

FY 2025 Congressional Budget Justification



United in one mission: to inform, engage, and connect audiences around the world in support of democracy.

Table of Contents

Message from the Chief Executive Officer.....	1
Summary Charts.....	5
Legislative Proposals.....	7
Entity Performance Sections.....	13
Performance Management Plan.....	59
Appendix A: Budget Charts.....	65
Appendix B: Broadcast Hours.....	81
Appendix C: Evidence and Evaluation.....	91
Appendix D: Administration Cybersecurity Priorities.....	95
Appendix E: Good Accounting Obligation in Government Act.....	97

(page left intentionally blank)

Message from the Chief Executive Officer

Across the world today, countries and communities are inundated with lies, half-truths, and conspiracy theories. These lead to misunderstanding, conflict, and even war. America's global adversaries spend billions of dollars per year to control the information narrative in critical markets and countries, and their strategies—which largely place the blame for all global ills on the United States, the West, and democratic institutions — are gaining traction. However, USAGM's audiences remain significantly larger, and our credibility significantly higher than our competitors.

Over the past decade, USAGM's combined network audience has nearly doubled and the Agency currently engages 420 million people weekly in 63 languages and over 100 countries. This is not just a testament to our networks' production of compelling content, but also a testament to the demands of global audiences to have truthful news and information to guide their lives and communities.

The President's FY 2025 budget for the U.S. Agency for Global Media requests \$950.0 million, a 7.4 percent increase over FY 2023, and includes investments and initiatives supporting two federal networks, the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB), as well as five non-federal entities: Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN), the Open Technology Fund (OTF), and our newest non-federal entity, the USAGM Accelerator.

This budget request also makes tough tradeoffs to ensure responsible custodianship of public funds and focuses new resources on the highest impact areas of our operations, including investments and initiatives to counteract the malign influence of the People's Republic of China (PRC), Russia, Iran, and others as well as our Agency-wide technology transformation initiative.

Combating Malign Influence

In FY 2025, USAGM networks will expand fact-checking, which has proven to be a highly effective and straightforward means to disrupt misinformation and disinformation, and broaden our work with local partners in critical markets.

USAGM's established relationships with over 4,000 media outlets uniquely positions the Agency to deepen our commitment in many key markets. Our networks will accomplish this by developing and delivering exclusive content, live and pre-recorded radio and television, selectively co-producing original content with partners in critical regions, and producing digital content. We will also expand our research efforts to deliver market insights that allow us to refine our content and strategies for greater impact.

USAGM will also launch its newest non-federal entity, the USAGM Accelerator, to incubate and test new operating models, provide proof of concept, and propagate promising strategies to improve our service delivery worldwide. First among the initiatives to be funded is a Global News Service (GNS), launching initially in Mandarin and English.

The PRC has pushed most Western reporters out of China and flooded the world with Mandarin language misinformation and propaganda. Our GNS product will launch as the world's largest Mandarin newswire outside of China, and will provide an important alternative to Chinese language communities currently existing in the vacuum of PRC propaganda. The newswire will translate the high volume of stories already produced by USAGM networks and repackage them for convenient use by Chinese language media outlets globally. The service will bring accurate news, lifestyle and cultural features, and solutions journalism to Mandarin speakers inside and outside of China. There will also be an English language newswire which will include content from our Chinese language services in VOA and RFA. The newswire will be taking initial steps to expand into Russian and Persian during FY 2025 as well.

Journalist Safety

Journalism is becoming more dangerous around the world and the FY 2025 budget makes critical investments to protect journalists in dangerous markets. As authoritarian regimes and bad actors grow bolder in their attempts to silence independent voices, the risk facing USAGM journalists has increased significantly.

USAGM journalists have bravely reported from heavily shelled regions in Ukraine to expose the truths that Russia would prefer to hide, they have exposed the abuses of authoritarian regimes like the PRC and Iran, only to face digital

harassment, including leaked personal information and physical threats against them and their family members, and across USAGM’s target regions, journalists have routinely faced coercive legal action, hate speech, doxing, imprisonment, kidnapping, and violence.

To mitigate these threats, USAGM will take additional steps to support network journalists, freelancers/stringers, media partners, and contractors. The Agency will expand journalist training, update safety equipment, and provide legal support through a training academy and a center of excellence delivery model. Rollout of these new efforts will begin in FY 2024 and expand into FY 2025.

A Critical Year and Decade Ahead

This Congressional Budget Justification provides greater detail about the initiatives USAGM will undertake in FY 2025, including priority efforts to increase network impact, achieve cost efficiencies, and position the Agency for a challenging year and decade ahead. Not since World War II has there been such a tremendous need to provide accurate news and information to a world awash in misinformation, disinformation, and propaganda. The stakes could not be higher, and the time to fortify our efforts could not be shorter, but USAGM is well prepared for the task at hand and we look forward to engaging with you in your review during the months ahead.

A handwritten signature in black ink that reads "Amanda Bennett". The signature is fluid and cursive, with a long horizontal stroke extending to the right from the end of the name.

Amanda Bennett
Chief Executive Officer

(page left intentionally blank)

U.S. AGENCY FOR GLOBAL MEDIA
Summary of Appropriations

FY 2023–FY 2025

(in thousands)

INTERNATIONAL BROADCASTING OPERATIONS <i>Program, Project, and Activity</i>	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
FEDERAL ENTITIES			
Voice of America	\$ 264,049	\$ 267,476	\$ 300,155
Office of Cuba Broadcasting	\$ 15,310	\$ 12,973	\$ 15,950
Mission Support ¹	\$ 236,958	\$ 238,359	\$ 234,330
<i>Office of Technology, Services, and Innovation (non-add)</i>	\$ 175,858	\$ 178,473	\$ 173,022
TOTAL, FEDERAL ENTITIES	\$ 516,317	\$ 518,808	\$ 550,435
NON-FEDERAL ENTITIES			
Radio Free Europe/Radio Liberty	\$ 148,711	\$ 146,602	\$ 153,111
Radio Free Asia	\$ 62,839	\$ 63,000	\$ 71,010
Middle East Broadcasting Networks	\$ 106,354	\$ 106,590	\$ 103,250
Open Technology Fund	\$ 40,000	\$ 40,000	\$ 50,000
USAGM Accelerator ²		\$ 2,000	\$ 12,494
TOTAL, NON-FEDERAL ENTITIES	\$ 357,904	\$ 358,192	\$ 389,865
TOTAL, INTERNATIONAL BROADCASTING OPERATIONS	\$ 874,221	\$ 877,000	\$ 940,300
BROADCASTING CAPITAL IMPROVEMENTS <i>Program, Project, and Activity</i>			
Broadcasting Capital Improvements	\$ 6,678	\$ 9,700	\$ 9,700
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	\$ 6,678	\$ 9,700	\$ 9,700
USAGM GRAND TOTAL - APPROPRIATION/REQUEST	\$ 880,899	\$ 886,700	\$ 950,000

¹ The Mission Support line consolidates what was formerly the International Broadcasting Bureau funding and the Office of Technology, Services, and Innovation funding.

² The initial funding in FY 2024 for the USAGM Accelerator will come from the FY 2023/2024 account.

U.S. AGENCY FOR GLOBAL MEDIA
Summary of Positions and FTEs
FY 2023–FY 2025

	FY 2023 ACTUALS		FY 2024 ANNUALIZED CR		FY 2025 CBJ	
	ON-BOARD POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT
INTERNATIONAL BROADCASTING OPERATIONS						
FEDERAL EMPLOYEES						
Voice of America	931	984	935	988	954	1,007
<i>American/Domestic Employees</i>	918	971	918	971	937	990
<i>Foreign Nationals DH/Personal Service Agreements</i>	13	13	17	17	17	17
Office of Cuba Broadcasting	81	78	81	79	73	71
<i>American/Domestic Employees</i>	61	60	56	56	48	48
<i>Foreign Nationals DH/Personal Service Agreements</i>	20	18	25	23	25	23
Mission Support*	168	166	180	178	180	178
<i>American/Domestic Employees</i>	168	166	180	178	180	178
Office of Technology, Services, and Innovation*	325	329	440	394	448	426
<i>American/Domestic Employees</i>	142	141	187	157	195	189
<i>Foreign Nationals DH/Personal Service Agreements</i>	183	188	253	237	253	237
SUBTOTAL, FEDERAL EMPLOYEES	1,505	1,557	1,636	1,639	1,655	1,682
NON-FEDERAL ENTITY EMPLOYEES						
Radio Free Europe/Radio Liberty	724		724		1,653	
<i>American/Domestic Employees</i>	334		334		423	
<i>Foreign Nationals DH/Personal Service Agreements</i>	390		390		1,230	
Radio Free Asia	368		397		438	
<i>American/Domestic Employees</i>	314		329		358	
<i>Foreign Nationals DH/Personal Service Agreements</i>	54		68		80	
Middle East Broadcasting Networks	787		787		844	
<i>American/Domestic Employees</i>	482		482		522	
<i>Foreign Nationals DH/Personal Service Agreements</i>	305		305		322	
Open Technology Fund	33		33		40	
<i>American/Domestic Employees</i>	24		24		28	
<i>Foreign Nationals DH/Personal Service Agreements</i>	9		9		12	
USAGM Accelerator			3		17	
<i>American/Domestic Employees</i>			3		12	
<i>Foreign Nationals DH/Personal Service Agreements</i>					5	
SUBTOTAL, NON-FEDERAL ENTITY EMPLOYEES	1,879		1,911		2,952	
USAGM TOTALS	3,384	1,557	3,547	1,639	4,607	1,682

* The Office of Technology, Services, and Innovation is now a part of Mission Support, but for added visibility, we are showing their position counts separately.

Legislative Proposal Requests

USAGM is requesting the following three legislative proposals. USAGM's proposed appropriations language is included after the description of each legislative proposal.

- Surge Capacity Fund Transfer Authority
- Increase in Representation Funds
- Modification to No-Year Funding Language

Each of these proposals will allow USAGM to achieve greater administrative efficiency in its operations. As the Agency confronts fast-evolving circumstances around the world, in places such as in Ukraine, Iran, and Gaza, the Surge Capacity Fund Transfer Authority will allow USAGM greater flexibility to respond quickly or to reposition funds to assist with emergent needs.

1. 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 international broadcasting activities in a geographical area during a crisis abroad. This provision would permit transfers of unobligated balances from expired USAGM accounts into the Surge Capacity Fund. As recent events in Ukraine, Iran, and Gaza have illustrated, USAGM operates, by the nature of its mission, in highly uncertain locations and requires the financial flexibility to agilely address emerging requirements.

2. Representation Funds

USAGM proposes increasing its limit on Representation Funds from \$35,000 to \$75,000 to account for increased international media partnerships and the necessary ensuing protocol expenses.

3. Modification to No-Year Funding Language

USAGM requests revising the annual appropriations language to add the phrase “global network distribution” in the second paragraph. This change will allow USAGM to merge the Agency’s two global distribution funding mechanisms: the 0206 (annual) account for the Global Networks Division, and X0206 (no-year) account for satellite transmission into a single, no-year account. Please note, the FY 2024 Senate version of the appropriations bill has already incorporated this change and it may be included in the final bill that passes Congress.

USAGM’s legacy content distribution system was developed over many years in response to emerging technologies. As new technologies emerged, the Agency sought authority and funding to utilize them. As a result, USAGM’s global distribution budget is split between these two funding authorities. With a cap level of \$20.708 million for the satellite budget (X0206), USAGM leased large amounts of raw bandwidth on a handful of major satellites to get content from USAGM headquarters in Washington, DC to audiences and affiliates around the world. Meanwhile, with a cap level of \$11.500 million the global networks budget (0206) provided for expensive terrestrial distribution options to send content between headquarters and its uplink sites in the Czech Republic, Kuwait, and the Philippines.

Today, modernization and media industry standards for satellite distribution combine a stack of previously individual services into unified signal services platforms, delivering content from network operations directly to satellite. There is no longer a need for USAGM or other media outlets to operate global fiber optic networks, teleports, and lease whole satellite space segments. Satellite operators are providing comprehensive global network solutions with increased reliability and lower costs. Such solutions would enable the Agency to address new markets and expand its footprint without additional investment. USAGM’s split distribution budget and authorities make it more challenging and more expensive to take advantage of these opportunities, as different services from the providers need to be authorized and budgeted separately.

By merging the Global Networks Division and Satellite Transmission budgets into a single no-year authorization, USAGM will have greater agility and be able to stand up and distribute new programming to intended audiences on their

preferred platforms and channels more quickly. USAGM will also be able to realize further potential cost-saving opportunities, terminating or changing services quickly as its audiences' media habits continue to evolve.

Proposed International Broadcasting Operations Appropriations Language

For necessary expenses to enable the United States Agency for Global Media (USAGM), as authorized, to carry out international communication activities, and to make and supervise grants for radio, Internet, and television broadcasting to the Middle East, *\$940,300,000 of which \$47,015,000 shall remain available until September 30, 2026:*

Provided, That in addition to amounts otherwise available for such purposes, up to *\$82,208,000* of the amount appropriated under this heading may remain available until expended for satellite transmissions, *global network distribution*, and internet freedom programs, of which not less than *\$50,000,000* shall be for internet freedom programs:

Provided further, That of the total amount appropriated under this heading, not to exceed *\$75,000* may be used for representation expenses, of which *\$20,000* 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 allocated in accordance with the table included under this heading in the explanatory statement described in section 4 (in the matter preceding division A of this consolidated Act):

Provided further, That notwithstanding the previous proviso, funds may be reprogrammed within and between amounts designated in such table, subject to the regular notification procedures of the Committees on Appropriations, except that no such reprogramming may reduce a designated amount by more than 5 percent:

Provided further, That funds appropriated under this heading shall be made available in accordance with the principles and standards set forth in section

303(a) and (b) of the United States International Broadcasting Act of 1994 (22 United States C.6202) and section 305(b) of such Act (22 United States C.6204):

Provided further, That the USAGM Chief Executive Officer shall notify the Committees on Appropriations within 15 days of any determination by the USAGM that any of its broadcast entities, including its non-federal entity organizations, provides an open platform for international terrorists or those who support international terrorism, or is in violation of the principles and standards set forth in section 303(a) and (b) of such Act or the entity's journalistic code of ethics:

Provided further, That in addition to funds made available under this heading, and notwithstanding any other provision of law, up to \$5,000,000 in receipts from advertising and revenue from business ventures, up to \$500,000 in receipts from cooperating international organizations, and up to \$1,000,000 in receipts from privatization efforts of the Voice of America and the International Broadcasting Bureau, shall remain available until expended for carrying out authorized purposes:

Provided further, That significant modifications to USAGM broadcast hours previously justified to Congress, including changes to transmission platforms (shortwave, medium wave, satellite, Internet, and television), for all USAGM language services shall be subject to the regular notification procedures of the Committees on Appropriations:

Provided further, That up to \$5,000,000 from the USAGM Buying Power Maintenance account may be transferred to, and merged with, funds appropriated by this Act under the heading "International Broadcasting Operations", which shall remain available until expended:

Provided further, That such transfer authority is in addition to any transfer authority otherwise available under any other provision of law and shall be subject to prior consultation with, and the regular notification procedures of, the Committees on Appropriations:

Provided further, That the USAGM may transfer to, and merge with, funds in the “United States International Broadcasting Surge Capacity Fund”, authorized in section 316 of the United States International Broadcasting Act of 1994 (22 United States C. 6216), for obligation or expenditure by the USAGM for surge capacity, any of the following: (1) unobligated balances of expired funds appropriated under the heading “International Broadcasting Operations” for fiscal year 2024 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.

(page left intentionally blank)

Voice of America (VOA)

Funding *(\$ in thousands)*

FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
\$ 264,049	\$ 267,476	\$ 300,155

Overview

Broadcasting in 48 languages to nearly 100 countries, Voice of America is a vital and authoritative source of news and information for hundreds of millions of people around the world — many in countries with limited or no free press. VOA boasts a record-high weekly global audience of more than 356 million people. VOA’s unique value stems from its vast global network and its ability to tell America’s story through policy, politics, and society. Connecting the United States to the world, VOA shows how the most important events and major trends ripple across the globe.

Audience research and opinion surveys confirm that VOA is successfully countering the misinformation and disinformation propagated by the governments of China, Russia, Iran, and North Korea, as well as by non-state militant organizations like Boko Haram and Al-Shabaab. Even with United States credibility under constant attack, 83 percent of VOA consumers surveyed praise VOA as a trustworthy source of news and information.

FY 2023 and FY 2024 Highlights and Accomplishments

Since Hamas’s deadly terror attack on Israel and the war that has followed, VOA has provided factual on-the-ground coverage to audiences in key markets around the world, many majority-Muslim. Since October 7, VOA’s coverage related to the ongoing war in Gaza has generated more than 904 million video views across platforms. The war’s effects are felt in many of the areas VOA covers. VOA tracked a released Thai hostage back to his hometown as he dealt with migration issues that brought many foreign workers to Israel. VOA Persian broadcast live from the

Lebanese border with a Kurdish Israeli. Reporting in multiple languages, whether from the al-Aqsa Mosque in Urdu, speaking with Argentine hostage families in Spanish, or interviewing an agricultural exchange student near Gaza in the Khmer language, VOA audiences have been given a clear understanding of critical events and unbiased explanations of the United States role in the region.

