risk response strategies. Implement C-SCRM Strategic Plan. Integrate risk management into strategic planning by coordinating with the Office of Policy and Research. Institute annual risk awareness training for all USAGM employees and contractors to improve and enhance risk culture. Create an Agency-wide continuity testing, training, and exercise (TT&E) program.

1 Enterprise Risk Management (ERM) is an effective agency-wide approach to addressing the full spectrum of the organization's significant risks by understanding the combined impact of risks as an interrelated portfolio, rather than addressing risks only within silos. ERM provides an enterprise-wide, strategically-aligned portfolio view of organizational challenges that provides better insight about how to most effectively prioritize and manage risks to mission delivery (from OMB Circular A-11, Section 270.26).

2The FY 2018 ERM Actual has been amended to reflect the creation of the Office of Risk Management.

Agility Performance Goal 1.5: Migrate to High Definition (HD) video production and transmission

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Upgrade program production and delivery systems to HD capable	Both satellite and terrestrial network have been modified to incorporate HD delivery capability. Preparations completed to enable upgrade of Digital Asset Management System to make HD production and archiving more efficient. Onsite storage capacity to accommodate HD files expanded and upgraded. Global delivery of HD content direct-to-home and to affiliates enabled.	Completed all IT infrastructure and preparatory training required to transition to upgraded Media Asset Management system, Galaxy. Through the USAGM CIO Office, the CIO Council, and the Digital Governance Council directed by the Agency's Chief Technology Officer, began working with broadcast networks to identify more IT services and systems that can be shared and unified in order to gain efficiencies and cost savings. Continued to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems.	Launch the new Dalet Galaxy system and, within six months of launch, migrate the entire Agency. This clears the path for a complete integrated workflow between the Galaxy Archive and Production systems. Continue to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems. Unify IT systems and services across the Agency where possible in order to gain efficiencies and cost savings.	COVID-19 pandemic delayed Dalet Galaxy full implementation to early FY 2021.	Continue implementation of Dalet Galaxy system throughout VOA, working to complete the technical installation by the end of FY 2021.	Migrate all VOA personnel to the upgraded Dalet Galaxy system (expected completion by Q2, pending training of staff), clearing the path for a complete integrated workflow between the Galaxy Archive and Production systems.
% of video streams transmitted in HD[1]	50%	100%	NA	NA	NA	NA

1 USAGM anticipates that the SD to HD transition for most of the target audiences will take several more years. Each HD stream will have a corresponding SD stream until that time.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Agility Objective 1, including:

- Ability to nimbly react to a rapidly changing environment
- Resilience in the face of cyber threats

Agility Objective 2

Enhance strategic cooperation among the USAGM networks and with support elements

USAGM is one of the world's largest news-gathering and reporting enterprises with 50 overseas news bureaus, 3,500 employees, and 1,500 stringer reporters. Each of the Agency's five networks generates original reporting every day from in and around the world's hotspots — the Sahel and Central Africa, the Afghanistan-Pakistan border region, Burma, China, Egypt, Iran, North Korea, Russia, Syria, Yemen, et al — primarily in vernacular languages for target audiences in these areas. Too little of this rich content is translated and shared across USAGM to augment international news coverage for other USAGM vernacular services or made available to other global audiences in English. USAGM is remedying this by facilitating coordination among broadcast entities and support elements through the International Coordinating Committee (ICC), comprised of the heads of each of our five networks, and reinforcing their unique and respective mission-driven legislated roles in areas served by multiple broadcasters. USAGM will also continue to collaborate with other United States government entities on areas of mutual concern.

USAGM will:

- Ensure coordinated and complementary mission-driven operations and content in markets served by two USAGM networks.
- Build and sustain internal content-sharing mechanisms, aligning internal editorial support and coordination, as needed.
- Employ new bridge editors and other content-sharing mechanisms to channel original reporting from the language services to the central newsrooms and across USAGM to get maximum mileage out of the content the Agency currently produces.
- Better leverage newsgathering, including stringer and correspondent networks or rotating correspondents, across USAGM to ensure required editorial coordination and avoid redundancy.
- Align all support functions to USAGM priorities, strategies, and goals.

- Participate in inter-agency meetings, committees, and strategies in support of 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: Increase opportunities for sharing content across USAGM language services and networks

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Establish and employ systems for sharing content across language services and networks, including bridge editors and rotating correspondents	Launched a joint reporting project on China, "The Dragon's Reach," involving all five networks.	VOA and RFE/RL launched 24/7 Persian language news channel.	Begin modernization of network Content Management Systems (CMS), starting with VOA.	Audit and review of new CMS systems begun. VOA transitioned English, Spanish, Persian, and Korean to new CMS. MBN completely transitioned.	Modernize and improve architecture of systems.	Improve governance of shared CMS systems. Promote smart consolidation of networks' CMS and related systems.

Agility Performance Goal 2.2: Enhance working-level coordination among networks and with support offices

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Building on ICC success, establish cross-agency working groups to leverage resources and expertise across networks and support offices	CIO Council and Digital Governance Council established; CTO appointed.	Acquired programming working group established. Data taxonomy standards established through Digital Governance Council.	Review of acquired programming across networks by working group. Implement data taxonomy standards.	Review of acquired programming not conducted. Two networks began implementation of data taxonomy standards.	Continue and extend cross-agency reform efforts, including improving program review capacity and identifying best practices for innovation in the journalism sector.	Continue and extend cross-agency reform efforts, as needed. Implement data taxonomy standard in network CMS systems. Completion of data taxonomy standard implementation in MBN and RFE/RL projects.

Agility Performance Goal 2.3: Ensure complementary coverage in markets served by more than one USAGM network.