VOA also focused on countering the authoritarian regimes exploiting the conflict. VOA coverage allowed Iranian citizens to freely express their views of the conflict, surfacing discontent with their government's regional aggression. Original VOA reporting in Mandarin revealed how China pushes the false narrative that the United States has deserted its international allies and revealed the PRC's tolerance of spiking anti-Semitic content across China's state-monitored social media.

VOA's focus on China's broader international ambitions were captured in a cross-platform interactive investigation of its \$847 billion Belt and Road project. Titled *Belt, Road, and Beyond*, VOA reporters traveled to visit the massive international infrastructure projects that have been plagued by faulty construction and environmental degradation, ensnaring developing countries with onerous debts. The coverage has resonated in China with VOA Mandarin's social media video views nearly tripling, reaching 502 million in FY 2023

VOA also focused on Russia's violent aggression with daily coverage from Ukraine and throughout the former Soviet Union. As Ukrainian grain fields are left to waste, VOA reported from where the global effects can be seen most, devastating malnutrition in northeastern Nigeria, unrest among European farmers, and destabilizing political machinations in Istanbul. A farmer from Illinois even candidly shared how Russian aggression has driven market fluctuations.

VOA coverage drove exponential audience growth in Africa and Latin America. In Africa, working with the United States Chamber of Commerce's Africa Business Center, VOA partnered in the launch of the first annual Digital Innovation Competition for African Startups, highlighting young innovators throughout the continent. In Latin America, VOA Spanish partnered with local media on a vigorous fact-checking website, *Verificado*, to refute anti-American allegations put forth by Venezuela and other hostile governments.

VOA documentaries and news stories told the stories of refugees fleeing authoritarian regimes to find new homes in America. VOA Afghan launched

Afghan Families Begin a New Chapter, featuring the stories of Afghan evacuees who have relocated to America. VOA Korean’s documentary *Three Days in a Lifetime* showed the anguish and determination of Korean American families fighting to reunite with loved ones still trapped in North Korea.

FY 2024 and FY 2025 Initiatives

In FY 2024 and FY 2025, VOA will focus on four priority areas — countering the PRC’s growing global influence, pushing back on Russian aggression (including the invasion of Ukraine and worldwide mis- and disinformation campaigns), and exposing the reality of Iran’s domestic repression and its campaign to destabilize the Middle East. In FY 2025, VOA will continue to invest in telling America’s story, maintaining deep political coverage while expanding cultural programming that shows the reality of American society and the global significance of American art.

In FY 2025, VOA will dedicate an additional \$4.25 million to coverage from its China Branch, providing the staff and resources necessary for deeply reported stories and broader distribution to critical target markets in China and its periphery. At the heart will be more reporting from where the PRC external influence campaigns are being felt. Drawing upon VOA resources in Africa, Latin America, and other areas where China has influence, reports in local languages, Mandarin and Cantonese, as well as English will position the PRC activities objectively and counter puff pieces from the PRC, many of which are paid for and are placed locally, which have become a staple of domestic media reporting in China.

VOA will establish a dedicated disinformation unit to analyze and debunk falsehoods, using social media for “rapid response” to set the record straight. The disinformation unit will produce content tailored for audiences in China and in the countries China has been influencing, using web articles, digital video segments, and a weekly half hour that can be versioned into any languages that VOA cover for placement on television and radio stations outside of the mainland. One new show, *History’s Mysteries*, will look at Chinese history that has disappeared from China’s school books.

Additional staff will enable the VOA to also increase production of unique American stories that offer target audiences in China a more complete and accurate depiction of United States politics, policy, and society — topics the Chinese people are curious about and can learn from. VOA will also continue to

explore the rise in people fleeing China, even risking a hazardous journey from Latin America to cross the United States southern border illegally. VOA will explain the United States election process to the Chinese people, who are denied the right to elect their national leaders and whose media mischaracterize United States elections.

Additional resources will also be directed to reporting from countries where the PRC influence is a direct threat, including Taiwan, South Korea, and even Vietnam. Analytical stories from VOA will continue to feature the best commentary about China. Aimed at the “educated influencer” audience, digital segments and web stories will provide insightful comparisons with China’s political system and government authorities.

With Ukraine supplemental funding expiring in FY 2024, VOA will continue to fund much of the staff and programming that was added in response to Russia’s invasion of Ukraine. VOA will devote funds to continued coverage of the war and its aftermath from an American perspective, with the tradeoff that some other services may be reduced. VOA is uniquely positioned to report comprehensively on the United States role in the war and what may follow, offsetting mis- and dis-information from Russian media about the United States commitment and role. VOA will also continue its focus on documenting the war’s impacts for other corners of the world, like Taiwan and Latin America, which would go unreported if it weren’t for VOA’s coverage.

Additional funding will be committed to VOA Persian to increase its reporting from the areas in which Iranian proxies now operate, including Lebanon, Gaza, and Syria. VOA Persian will fund the expansion of its coverage of Iran’s economic and trade activities, much of which is in contravention of existing sanctions. VOA Persian will create a data journalism unit to document Iran’s funding of terrorism. VOA Persian will also focus on the continuing dissent in Iran over its treatment of women, minorities, and youth, and the toll that Iran’s military efforts are taking on Iran’s economy. VOA Persian will expand coverage of Iran’s women’s sports teams, whose coverage is banned in Iran. As both a digital source and a 24/7 television channel widely watched inside Iran, VOA Persian will also add TV programs expanding news presence into morning news, women’s programming, and signature documentaries. The United States Presidential election will be a focus with daily coverage and a weekly analysis show emphasizing the role

Iranian-Americans are playing in the political life of the United States. Reporting from the White House, Congress, the State Department, and the Pentagon, dedicated reporters will put discussions about Iran into perspective.

In Africa and Latin America, where VOA has dominant audience shares and the highest impact, VOA will partner with local affiliates to increase in-country newsgathering and program production. An investigative unit will pair VOA's original reporting on the PRC and Russia with hard-hitting stories on those governments' political, economic, and military interference. VOA's beefed-up presence in Taiwan and Seoul will enrich news from Africa and Latin America with direct insights into East Asia.

In an election year, telling America's story becomes among the most important aspects of VOA coverage. VOA will devote additional resources to the upcoming United States elections, putting issues into context for international audiences and stressing the historical cycle of contentious elections followed by peaceful transitions. Daily reporting from the campaign trail will be balanced and consistent, as will social media reporting, without the in-language "freelancing" that could be seen to favor one side or the other. Funding will enable analysis from around the United States and perspectives from abroad to present a broad view of American life, innovation, and culture.

Notable Program Changes

In FY 2025, VOA will apply lessons learned from the COVID-19 pandemic to create budgetary savings and reallocations of resources. Physical bureaus are no longer needed to cover international news. Advances in connectivity and a desire to keep resources in the field will allow VOA to gradually, as leases expire, close eight overseas English language news offices, allowing journalists to file from home or from the field, without having to go into the office. VOA will shift resources from physical infrastructure abroad to critical stringer reporting from the field.

VOA will move funding for its \$3.464 million Pangea Content Management System from the Chief Digital Office to Central Production Services, consolidating oversight and budget management. As a result, VOA will eliminate the Office of the Chief Digital Officer position.

(page left intentionally blank)

Office of Cuba Broadcasting (OCB)

Funding *(\$ in thousands)*

FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
\$ 15,310	\$ 12,973	\$ 15,950

Overview

OCB serves an essential role with its relentless efforts to promote the basic principles of freedom and democracy through unbiased, objective news and information programming while performing as a surrogate media alternative to the harsh communist state-run media endured by the people of Cuba.

OCB, through its multiple platforms, provides clear, concise, and balanced journalism that affords the Cuban people an information lifeline and protective shield from its government's persistent onslaught of disinformation associated with the decaying economic conditions on the island and cloaking the influence of the country's strengthening allegiances to serve both Russia and China's perilous strategic goals in the region.

FY 2023 Highlights and Accomplishments

Following the massive anti-government protests of July 11, 2021, the citizens of Cuba have depended on OCB to hold authorities accountable and monitor the developments regarding the hundreds of protesters that remain jailed. OCB's coverage of subsequent large-scale protests in the fall of 2022 and May 2023 is further verification of the government's systematic attack upon its citizens as they voice their discontent and frustration with the full-scale breakdown of government infrastructures and mounting repression.

Employing innovative contractual resources, OCB has been able to engage with independent journalists that have been forced into exile by the communist regime. This cadre of highly experienced and well-connected reporters has

enhanced OCB's capability to create exclusive and original content while establishing the foundation for OCB's new Virtual Cuba Bureau initiative — an interconnected network of internationally-based correspondents reporting on the issues impacting Cubans today.

To meet the Agency's priority to counter mis- and disinformation, OCB continues collaborative agreements with the Ukrainian fact-checking site StopFake.org and Odesa Center for Disinformation Studies (at Odesa National University), which provide news content, videos, reports, and analysis that counters falsehoods about the war and the Russian invasion of Ukraine.

OCB expanded its reach into Latin America with the targeted segment *Noticias de Cuba* (*News about Cuba*). At least 50 affiliates broadcast these daily news capsules that counter the narrative put forth by Cuban state media and widely circulated throughout Latin America.

OCB traveled to the United States/Mexico border where over 300,000 Cubans tried to enter the United States in FY 2023, creating a humanitarian crisis. OCB produced an audiovisual series and radio programs to provide Cubans with accurate information on United States migration policy changes and the dangers involved in the treacherous journeys some migrants undertake.

The highly controversial participation of Cuba's National Team in the World Baseball Classic event held in Miami provided OCB with an opportunity to create content for multiplatform distribution. During this two-week span, 5.3 million Facebook video views were recorded during the coverage of this highly sensitive event. It was the first time Cuban players and delegation officials ceded interviews to OCB, providing a rare opportunity to showcase the foundations of a free press.

Expanding radio into the digital ecosystem, OCB produced a series of podcasts targeting Afro-Cubans and the LGBTQ community, and a series presenting books and reading material that are censored or otherwise prohibited in Cuba.

At the end of FY 2023, OCB established a new collaboration to aggressively combat and confront the Cuban government's destructive propaganda and disinformation. Known as "MartiVerifica," this initiative is comprised of a dedicated website, detection and fact checking of malign information, and production of counterpoint articles and audiovisual media content.

FY 2024 and FY 2025 Initiatives

OCB is implementing a data-driven strategy to take advantage of the increasing numbers of digitally connected Cubans. The Agency concluded FY 2023 with 52.6 million page and video views, up 60 percent from FY 2022.

While facing censorship from the Cuban government which is supported by PRC technology, OCB will continue to strengthen its circumvention strategies for the effective access to its content within Cuba by employing VPNs (Virtual Private Networks), browsers, and other tools that allow users to evade information suppression.

OCB will partner with OTF to develop an effective and data efficient app to accommodate faster downloads, provide offline mode features, and enhanced accessibility via a link on OCB's website and social media platforms.

OCB will advance the transformation of all radio content into an audiovisual format for simultaneous distribution in multiple platforms (SW and MW radio, Martinocias.com, social media, and "Over-the Top" internet streaming platforms).

OCB will expand the Cuba Virtual Bureau by contracting with additional independent journalists and commissioned third-party content through international hiring venues. This will enrich the subject matter and viewpoints available to Martí consumers.

Notable Program Changes

To address highly restrictive budgetary constraints, OCB has employed several cost saving initiatives including the transition of its shortwave facility located in Greenville, North Carolina to TSI. Initial transition consisted of station General Operating Expenses (GOE) in FY 2023. Subsequent transfer of FTE salaries is anticipated in FY 2025. OCB launched the rebranding of Radio Televisión Martí on its digital platform, recovering the previous domain martinoticias.com. This redesign was aimed at facilitating user navigation and improved visualization of content.

(page left intentionally blank)

Mission Support

Funding *(\$ in thousands)*

FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
\$ 236,958	\$ 238,359	\$ 234,330

Overview

Mission Support is responsible for a range of support services, encompassing background investigations, workforce development, human resources, financial services, records management, travel coordination, non-federal entity management compliance, oversight of internet freedom initiatives, pivotal research guiding Agency leadership decisions, and the Bureau of Technology, Services, and Innovation, which manages the Agency’s satellite and global network distribution, Information Technology (IT), facilities, and engineering, among other responsibilities (broken out and further discussed in the next section). Despite cost pressures due to new regulations, Office of Inspector General findings, and compliance requirements, Mission Support strives to efficiently bolster the capabilities of Agency staff, including journalists, technicians, and data analysts.

FY 2023 Accomplishments

Research and Digital Analytics

In FY 2023, the Office of Policy and Research continued to improve the quantity, quality, and accessibility of research and analytics data provided to the broadcast networks. With increased funding in the base budget, as well as supplemental funding, OPR has been able to conduct significantly more survey research, allowing key performance figures for most language services to be updated annually or once every two years, rather than the three to five year lag that was common with smaller budgets. Improved survey management and quality control measures mean that these projects are now conducted at a higher level of

quality, and in half the time it took just a few years ago. OPR is also working with the networks to conduct a wide range of qualitative projects, which are critical to yielding actionable recommendations for programming. In FY 2023, these included monitoring panels on priority programs, focus groups with Russian diaspora audiences, and analyses of the driving narratives in competitor media, among many others.

OPR also continues to build out its state-of-the-art Data Management System (DMS) to create transparency, increase data literacy, and enhance the overall technical capacity of USAGM and its networks. This resource collects digital analytics and survey data from over two thousand separate platforms and makes it available for detailed analysis and study. The team is currently building a front-end platform available to USAGM networks and interagency partners to interpret and analyze the more than forty million records stored in the DMS. With base architecture largely complete, OPR is positioned to begin applying AI/machine learning to the DMS to build models incorporating outside data sets and generate rapid insights to drive decisions on programming and media platforms.

Enhancing Morale and Engagement

Recognizing the pivotal role of a motivated workforce, USAGM prioritized workforce development in its Strategic Plan (link.usagm.com/StrategicPlan). Addressing persistent low Federal Employee Viewpoint Survey (FEVS) scores and morale issues, the Agency undertook extensive communication initiatives and intracompany platforms. A tailored Viewpoint Survey mirroring the FEVS was introduced for Personal Services Contractors (PSCs), enhancing management insights.

Federal Employee Enhancement

FY 2023 saw the appointment of critical management positions, such as Chief Diversity Officer, Director of Security, Director of Contracts, Director of Civil Rights, and Director of Public Affairs. Filling the acting Director roles permanently, these managers have contributed significantly to CEO-driven strategic priorities.

Background Investigations

Starting in FY 2023, USAGM's Office of Security (SEC) commenced in-house pre-screening determinations for employees, replacing outsourced Suitability/Fitness and National Security adjudications. Concurrently, USAGM conducted site assessments and renewed contracts for dedicated physical security expertise, ensuring compliance with federal security standards and infrastructure maintenance.

International Broadcasting Advisory Board

The members of the International Broadcasting Advisory Board (IBAB) was confirmed by the United States Senate and appointed by President Biden in December 2023. The IBAB is an independent federal entity, composed of experts representing mass communications, broadcast media, and international affairs, who provide strategic counsel and oversight in partnership with USAGM's CEO.

FY 2024 and FY 2025 Initiatives

Diversity and Inclusion Initiative

With the appointment of USAGM's inaugural Chief Diversity Officer (CDO) in FY 2023, the CDO will collaborate closely with the Office of Civil Rights (OCR) to align Diversity, Equity, Inclusion, and Accessibility (DEIA) training with OCR's focus on harassment, crucial conversations, cultural diversity, and inclusivity. With the CDO's proximity and access to the CEO, USAGM anticipates greater visibility and awareness of USAGM's DEIA initiatives, empower the CDO to identify new opportunities for DEIA initiatives Agency-wide, and ensure DEIA's inclusion in Agency strategy which will support the President's Executive Orders on advancing equity for the underserved community.

(page left intentionally blank)

Mission Support: The Office of Technology, Services, and Innovation (TSI)

Funding *(\$ in thousands)*¹

FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
\$ 175,858	\$ 178,473	\$ 173,022

Overview

The Office of Technology, Services, and Innovation (TSI), part of the broader USAGM Mission Support entity discussed in the previous section, manages IT services and infrastructure for USAGM’s federal broadcast networks and distributes content for the entire Agency. TSI supports USAGM’s Strategic Plan (link.usagm.com/StrategicPlan) to “manage a nimble, resilient, sustainable, efficient, and mission-focused modern media enterprise” and “optimize program delivery and digital engagement.” Anticipating challenges for FY 2024 and FY 2025, TSI will continue to modernize USAGM’s technology, streamline its legacy broadcast infrastructure, and optimize its content delivery capabilities.