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Conduct periodic content analysis of services that serve the same market	Conducted content analysis of VOA and RFA coverage in Burma.	Conducted external content review of OCB programming in Spanish.	Conduct content analyses in other markets served by multiple networks.	Began central oversight of network program reviews, including examination of strategic benefit of each language service including where they operate in the same market.	Continue to strengthen program review capacity and communicate findings to USAGM leadership. Oversee external content reviews as needed.	Continue to strengthen program review capacity and communicate findings to USAGM leadership. Oversee external content reviews as needed.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Agility Objective 2, including:

- Coordination and planning among networks and with support offices
- Content shared across language services and networks

Agility Objective 3

Enable greater impact and accountability through rigorous assessment and evaluation

USAGM's mission is more than reaching audiences. The Agency utilizes a comprehensive Impact Model to capture effects of USAGM programming on audience members, the local media sector, and foreign governments. The Impact Model comprises a set of indicators tied to the Agency mission, including: uniqueness of information, opinions on content trustworthiness, likelihood of content sharing and use, changes in understanding of current events, improvements in journalistic practices, and attention from public officials. In addition to continuous data collection, successful deployment of the Impact Model includes providing results to decision-makers and content providers throughout the Agency and its networks.

Even as it holds networks accountable for advancing the USAGM Mission, the Agency simultaneously implements rigorous employee oversight. USAGM has renewed its focus on federal personnel appraisals and is currently undertaking several initiatives that will strengthen this important accountability tool.

USAGM will:

- Continue to implement and refine the USAGM Impact Model with incremental improvements.
- Offer briefings to United States government groups, other international broadcasters, and other interested organizations to share lessons learned from the path-breaking Impact Model.
- Feed impact data into planning and decision-making at all levels of the Agency.
- Within the federal workforce, shift to a five-tier personnel performance appraisal system, tied to performance awards, and hold managers accountable for completing performance appraisals.

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

Agility Performance Goal 3.1: Strengthen research and evaluation program

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Number of USAGM target countries/regions with full USAGM media surveys conducted in the current or prior fiscal year	18	15	12	12	8	8
Percentage of surveys used to report performance data that were conducted in the current or prior fiscal year	19%	26%	50%	33%	50%	50%

Note: USAGM is currently rebalancing the range of research methods that it employs, including surveys, commercial ratings, and digital analytics. The first indicator above shows only full USAGM media surveys; the second includes omnibus surveys as well. The expected increase in omnibus surveys over the next two fiscal years is the result of research funded in FY 2019 and FY 2020. The lower than targeted FY 2020 actual and higher FY 2021 target are the result of planned research being delayed by the coronavirus pandemic and reduced resources for research in FY 2020.

Agility Performance Goal 3.2: Improve personnel evaluation processes

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strengthen personnel evaluation processes and compliance in the federal workforce	77% of managers trained in performance management. Additional training for remaining managers scheduled for Q1 FY 2019. 76% of employees had personnel evaluations completed.	82% of all eligible employees had personnel evaluations completed on-time.	92% of all eligible employees have personnel evaluations completed on-time.	100% of all eligible employees have personnel evaluations completed on-time.	95% of all eligible employees have personnel evaluations completed on-time.	95% of all eligible employees have personnel evaluations completed on-time.
Implement 360 feedback tools for managers in the federal workforce (reviews to be scheduled every three years)	90% of managers and supervisors reviewed. 50% of managers and supervisors with development plans in place.	USAGM has discontinued use of 360 reviews for managers.	NA	NA	NA	NA

Agility Performance Goal 3.3: Improve performance culture of agency

RESULTS-ORIENTED PERFORMANCE CULTURE INDEX *(from Federal Employee Viewpoint Survey)*						
	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual[1]	FY 2021 Target	FY 2022 Target
USAGM	51	51	51	NA	NA	NA
Government-wide (for comparison)	56	57		NA		

1 OPM discontinued the Results-oriented performance culture index; additionally, in FY 2020, OPM cut 7 of the 13 questions historically asked in this index to capture concerns related to the COVID-19 pandemic. USAGM will develop new performance goals and indicators related to performance under its next Strategic Plan.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Agility Objective 3, including:

- Modernization of USAGM research methods, including updates to impact metrics and survey design
- Pilot projects to bring research data and evaluation products to senior leaders, interagency partners, and other key decision-makers

Agility Objective 4

Foster employee engagement, development, and productivity

USAGM's diverse, multi-cultural, and multi-talented workforce offers a rich range of experience and expertise to carry out the Agency's mission. Key to success in a rapidly changing, highly competitive global media environment is flexibility to develop innovative products for the Agency's target countries consistent with emerging priorities, programming formats, and advances in technology. Enhanced skill sets are required to program for and transmit via multiple media platforms — radio, TV, internet, mobile, and though social media. USAGM employees are most effective when they are well motivated, trained, and led. Continued efforts to equip and energize the entire USAGM workforce are critical as the Agency confronts mounting competitive pressures worldwide.

USAGM will:

- Promote human capital planning and management as a top priority for senior executives, managers, and supervisors throughout the agency.
- Consistently communicate organizational goals, objectives, priorities, and performance expectations in a timely manner to staff at all levels in the agency.
- Ensure a safe and secure work environment for all employees.
- Implement manager training curriculum focusing on performance management, human capital planning and processes, communication, and financial and administrative management.
- Improve the consistency and credibility of agency performance management processes.
- Develop cross-training and internal development standards and procedures, as applicable.
- Foster employee participation in agency health and wellness programs.

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

Agility Performance Goal 4.1: Strengthen internal communications

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Establish/ enhance two-way communication channels for better lateral and vertical communication	Maintained communication over established channels and introduced an internal social media channel accessible to staff at all five networks.	90% of USAGM network staff using agency-wide communication channels for networking and events.	95% of USAGM network staff using agency-wide communication channels for networking and events.	98% of USAGM network federal staff use agency-wide communication channels for networking and engagement events.	All USAGM federal and non-federal entity staff have access to a single agency-wide communication tool for top-down announcements, global town halls, networking and engagement events.	40% of agency staff (federal and non-federal entity) actively use agency-wide communication channels for top-down announcements, global town halls, networking and engagement events.
Improve transparency and accountability using internal communication initiatives	Increased visits to CEO intranet page with weekly CEO Flash Report. Hosted internal networking events to strengthen engagement and communication.	3 out of 5 USAGM broadcast network senior managers use the channels to raise awareness and share agency news.	Continue to evaluate and manage internal communication processes to increase staff morale and engagement.	USAGM broadcast network senior managers use the channels to raise awareness and share agency news.	Increase use by senior leadership of agency-wide communication channels to inform and engage federal and non-federal entity staff.	Continue to increase use and engagement by senior leadership of agency-wide communication channels to inform and engage federal and non-federal entity staff.

Agility Performance Goal 4.2: Improve employee training and development

PERCENTAGE OF EMPLOYEES WHO BELIEVE THAT THEIR WORK UNIT HAS THE JOB-RELEVANT KNOWLEDGE AND SKILLS NECESSARY TO ACCOMPLISH ORGANIZATIONAL GOALS
(from Federal Employee Viewpoint Survey)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
USAGM	**70**	**71**	**73**	**72**	**73**	**74**
Government-wide (for comparison)	**80**	**81**		**82**		

Note: USAGM expects slower implementation of this performance target as the result of budgetary constraints forcing a greater reliance on subscription-based, online training.

In addition to these performance goals, USAGM will present narrative evidence that it is accomplishing Agility Objective 4, including:

- Employee training and development
- Mentoring program relaunch

Performance Budget Appendix: Agency Impact Indicators

To demonstrate the impact of broadcasting activities, USAGM maintains a robust research program comprising national surveys, omnibus surveys, panels, interviews, and focus groups. Nationally representative (or close-to nationally representative) surveys, conducted in accordance with the highest professional standards by local market research firms, are the primary source for the agency's impact indicators. Survey response rates vary by country, with higher response rates generally in Africa and lowest response rates in Eurasia. Further information on the USAGM research program and methodology can be found on the USAGM website at: 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 the 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 the 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 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 2020 - FY 2022
($ in thousands)

VOICE OF AMERICA	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
VOA DIRECTOR			
VOA Director Office/Resource Management/Research/PR	$ 3,766	$ 6,333	$ 6,359
Digital Office, Strategy and Audience Engagement	$ 1,672	$ 2,685	$ 2,721
VOA Chief Digital Officer	$ 9,522	$ 4,717	$ 4,750
SUBTOTAL, VOA DIRECTOR	**$ 14,960**	**$ 13,735**	**$ 13,830**
PROGRAMMING DIRECTORATE	**$ 6,666**	**$ 7,695**	**$ 7,812**
STUDIO AND PRODUCTION OPERATIONS			
Director of Operations	$ 1,216	$ 1,920	$ 1,941
Central Production Services Division	$ 21,826	$ 13,842	$ 14,005
Operations Support Division	$ 17,895	$ 19,252	$ 19,589
Technical Support Division	$ 9,329	$ 11,883	$ 12,022
SUBTOTAL, PROGRAMMING DIRECTORATE, OPERATIONS	**$ 50,266**	**$ 46,897**	**$ 47,557**
AFRICA DIVISION			
Division Chief	$ 4,026	$ 5,213	$ 5,210
Bambara Service	$ -	$ 307	$ 307
Central Africa (Kinyarwanda, Kirundi)	$ 1,822	$ 1,866	$ 1,899
English to Africa	$ 6,390	$ 6,765	$ 7,249
French To Africa Service	$ 5,668	$ 4,716	$ 4,788
Hausa Service	$ 2,938	$ 2,865	$ 2,896
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	$ 3,381	$ 3,007	$ 3,062
Portuguese Service	$ 1,343	$ 1,311	$ 1,329
Somali Service	$ 2,998	$ 2,432	$ 2,464
Swahili Service	$ 2,520	$ 1,857	$ 1,883
Zimbabwe/Shona/Ndebele/English	$ 1,546	$ 1,457	$ 1,472
SUBTOTAL, AFRICA DIVISION	**$ 32,632**	**$ 31,796**	**$ 32,559**

VOICE OF AMERICA	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
EAST ASIA AND PACIFIC DIVISION			
Division Chief	$ 2,317	$ 3,476	$ 3,523
Burmese Service	$ 3,820	$ 3,440	$ 3,512
Cantonese Service	$ 973	$ 683	$ 700
English to Asia	$ -	$ 225	$ 225
Indonesian Service	$ 5,433	$ 4,920	$ 5,031
Khmer Service	$ 2,802	$ 2,883	$ 2,946
Korean Service	$ 6,128	$ 6,528	$ 6,573
Lao Service	$ 734	$ 673	$ 685
Mandarin Service	$ 12,768	$ 13,308	$ 13,531
Thai Service	$ 1,038	$ 949	$ 965
Tibetan Service	$ 4,266	$ 3,911	$ 3,979
Vietnamese Service	$ 2,294	$ 2,210	$ 2,253
SUBTOTAL, EAST ASIA AND PACIFIC DIVISION	**$ 42,573**	**$ 43,206**	**$ 43,923**
EURASIA DIVISION			
Division Chief	$ 1,712	$ 1,541	$ 1,570
Albanian Service	$ 1,935	$ 2,084	$ 2,115
Armenian Service	$ 669	$ 710	$ 717
Bosnian Service	$ 1,230	$ 1,145	$ 1,159
Georgian Service	$ 1,005	$ 1,092	$ 1,106
Macedonian Service	$ 694	$ 707	$ 714
Russian Service	$ 8,645	$ 8,758	$ 8,842
Serbian Service	$ 1,606	$ 1,714	$ 1,741
Ukrainian Service	$ 2,510	$ 2,525	$ 2,562
SUBTOTAL, EURASIA DIVISION	**$ 20,006**	**$ 20,276**	**$ 20,526**
LATIN AMERICA DIVISION			
Division Chief	$ 1,480	$ 2,149	$ 2,182
Creole Service	$ 1,262	$ 2,215	$ 2,239
Spanish Service	$ 6,009	$ 5,031	$ 5,078
SUBTOTAL, LATIN AMERICA DIVISION	**$ 8,751**	**$ 9,395**	**$ 9,499**