FY 2023 Highlights and Accomplishments

Migration to Cloud-Based Systems

In FY 2023, TSI continued migrating IT systems to the cloud, enhancing efficiency and capabilities. For example, video editing is already remotely accessible to VOA broadcasters in the United States, and in FY 2024 it will be made accessible to broadcasters outside the United States as well.

TSI improved the Agency’s cybersecurity posture by the implementation of Zero Trust Architecture (ZTA), as mandated by the President’s Executive Order 14028

¹ This chart shows a breakout of TSI’s budget which is included in Mission Support’s overall budget as shown in the previous section.

and OMB circular 22-09. USAGM's ZTA deployment, funded by GSA's Technology Modernization Fund, strengthened the multifactor authentication (MFA) and passwordless authentication measures that USAGM had already rolled out.

Content Delivery and Distribution

The share of the Agency's total audience that access USAGM content via radio, TV, and online partners, or affiliates, remains significant at about 50 percent. Affiliate demand for USAGM's Russian-language Current Time TV surged following Russia's invasion of Ukraine, as more and more audiences sought reliable Russian-language news. To help new affiliates access Current Time more easily, TSI has placed the channel on additional popular satellite platforms across Europe.

MBN and OCB have not historically done much content placement with partners, relying on direct transmissions to reach audiences. Starting in FY 2023, at these networks' request, TSI began seeking placement of MBN and OCB TV and radio content. Early results are encouraging, with OCB content, for example, now available via affiliates in Colombia, Mexico, and elsewhere.

Global Network Realignment

In FY 2023 and FY 2024, TSI continued its participation in the Agency-wide review of shortwave and medium wave broadcast requirements, leading to some reductions in regions where Agency research shows that shortwave audiences have become vanishingly small. MBN's Radio Sawa transitioned virtually all audio programming to digital platforms, discontinuing all but a few FM and cross-border transmissions. TSI similarly streamlined its utilization of communications satellites for direct-to-home delivery of TV and radio content.

FY 2024 and FY 2025 Initiatives

Looking ahead to FY 2024 and FY 2025, TSI will continue its focus on IT modernization and enhanced cybersecurity. Efforts will prioritize streamlining the Agency's operational footprint and maximizing the transition to cloud-based, virtualized systems. Uncoupling key IT systems and tools from USAGM's premises will also ease USAGM's potential transition to a new headquarters.

If a move to a new headquarters building is pursued in FY 2024, TSI's Facilities Management division and IT divisions will have lead roles in preparing the new space for USAGM employees. The Cohen building will remain inhabited for some time, so TSI will also ensure that this space is properly maintained and provides the functionality employees require to accomplish the Agency's mission.

Cybersecurity efforts, integral to all aspects of the USAGM mission, will center on completing the Agency's Zero Trust Architecture rollout. USAGM will make investments in continuous monitoring, configuration management, and vulnerability management, as well as identity governance, device protection for remote workers, secure access to cloud-based IT services, and data loss protection. The goal is to complete the implementation of recommended tools and process enhancements by the end of FY 2024, and further augment application and data loss capabilities by the end of FY 2025.

Evolving USAGM's Global Network

TSI will continue to enhance the resilience of USAGM's global FM radio operation through expanded FM remote monitoring. A new pilot system tested in FY 2023 will be rolled out in FY 2024 and FY 2025, allowing USAGM to better detect faults and restore service when problems occur.

Meanwhile, the Agency's utilization of legacy platforms, especially shortwave and medium wave radio, will continue to be reviewed. VOA+ and other OTT apps will be further developed, with content expansion in additional languages. Partnerships with broadcast affiliates remain crucial, with TSI's Office of Business Development assisting in content repositioning in critical markets and promoting the Russian-language Current Time channel.

Sustainability Initiatives

TSI is committed to an Agency-wide Sustainability Program to comply with the President's Executive Order 14057. This program involves a multi-year effort to conduct sustainability surveys at the Agency's transmitting stations. Two surveys have been completed and two more will be conducted in FY 2024. USAGM will review survey results to help the Agency develop implementation strategies and formulate measurable objectives to achieve sustainability goals.

(page left intentionally blank)

Radio Free Europe/Radio Liberty (RFE/RL)

Funding *(\$ in thousands)*

FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
\$ 148,711	\$ 146,602	\$ 153,111

Overview

RFE/RL journalists report the news in 23 countries where a free press is threatened and disinformation is pervasive, providing what many people cannot get locally: accurate, uncensored news and open debate. The scope of RFE/RL's newsgathering operations is unmatched in its coverage regions. RFE/RL's proximity to its audiences allows RFE/RL to produce compelling programming in a cost-effective manner. In FY 2023, 42.3 million adults consumed RFE/RL programming weekly via digital, TV, and radio platforms, according to preliminary results from research conducted under USAGM's International Audience Research Program, an increase of 1.7 million compared to FY 2022.

FY 2023 Highlights and Accomplishments

In FY 2023, RFE/RL had an enormous impact on its audience with unique local coverage of major events. RFE/RL's outstanding journalism from the front lines of the conflict in Ukraine has attracted record-breaking audiences. RFE/RL in-country teams reported comprehensively on the sweeping consequences of the war in Ukraine, from the impact on Central Asian labor migration to the outpouring of Russian refugees to Georgia, Armenia, and Kazakhstan, as well as rapidly rising food and energy prices across the region. RFE/RL launched Systema, a high-profile Russian-language investigative team, which works on standout investigations in Russian from new facilities in Riga, Latvia. In early 2023, RFE/RL also launched Votvot, a forward-looking Russian-language streaming service designed to appeal to underserved segments of Russian-speaking audiences by connecting them with Kremlin-banned artists and content creators.

RFE/RL's Current Time broke the news about the October 7th attack by Hamas on Israel before the majority of Russian-language publications, and Radio Farda provided live coverage of the conflict from reporters in Israel and Dubai for its audiences in Iran. These reports offer audiences continuous, locally relevant coverage of the Israel-Hamas conflict, often providing context and insight not otherwise available in the company's area of coverage, including the exclusive testimonies of Russian and Ukrainian emigres to Israel about their personal experiences of the conflict.

RFE/RL continued to provide an alternative to state-sponsored disinformation, through on-the-ground coverage of major events. RFE/RL launched a cross-regional Central Asian project to provide information support for the countries' more than 16 million labor migrants, as well as a new Fergana Valley bureau to provide objective news and information to a strategically sensitive region that is heavily influenced by Russian media. In Afghanistan and the border regions of Pakistan, local reporters braved extreme risks to report on the human consequences of the resumption of Taliban rule in Afghanistan. RFE/RL also boosted engagement with Iranian audiences despite extreme government censorship.

FY 2024 and FY 2025 Initiatives

Across all RFE/RL's coverage areas, the organization will increase its focus on fighting against the efforts of authoritarian regimes to spread propaganda and 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 with particular emphasis on Russia, Belarus, and the Russian-speaking regions of Ukraine. RFE/RL will continue to expand reporting for audiences in Russia despite the suspension of its physical operations in Moscow and the move by Russian authorities to block 14 of RFE/RL's websites over the course of 2022 after RFE/RL refused to comply with Russian government demands to delete information about its invasion of Ukraine. RFE/RL will use every platform possible to reach audiences in Russia at

a time when they need RFE/RL's journalism more than ever. RFE/RL is working closely with the Open Technology Fund to help Russians evade the digital isolation imposed by Kremlin authorities to facilitate access to RFE/RL journalism along with free entry to the global internet.

RFE/RL will continue to take concrete steps to promote investigative reporting, efforts to counter disinformation, and reporting on gender equity. Investigative reporting across RFE/RL's language services reinforces democratic principles by exposing corruption, malfeasance, and misconduct. RFE/RL strives to give a voice to minorities and other underrepresented groups. To that end, RFE/RL will enhance programming aimed at raising the profile of women's issues across its broadcast area. From Afghanistan, where achievements in women's education and social rights are threatened, to Central Asia, where bride kidnapping, prejudicial law enforcement, and lapsed welfare systems have left girls and women vulnerable to abuse, violence, and neglect, women's issues share common characteristics across the RFE/RL broadcast space.

RFE/RL will continue to expand its focus on reporting about China in FY 2024 and FY 2025.

In order to counter rapidly growing malign influence and disinformation from China across RFE/RL's coverage area, RFE/RL will enhance coverage of China's attempts to increase its footprint in the region, with a strong focus on the export of surveillance technology and Eurasia's skyrocketing debt as a result of loans from the PRC.

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.

Notable Program Changes

RFE/RL is seeking Congressional approval to establish a capital maintenance reserve. In 2025, RFE/RL is planning to increase its base budget by \$2.0 million in order to build a maintenance reserve to cover major capital maintenance costs and to maintain the physical infrastructure in its Prague headquarters.

In order to continue critical initiatives made possible with funding from the Ukraine Supplemental Appropriations Act, RFE/RL will build approximately \$2.6 million into the base budget of the Ukrainian Service in order to support these new initiatives and the tireless frontline journalists who strive to guarantee the world has access to the truth about Vladimir Putin's invasion.

Radio Free Asia (RFA)

Funding *(\$ in thousands)*

FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
\$ 62,839	\$ 63,000	\$ 71,010

Overview

Radio Free Asia’s mission is to provide accurate and timely news and information to countries in Asia and elsewhere whose governments prohibit access to a free press. RFA is funded by the United States Congress through an annual grant from USAGM, an independent federal agency. RFA has a legislative firewall that bars interference by United States government officials in the execution of RFA’s mission of providing reliable journalism to audiences otherwise deprived of uncensored, accurate press.

In its target regions, RFA serves as an independent news media surrogate. Its weekly audience of nearly 60 million relies on RFA’s content in Burmese, Cantonese, Khmer, Korean, Lao, Mandarin, Tibetan, Uyghur, and Vietnamese on shortwave and medium wave radio, satellite television, and online through websites, apps, and social media platforms. RFA serves as a public forum fostering open dialogue on sensitive topics otherwise censored in its markets. Maintaining tight focus on its mission, RFA’s recent budget expansion has been used to build on core journalistic strengths while working to expand audience access. RFA’s power to tap into local networks and use open-source materials have fueled exclusive reports from some of the world’s most repressive countries and regions.

FY 2023 and FY 2024 Highlights and Accomplishments

Breaking News on Social Unrest in China

RFA’s China Service’s monumental coverage of the 2022 “White Paper” demonstrations across China resulted in record-high digital engagement.

In FY 2024, RFA Mandarin, Cantonese, Tibetan, and Uyghur continue to ensure audiences in the mainland are informed about major local developments and news blocked by CCP state censors. This includes exclusive reporting on the mixed reactions of Chinese citizens to the death of former Premier Li Keqiang, the forced disappearance of top diplomat Qin Gang, and the 34th anniversary of the 1989 massacre of Tiananmen Square protesters. RFA Tibetan and Uyghur documented the cultural erasure in Tibet and Xinjiang, in addition to continued use of detention camps and forced labor in violation of basic human rights.

New Initiatives to Counter Disinformation and Chinese Influence

RFA launched the Asia Fact Check Lab (AFCL), countering false narratives from China and other authoritarian states, and an Investigative Team, producing in-depth investigative stories. Both cover Chinese transnational repression, persecuted minorities, global public health, human and wildlife trafficking, and misrepresentation of global events and United States government policy. AFCL exposed how CCP authorities directed Finger Media's fake polling data release in the lead-up to Taiwan's January 2024 presidential election, revealed doctored Western media reports on Ukraine circulating on Chinese social media, and debunked a conspiracy theory that the deadly Maui fire was sparked by a United States weapons test. RFA Investigative published a groundbreaking report on China's overseas influence operations from a Chinese immigrants' association in New York's Chinatown and used satellite imagery to confirm Chinese operations at Ream Naval base in Cambodia and expose China's crackdown on a Buddhist teaching in Tibet's Amdo region.

歪脑|WHYNOT's Award-Winning Reporting

RFA's youth-centered, global Mandarin digital brand continues to earn high praise and prestigious awards for its unique online journalism. Reporting on waste pollution at a Chinese-owned pork processing plant garnered a prestigious National Murrow award for investigative reporting. WHYNOT's special report "Run Movement" described an exodus from China during the COVID-19 pandemic, with long-form reports, a commentary, and a mini-documentary comprehensively covering how Chinese people used any means necessary to reach freedom and better lives. The documentary, which focused on fleeing youth, won the Online New Association award for Digital Video Storytelling.

Expanded Access to Pacific Region

RFA continues to bolster its coverage of tensions in the South China Sea and the Pacific, as well as China's growing influence in the region. RFA marked the 10-year anniversary of China's massive Belt-and-Road Initiative with comprehensive coverage of infrastructure and media initiatives throughout the region. RFA-affiliated BenarNews hired an Oceania correspondent and added stringers in American Samoa, Palau, Papua New Guinea, Vanuatu, and the Solomon Islands. Both BenarNews and RFA debuted webpages for Pacific news. Coverage included tensions around a Solomon Island's security pact, a Chinese-Nauru passport-forging operation in Bangkok, and corruption in Fiji. RFA used ship-tracking technology and satellite imagery in exclusive reports on the deployment of Chinese vessels in disputed waters and land reclamation and construction by China and Vietnam.

Robust Burmese Audiences after Coup

USAGM's 2023 survey found nearly one in five adults surveyed (19.6 percent) accessed RFA in the previous week, despite internet blackouts and threats from the ruling junta since the January 2021 military takeover. RFA reached audiences online, via shortwave and through the USAGM-initiated Ludu Meitswe satellite channel. RFA played a vital role in covering June 2023 Cyclone Mocha, producing more than 70 stories in 10 days. Video generated 23 million views with 790 thousand Facebook reactions and 65 thousand shares on one video on fatalities.

Audience Expansion through Fresh Podcasts

RFA Korean's newly launched NewsPod and NewsBox reached thousands of listeners by late spring 2023. WHYNOT's new *Here, There* podcast invites young Chinese people to weigh in on trending issues. In Cambodia, host Vuthy Huot's podcast analyzing 1993 and 2013 election results was denounced by strongman Hun Sen in the lead up to the flawed 2023 national elections. Fans defended Huot, with one group penning a tribute song.

RFA Korean's Strong Audiences and Impact

USAGM's survey of North Korean refugees, travelers, and defectors found high awareness of RFA (20.4 percent) while in North Korea. RFA had the largest in-

country audience of all outside media brands queried. With rare in-country sources and 20 defector contributors, RFA was called “an essential and frequently cited source and an indispensable hub of news on North Korea” by the New York Times’ Seoul Bureau Chief. In FY 2023, RFA revealed North Korean sewing factories producing winter uniforms for Russian soldiers against United Nations sanctions, and a United Nations Sanctions Committee official thanked RFA for exposing the violation. RFA used satellite pictures to reveal other abuses, including the illegal demolition of buildings at an inter-Korean tourist zone.

Technical Systems for Modern Production

To facilitate the production of high-quality multimedia content across the company, RFA initiated a new Content Management System (CMS) and Digital Asset Management (DAM) system. RFA inked deals for modern technical systems while hiring developers, DAM specialists, and contracting experts to customize new systems to RFA’s unique editorial needs and challenges.

New Personnel for Standards and Safety

RFA hired a News Standards and Best Practices editor to maintain journalistic ethics and enhance RFA’s journalism training, a Global Safety and Security director to address threats to staff and facilities, and an Information Security director to protect RFA systems from malicious attacks.

FY 2024 and FY 2025 Initiatives

In FY 2024 and FY 2025, RFA will expand its capacity to challenge Chinese disinformation while completing its multi-year transformation into a fully digital media organization. As the RFA team grows, new HR and financial systems will help ensure the company maintains efficient operations and accountability.

Operational Shift to Asia to Increase Depth and Audience Access

Building on FY 2023 foundations, RFA will boost newsgathering and production in Asia and the Pacific, generating more exclusive content on China’s Belt and Road Initiative, debt diplomacy, and political and economic influence. Publishing more content in Asia time will make content more accessible. The company will expand Pacific Island coverage by hiring to produce English spot news and

features, then recruit translators to make content accessible in regional Pacific languages. RFA will expand its regional hub in Taipei, relocate its Bangkok bureau, open a new office in Australia as a hub for its Pacific coverage, and establish offices in Indonesia for Southeast Asia coverage and in Istanbul for Uyghur coverage. RFA Uyghur will add staff in Istanbul and elsewhere.

Strengthening English to Enlarge Impact

In FY 2024, RFA will expand English capacity to supplement RFA Asian language reporting and increase content accessibility. RFA is building a small team of editors in Taiwan and Thailand to deliver news during the day in Asia and to strengthen reporting on China, Southeast Asia, regional security, and the environment.

New Content and Engagement Approaches for 歪腦|WHYNOT

WHYNOT will expand podcast production and create new series with a full-time creation and production team. WHYNOT will continue to work with the industry's best filmmakers and professionals to create long-form documentaries and mini-series to cover impactful stories. Its audience engagement team will work toward organizing offline activities to build audiences and strengthen brand loyalty.