VOICE OF AMERICA	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
SOUTH ASIA DIVISION			
Division Chief (South Asia + NECA)	$ 2,389	$ 3,402	$ 3,431
Afghanistan Service	$ 8,880	$ 8,359	$ 8,402
Afghan Branch	$ 4,189	$ 4,058	$ 4,045
Dari	$ 2,497	$ 2,289	$ 2,319
Pashto	$ 2,194	$ 2,012	$ 2,038
VOA Radio Deewa (Pashto)	$ 4,521	$ 4,549	$ 4,598
Azerbaijani Service	$ 1,047	$ 920	$ 931
Bangla Service	$ 2,033	$ 1,703	$ 1,724
Kurdish Service	$ 4,166	$ 3,407	$ 3,383
Turkish Service	$ 3,116	$ 3,500	$ 3,530
Urdu Service	$ 5,680	$ 5,394	$ 5,393
Uzbek Service	$ 1,054	$ 915	$ 929
SUBTOTAL, SOUTH ASIA DIVISION	**$ 32,886**	**$ 32,149**	**$ 32,321**
VOA PERSIAN	**$ 13,865**	**$ 18,052**	**$ 18,203**
CENTRAL NEWS			
VOA Central News	$ 24,715	$ 24,714	$ 25,158
Home Leave and Transfer (HLT)	$ 4	$ 207	$ 207
SUBTOTAL, CENTRAL NEWS	**$ 24,719**	**$ 24,921**	**$ 25,365**
DOMESTIC BUREAUS			
Los Angeles	$ 363	$ 383	$ 391
New York	$ 364	$ 360	$ 367
Silicon Valley	$ 124	$ 91	$ 91
SUBTOTAL, DOMESTIC BUREAUS	**$ 851**	**$ 834**	**$ 849**
OVERSEAS BUREAUS AND NEWS CENTERS			
Bangkok	$ 542	$ 359	$ 359
Beijing	$ 390	$ 326	$ 326
Dakar	$ 18	$ 27	$ 27
Hong Kong	$ 7	$ 52	$ 52
Islamabad	$ 313	$ 238	$ 238
Istanbul	$ 197	$ 184	$ 184
Jakarta	$ 265	$ 426	$ 426
Johannesburg	$ 234	$ 196	$ 199
London	$ 1,181	$ 1,191	$ 1,192
Moscow	$ 179	$ 163	$ 163
Nairobi	$ 1,256	$ 1,030	$ 1,034
Seoul	$ 356	$ 356	$ 356
SUBTOTAL, OVERSEAS BUREAUS	**$ 4,938**	**$ 4,548**	**$ 4,556**
GRAND TOTAL, VOA	**$ 253,113**	**$ 253,504**	**$ 257,000**

U.S. AGENCY FOR GLOBAL MEDIA

OFFICE OF CUBA BROADCASTING (OCB)
Summary of Appropriated Funds
FY 2020 - FY 2022

($ in thousands)

OFFICE OF CUBA BROADCASTING	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
Administration	$ 2,987	$ 2,972	$ 2,028
Radio Marti	$ 3,975	$ 3,570	$ 2,223
New Media	$ 3,485	$ 2,000	$ 1,200
Central News	$ 3,500	$ 3,200	$ 450
TV Marti	$ 1,400	$ 1,275	$ 800
Technical Operations	$ 2,194	$ 1,230	$ 1,500
Computer Services	$ 4,125	$ 3,461	$ 1,772
Greenville Transmitting Station	$ 3,200	$ 2,050	$ 3,000
GRAND TOTAL, OCB	**$ 24,866**	**$ 19,758**	**$ 12,973**

U.S. AGENCY FOR GLOBAL MEDIA

INTERNATIONAL BROADCASTING BUREAU (IBB)
Summary of Appropriated Funds
FY 2020 - FY 2022

($ in thousands)

INTERNATIONAL BROADCASTING BUREAU	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
USAGM Chief Executive Officer and Director	$ 2,999	$ 2,948	$ 3,147
Office of Management Services	$ 6,114	$ 8,149	$ 4,541
Office of Chief Financial Officer	$ 12,012	$ 14,706	$ 13,987
ICASS and CSCS State Department Fees (non-add)	$ *3,077*	$ *4,389*	$ *4,389*
Office of Policy and Research	$ 7,324	$ 7,296	$ 7,411
Office of Communications and External Affairs	$ 2,504	$ 2,195	$ 2,362
Office of General Counsel	$ 2,109	$ 1,641	$ 1,741
Office of Contracting and Procurement	$ 319	$ 3,169	$ 3,350
Office of Human Resources	$ 5,651	$ 7,622	$ 5,089
Office of Workforce Support and Development	$ 1,777	$ 1,713	$ 1,737
Office of Civil Rights	$ 957	$ 980	$ 898
Office of Policy	$ 954	$ 1,037	$ 1,209
Office of Security	$ 2,246	$ 2,381	$ 2,526
Office of Internet Freedom	$ 1,907	$ 762	$ 795
GRAND TOTAL, IBB	**$ 46,873**	**$ 54,599**	**$ 48,793**

U.S. AGENCY FOR GLOBAL MEDIA

OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION (TSI)

Summary of Appropriated Funds

FY 2020 - FY 2022

($ in thousands)

TECHNOLOGY, SERVICES, AND INNOVATION	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
TECHNOLOGY, SERVICES, AND INNOVATION DIRECTOR			
Director	$ 219	$ 215	$ 219
Home Leave & Transfer (HLT)	$ 613	$ 411	$ 411
SUBTOTAL, TSI DIRECTOR	**$ 832**	**$ 626**	**$ 630**
OFFICE OF THE CIO	$ 11,926	$ 10,566	$ 10,782
Global Networks Division	$ 11,240	$ 8,415	$ 8,462
Satellites	$ 16,477	$ 15,662	$ 15,662
Satellites Carryover		$ 5,035	$ 5,035
SUBTOTAL, OFFICE OF THE CIO	**$ 39,643**	**$ 39,678**	**$ 39,941**
INFORMATION TECHNOLOGY DIRECTORATE	**$ 14,086**	**$ 15,844**	**$ 16,045**
TECHNOLOGY SUPPORT DIRECTORATE	**$ 10,048**	**$ 8,020**	**$ 8,116**
OFFICE OF BUSINESS DEVELOPMENT	$ 3,292	$ 2,629	$ 2,655
Regional Marketing Offices	$ 10,008	$ 10,976	$ 10,994
SUBTOTAL, OFFICE OF BUSINESS DEVELOPMENT	**$ 13,300**	**$ 13,605**	**$ 13,649**
RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	$ 4,103	$ 2,509	$ 2,545
Project Management	$ 767	$ 842	$ 859
Facilities Management	$ 34,728	$ 35,099	$ 35,125
SUBTOTAL, RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	**$ 39,598**	**$ 38,450**	**$ 38,529**
BROADCAST TECHNOLOGIES DIVISION	$ 1,880	$ 1,949	$ 1,986
Leased Transmissions	$ 3,387	$ 5,723	$ 7,777
FM Transmissions	$ 5,629	$ 9,895	$ 11,570
HQ-Afghanistan			$ 3,486
SUBTOTAL, BROADCAST TECHNOLOGIES DIVISION	**$ 10,896**	**$ 17,567**	**$ 24,819**