Joining Teams into a Digital Operations Unit

RFA's focus on digital competitiveness means creating more high-quality multimedia content that has proven most impactful in Asia's algorithm-driven platforms. In FY 2024, RFA will establish a Digital Operations unit within the editorial division to provide the technical and strategic leadership as RFA transitions to state-of-the-art digital production and social media engagement. RFA will add staff for modern digital asset management and computer management systems to make full use of RFA's unique archive and to coordinate production across time zones and languages. Technical teams will work toward integrating new CMS content within DAM operations.

Raising Creative Standards with Multimedia Leadership

RFA will establish a new Multimedia team to support production of high-quality digital content throughout the company. In FY 2024, this team will build out the language services' capacity to make mobile-friendly video, podcasts, and graphics.

This group will house an expanded creative team with additional web developers and graphic designers as well as video and audio units with highly skilled producers and editors. This expert team will support execution of multimedia projects tailored for multiple language services.

Middle East Broadcasting Networks, Inc. (MBN)

Funding *(\$ in thousands)*

FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
\$ 106,354	\$ 106,590	\$ 103,250

Overview

The Middle East Broadcasting Networks, Inc. (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. USAGM fully funds MBN through a grant agreement. MBN’s mission is to provide accurate, comprehensive, objective, and relevant news and information from and about the region and accurately represent America, Americans, and American policies.

FY 2023 Highlights and Accomplishments

MBN has been at the forefront of countering dis- and misinformation in the Arab world, particularly that which is propagated by Russia, Iran, and China. Nearly half the investigations produced by the award-winning weekly series *Alhurra Investigates* targets disinformation produced by these three countries. In FY 2023, MBN also launched the weekly digital series *Did It Really Happen?* that directly tackles the disinformation permeating the Arabic social media and pseudo-news platforms on the web.

MBN serves as a hybrid of VOA and the other USAGM non-federal entities. Besides being a local media outlet in the region, MBN is the definitive source for news about United States policy in the Arab world. Coverage of the United States and democratic values are paramount to MBN’s mission. MBN has a digital landing page, a newscast, and television and radio programs that focus on reporting stories from and about the United States. MBN’s White House, State Department, Pentagon, and Congressional correspondents provide prompt and accurate updates on United States policies towards the region. Additional

correspondents are based across the United States to provide news about events and people to highlight about America beyond Washington, DC. This reputation is illustrated by the frequency that other Arab media outlets cite MBN's coverage of the United States in their reporting, resulting in a greater audience for MBN's factual and unbiased reporting on the United States.

As part of MBN's multiyear modernization effort, the media organization is migrating to an IP-based workflow through a hybrid and multi-cloud approach. This includes upgrading the existing Media Asset Management system to provide global access, collaborative workflows, accelerated file sharing, and cloud-based storage and service. MBN also upgraded Alhurra.com, resulting in streamlined workflows across MBN websites and enhancing the performance and user-friendliness of the digital platform, thereby ensuring expanded and improved access to MBN's content.

FY 2024 and FY 2025 Initiatives

In line with the USAGM objectives of producing journalism and content that audiences can trust and delivering information otherwise unavailable in local markets, MBN plans to expand its investigative and explanatory programming. Russia, Iran, and China continue to invest heavily in the region and have gained influence over state-run and pseudo-independent media organizations. Arabic-language media outlets have become more favorable to their foreign policies and increasingly belligerent towards the United States and United States foreign policies. This initiative would specifically target these campaigns targeting regional audiences. To optimize program delivery and expand engagement on digital platforms, MBN plans to develop a digital investigative unit to counter disinformation on platforms that younger Arabic speakers already use to get news and information. An MBN online survey of millennials and Gen Z from six Middle Eastern/North African region countries showed that in recent years, 74 percent have increased or maintained their use of social media. That same survey also revealed that 69 percent said they increased or maintained watching online videos.

To reach and engage underserved audiences, including women, youth, and marginalized populations, MBN plans to launch new programs and initiatives that target them. This includes a new Alhurra program that will share the stories of underrepresented youth in the region and include profiles of people who don't fit what are considered "traditional norms" in Arab society, such as LGBTQ+, religious converts, and those persecuted because of skin color or physical differences. Alhurra Iraq will produce new programs empowering women and Iraqi youth. MBN-Y is a new digital initiative to bring together Arab youth to highlight and talk about the issues that are important to them.

MBN plans to enhance its training for journalists across the organization to foster development. This will include training on reporting for different platforms and new genres of journalism, skill set training on using new techniques and tools (including AI), reporting safely from war zones, and training to focus on well-being and mental health.

MBN is currently exploring the use of AI to support newsroom functions, including content dissemination and optimization of digital platforms, as well as program review and market research. This would allow more significant impact and accountability through data-driven evaluation.

Notable Program Changes

MBN understands the challenging fiscal environment that the Agency is currently navigating and appreciates the need for budgetary discipline.

To accommodate a reduced budget in FY 2025, MBN proposes the elimination of its Dubai bureau. Currently, the Dubai bureau allows MBN to have a presence in the region and respond to breaking news during the overnight hours in the United States. It also serves as the studio for Alhurra's daily morning show *Al Yawm (Today)*, 2.5 hours of daily newscasts, and the weekly discussion program *Gulf Talks*.

(page left intentionally blank)

Open Technology Fund (OTF)

Funding *(\$ in thousands)*

FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
\$ 40,000	\$ 40,000	\$ 50,000

Overview

The Open Technology Fund (OTF) is a Congressionally authorized, independent non-profit organization dedicated to advancing internet freedom globally. OTF supports the applied research, development, implementation, and maintenance of technologies that provide secure and uncensored access to the internet in repressive environments. OTF works to counter attempts by authoritarian governments to restrict freedom online and to enable people worldwide to exercise their fundamental human rights online. Today, over two billion people globally use OTF-supported technology.

FY 2023 Highlights and Accomplishments

Surging and Sustaining Support for Circumvention Users

Driven by increased censorship in China, Russia, and Iran, authoritarian regimes around the world have intensified their efforts to censor content and crack down on access to the free and open internet in the last two years. As a result, demand for OTF-supported circumvention tools has grown significantly from an average of 9 million monthly active users worldwide to over 40 million monthly active users.

OTF-supported tools continue to perform at the highest technical levels, allowing users to securely access blocked content quickly and reliably, even as forms of digital censorship have become increasingly sophisticated. However, the unprecedented level of ongoing active usage has posed significant budgetary challenges for these circumvention tools. To address this need OTF created the

Surge and Sustain Fund. The Fund is an innovative funding structure designed to offset the marginal carrying cost of users in highly censored target countries. Selected providers are reimbursed for the cost of a monthly unique user to ensure that tools can support large user bases in countries where the need is greatest and few, if any, secure commercial alternatives exist.

Securing and Enhancing Circumvention Solutions

To ensure that circumvention solutions remain ahead of authoritarian censorship capabilities, OTF invested in several leading-edge research efforts to better understand the implementation of censorship practices by autocratic regimes, secure new internet protocols, and protect and support users.

Identifying Threats and Advancing Security in Practice

As the cost of population-scale digital surveillance capabilities become affordable to even modestly resourced authoritarians, the ability of journalists, activists, and human rights defenders to carry out their work relies on enhanced digital security practices and robust technological solutions. Over the last year, OTF invested in both threat identification and tracking, and advancements in secure communications. OTF notably supported the Messaging Layer Security protocol, adopted as an internet standard earlier this year, which will dramatically enhance the security and privacy of digital communications. OTF also provided rapid resources to mitigate against digital emergencies threatening those on the frontlines of political and military events in Iran, Myanmar, Russia, and Ukraine.

FY 2025 Initiatives

In FY 2025 OTF will continue to support cutting-edge research, the development of innovative new technologies, and the implementation and long-term maintenance of leading internet freedom tools. A budget increase will enable OTF to increase support for circumvention users, counter Chinese information controls, and expand digital security support for journalists at USAGM's networks, all while sustaining essential ongoing initiatives.

Increasing Support for Circumvention Users

As more authoritarian governments adopt and implement Chinese censorship technologies, demand for OTF-supported circumvention tools will continue to increase globally. Over the past two years, use of OTF-supported circumvention tools has nearly quadrupled – a trend that is expected to continue. With additional FY 2025 resources, OTF will be able to continue to support leading circumvention tools through the Surge and Sustain Fund. These additional resources will enable OTF to support about 40 million active circumvention users per month.

Countering Chinese Information Controls

Over the last decade, the Chinese government has gone to extraordinary lengths to control its population with a uniquely restrictive and self-reinforcing system of censorship, surveillance, and intimidation. Rapid advances in repressive technologies have enabled the CCP to conduct faster, more accurate, and more targeted censorship and surveillance at an unprecedented scale. Nowhere on earth are journalists, human rights defenders, and activists more technologically outgunned than in China.

The CCP has firmly established its status as the research and development lab for the technologies and deployment models of digital repression globally. Effectively countering this will require special focus in the coming years. For example, OTF will expand research efforts investigating novel threats emerging in China, improve and diversify available circumvention solutions, and increase investments in privacy and security-enhancing technologies to increase their resilience and efficacy in China specifically.

Expanding Digital Security Support for USAGM Journalists

Online threats to USAGM networks' journalists, sources, and audiences have increased dramatically over the last two years. In response, OTF will use additional FY 2025 funds to further expand internet freedom support for USAGM news networks by increasing the availability of more diverse types

of circumvention and secure communication tools, providing up-to date information, research, and guidance to entity journalists and freelancers, evolving the deployment of circumvention solutions to USAGM audiences, and refining a comprehensive feedback loop to ensure that OTF's work is consistently informed by and tailored to the needs of the broadcast networks.

USAGM Accelerator

Funding *(\$ in thousands)*

FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
\$	\$ 2,000	\$ 12,494

Overview

In 2024, USAGM will establish a new non-federal entity, the USAGM Accelerator. The Accelerator will carry out a few basic functions to speed innovation, protect journalists, enhance responses to crises abroad, and facilitate operational flexibility across the Agency. The Accelerator will be a 501(c)(3) non-profit entity, established pursuant to 22 U.S. Code § 6209(b).

Background: The Current Operating Environment.

The overseas operating environment has become increasingly challenging for the operations of public international broadcasters like the USAGM networks. China, Russia, and other malign actors are increasing their influence in local media environments in traditional USAGM markets across the globe, the safety of USAGM journalists is increasingly at risk, and the local operations of USAGM networks require adherence to draconian licensing and regulatory regimes in place to silence a free press. Innovation, flexibility, and an ability to mitigate risk necessary to operate today's overseas environment is imperative.

Incubating New Initiatives

The Accelerator will serve as a launch pad for incubating new USAGM initiatives without delays. This will improve USAGM's responsiveness within fast-moving media markets. For example, the Accelerator will launch its Global News Service (GNS), a China-focused news project to counteract the PRC's global propaganda efforts. The Accelerator will provide GNS initial administrative support for cost-effective start-up operations, and help accelerate GNS's efforts to become an independent non-federal entity.

Journalist Safety and Support

The Accelerator will also be a mechanism for providing help to journalists and others who need assistance in this challenging global environment. The Accelerator will provide the necessary support for jailed journalists, for journalists who must be relocated for their safety, and for the families of at-risk, missing, jailed, or killed journalists.

Overseas Licenses, Leases, and Other Arrangements

The Accelerator, as a non-federal entity, will enable USAGM's federal networks to leverage its flexibilities in order to enter into arrangements standard more readily for any news organization overseas and will provide a third party for certain transactions that even the non-federal entities have difficulty carrying out due to restrictions by the authorities in their local operating environments. Overseas news organizations require various licenses, registrations, and other arrangements (small leases, providing payroll, etc.) where they operate. These low-cost but critical transactions are increasingly becoming a challenge, even for non-federal entities, given the increasing hostility toward free press across the world.

Surge Capacity during Crises Abroad

The United States International Broadcasting Act requires that the Agency have a so-called "surge capacity", defined in legislation as "the financial and technical resources necessary to carry out broadcasting activities in a geographical area during a crisis abroad (e.g. 22 USC 6216(c) and 22 USC 6202). The Accelerator is a mechanism for USAGM to plug into to further speed its responses to crises. Many aspects of Accelerator operations are already cornerstones of crisis response, including journalist safety and the ability to quickly obtain needed licenses and/or capabilities in the local operating environment.

FY 2025 Initiatives

Much of the Accelerator's work will be as a capability and how it carries out its core mission will depend on the needs of the Agency. The Accelerator will also launch the Global News Service, which is described in detail below in the next section.

Develop Surge Capacity Program

The Accelerator, working with USAGM and its networks, will devise mechanisms and procedures to conduct transactions and other business in countries where crises exist or appear imminent.

Global News Service

Overview

In FY 2024, USAGM will launch a China-focused news service, called the Global News Service (GNS), which curates, translates, and disseminates China-related content created by VOA, RFA, RFE/RL, MBN, and OCB on a singular global platform. The news content is offered in Mandarin and English in order to make fact-based, uncensored China-related news available to news organizations and content creators around the world.

In the last decade, the People's Republic of China (PRC) has significantly expanded its efforts to influence global media markets and information platforms. These campaigns combat pro-PRC content that exposes global news audiences to Chinese disinformation and propaganda.

USAGM's networks, particularly VOA and RFA, produce high quality, fact-based, original China-related content. However, their reach is often limited to their newsrooms' target audiences. GNS would curate, translate, and distribute this content far beyond their target audiences, by prioritizing two streams.

First is a Mandarin language news service for publications that target the Chinese diaspora, over 60 million people globally. Through PRC state broadcasting networks and partnerships with some of the over one thousand Chinese-language media organizations operating outside of China, the PRC has sought to advance pro-Beijing narratives and suppress criticism of PRC policies abroad.

The second is an English-language news service that will target overseas media outlets seeking China-focused stories in English. Eventually the GNS will include content in other strategically important languages.

Mission

The Global News Service provides organizational partners and audiences around the world with factual and reliable news content, promoting responsible journalism and fostering well-informed public discourse free of bias. GNS strives to become an important part of a global media ecosystem that serves the public interest, informs national decision-making, promotes democratic values, and delivers facts to international citizens.

The PRC owns newswire services and marketing firms which it uses to place stories in newspapers and broadcasting operations throughout the world. A USAGM-backed news service would directly confront the PRC misinformation campaign.

FY 2025 Initiatives

CONTENT CURATION

This initiative involves curating diverse news content from USAGM entities and other available journalistic resources for distribution to overseas media organizations, independent content creators, and other influencers. The Service will ensure that these outlets have ready access to a broad spectrum of information, including news and feature stories, to support them to offer balanced, fact-based and comprehensive China-related insights. GNS will hire full time bilingual editors to focus on curating and repackaging USAGM entities' work related to China.

CONTENT DISTRIBUTION AND PARTNERSHIP BUILDING

This initiative involves actively identifying and engaging specific overseas media environments especially in the Global South, where misinformation, propaganda, or monopolization of information is prevalent, and media that produce and disseminate fact-based content is otherwise underrepresented.

INNOVATIVE TECH SOLUTIONS

GNS will explore reliable technology to effectively reproduce and translate content in multiple languages including utilizing AI. While the complexity of language and quality of public source information will complicate the neutrality

and factual accuracy of AI products, this initiative aims to improve the quality of available AI language models to help meet the challenge of a globally connected, multilingual world.

RESEARCH AROUND CONTENT PROVISION AND ANALYSIS

GNS will also innovate and explore new methods and technologies for news content delivery and analysis. The Service will experiment with different formats, apply new analytical tools to gain insights into emerging trends, and explore new platforms for news distribution. The priority will be to stay ahead of the curve and ensure that the organization adapts and thrives in a rapidly evolving and increasingly challenging global information and media environment.

(page left intentionally blank)

Broadcasting Capital Improvements (BCI)

Funding *(\$ in thousands)*

FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
\$ 6,678	\$ 9,700	\$ 9,700

Overview

The BCI account funds large-scale capital projects, improvements, and maintenance of USAGM’s global transmission network and digital multimedia infrastructure. Most BCI-funded projects are managed by TSI. BCI projects benefit elements across the Agency and help ensure that USAGM remains competitive in global media markets. For USAGM to fulfill its mission, it must meet audiences on the broadcasting and technology platforms they prefer. As media markets evolve from shortwave (SW) and medium wave (MW) radio to FM, television, internet, and social media platforms, USAGM must make investments in infrastructure and other tools to keep pace.

The BCI account also supports capital projects managed by VOA, OCB, and USAGM’s Office of Security. These organizations will continue to make focused investments and conduct maintenance activities that support essential technical operations in FY 2025. The BCI account funds the capital and equipment requirements for these critical Agency efforts.

TSI Accomplishments and Initiatives

USAGM continued to realign its global content distribution network to serve audiences as effectively and efficiently as possible. One part of this effort has been to increase transmission capacity at the USAGM Kuwait Transmitting Station (KTS). KTS operating costs are relatively low and the station is strategically situated to cover remaining SW broadcast audiences in Africa, the Middle East, and Central Asia. The project, which will conclude in FY 2025, may facilitate closing or reducing the usage of other, costlier sites.

Utilizing previous funding for this effort, TSI already constructed a short-range antenna for regional targets, freeing a long-range antenna for more distant transmissions. Meanwhile, building expansion should be complete by mid-FY 2024. TSI has also begun procuring new SW transmitters to fill the bays in the new building. In FY 2024, USAGM will continue addressing the Kuwait station's deficient HVAC system. Having completed the replacement of chillers serving the administration areas and shortwave transmitters 5 and 6, in FY 2025 TSI expects to be able to replace the chiller plant serving transmitters 1 through 4.

At USAGM's transmitting station on CNMI, all antenna systems were destroyed by Typhoon Yutu in October 2018. RFA broadcasts to East Asia were heavily impacted. Funding from the Congress and USAGM's salvage efforts enabled slow but steady repairs, such that by the end of FY 2022, USAGM had restored six transmission systems to operation. TSI has continued to make progress and by the end of FY 2025, 11 of 15 antenna systems will be restored to operation.

In FY 2024 and FY 2025, TSI will focus its other BCI-funded station maintenance and repair efforts on issues that impact basic functionality and the safety and security of USAGM personnel and equipment. For example, the roofs at CNMI and Thailand transmitting stations will be replaced to prevent water leaks that could destroy the transmitters.

Another key project for FY 2025 includes the inspection and repair of SW antennas at the Sao Tome transmitting station, which will help ensure that the facility can continue to operate and remain safe for station personnel. TSI will seek to install new fire protection and alarm systems across the station network. Replacement of electrical panel boards and other projects will also boost the Agency's ability to safeguard equipment and staff.

In FY 2023 TSI invested in next-generation virtual Digital Content Managers (DCM), critical hardware for content delivery throughout the USAGM global network. The new DCMs became operational in early FY 2024 and will improve video quality without requiring additional bandwidth. The new hardware is also smaller and more efficient, thus reducing the carbon footprint at headquarters. TSI will use the old hardware to refresh equipment at transmission sites, as needed.

VOA Accomplishments and Initiatives

As USAGM and VOA move to new headquarters, BCI will be used to acquire new technology that can facilitate the transition and to supplement other funding to build out and commission the new facility. VOA and TSI will work in a shared master control and transmission space, helping both operate more efficiently and deliver more polished content.

USAGM Office of Security Accomplishments and Initiatives

The USAGM Office of Security (SEC) began performing site assessments with the deployed facilities located inside the continental United States (CONUS) toward the end of FY 2023, and recompleted a new contract to provide dedicated physical security expertise and personnel necessary to identify, document, upgrade and maintain the currency and operational readiness of the security infrastructure deployed by USAGM at its facilities into FY 2024 and beyond. This includes services to identify, document, design, manage and execute security projects including installation of new equipment and systems complying with applicable federal security standards, performance of preventative maintenance, emergency repair, and emergency and life-cycle replacement of existing and new security equipment, systems and technologies, and performance of supply chain management duties, including identification of equipment, ordering, shipping/receiving, warehousing/shop keeping, and inventory management and accounting of installed and stock security equipment and supplies.

The Office of Security and the Security Policy and Compliance Division also enhanced its ability to maintain functionality of the current card reader enabled electronic physical access control system (ePACS), upgrade and replace the technologies to meet current state of the art performance and operability requirements, expand the ePACS within facilities where it is currently installed and to facilities where it is not, and attain and maintain continued compliance with FISMA and FIPS201 requirements and standards in order to receive and maintain system certification for the Authorization to Operate (ATO).

Beginning in FY 2024, SEC will begin work to assess and implement security enhancements among USAGM's 41 deployed locations outside the continental United States (OCONUS). This will ensure SEC is able to come into compliance with the Overseas Security Policy Board (OSPB) standards at the Chief of Mission (COM) sites, without compromising the schedule for the facilities falling outside of COM authority, USAGM's 26 Non-COM facilities.

OCB Accomplishments and Initiatives

In FY 2023, final construction of a berm at the Marathon Transmitting facility to address recurring water intrusion into the facility during high tide events was completed. The completion of the berm and associated drainage improvements are expected to eradicate the water intrusion and subsequent erosion within the antenna field that has threatened the antenna structures. New ducts were fabricated and installed for the generator enclosed to replace deteriorated units that were structurally unsound. Marathon satellite service was converted from traditional C-Band to KU-Band frequency delivery system. Various maintenance and equipment repairs/replacement at the Marathon facility, i.e., lift repairs, point-to-point modem purchases for Miami-Marathon program link, yard lighting and cabling, etc. Upgrades to the OCB media asset management system to enable the production and archive platform to facilitate high definition (HD) video media. Fiber resources with associated terminal equipment were installed into the Miami radio studios to replace deprecated satellite resources and provide point-to-point capabilities directly into the studio for both live and recording segments. New and contemporary camera systems were installed in the video production studios to replace aged non-HD systems to enhance production media standards. To enhance multi-media distribution to contemporary technologies, OCB procured and installed state of the art encoders and decoders to provide secure ultra-low latency 4K HDR streaming capabilities for video contribution, distribution and collaborative decentralized workflows.

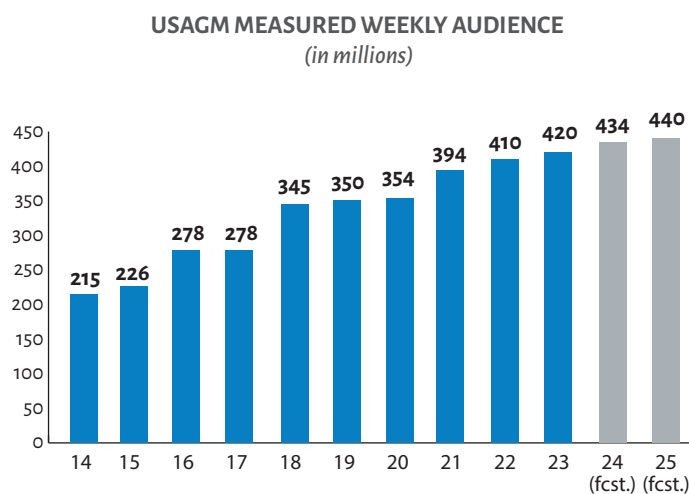
Performance Management Plan

Introduction

The United States Agency for Global Media (USAGM) implements performance planning and management policies to guide and measure realization of its strategic plan (link.usagm.com/StrategicPlan). The Agency’s annual performance plan summarizes its status in pursuing its strategic goals relative to defined targets, and it includes descriptions of its key performance indicators. That report and the Agency’s integrated budget and performance management process, connects USAGM’s strategic goals, impact and agility objectives, and performance goals. Together, they fulfill the requirements of the Government Performance and Results Modernization Act of 2010 for an annual performance plan. Prior to FY 2023, USAGM provided detailed performance information in an annual Performance and Accountability Report (PAR). Beginning with FY 2023 performance reporting, the Agency is publishing a combined FY 2025 Agency Performance Plan / FY 2023 Agency Performance Report (APP/APR). Copies of these can be found on www.usagm.gov.

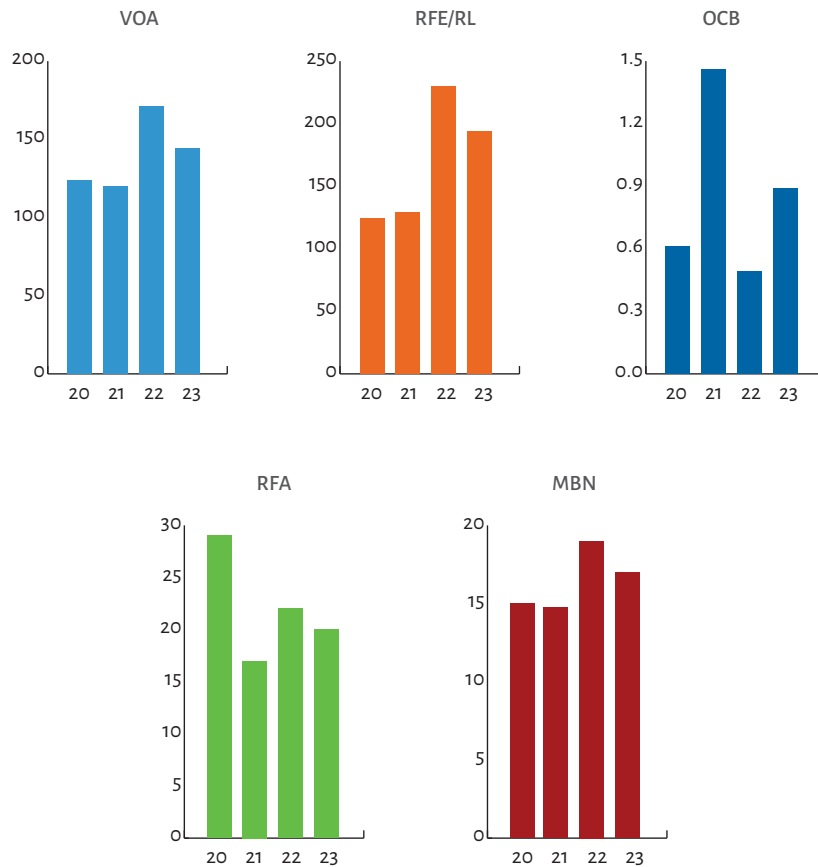
Performance and Target Highlights

- USAGM measured weekly audience doubled in last decade, to 420 million adults in FY 2023 per USAGM research surveys.



- USAGM research estimates indicate an additional audience of over 45 million adults in China, where surveys have faced restrictions since 2018.
- Over 375 million video views each week on USAGM networks' websites and social media globally. Views increased over 28 percent since FY 2020, with additional surge in FY 2022 from Ukraine war coverage.

USAGM WEEKLY VIDEO VIEWS
(in millions)



- Despite the impacts of unprecedentedly severe new restrictions on digital communications worldwide, USAGM forecasts steady growth in digital media performance in FY 2024 and FY 2025.

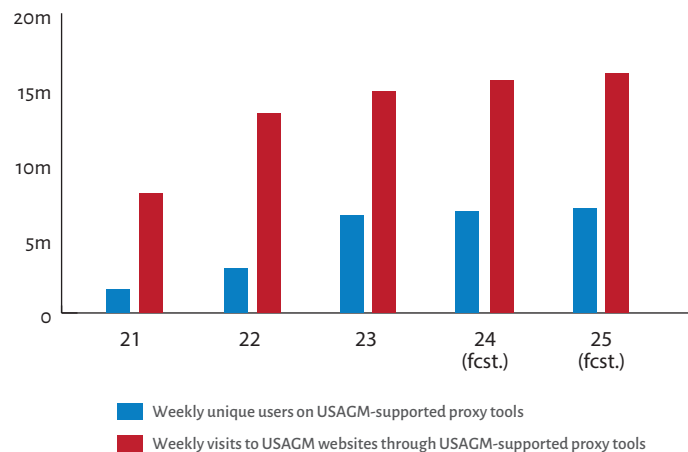
Key audience reach findings in FY 2023 surveys:

1. 65 percent of adults in Somalia, combatting extremist propaganda (MBN and VOA)
2. 59 percent of adults in Nicaragua, where domestic press is under severe threat (VOA and OCB)
3. 23 percent of adults in Estonia, 26 percent in Lithuania, serving Russian-speaking minorities (RFE/RL and VOA)
4. 18 percent of adults in Israel, in three languages (MBN, RFE/RL and VOA)
5. 13 percent of adults in Egypt (MBN)



- Due to increased threats to internet freedom, in the last two years, visits to USAGM sites via Agency-supported proxy tools doubled and the number of users on these tools increased fourfold.

GROWTH IN USAGM-SUPPORTED TOOLS TO CIRCUMVENT INTERNET CENSORSHIP



- All of the 31 countries ranked by *Freedom on the Net* survey as “Not Free” are served by USAGM networks, and 81 percent of those ranked “Partly Free” are also focus markets for the Agency.

Summary of the 2022–2026 USAGM Strategic Plan

USAGM’s 2022-2026 Strategic Plan, *Truth over Disinformation: Supporting Freedom and Democracy* (link.usagm.com/StrategicPlan), including updates made in FY 2024, informs the FY 2025 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.

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

- Expand freedom of information and expression; and
- Share America’s democratic experience and values.

Impact and Agility Objectives and Performance Goals

USAGM’s two strategic goals are supported by eight impact objectives and four agility objectives, each of which has supporting performance goals. All of the performance indicators supporting the impact objectives come from the USAGM Impact Model. Future targets are based on leadership direction, expert analysis, and proposed budgetary resources.

Mission:

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

Strategic Goals:

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

Objectives:

Impact Objectives

Agility Objectives

IMPACT OBJECTIVES:

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

AGILITY OBJECTIVES:

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

Please refer to USAGM's FY 2025 Agency Performance Plan/FY 2023 Agency Performance Report (APP/APR) for more details.

(page left intentionally blank)

Appendix A: Budget Charts

U.S. AGENCY FOR GLOBAL MEDIA
VOICE OF AMERICA (VOA)
Summary of Appropriated Funds

FY 2023–FY 2025

(in thousands)

VOICE OF AMERICA	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
VOA DIRECTOR			
<i>VOA Director Office/Resource Management/Research/PR</i>	\$ 4,191	\$ 4,100	\$ 4,350
<i>Strategy and Audience Engagement</i>	\$ 2,282	\$ 3,000	\$ 3,650
<i>VOA Chief Digital Officer</i>			
SUBTOTAL, VOA DIRECTOR	\$ 6,473	\$ 7,100	\$ 8,000
ASSOCIATE DIRECTOR, PROGRAMMING DIRECTORATE	\$ 8,690	\$ 8,400	\$ 9,055
STUDIO AND PRODUCTION OPERATIONS			
<i>Director, Studio and Production Operations</i>	\$ 1,003	\$ 1,000	\$ 1,653
<i>Central Production Services Division</i>	\$ 22,414	\$ 23,500	\$ 24,097
<i>Operations Support Division</i>	\$ 19,184	\$ 19,000	\$ 20,345
<i>Technical Support Division</i>	\$ 8,181	\$ 12,000	\$ 15,000
SUBTOTAL, STUDIO AND PRODUCTION OPERATIONS	\$ 50,782	\$ 55,500	\$ 61,095
AFRICA DIVISION			
<i>Division Chief</i>	\$ 3,410	\$ 2,000	\$ 2,250
<i>Bambara Service</i>	\$ 1,122	\$ 1,500	\$ 1,750
<i>Central Africa (Kinyarwanda, Kirundi)</i>	\$ 2,081	\$ 1,900	\$ 1,940
<i>English to Africa</i>	\$ 7,507	\$ 6,000	\$ 6,500
<i>French to Africa Service</i>	\$ 5,360	\$ 5,500	\$ 6,000
<i>Hausa Service (includes Fulani)</i>	\$ 3,006	\$ 3,750	\$ 4,100
<i>Horn of Africa (Amharic, Tigrigna, Afaan Oromoo)</i>	\$ 4,278	\$ 4,100	\$ 4,400
<i>Portuguese Service</i>	\$ 1,713	\$ 1,750	\$ 2,000
<i>Somali Service</i>	\$ 3,289	\$ 3,300	\$ 3,750
<i>Swahili Service</i>	\$ 2,543	\$ 3,000	\$ 3,500
<i>Zimbabwe/Shona/Ndebele/English</i>	\$ 1,783	\$ 1,750	\$ 2,000
SUBTOTAL, AFRICA DIVISION	\$ 36,092	\$ 34,550	\$ 38,190