TECHNOLOGY, SERVICES AND INNOVATION	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
OPERATIONS DIVISION	$ 1,835	$ 2,036	$ 2,076
Worldwide Procurement (WWP)	$ 4,508	$ 3,131	$ 3,131
SUBTOTAL, OPERATIONS DIVISION	**$ 6,343**	**$ 5,167**	**$ 5,207**
STATIONS DIVISION			
DOMESTIC TRANSMITTING STATIONS			
Tinian	$ 5,855	$ 6,238	$ 6,247
SUBTOTAL, DOMESTIC STATIONS	**$ 5,855**	**$ 6,238**	**$ 6,247**
OVERSEAS TRANSMITTING STATIONS			
Afghanistan	$ 2,666	$ 3,486	
Botswana	$ 2,665	$ 2,632	$ 2,733
Germany	$ 8,765	$ 7,468	$ 5,582
Kuwait	$ 7,844	$ 6,533	$ 4,795
Philippines	$ 4,365	$ 5,784	$ 5,889
Sao Tome	$ 3,773	$ 4,787	$ 4,796
Thailand	$ 4,320	$ 4,902	$ 4,911
SUBTOTAL, OVERSEAS STATIONS	**$ 34,398**	**$ 35,592**	**$ 28,706**
MONITORING OFFICES	$ 662	$ 661	$ 661
RECONCILATION TO APPROPRIATION			
Satellite Carryover		$ (5,035)	$ (5,035)
GRAND TOTAL, TSI	**$ 175,661**	**$ 176,413**	**$ 177,515**

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Summary of Appropriated Funds

FY 2020 - FY 2022

($ in thousands)

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
NEWS DIVISION			
Director	$ 2,621	$ 2,922	$ 2,719
Marketing and Affiliates	$ 1,104		
Digital Strategy		$ 60	$ 60
LANGUAGE SERVICES			
Armenian	$ 1,923	$ 1,910	$ 1,911
Azerbaijani	$ 1,868	$ 2,017	$ 2,017
Balkans (Bosnian, Macedonian, Serbian, Albanian, Montenegrin, Croatian)	$ 4,680	$ 4,879	$ 4,879
Belarusian	$ 2,351	$ 2,238	$ 2,238
Bulgarian	$ 582	$ 596	$ 596
Current Time TV and Digital	$ 11,052	$ 12,252	$ 11,916
Georgian	$ 2,452	$ 2,495	$ 2,495
Hungarian	$ 171	$ 948	$ 948
Kazakh	$ 1,570	$ 1,800	$ 1,801
Kyrgyz	$ 2,175	$ 2,164	$ 2,164
Radio Farda (Persian)	$ 8,131	$ 8,686	$ 8,686
Radio Free Afghanistan (Dari and Pashto)	$ 4,984	$ 5,023	$ 5,024
Radio Mashaal (Pashto)	$ 3,101	$ 3,184	$ 3,183
Romanian to Romania and Moldova	$ 2,430		
Romanian - Moldova		$ 1,855	$ 1,855
Romanian - Romania		$ 490	$ 490
Russian	$ 8,463	$ 8,802	$ 7,529
North Caucasus (Chechen)	$ 1,084	$ 1,135	$ 1,135
Tajik	$ 1,939	$ 1,956	$ 1,956
Tatar-Bashkir	$ 1,431	$ 1,590	$ 1,635
Turkmen	$ 785	$ 818	$ 818
Ukrainian	$ 4,956	$ 4,453	$ 4,454
Uzbek	$ 1,442	$ 1,692	$ 1,638
SUBTOTAL, NEWS DIVISION	**$ 77,837**	**$ 80,574**	**$ 78,756**