VOICE OF AMERICA

	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
EAST ASIA AND PACIFIC DIVISION			
<i>Division Chief</i>	\$ 2,560	\$ 2,000	\$ 2,250
<i>Burmese Service</i>	\$ 4,407	\$ 4,500	\$ 4,750
<i>Cantonese Service</i>	\$ 971	\$ 900	\$ 925
<i>English to Asia</i>	\$ 23		
<i>Indonesian Service</i>	\$ 5,772	\$ 6,000	\$ 6,300
<i>Khmer Service</i>	\$ 3,038	\$ 2,400	\$ 2,600
<i>Korean Service</i>	\$ 6,314	\$ 6,050	\$ 5,750
<i>Lao Service</i>	\$ 933	\$ 600	\$ 625
<i>Mandarin Service</i>	\$ 14,201	\$ 16,750	\$ 21,000
<i>Thai Service</i>	\$ 1,220	\$ 1,100	\$ 1,300
<i>Tibetan Service</i>	\$ 4,549	\$ 4,000	\$ 4,250
<i>Vietnamese Service</i>	\$ 2,593	\$ 2,400	\$ 2,600
SUBTOTAL, EAST ASIA AND PACIFIC DIVISION	\$ 46,581	\$ 46,700	\$ 52,350
EURASIA DIVISION			
<i>Division Chief</i>	\$ 1,662	\$ 2,000	\$ 2,250
<i>Albanian Service</i>	\$ 2,176	\$ 2,000	\$ 2,250
<i>Armenian Service</i>	\$ 787	\$ 900	\$ 1,100
<i>Bosnian Service</i>	\$ 1,293	\$ 1,350	\$ 1,600
<i>Georgian Service</i>	\$ 1,221	\$ 1,300	\$ 1,600
<i>Macedonian Service</i>	\$ 784	\$ 850	\$ 900
<i>Russian Service</i>	\$ 8,791	\$ 9,500	\$ 14,000
<i>Serbian Service</i>	\$ 1,434	\$ 1,350	\$ 1,500
<i>Ukrainian Service</i>	\$ 2,677	\$ 3,000	\$ 7,500
SUBTOTAL, EURASIA DIVISION	\$ 20,825	\$ 22,250	\$ 32,700
LATIN AMERICA DIVISION			
<i>Division Chief</i>	\$ 1,452	\$ 2,000	\$ 2,250
<i>Creole Service</i>	\$ 1,560	\$ 2,000	\$ 2,340
<i>Spanish Service</i>	\$ 6,199	\$ 7,000	\$ 8,500
SUBTOTAL, LATIN AMERICA DIVISION	\$ 9,211	\$ 11,000	\$ 13,090
SOUTH ASIA DIVISION			
<i>Division Chief (South Asia and NECA)</i>	\$ 3,175	\$ 2,000	\$ 2,250
<i>Afghanistan Service</i>	\$ 9,225	\$ 9,300	\$ 9,750
<i>VOA Radio Deewa (Pashto)</i>	\$ 4,967	\$ 4,750	\$ 5,000
<i>Azerbaijani Service</i>	\$ 1,312	\$ 1,250	\$ 1,400
<i>Bangla Service</i>	\$ 1,386	\$ 1,500	\$ 1,675
<i>Kurdish Service</i>	\$ 4,262	\$ 3,000	\$ 3,200
<i>Turkish Service</i>	\$ 3,446	\$ 3,500	\$ 3,750
<i>Urdu Service</i>	\$ 4,628	\$ 4,250	\$ 4,500
<i>Uzbek Service</i>	\$ 1,173	\$ 1,100	\$ 1,250
SUBTOTAL, SOUTH ASIA DIVISION	\$ 33,574	\$ 30,650	\$ 32,775

VOICE OF AMERICA	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
VOA PERSIAN	\$ 19,886	\$ 22,750	\$ 24,000
CENTRAL NEWS			
<i>VOA Central News</i>	\$ 25,981	\$ 24,284	\$ 25,750
<i>Home Leave and Transfer (HLT)</i>	\$ 260	\$ 250	\$ 250
SUBTOTAL, CENTRAL NEWS	\$ 26,241	\$ 24,534	\$ 26,000
DOMESTIC BUREAUS			
<i>Los Angeles</i>	\$ 198		
<i>New York</i>	\$ 667	\$ 600	\$ 650
SUBTOTAL, DOMESTIC BUREAUS	\$ 865	\$ 600	\$ 650
OVERSEAS BUREAUS AND NEWS CENTERS			
<i>Bangkok</i>	\$ 322	\$ 272	\$ 300
<i>Beijing</i>	\$ 147		
<i>Islamabad</i>	\$ 363	\$ 450	\$ 500
<i>Istanbul</i>	\$ 307		
<i>Jakarta</i>	\$ 372		
<i>London</i>	\$ 1,445	\$ 1,345	
<i>Moscow</i>	\$ 140		
<i>Nairobi</i>	\$ 1,409	\$ 1,225	\$ 1,300
<i>Seoul</i>	\$ 324	\$ 150	\$ 150
SUBTOTAL, OVERSEAS BUREAUS	\$ 4,829	\$ 3,442	\$ 2,250
GRAND TOTAL, VOA	\$ 264,049	\$ 267,476	\$ 300,155

U.S. AGENCY FOR GLOBAL MEDIA
OFFICE OF CUBA BROADCASTING (OCB)
Summary of Appropriated Funds

FY 2023–FY 2025

(in thousands)

OFFICE OF CUBA BROADCASTING	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
<i>OCB Directorate</i>	\$ 666	\$ 512	\$ 616
<i>Administration</i>	\$ 2,804	\$ 2,212	\$ 3,869
<i>Radio Martí Programs and Technical Operations</i>	\$ 1,331	\$ 1,104	\$ 1,531
<i>News Gathering</i>	\$ 2,543	\$ 2,107	\$ 2,620
<i>Audio Visual Development and Production</i>	\$ 3,656	\$ 2,886	\$ 3,521
<i>Transmission Services</i>	\$ 680	\$ 652	\$ 785
<i>Facilities Support</i>	\$ 170	\$ 165	\$ 198
<i>Computer Services</i>	\$ 689	\$ 646	\$ 778
<i>Greenville Transmitting Station</i>	\$ 1,242	\$ 1,108	
<i>Personal Services Contractors</i>	\$ 1,658	\$ 1,582	\$ 2,031
GRAND TOTAL, OCB	\$ 15,439	\$ 12,973	\$ 15,950

* FY 2023 Actuals include a BPMA transfer of \$2,713 thousand.

** FY 2025 reflects the transfer of Greenville Transmitting Station salaries to TSI.

U.S. AGENCY FOR GLOBAL MEDIA
MISSION SUPPORT
Summary of Appropriated Funds
FY 2023–FY 2025
(in thousands)

MISSION SUPPORT	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
<i>USAGM Chief Executive Officer</i>	\$ 2,241	\$ 3,351	\$ 3,416
<i>Office of Management Services</i>	\$ 9,872	\$ 6,232	\$ 6,290
<i>Office of Chief Financial Officer</i>	\$ 12,196	\$ 12,101	\$ 12,227
<i>ICASS (non-add)</i>	\$ 801	\$ 801	\$ 801
<i>Office of Policy and Research</i>	\$ 11,320	\$ 10,023	\$ 10,832
<i>Office of Editorials (non-add)</i>	\$ 1,428	\$ 1,472	\$ 1,497
<i>Office of Internet Freedom (non-add)</i>	\$ 249	\$ 253	\$ 258
<i>Office of External Affairs</i>	\$ 2,350	\$ 2,900	\$ 2,950
<i>Office of General Counsel</i>	\$ 1,758	\$ 2,150	\$ 2,188
<i>Office of Contracting and Procurement</i>	\$ 3,441	\$ 4,198	\$ 4,280
<i>Office of Human Resources</i>	\$ 9,542	\$ 9,855	\$ 9,972
<i>Office of Civil Rights</i>	\$ 1,159	\$ 1,440	\$ 1,462
<i>Office of Security</i>	\$ 7,221	\$ 7,636	\$ 7,691
<i>Office of Technology, Services, and Innovation</i>	\$ 175,858	\$ 178,473	\$ 173,022
GRAND TOTAL, MISSION SUPPORT	\$ 236,958	\$ 238,359	\$ 234,330

U.S. AGENCY FOR GLOBAL MEDIA
MISSION SUPPORT: OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION (TSI)*
Summary of Appropriated Funds

FY 2023–FY 2025

(in thousands)

TECHNOLOGY, SERVICES, AND INNOVATION	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
TECHNOLOGY, SERVICES, AND INNOVATION DIRECTOR			
<i>Director</i>	\$ 422	\$ 654	\$ 654
<i>Home Leave and Transfer (HLT)</i>	\$ 407	\$ 411	\$ 411
SUBTOTAL, TSI DIRECTOR	\$ 829	\$ 1,065	\$ 1,065
OFFICE OF THE CIO			
<i>Office of CIO</i>	\$ 7,635	\$ 8,263	\$ 7,752
<i>Global Networks Division</i>	\$ 12,487	\$ 11,566	\$ 11,383
<i>Satellites</i>	\$ 16,508	\$ 17,355	\$ 17,355
SUBTOTAL, OFFICE OF THE CIO	\$ 36,630	\$ 37,184	\$ 36,490
INFORMATION TECHNOLOGY DIRECTORATE	\$ 15,882	\$ 16,596	\$ 16,421
TECHNOLOGY SUPPORT DIRECTORATE	\$ 10,342	\$ 9,695	\$ 9,549
OFFICE OF BUSINESS DEVELOPMENT	\$ 4,065	\$ 3,789	\$ 3,689
<i>Regional Marketing Offices</i>	\$ 9,211	\$ 11,157	\$ 10,915
SUBTOTAL, OFFICE OF BUSINESS DEVELOPMENT	\$ 13,276	\$ 14,946	\$ 14,604
RESOURCE AND PROJECT MANAGEMENT DIRECTORATE			
<i>Resource & Project Management</i>	\$ 2,163	\$ 2,407	\$ 1,967
<i>ICASS</i>	\$ 3,287	\$ 2,350	\$ 2,350
<i>Project Management</i>	\$ 1,095	\$ 1,254	\$ 1,104
<i>Facilities Management</i>	\$ 31,359	\$ 30,768	\$ 27,345
SUBTOTAL, RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	\$ 37,904	\$ 36,779	\$ 32,766
BROADCAST TECHNOLOGIES DIVISION			
<i>Broadcast Technologies</i>	\$ 4,120	\$ 3,595	\$ 3,445
<i>Leased Transmissions</i>	\$ 6,875	\$ 6,968	\$ 6,968
<i>FM Transmissions</i>	\$ 5,997	\$ 6,628	\$ 6,628
<i>Afghanistan Transmissions</i>	\$ 283	\$ 847	\$ 570
SUBTOTAL, BROADCAST TECHNOLOGIES DIVISION	\$ 17,275	\$ 18,038	\$ 17,611

TECHNOLOGY, SERVICES, AND INNOVATION	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
OPERATIONS DIVISION			
<i>Operations Division</i>	\$ 1,879	\$ 2,069	\$ 2,069
<i>Worldwide Procurement (WWP)</i>	\$ 3,631	\$ 3,131	\$ 3,131
SUBTOTAL, OPERATIONS DIVISION	\$ 5,510	\$ 5,200	\$ 5,200
STATIONS DIVISION			
DOMESTIC TRANSMITTING STATIONS			
<i>Greenville</i>	\$ 2,343	\$ 2,445	\$ 3,714
<i>Tinian</i>	\$ 7,550	\$ 6,284	\$ 6,284
SUBTOTAL, DOMESTIC STATIONS	\$ 9,893	\$ 8,729	\$ 9,998
OVERSEAS TRANSMITTING STATIONS			
<i>Botswana</i>	\$ 3,385	\$ 3,057	\$ 3,057
<i>Germany</i>	\$ 5,206	\$ 5,693	\$ 5,693
<i>Kuwait</i>	\$ 3,962	\$ 4,640	\$ 4,640
<i>Philippines</i>	\$ 5,139	\$ 5,851	\$ 5,851
<i>Sao Tome</i>	\$ 5,742	\$ 5,600	\$ 4,677
<i>Thailand</i>	\$ 4,527	\$ 4,940	\$ 4,940
SUBTOTAL, OVERSEAS STATIONS	\$ 27,961	\$ 29,781	\$ 28,858
MONITORING OFFICES	\$ 356	\$ 460	\$ 460
GRAND TOTAL, TSI	\$ 175,858	\$ 178,473	\$ 173,022

* This chart shows a detailed breakout of the Office of Technology, Services, and Innovation line item which is a part of the Mission Support chart on the previous page.

U.S. AGENCY FOR GLOBAL MEDIA
RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)
Summary of Appropriated Funds

FY 2023–FY 2025

(in thousands)

RADIO FREE EUROPE/RADIO LIBERTY	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
NEWS DIVISION			
<i>Director</i>	\$ 4,507	\$ 3,806	\$ 3,920
<i>Russian Investigative Unit</i>	\$ 558	\$ 749	\$ 762
<i>Votvot</i>	\$ 1,949	\$ 1,048	\$ 761
LANGUAGE SERVICES			
<i>Armenian</i>	\$ 2,056	\$ 2,039	\$ 2,069
<i>Azerbaijani</i>	\$ 2,044	\$ 2,050	\$ 2,063
<i>Balkans (Bosnian, Serbian, Albanian, Macedonian, Montenegrin)</i>	\$ 4,779	\$ 4,758	\$ 4,833
<i>Belarusian</i>	\$ 2,217	\$ 2,351	\$ 2,389
<i>Bulgarian</i>	\$ 980	\$ 966	\$ 983
<i>Current Time TV and Digital</i>	\$ 14,585	\$ 14,724	\$ 14,930
<i>Georgian</i>	\$ 2,753	\$ 2,462	\$ 2,496
<i>Hungarian</i>	\$ 1,511	\$ 1,469	\$ 1,492
<i>Kazakh</i>	\$ 1,845	\$ 1,885	\$ 1,908
<i>Kyrgyz</i>	\$ 2,270	\$ 2,297	\$ 2,331
<i>Moldova</i>	\$ 1,849	\$ 1,820	\$ 1,848
<i>Radio Farda (Persian)</i>	\$ 8,593	\$ 8,508	\$ 8,579
<i>Radio Free Afghanistan (Dari and Pashto)</i>	\$ 4,459	\$ 4,485	\$ 4,523
<i>Radio Mashaal (Pashto)</i>	\$ 2,962	\$ 3,014	\$ 3,035
<i>Romanian</i>	\$ 867	\$ 959	\$ 974
<i>Russian</i>	\$ 6,976	\$ 7,378	\$ 7,446
<i>North Caucasus (Chechen)</i>	\$ 1,007	\$ 1,202	\$ 1,211
<i>Tajik</i>	\$ 1,974	\$ 1,910	\$ 1,935
<i>Tatar-Bashkir</i>	\$ 1,554	\$ 1,723	\$ 1,734
<i>Turkmen</i>	\$ 837	\$ 866	\$ 874
<i>Ukrainian</i>	\$ 4,991	\$ 4,914	\$ 7,626
<i>Uzbek</i>	\$ 1,672	\$ 1,738	\$ 1,752
<i>News and Current Affairs</i>	\$ 4,371	\$ 4,781	\$ 4,821
<i>Multimedia and Training</i>	\$ 1,165	\$ 1,567	\$ 1,613
SUBTOTAL, NEWS DIVISION	\$ 85,331	\$ 85,469	\$ 88,908

RADIO FREE EUROPE/RADIO LIBERTY	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
ADMINISTRATION, MANAGEMENT, AND FINANCE			
<i>Office of President</i>	\$ 9,060	\$ 8,861	\$ 9,137
<i>Innovation and Audience Engagement Division</i>	\$ 3,684	\$ 3,608	\$ 3,726
<i>Operations Division</i>	\$ 47,880	\$ 58,259	\$ 42,188
<i>Finance Division</i>	\$ 6,102	\$ 5,622	\$ 5,627
<i>Human Resources Division</i>	\$ 3,952	\$ 3,532	\$ 3,525
SUBTOTAL, ADMIN., MANAGEMENT, AND FINANCE	\$ 70,678	\$ 79,882	\$ 64,203
SUBTOTAL, RFE/RL	\$ 156,009	\$ 165,351	\$ 153,111
RECONCILIATION			
<i>(-) Balances In - Prior Year Balances</i>			
<i>FY 2014 and Prior - Munich Final Return</i>	\$ (16)		
<i>FY 2019 - Internet Freedom Funds</i>	\$ (42)	\$ (20)	
<i>FY 2019 - Hagibor Building Capital Maintenance</i>	\$ (140)		
<i>FY 2019 - Infrastructure and Equipment</i>	\$ (22)	\$ (22)	
<i>FY 2020 - Pandemic Related Costs</i>	\$ (1)	\$ (1)	
<i>FY 2020 - Workplace Safety</i>	\$ (210)		
<i>FY 2020 - Hagibor Building Capital Maintenance</i>	\$ (324)		
<i>FY 2020 - Bureau Technology and Facilities Modernization</i>	\$ (2,297)	\$ (722)	
<i>FY 2020 - Enterprise IT Systems Modernization</i>	\$ (479)	\$ (153)	
<i>FY 2021 - Hagibor Building Capital Maintenance</i>	\$ (1,677)	\$ (1,677)	
<i>FY 2022 - Recruitment Efforts</i>	\$ (600)	\$ (63)	
<i>FY 2022 - Bureau Technology and Facilities Modernization</i>	\$ (9,963)	\$ (7,724)	
<i>FY 2022 - Hagibor building Capital Maintenance</i>	\$ (2,187)	\$ (1,066)	
<i>FY 2022 - Promotion of Journalistic Standards, and Expansion of Reporting, Capabilities and Systems</i>	\$ (5,216)	\$ (298)	
<i>FY 2022 - Bolster Systems, IT Security, Processes and Capabilities</i>	\$ (2,872)	\$ (2,641)	
<i>FY 2023 - Bureau Technology and Facilities Modernization</i>		\$ (1,042)	
<i>FY 2023 - Bolster Systems, IT Security, Processes and Capabilities</i>		\$ (1,326)	
<i>FY 2023 - Promotion of Journalistic Standards, and Expansion of Reporting, Capabilities and Systems</i>		\$ (1,994)	
<i>(+) Balances Out - Prior Year Balances</i>			
<i>FY 2019 - Internet Freedom Funds</i>	\$ 20		
<i>FY 2019 - Infrastructure and Equipment</i>	\$ 22		
<i>FY 2020 - Pandemic Related Costs</i>	\$ 1		
<i>FY 2020 - Bureau Technology and Facilities Modernization</i>	\$ 722		
<i>FY 2020 - Enterprise IT Systems Modernization</i>	\$ 153		
<i>FY 2021 - Hagibor Building Capital Maintenance</i>	\$ 1,676		
<i>FY 2022 - Recruitment Efforts</i>	\$ 63		
<i>FY 2022 - Bureau Technology and Facilities Modernization</i>	\$ 7,724		
<i>FY 2022 - Hagibor building Capital Maintenance</i>	\$ 1,066		
<i>FY 2022 - Promotion of Journalistic Standards, and Expansion of Reporting, Capabilities and Systems</i>	\$ 298		
<i>FY 2022 - Bolster Systems, IT Security, Processes and Capabilities</i>	\$ 2,641		
<i>FY 2023 - Bureau Technology and Facilities Modernization</i>	\$ 1,042		
<i>FY 2023 - Bolster Systems, IT Security, Processes and Capabilities</i>	\$ 1,326		
<i>FY 2023 - Promotion of Journalistic Standards, and Expansion of Reporting, Capabilities and Systems</i>	\$ 1,994		
GRAND TOTAL, RFE/RL	\$ 148,711	\$ 146,602	\$ 153,111

U.S. AGENCY FOR GLOBAL MEDIA
RADIO FREE ASIA (RFA)
Summary of Appropriated Funds
FY 2023–FY 2025
(in thousands)

RADIO FREE ASIA	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
PROGRAMMING DIVISION			
<i>Executive Editor</i>	\$ 4,119	\$ 7,359	\$ 5,968
<i>Content Management System (CMS) and Digital Asset Management System (DAMS)</i>	\$ 122	\$ 499	\$ 896
<i>Countering Chinese Influence-Investigative Unit</i>	\$ 479	\$ 743	\$ 880
<i>Asia Fact Check Lab (Formerly Countering Chinese Influence – Fact Checking Lab)</i>	\$ 637	\$ 752	\$ 799
<i>Countering Chinese Influence-Creative Team</i>	\$ 116	\$ 131	\$ 140
<i>Multi-Media Team (Formerly Countering Chinese Influence – Creative Team)</i>			\$ 135
PROGRAM SERVICES			
<i>Burmese Service</i>	\$ 2,899	\$ 3,216	\$ 3,403
<i>Cambodian Service</i>	\$ 2,204	\$ 2,297	\$ 2,720
<i>Cantonese Service</i>	\$ 1,251	\$ 1,780	\$ 2,114
<i>Korean Service</i>	\$ 2,910	\$ 3,002	\$ 3,182
<i>Laotian Service</i>	\$ 1,606	\$ 1,864	\$ 1,999
<i>Mandarin Service</i>	\$ 4,102	\$ 4,725	\$ 5,155
<i>Global Mandarin Service</i>	\$ 2,767	\$ 3,904	\$ 3,115
<i>Tibetan Service</i>	\$ 4,276	\$ 4,697	\$ 5,052
<i>Uyghur Service</i>	\$ 2,204	\$ 2,751	\$ 2,996
<i>Vietnamese Service</i>	\$ 1,677	\$ 1,895	\$ 2,059
PROGRAM OFFICES			
<i>Bangkok Office</i>	\$ 145	\$ 137	\$ 141
<i>Dharamsala Office</i>	\$ 132	\$ 157	\$ 158
<i>Hong Kong Office</i>	\$ 717	\$ 432	\$ 447
<i>Istanbul Office</i>	\$ 7	\$ 39	\$ 320
<i>Melbourne Office</i>			\$ 251
<i>Seoul Office</i>	\$ 1,416	\$ 1,043	\$ 1,080
<i>Taipei Office</i>	\$ 936	\$ 925	\$ 962
<i>Yangon Office</i>	\$ 496	\$ 447	\$ 448
SUBTOTAL, PROGRAMMING DIVISION	\$ 35,218	\$ 42,795	\$ 44,420
ADMINISTRATION, MANAGEMENT AND FINANCE			
<i>Office of the President</i>	\$ 1,466	\$ 2,361	\$ 1,183
<i>Legal Counsel</i>			\$ 489
<i>Safety and Security</i>			\$ 208
<i>Research, Training, and Evaluation</i>	\$ 1,857	\$ 1,504	\$ 1,568
<i>Technical Operations</i>	\$ 16,375	\$ 14,574	\$ 13,264
<i>Headquarters Facilities</i>	\$ 5,763	\$ 6,613	\$ 5,221
<i>Communications</i>	\$ 358	\$ 442	\$ 465
<i>Finance</i>	\$ 3,208	\$ 2,561	\$ 2,819
<i>Human Resources</i>	\$ 1,367	\$ 1,502	\$ 1,373
SUBTOTAL, ADMINISTRATION, MANAGEMENT AND FINANCE	\$ 30,394	\$ 29,557	\$ 26,590
SUBTOTAL, RFA	\$ 74,963	\$ 68,783	\$ 71,534

RADIO FREE ASIA	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
<i>(-) Balances In - Prior Year Balances</i>			
<i>FY 2022 - Contract Services</i>	\$ (3,154)		
<i>FY 2022 - Cybersecurity Improvements</i>	\$ (448)		
<i>FY 2022 - Hardware and Equipment for Facility Infrastructure and Modernization Project</i>	\$ (5,225)		
<i>FY 2022 - Overseas Bureaus</i>	\$ (2,343)		
<i>FY 2022 - Global Mandarin: Contract Services</i>	\$ (300)		
<i>FY 2022 - Global Mandarin: Network system upgrade, expanded content production and audience engagement globally.</i>	\$ (655)		
<i>FY 2022 - Contract Services</i>		\$ (1,833)	
<i>FY 2022 - Cybersecurity Improvements</i>		\$ (243)	
<i>FY 2022 - Hardware and Equipment for Facility Infrastructure and Modernization Project</i>		\$ (1,044)	
<i>FY 2022 - Overseas Bureaus</i>		\$ (551)	
<i>FY 2022 - Global Mandarin: Contract Services</i>		\$ (300)	
<i>FY 2022 - Global Mandarin Hardware and Equipment for Facility Infrastructure and Modernization Project</i>		\$ (149)	
<i>FY 2023 - Contract Services</i>		\$ (1,974)	
<i>FY 2023 - DC Office Renovation</i>		\$ (2,238)	
<i>FY 2023 - DC Office Security Upgrades</i>		\$ (500)	
<i>FY 2023 - Global Mandarin: Contract Services</i>		\$ (520)	
<i>(+) Balances Out - Prior Year Balances</i>			
<i>FY 2022 - Contract Services</i>	\$ 1,833		
<i>FY 2022 - Cybersecurity Improvements</i>	\$ 243		
<i>FY 2022 - Hardware and Equipment for Facility Infrastructure and Modernization Project</i>	\$ 1,044		
<i>FY 2022 - Overseas Bureaus</i>	\$ 551		
<i>FY 2022 - Global Mandarin: Contract Services</i>	\$ 300		
<i>FY 2022 - Global Mandarin Hardware and Equipment for Facility Infrastructure and Modernization Project</i>	\$ 149		
<i>FY 2023 - Contract Services</i>	\$ 1,974		
<i>FY 2023 - DC Office Renovation</i>	\$ 2,238		
<i>FY 2023 - DC Office Security Upgrades</i>	\$ 500		
<i>FY 2023 - Global Mandarin: Contract Services</i>	\$ 520		
GRAND TOTAL, RFA	\$ 62,839	\$ 63,000	\$ 71,010

U.S. AGENCY FOR GLOBAL MEDIA
MIDDLE EAST BROADCASTING NETWORKS (MBN)
Summary of Appropriated Funds

FY 2023–FY 2025

(in thousands)

MIDDLE EAST BROADCASTING NETWORKS	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
PROGRAMMING			
<i>Alhurra Television</i>	\$ 30,002	\$ 29,423	\$ 26,727
<i>Radio Sawa</i>	\$ 3,495	\$ 3,495	
<i>MBN Digital</i>	\$ 11,643	\$ 11,643	\$ 13,588
SUBTOTAL, PROGRAMMING	\$ 45,140	\$ 44,561	\$ 40,315
OVERSEAS OFFICES			
IRAQ	\$ 2,152	\$ 2,152	\$ 2,498
PAN ARAB	\$ 19,607	\$ 19,607	\$ 19,024
<i>Beirut</i>	\$ 4,335	\$ 4,335	\$ 4,236
<i>Cairo</i>	\$ 1,313	\$ 1,313	\$ 1,360
<i>Dubai</i>	\$ 12,632	\$ 12,632	\$ 11,939
<i>Jerusalem</i>	\$ 1,327	\$ 1,327	\$ 1,489
MAGHREB	\$ 1,201	\$ 1,201	\$ 1,244
<i>Rabat</i>	\$ 783	\$ 783	\$ 782
<i>Tunis</i>	\$ 418	\$ 418	\$ 462
SUBTOTAL, OVERSEAS OFFICES	\$ 22,960	\$ 22,960	\$ 22,766
<i>Technical Operations</i>	\$ 26,353	\$ 26,269	\$ 23,200
<i>Administration</i>	\$ 14,440	\$ 12,885	\$ 13,518
<i>Creative Services</i>	\$ 3,730	\$ 3,730	\$ 3,451
SUBTOTAL, MBN	\$ 112,623	\$ 110,405	\$ 103,250
<i>(-) Balances In - Prior Year Balances</i>			
<i>FY 2018 - Transfer</i>	\$ (357)		
<i>FY 2019 - Transfer</i>	\$ (2,339)		
<i>FY 2020 - Transfer</i>	\$ (1,387)		
<i>FY 2020 - Payment on behalf of USAGM CMC Iraq</i>		\$ (171)	
<i>FY 2020 - Payment on behalf of USAGM CMC Iraq</i>	\$ (171)		
<i>FY 2020 - Remote Work and Other Equipment</i>	\$ (2,630)		
<i>FY 2022 - Upgrades and Support</i>	\$ (2,450)		
<i>FY 2022 - Programming and Marketing</i>	\$ (750)		
<i>FY 2022 - Operations Upgrades and Support</i>		\$ (1,352)	
<i>FY 2023 - Operations Upgrades and Support</i>		\$ (2,292)	
<i>(+) Balances Out - Prior Year Balances</i>			
<i>FY 2020 - Payment on behalf of USAGM CMC Iraq</i>	\$ 171		
<i>FY 2022 - Operations Upgrades and Support</i>	\$ 1,352		
<i>FY 2023 - Operations Upgrades and Support</i>	\$ 2,292		
GRAND TOTAL, MBN	\$ 106,354	\$ 106,590	\$ 103,250

U.S. AGENCY FOR GLOBAL MEDIA
OPEN TECHNOLOGY FUND (OTF)
Summary of Appropriated Funds
FY 2023–FY 2025

(in thousands)

OPEN TECHNOLOGY FUND	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
OPEN TECHNOLOGY FUND PROGRAMS			
<i>Internet Freedom Fund</i>	\$ 9,495	\$ 22,670	\$ 14,803
<i>Surge and Sustaine (Formerly Technology at Scale Fund)</i>	\$ 17,981	\$ 20,497	\$ 21,232
<i>Rapid Response Fund</i>	\$ 10,343	\$ 529	\$ 1,340
<i>OTF Labs</i>	\$ 931	\$ 3,348	\$ 1,935
<i>Research Fellowships</i>	\$ 705	\$ 2,780	\$ 1,603
<i>USAGM Entity Support</i>	\$ 173	\$ 2,088	\$ 1,567
<i>FOSS Sustainability Fund</i>		\$ 3,000	\$ 1,738
<i>Programmatic Support</i>	\$ 1,287	\$ 2,216	\$ 1,528
SUBTOTAL, PROGRAM SERVICES	\$ 40,915	\$ 57,128	\$ 45,746
ADMINISTRATION, MANAGEMENT, AND FINANCE			
<i>Open Technology Fund Staff and Operations</i>	\$ 3,499	\$ 7,278	\$ 4,254
SUBTOTAL, ADMINISTRATION, MANAGEMENT, AND FINANCE	\$ 3,499	\$ 7,278	\$ 4,254
SUBTOTAL, OTF	\$ 44,414	\$ 64,406	\$ 50,000
<i>(-) Balances In - Prior Year Balances</i>			
<i>FY 2020 - Internet Freedom Funds</i>	\$ (1,886)		
<i>FY 2021 - Research and Mission Support Costs</i>	\$ (231)	\$ (2)	
<i>FY 2022 - Internet Freedom Funds</i>	\$ (26,703)	\$ (992)	
<i>FY 2023 - Internet Freedom Funds</i>		\$ (23,412)	
<i>(+) Balances Out - Prior Year Balances</i>			
<i>FY 2021 - Internet Freedom Funds</i>	\$ 2		
<i>FY 2022 - Internet Freedom Funds</i>	\$ 992		
<i>FY 2023 - Internet Freedom Funds</i>	\$ 23,412		
GRAND TOTAL, OTF	\$ 40,000	\$ 40,000	\$ 50,000

U.S. AGENCY FOR GLOBAL MEDIA
 USAGM ACCELERATOR
 Summary of Appropriated Funds
 FY 2023–FY 2025
 (in thousands)

USAGM ACCELERATOR	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
GLOBAL NEWS SERVICE		\$ 1,750	\$ 9,100
<i>Mandarin Content/News Hub</i>			\$ 4,000
<i>English Content/News Hub</i>			\$ 2,000
<i>Innovation, Development, and Research</i>			\$ 500
<i>Global Market Engagement and Product Development</i>			\$ 800
<i>Equipment/IT Infrastructure</i>			\$ 800
<i>Operations, Facilities, and Administration</i>			\$ 1,000
ACCELERATOR		\$ 250	\$ 3,394
<i>Journalistic Safety</i>			\$ 2,900
<i>Press Freedom</i>			\$ 494
GRAND TOTAL, USAGM ACCELERATOR		\$ 2,000	\$ 12,494

U.S. AGENCY FOR GLOBAL MEDIA
 BROADCASTING CAPITAL IMPROVEMENTS (BCI)
 Summary of Appropriated Funds

FY 2023–FY 2025

(in thousands)

BROADCASTING CAPITAL IMPROVEMENTS	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ
MAINTENANCE, IMPROVEMENTS, REPLACE, AND REPAIR (MIRR)			
<i>Continuing M&R</i>	\$ 1,245	\$ 2,222	\$ 6,772
<i>VOA TV M&R</i>	\$ 1,732	\$ 615	\$ 615
<i>Security M&R</i>	\$ 132	\$ 582	\$ 582
<i>HVAC System M&R</i>	\$ 457	\$ 554	\$ 554
<i>Office of Cuba Broadcasting</i>	\$ 642	\$ 143	\$ 143
UPGRADE OF EXISTING FACILITIES PROJECTS	\$ 575	\$ 4,550	
SATELLITES			
<i>Satellite and Terrestrial Program Feeds</i>	\$ 1,895	\$ 1,034	\$ 1,034
GRAND TOTAL, BCI	\$ 6,678	\$ 9,700	\$ 9,700

U.S. AGENCY FOR GLOBAL MEDIA
Funding from Outside Sources (estimated)

FY 2023–FY 2025

(in whole dollars)

FUNDS SOURCE	FY 2023 FUNDS	FY 2024 FUNDS	FY 2025 FUNDS
DEPARTMENT OF STATE (DOS)	\$ 19,382,443	\$ 2,300,000	\$ 2,300,000
CENTERS FOR DISEASE CONTROL (CDC)	\$ 240,000	\$ 240,000	\$ 240,000
GENERAL SERVICE ADMINISTRATION (GSA) TMF	\$ 2,600,000	\$ 3,600,000	
UNITED STATES PACIFIC COMMAND (PACOM)	\$ 6,000,000	\$ 2,235,000	\$ 2,235,000
GRAND TOTAL	\$ 28,222,443	\$ 8,375,000	\$ 4,775,000

Appendix B: Broadcast Hours

U.S. AGENCY FOR GLOBAL MEDIA
Broadcast Hours
FY 2023–FY 2025

LANGUAGE SERVICE	FY 2023 ACTUALS		
	TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2023 ACTUALS BROADCAST HOURS
VOICE OF AMERICA (VOA)			
AFRICA DIVISION			
<i>Bambara Service</i>		10.50	10.50
<i>Central Africa (Kinyarwanda, Kirundi)</i>	0.25	40.00	40.25
<i>English To Africa Service</i>	86.00	162.83	248.83
<i>French to Africa and Trans Sahel</i>	3.75	178.00	181.75
<i>Hausa Service (includes Fulani)</i>	0.75	20.00	20.75
<i>Horn of Africa (Amharic, Tigrigna, Afaan Oromoo)</i>	37.00		37.00
<i>Portuguese Service</i>	3.00	9.50	12.50
<i>Somali Service</i>	33.58		33.58
<i>Swahili Service</i>	3.58	13.50	17.08
<i>Zimbabwe/Shona/Ndebele/English</i>	5.00	19.00	24.00
TOTAL, AFRICA DIVISION	172.91	453.33	626.24
EAST ASIA AND PACIFIC DIVISION			
<i>Burmese Service</i>	182.25		182.25
<i>Cantonese Service</i>	0.67	61.00	61.67
<i>English to Asia Programs</i>	0.50		0.50
<i>Indonesian Service</i>	9.18	43.47	52.65
<i>Khmer Service</i>	1.00	21.00	22.00
<i>Korean Service</i>	2.80	49.00	51.80
<i>Lao Service</i>	2.67	2.00	4.67
<i>Mandarin Service</i>	57.38	52.00	109.38
<i>Thai Service</i>	4.16	7.34	11.50
<i>Tibetan Service</i>	36.00	168.00	204.00
<i>Vietnamese Service</i>	6.00	2.50	8.50
TOTAL, EAST ASIA AND PACIFIC DIVISION	302.61	406.31	708.92