RADIO FREE EUROPE/RADIO LIBERTY	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
ADMINISTRATION, MANAGEMENT, AND FINANCE			
Office of President	$ 7,990	$ 6,722	$ 5,015
Operations Division	$ 32,154	$ 43,354	$ 37,078
Finance Division	$ 2,016	$ 3,691	$ 3,026
Human Resources Division	$ 2,635	$ 2,625	$ 2,625
SUBTOTAL, ADMIN., MANAGEMENT, AND FINANCE	**$ 44,795**	**$ 56,392**	**$ 47,744**
GRAND TOTAL, RFE/RL	**$ 122,632**	**$ 136,966**	**$ 126,500**
RECONCILIATION:			
(-) Prior Year Balances In			
Pre-FY 2014 - Bureau Regularization/Security/Munich/Iran Final Return	$ (760)	$ (759)	
FY 2017 - CT Research, Advertising, and Omnibus Surveys	$ (141)	$ (17)	
FY 2017 - Relocation/Upgrades/Infrastructure	$ (131)	$ (10)	
FY 2018 - Persian 24/7 Initiative - Prague Basement Studio Improvements	$ (2,550)	$ (2,263)	
FY 2018 - Georgia Green Wave Perveli TV Pilot Project Funding (TSI)	$ (69)		
FY 2018 - Studio Video Router installation	$ (323)	$ (133)	
FY 2018 - Return of Funds (CEEMC)	$ (370)		
FY 2019 - Internet Freedom Funds	$ (500)	$ (203)	
FY 2019 - Israel Omnibus Survey (IBB)	$ (33)		
FY 2019 - Russian LLC legal fees (Currency Gains)	$ (650)		
FY 2019 - Reporting Coverage (Currency Gains)	$ (110)	$ (21)	
FY 2019 - IT Security for Data Breaches (Currency Gains)			
FY 2019 - Infrastructure and Equipment	$ (379)	$ (164)	
FY 2019 - Hungarian Re-launch Research (IBB)	$ (80)		
FY 2019 - Hungarian Service Launch	$ (957)	$ (552)	
FY 2019 - Dalet Archive System	$ (180)	$ (143)	
FY 2019 - Prague Basement Studio Improvements	$ (2,865)	$ (2,865)	
FY 2019 - Signiant Fast File Transfer System	$ (455)	$ (67)	
(+) Prior Balances Out			
Pre-FY 2014 - Bureau Regularization/Security/Munich/Iran Final Return	$ 759		
FY 2017 - CT Research and Advertising	$ 17		
FY 2017 - Relocation/Upgrades/Infrastructure	$ 10		
FY 2018 - Prague Basement Studio Improvements	$ 2,263		
FY 2018 - Studio Video Router installation	$ 133		
FY 2019 - Internet Freedom Funds	$ 203		
FY 2019 - Reporting Coverage (Currency Gains)			
FY 2019 - IT Security for Data Breaches (Currency Gains)	$ 81		
FY 2019 - Infrastructure and Equipment	$ 164		
FY 2019 - Hungarian Service Launch	$ 552		
FY 2019 - Dalet Archive System	$ 143		
FY 2019 - Prague Basement Studio Improvements	$ 2,865		
FY 2019 - Signiant Fast File Transfer System	$ 67		
FY 2020 - Prague Lower Level Studio Buildout (TSI)	$ 200	$ (200)	
FY 2020 - TSI Contract Assistance for CMS and MAM Technical Support	$ 76	$ (76)	
FY 2020 - OPR sponsored Travel for Research (IBB)	$ 6	$ (6)	
FY 2020 - Strategic Initiatives	$ 4,419	$ (4,419)	
FY 2020 - COVID-19 Costs	$ 340	$ (340)	
FY 2020 - Safety Initiatives	$ 325	$ (325)	
GRAND TOTAL, RFE/RL	**$ 124,578**	**$ 124,322**	**$ 126,500**

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE ASIA (RFA)

Summary of Appropriated Funds

FY 2020 - FY 2022

($ in thousands)

RADIO FREE ASIA	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
PROGRAMMING DIVISION			
Executive Editor	$ 2,433	$ 2,489	$ 2,489
PROGRAM SERVICES			
Burmese Service	$ 1,899	$ 1,928	$ 1,928
Cambodian Service	$ 1,885	$ 1,925	$ 1,925
Cantonese Service	$ 1,053	$ 1,277	$ 1,277
Korean Service	$ 2,799	$ 3,552	$ 3,552
Laotian Service	$ 1,454	$ 1,757	$ 1,757
Mandarin Service	$ 4,010	$ 3,854	$ 3,854
Global Mandarin	$ 778	$ 750	$ 2,250
Tibetan Service	$ 4,507	$ 4,424	$ 4,424
Uyghur Service	$ 1,597	$ 1,887	$ 1,887
Vietnamese Service	$ 1,294	$ 1,565	$ 1,565
PROGRAM OFFICES			
Bangkok Office	$ 117	$ 123	$ 123
Dharamsala Office	$ 104	$ 104	$ 104
Hong Kong Office	$ 1,309	$ 1,289	$ 1,289
Seoul Office	$ 1,339	$ 1,223	$ 1,223
Taipei Office	$ 613	$ 654	$ 654
Yangon Office	$ 786	$ 683	$ 683
SUBTOTAL, PROGRAMMING DIVISION	**$ 27,977**	**$ 29,484**	**$ 30,984**
OFFICE OF THE PRESIDENT	$ 796	$ 847	$ 847
Internet Freedom Salaries (Open Technology Fund)	$ 709		
Research, Training, and Evaluation	$ 1,054	$ 564	$ 777
Technical Operations	$ 6,539	$ 8,306	$ 7,694
HQ Facilities	$ 5,668	$ 4,393	$ 4,493
Communications	$ 265	$ 306	$ 306
Finance	$ 1,947	$ 2,076	$ 2,076
Human Resources	$ 397	$ 426	$ 426
SUBTOTAL, ADMINISTRATION, MANAGEMENT, AND FINANCE	**$ 17,375**	**$ 16,918**	**$ 16,619**
GRAND TOTAL, RFA	**$ 45,352**	**$ 46,402**	**$ 47,603**
RECONCILIATION:			
(-) Balances In - Prior Year Balances			
FY 2019 - Global Mandrin	$ (367)		
FY 2019 - DPRK	$ (383)		
FY 2019 - Tibetan Refugee Survey	$ (23)		
FY 2019 - Uyghur Refugee Survey	$ (2)		
FY 2020 - Global Mandarin	$ (411)		
GRAND TOTAL, RFA	**$ 44,166**	**$ 46,402**	**$ 47,603**

U.S. AGENCY FOR GLOBAL MEDIA

MIDDLE EAST BROADCASTING NETWORKS (MBN)

Summary of Appropriated Funds

FY 2020 - FY 2022

($ in thousands)

MIDDLE EAST BROADCASTING NETWORKS	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
PROGRAMMING			
Alhurra Television	$ 28,585	$ 33,259	$ 31,981
Radio Sawa	$ 4,963	$ 5,249	$ 6,264
MBN Digital	$ 8,292	$ 10,750	$ 12,218
SUBTOTAL, PROGRAMMING	**$ 41,840**	**$ 49,258**	**$ 50,463**
OVERSEAS OFFICES			
IRAQ	**$ 3,370**	**$ 2,119**	**$ 2,589**
PAN ARAB	**$ 15,364**	**$ 17,974**	**$ 18,853**
Beirut	$ 3,028	$ 3,985	$ 4,533
Cairo	$ 1,170	$ 1,118	$ 1,228
Dubai	$ 10,125	$ 11,876	$ 11,994
Jerusalem	$ 1,041	$ 995	$ 1,098
MAGHREB	**$ 1,015**	**$ 1,038**	**$ 1,216**
Rabat	$ 791	$ 800	$ 813
Tunis	$ 224	$ 238	$ 403
SUBTOTAL, OVERSEAS OFFICES	**$ 19,749**	**$ 21,131**	**$ 22,658**
Technical Operations	$ 44,242	$ 32,996	$ 23,465
Administration	$ 11,333	$ 11,522	$ 12,521
Creative Services	$ 4,385	$ 6,219	$ 3,705
GRAND TOTAL, MBN	**$ 121,549**	**$ 121,126**	**$ 112,812**
RECONCILIATION:			
(-) Prior Year Balances In			
FY 2018 - Technical Infrastructure Upgrade	$ (10,270)		
FY 2018 - Advertising Marketing	$ (420)		
FY 2019 - Prior Year Recoveries	$ (2,500)		
FY 2019 - Technical Infrastructure Upgrade	$ (9,250)		
FY 2019 - Other Programming and Equipment	$ (4,833)		
FY 2019 - Satellite Capacity	$ (650)		
FY 2019 - Internet Freedom	$ (500)		
FY 2019 - Technical Infrastructure Upgrade		$ (2,520)	
FY 2020 - Operational Offset		$ (2,500)	
FY 2020 - Remote Work and Other Equipment		$ (4,110)	
FY 2020 - Programming and Marketing		$ (5,400)	
FY 2020 - Equipment Upgrades and Support		$ (3,230)	
FY 2020 - Offset from Technical Upgrades			$ (2,500)
(+) Prior Balances Out			
FY 2019 - Internet Freedom Returned to USAGM	$ 500		
FY 2020 - Operational Offset	$ 2,500		
FY 2020 - Remote Work and Other Equipment	$ 4,110		
FY 2020 - Programming and Marketing	$ 5,400		
FY 2020 - Equipment Upgrades and Support	$ 3,230		
FY 2020 - Technical Upgrades		$ 2,500	
GRAND TOTAL, MBN	**$ 108,866**	**$ 105,866**	**$ 110,312**

BROADCASTING BOARD OF GOVERNORS

OPEN TECHNOLOGY FUND (OTF)

Summary of Appropriated Funds

FY 2020 - FY 2022

($ in thousands)

OPEN TECHNOLOGY FUND	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
PROGRAM SERVICES			
Internet Freedom Fund	$ 5,924	$ 7,000	$ 7,000
Technology at Scale Fund	$ 1,121	$ 7,000	$ 7,000
Rapid Response Fund	$ 289	$ 490	$ 500
OTF Labs	$ 2,167	$ 2,000	$ 2,000
Research Fellowships	$ 723	$ 400	$ 400
USAGM Entity Support		$ 450	$ 500
Programmatic Support	$ 241	$ 550	$ 600
SUBTOTAL, PROGRAM SERVICES	**$ 10,465**	**$ 17,890**	**$ 18,000**
ADMINISTRATION, MANAGEMENT & FINANCE			
Mission Support Operations	$ 1,476	$ 1,988	$ 2,000
SUBTOTAL, ADMINISTRATION, MANAGEMENT, AND FINANCE	**$ 1,476**	**$ 1,988**	**$ 2,000**
GRAND TOTAL, OTF	**$ 11,941**	**$ 19,878**	**$ 20,000**
RECONCILIATION:			
(-) Prior Year Balances In			
FY 2020 - Shortfall Due to Assignment of Contracts from RFA to OTF Without Transfer of Corresponding Funds	$ (943)		
GRAND TOTAL, OTF	**$ 10,998**	**$ 19,878**	**$ 20,000**

As of June 2020, OTF became solely responsible for obligations related to project contracts assigned from RFA to OTF, with the understanding that corresponding funds held by RFA would be transferred concurrently. However, the funds remained with RFA for the duration of FY 2020, requiring OTF to use FY 2020 obligations to cover as much of the balance as possible. OTF also did not receive obligations from USAGM for the full value of the FY 2020 grant agreement. As a result, OTF was forced to pause all funding rounds and issue stop-work orders to existing contracts until such time that sufficient funds would be authorized to OTF to both cover the full balance of transferred obligations and provide funds for new projects. This is the resulting shortfall due to the delay in funds transfer.

BROADCASTING BOARD OF GOVERNORS

BROADCASTING CAPITAL IMPROVEMENTS (BCI)

Summary of Appropriated Funds

FY 2020 - FY 2022

($ in thousands)

BROADCASTING CAPITAL IMPROVEMENTS	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
MAINTENANCE, IMPROVEMENTS, REPLACE AND REPAIR (MIRR)			
Continuing M&R	$ 3,960	$ 2,848	$ 2,222
VOA TV M&R	$ 85	$ 2,698	$ 615
Security M&R	$ 767	$ 801	$ 582
HVAC System M&R	$ 552	$ 674	$ 554
Office of Cuba Broadcasting	$ 53	$ 496	$ 143
UPGRADE OF EXISTING FACILITIES PROJECTS	$ 10,508	$ 13,821	$ 4,550
SATELLITES			
Satellite & Terrestrial Program Feeds	$ 3	$ 2,180	$ 1,034
GRAND TOTAL, BCI	**$ 15,928**	**$ 23,518**	**$ 9,700**

In the FY 2021 Program Plan, BCI shows an additional $14,303,000 carryover in as well as a $485,000 transfer out added to their base of $9,215,000.

U.S. AGENCY FOR GLOBAL MEDIA

Funding from Outside Sources (estimated)

FY 2020 - FY 2022

($ in whole dollars)

FY 2015/20 FUNDS	FY 2019/20 FUNDS	FY 2020 FUNDS	FY2021 FUNDS	FY 2022 FUNDS	TOTALS
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)		$1,500,000			**$1,500,000**
DEPARTMENT OF STATE (DOS)	$ 103,051	$3,466,000	$ 400,000		**$ 3,969,051**
CENTERS FOR DISEASE CONTROL (CDC)	$ 395,000				**$ 395,000**
UNITED STATED PACIFIC COMMAND (PACOM)	$2,235,000	$ 2,503,748	$2,235,000	$2,235,000	**$9,208,748**
GRAND TOTAL	**$ 2,733,051**	**$ 7,469,748**	**$2,635,000**	**$2,235,000**	**$15,072,799**

Appendix B: Broadcast Hours

U.S. AGENCY FOR GLOBAL MEDIA
Broadcast Hours
FY 2020 - FY 2022

LANGUAGE SERVICE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
VOICE OF AMERICA			
AFRICA DIVISION			
Bambara Service	9.00	9.00	9.00
Central Africa (Kinyarwanda, Kirundi)	40.14	40.14	40.14
English to Africa Service	258.75	258.75	258.75
French to Africa and the Trans Sahel	176.75	176.75	176.75
Hausa Service	16.75	16.75	16.75
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	34.75	35.75	35.75
Portuguese Service	10.25	10.25	10.25
Somali Service	33.58	33.58	33.58
Swahili Service	18.20	18.20	18.20
Zimbabwe/Shona/Ndebele/English	17.00	17.00	17.00
TOTAL, AFRICA DIVISION	**615.17**	**616.17**	**616.17**
EAST ASIA AND PACIFIC DIVISION			
Burmese Service	57.08	57.08	57.08
Cantonese Service	54.67	54.67	54.67
English to Asia Programs	6.31	6.31	6.31
Indonesian Service	58.87	71.26	71.26
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	**641.42**	**653.81**	**653.81**

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2020 - FY 2022

LANGUAGE SERVICE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
VOICE OF AMERICA - CONTINUED			
EURASIA DIVISION			
Albanian Service	3.75	3.75	3.75
Armenian Service	1.75	1.75	1.75
Bosnian Service	2.75	2.75	2.75
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	2.75	2.75	2.75
Ukrainian Service	2.75	2.75	2.75
TOTAL, EURASIA DIVISION	**29.75**	**29.75**	**29.75**
LATIN AMERICA DIVISION			
Creole Service	22.00	22.00	22.00
Spanish Service	191.49	191.49	191.49
TOTAL, LATIN AMERICA DIVISION	**213.49**	**213.49**	**213.49**
SOUTH ASIA DIVISION			
Afghanistan Service	63.34	63.34	63.34
VOA Radio Deewa (Pashto)	70.33	70.33	70.33
Azerbaijani Service	3.75	3.75	3.75
Bangla Service	9.50	1.00	1.00
Kurdish Service	64.60	64.60	64.60
Turkish Service	6.00	6.00	6.00
Urdu Service	78.04	28.75	28.75
Uzbek Service	4.50	4.50	4.50
TOTAL, SOUTH ASIA DIVISION	**300.06**	**242.27**	**242.27**

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2020 - FY 2022

LANGUAGE SERVICE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
VOICE OF AMERICA - CONTINUED			
PERSIAN NEWS NETWORK	**168.00**	**168.00**	**168.00**
ENGLISH DIVISION			
All Other Programs	410.95	411.45	411.45
TOTAL, ENGLISH DIVISION	**410.95**	**411.45**	**411.45**
TOTAL, VOA	**2,378.84**	**2,334.94**	**2,334.94**
OFFICE OF CUBA BROADCASTING			
Radio Marti - Marathon	168	168	168
Radio Marti - ERM[1]	595	469	469
Radio Marti - Streaming (24/7)	168	168	168
TV Marti	168	84	
TV Marti Live Streaming (24/7)[2]	168	168	168
TOTAL, OCB	**1267.00**	**1057.00**	**973.00**
RADIO FREE EUROPE/RADIO LIBERTY			
Armenian	90.10	90.10	90.10
Azerbaijani	74.60	74.60	74.60
Balkans (Bosnian, Serbian, Albanian, Macedonian, Montenegrin, Croatian)	73.90	73.90	73.90
Belarusian	168.00	168.00	168.00
Bulgarian	0.10	0.10	0.10
Current Time TV and Digital	150.70	150.70	150.70
Georgian	26.40	26.40	26.40
Hungarian			
Kazakh	1.30	1.30	1.30
Kyrgyz	64.30	64.30	64.30
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
Romanian to Romania and Moldova	16.10		
Russian	168.00	168.00	168.00

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2020 - FY 2022

LANGUAGE SERVICE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 CBJ
RADIO FREE EUROPE/RADIO LIBERTY - CONTINUED			
Chechen and Russian	0.30	0.30	0.30
Tajik	42.30	42.30	42.30
Tatar-Bashkir	0.40	0.40	0.40
Turkmen	56.00	56.00	56.00
Ukrainian	36.80	36.80	36.80
Uzbek	168.00	168.00	168.00
TOTAL, RFE/RL	**1452.30**	**1452.30**	**1,452.30**
RADIO FREE ASIA			
Burmese Service	104.00	103.00	103.00
Cambodian Service	67.00	84.50	84.50
Cantonese Service	71.50	71.50	71.50
Korean Service	68.00	68.00	68.00
Laotian Service	52.70	52.70	52.70
Mandarin Service	186.00	186.00	186.00
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, RFA	**819.00**	**835.50**	**835.50**
MIDDLE EAST BROADCASTING NETWORK			
Alhurra	168.00	168.00	168.00
Radio Sawa	168.00	168.00	168.00
MBN Digital	168.00	168.00	168.00
TOTAL, MBN	**504.00**	**504.00**	**504.00**

[1]ERM broadcasted 24 hours / 7 days a week in FY 2020, and in FY 2021 and FY 2022 the broadcast is 18 hours / 7 days a week.

[2]As of March 2021, OCB's satellite transmissions were halted due to budget co nstraints and questions of efficacy. OCB and USAGM will continue to explore innovative ways to circumvent the Cuban government's blocking of OCB's transmissions.

U.S. AGENCY FOR
GLOBAL MEDIA

VOICE OF AMERICA

RadioFreeEurope
RadioLiberty

Office of
Cuba Broadcasting

RFA Radio Free Asia

MIDDLE EAST
BROADCASTING
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