FY 2024 ANNUALIZED CR			FY 2025 CBJ		
TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2024 ANNUALIZED CR BROADCAST HOURS	TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2025 CBJ BROADCAST HOURS
11.50	11.50		10.50	10.50	10.50
0.25	40.14	40.39	0.25	40.00	40.25
87.25	171.50	258.75	86.00	162.83	248.83
3.75	178.00	181.75	3.75	178.00	181.75
0.75	16.00	16.75	0.75	20.00	20.75
36.25		36.25	37.00		37.00
0.50	10.00	10.50	3.00	9.50	12.50
33.58		33.58	33.58		33.58
3.50	15.20	18.70	3.58	13.50	17.08
17.00	17.00	5.00	19.00	24.00	24.00
165.83	459.34	625.17	172.91	453.33	626.24
182.25		182.25	182.25		182.25
0.67	61.00	61.67	0.67	61.00	61.67
0.30	6.25	6.55	0.50		0.50
11.72	55.15	66.87	9.18	43.47	52.65
0.74	21.00	21.74	1.00	21.00	22.00
2.88	49.00	51.88	2.80	49.00	51.80
0.17	4.50	4.67	2.67	2.00	4.67
91.00	78.00	169.00	59.13	52.00	111.13
0.66	6.54	7.20	4.16	7.34	11.50
36.00	168.00	204.00	36.00	168.00	204.00
2.50	3.50	6.00	6.00	2.50	8.50
328.89	452.94	781.83	304.36	406.31	710.67

U.S. AGENCY FOR GLOBAL MEDIA
Broadcast Hours
FY 2023–FY 2025

LANGUAGE SERVICE	FY 2023 ACTUALS		
	TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2023 ACTUALS BROADCAST HOURS
VOICE OF AMERICA – CONTINUED			
EURASIA DIVISION			
<i>Albanian Service</i>	3.80		3.80
<i>Armenian Service</i>	1.75		1.75
<i>Bosnian Service</i>	1.75		1.75
<i>Georgian Service</i>	1.50		1.50
<i>Macedonian Service</i>	1.00		1.00
<i>Russian Service</i>	23.00	2.00	25.00
<i>Serbian Service</i>	1.25		1.25
<i>Ukrainian Service</i>	30.50		30.50
TOTAL, EURASIA DIVISION	64.55	2.00	66.55
LATIN AMERICA DIVISION			
<i>Creole Service</i>	12.00	6.25	18.25
<i>Spanish Service</i>	35.08	13.17	48.25
TOTAL, LATIN AMERICA DIVISION	47.08	19.42	66.50
SOUTH ASIA DIVISION			
<i>Dari</i>	45.25	7.00	52.25
<i>Pashto</i>	60.25	7.00	67.25
<i>VOA Radio Deewa (Pashto)</i>	82.01		82.01
<i>Azerbaijani Service</i>	5.50		5.50
<i>Bangla Service</i>	0.50	5.00	5.50
<i>Kurdish Service</i>	2.28	74.14	76.42
<i>Turkish Service</i>	6.00		6.00
<i>Urdu Service</i>	12.50	16.25	28.75
<i>Uzbek Service</i>	2.50		2.50
TOTAL, SOUTH ASIA DIVISION	216.79	109.39	326.18

FY 2024 ANNUALIZED CR			FY 2025 CBJ		
TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2024 ANNUALIZED CR BROADCAST HOURS	TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2025 CBJ BROADCAST HOURS
3.80		3.80	3.80		3.80
1.75		1.75	1.75		1.75
1.75		1.75	1.75		1.75
1.50		1.50	1.50		1.50
1.00		1.00	1.00		1.00
12.50	1.00	13.50	23.00	2.00	25.00
1.75		1.75	1.25		1.25
3.50	0.50	4.00	30.50		30.50
27.55	1.50	29.05	64.55	2.00	66.55
5.00	12.00	17.00	12.00	6.25	18.25
25.57	21.42	46.99	35.08	13.17	48.25
30.57	33.42	63.99	47.08	19.42	66.50
11.38	42.00	53.38	45.25	7.00	52.25
22.38	42.00	64.38	60.25	7.00	67.25
34.33	41.00	75.33	82.01		82.01
3.75		3.75	5.50		5.50
0.50	5.00	5.50	0.50	5.00	5.50
6.10	62.00	68.10	2.28	74.14	76.42
6.00		6.00	6.00		6.00
12.50	16.25	28.75	12.50	16.25	28.75
2.50		2.50	2.50		2.50
99.44	208.25	307.69	216.79	109.39	326.18

U.S. AGENCY FOR GLOBAL MEDIA
Broadcast Hours
FY 2023–FY 2025

LANGUAGE SERVICE	FY 2023 ACTUALS		
	TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2023 ACTUALS BROADCAST HOURS
VOICE OF AMERICA – CONTINUED			
PERSIAN NEWS NETWORK	168.00		168.00
ENGLISH DIVISION			
<i>All Other Programs</i>	85.03	306.16	391.19
TOTAL, ENGLISH DIVISION	85.03	306.16	391.19
TOTAL, VOICE OF AMERICA	1,056.97	1,296.61	2,353.58
OFFICE OF CUBA BROADCASTING (OCB)			
<i>Radio Martí, Radio Broadcast</i>		168.00	168.00
<i>Radio Martí, Streaming Audio/Video</i>	168.00		168.00
TOTAL, OFFICE OF CUBA BROADCASTING	168.00	168.00	336.00
RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)			
<i>Armenian</i>	86.00	12.92	98.92
<i>Azerbaijani</i>		73.08	73.08
<i>Balkans (Bosnian, Serbian, Albanian, Macedonian, Montenegrin, Croatian)</i>	1.61	62.00	63.61
<i>Belarusian</i>		168.00	168.00
<i>Bulgarian</i>	0.50		0.50
<i>Current Time TV and Digital</i>	151.00		151.00
<i>Georgian</i>	4.35	17.25	21.60
<i>Hungarian</i>		2.50	2.50
<i>Kazakh</i>	1.25		1.25
<i>Kyrgyz</i>	4.02	49.00	53.02
<i>Moldova</i>		4.00	4.00
<i>Radio Farda (Persian)</i>		168.00	168.00
<i>Radio Free Afghanistan (Dari and Pashto)</i>		168.00	168.00
<i>Radio Mashaal (Pashto)</i>		98.00	98.00
<i>Romanian</i>	0.58	0.50	1.08

FY 2024 ANNUALIZED CR			FY 2025 CBJ		
TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2024 ANNUALIZED BROADCAST HOURS	TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2025 CBJ BROADCAST HOURS
168.00		168.00	168.00		168.00
138.53	277.00	415.53	85.03	306.16	391.19
138.53	277.00	415.53	85.03	306.16	391.19
958.81	1,432.45	2,391.26	1,058.72	1,296.61	2,355.33
	168.00	168.00		168.00	168.00
168.00		168.00	168.00		168.00
168.00	168.00	336.00	168.00	168.00	336.00
86.00	12.92	98.92	86.00	12.92	98.92
	73.08	73.08		73.08	73.08
1.75	57.25	59.00	1.75	57.25	59.00
	168.00	168.00		168.00	168.00
0.50		0.50	0.50		0.50
151.00		151.00	151.00		151.00
4.35	17.25	21.60	4.35	17.25	21.60
	2.50	2.50		2.50	2.50
1.25		1.25	1.25		1.25
4.02	49.00	53.02	4.02	49.00	53.02
	4.00	4.00		4.00	4.00
	168.00	168.00		168.00	168.00
	168.00	168.00		168.00	168.00
	98.00	98.00		98.00	98.00
0.58	0.50	1.08	0.58	0.50	1.08

U.S. AGENCY FOR GLOBAL MEDIA
Broadcast Hours
FY 2023–FY 2025

LANGUAGE SERVICE	FY 2023 ACTUALS		
	TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2023 ACTUALS BROADCAST HOURS
RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL) – CONTINUED			
<i>Russian</i>		168.00	168.00
<i>North Caucasus (Chechen)</i>		0.75	0.75
<i>Tajik</i>	8.93	39.33	48.26
<i>Tatar-Bashkir</i>		1.00	1.00
<i>Turkmen</i>		56.00	56.00
<i>Ukrainian</i>	18.75	15.00	33.75
<i>Uzbek</i>	6.73	168.00	174.73
TOTAL, RADIO FREE EUROPE/RADIO LIBERTY	283.72	1,271.33	1,555.05
RADIO FREE ASIA			
<i>Burmese Service</i>	77.00	92.00	169.00
<i>Cambodian Service</i>	13.00	72.00	85.00
<i>Cantonese Service</i>	17.00	55.00	72.00
<i>Korean Service</i>	2.00	66.00	68.00
<i>Laotian Service</i>	1.00	53.00	54.00
<i>Mandarin Service</i>	18.00	168.00	186.00
<i>Global Mandarin</i>			
<i>Tibetan Service</i>	32.00	168.00	200.00
<i>Uyghur Service</i>	7.00	49.00	56.00
<i>Vietnamese Service</i>	4.00	10.00	14.00
TOTAL, RADIO FREE ASIA	171.00	733.00	904.00
MIDDLE EAST BROADCASTING NETWORKS (MBN)			
ALHURRA			
<i>Alhurra Pan-Arab</i>	168.00		168.00
<i>Alhurra Iraq</i>	168.00		168.00
RADIO SAWA			
<i>Sawa Iraq</i>		168.00	168.00
<i>Sawa Levant</i>		168.00	168.00
<i>Sawa Sudan</i>		140.00	140.00
TOTAL, MIDDLE EAST BROADCASTING NETWORK	336.00	476.00	812.00

FY 2024 ANNUALIZED CR			FY 2025 CBJ		
TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2024 ANNUALIZED CR BROADCAST HOURS	TOTAL TV/ VIDEO HOURS	TOTAL RADIO/ AUDIO HOURS	TOTAL FY 2025 CBJ BROADCAST HOURS
	168.00	168.00		168.00	168.00
	0.75	0.75		0.75	0.75
8.93	39.33	48.26	8.93	39.33	48.26
	1.00	1.00		1.00	1.00
	56.00	56.00		56.00	56.00
18.75	15.00	33.75	22.50	15.00	37.50
6.73	168.00	174.73	6.73	168.00	174.73
283.86	1,266.58	1,550.44	287.61	1,266.58	1,554.19
77.00	92.00	169.00	77.00	92.00	169.00
13.00	72.00	85.00	13.00	72.00	85.00
17.00	55.00	72.00	17.00	55.00	72.00
2.00	66.00	68.00	2.00	66.00	68.00
1.00	53.00	54.00	1.00	53.00	54.00
18.00	168.00	186.00	18.00	168.00	186.00
				1.00	1.00
32.00	168.00	200.00	32.00	168.00	200.00
7.00	98.00	105.00	7.00	98.00	105.00
4.00	10.00	14.00	4.00	10.00	14.00
171.00	782.00	953.00	171.00	783.00	954.00
168.00		168.00	161.00		161.00
168.00		168.00	162.00		162.00
	168.00	168.00		161.00	161.00
	168.00	168.00		162.00	162.00
	140.00	140.00		162.00	162.00
336.00	476.00	812.00	323.00	485.00	808.00

(page left intentionally blank)

Appendix C: Evidence and Evaluation

Section 1. Research and Analytics

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

The Agency is continuing to use its base funding for research and analytics programs in order to ensure consistent, in-depth research in markets where no similar media research is conducted, test new research methods, centralize data resources, modernize the Agency's data management infrastructure, develop automated reporting solutions, and employ predictive analytics.

Decreasing funding in these areas will limit the scope of current quantitative and qualitative data available for the Agency's key performance management metrics including global audience size, attitudes, and behaviors. This information is critical to the Agency's annual performance reporting, language service strategies, feedback on programming, and consistent operational improvement across networks.

To the extent practicable within final budgetary allocations, OPR will:

- a. Improve tracking of basic and advanced audience survey metrics for most markets on a rolling one- to two-year basis. USAGM would be able to report its advanced performance metrics for almost all language services every two years.
- b. Greatly enhance tracking and analysis of real-time digital metrics. Enable instantaneous access to digital reports focused on any network, service, video, social media post, or article.
- c. Continue implementing proprietary, comprehensive surveys in ten or more priority markets per year, such as Russia and China, to gather critical information about media consumption, audience interests, and perception of news and information (including misinformation).

- d. Collect additional market intelligence in new or sensitive markets with increased information controls, and among diaspora populations as global conflict and repression drives forced migration.
- e. Increase automation of current research and analytics reporting (Impact Model/PAR, thematic reporting, etc.).
- f. Further develop applications, tools, dashboards, etc. to display and interpret data across the Agency.
- g. Develop the next phase of the data.usagm.gov portal, unifying all available USAGM data sets including survey, web, social media, budget, operations, third party market research, etc.
- h. Assess content with a wider range of cost-effective research tools, including monitoring panels, A/B testing, flash surveys, online panel surveys, and online polling services.
- i. Conduct research to investigate target growth audiences including women, youth, and the socially vulnerable. Example markets include women in the Russian periphery, young Africans, and the global Mandarin audience.
- j. Store TSI's satellite data, OIF's circumvention log data, and other hard to fit integrations for comparative analysis.
- k. Identify news deserts in markets that compare local and outside media.
- l. Perform cost-benefit analyses to inform resource allocation through the use of data-modeling.
- m. Analyze multivariate data to model demographic trends, media consumption, and likely impact.
- n. Acquire, process, and share data with the interagency, industry, and other key interlocutors.

Section 2. Data Management System

Similarly, USAGM is not required by the Evidence Act to produce a Capacity Assessment for Statistics, Evaluation, Research, and Analysis. USAGM recognizes the utility of this best practice and will be working on this assessment over the next year. USAGM has already identified several barriers to evidence-building that it is continuing to address through development of a Data Management System (DMS). A DMS fulfills USAGM's mission to inform, engage, and connect people around the world in support of freedom and democracy by leveraging data assets

to optimize connections with audiences. In FY 2023, USAGM's five networks reached an estimated average weekly audience of over 420 million adults across radio, television, and online platforms. At the same time, audience growth trends were paralleled by China, Russia, and other adversaries in the information/news space. Unfortunately, the effort to understand engagement and those of competitors is hampered by an inefficient data collection and reporting system. With base funding building a central resource to collect and analyze this data using existing funding will continue to be a multi-year process.

Increasing the capabilities of OPR's DMS will enable USAGM to:

- a. Unify access to disparate datasets, increasing automation and giving analysts the bandwidth to do much greater and more detailed analysis of web, social media, survey, and financial data.
- b. Complete a structured, automated pipeline taking advantage of existing cloud compute resources for collecting information on demographics, survey data, web and social media engagement, general online behavior, popular content, proxy usage, and operations.
- c. Fully democratize access to data, allowing any user to access and analyze USAGM data sets using a clean, understandable website front end.

(page left intentionally blank)

Appendix D: Administration Cybersecurity Priorities

U.S. AGENCY FOR GLOBAL MEDIA
 FY 2025 Cyber Activities
FY 2023–FY 2025
(in millions)

NIST FRAMEWORK CAPABILITY (IDENTIFY, PROTECT, DETECT, RESPOND, RECOVER)	FY 2023 ACTUALS	FY 2024 ANNUALIZED CR	FY 2025 CBJ	PURPOSE/OUTCOME
<i>Identify - Continuous Diagnostics and Mitigation (CDM)</i>	\$ 0.089	\$ 0.089	\$ 0.506	Qualys + ZTA Inventory Gaps
<i>Identify - Mobile Device Management</i>				
<i>Identify - Data Categorization</i>			\$ 0.309	ZTA Data labeling
<i>Identify - Non-CDM Information Security Continuous Monitoring (ISCM)</i>	\$ 0.004	\$ 0.004	\$ 0.005	Capability to Whitelist Applications, Bit9
<i>Identify - Standards Development and Propagation</i>				
<i>Identify - Other Identify Capabilities</i>	\$ 0.832	\$ 0.832	\$ 0.601	FISMA Compliance Support and Telos Xacta Documentation Tool
<i>Protect - Cloud Security</i>	\$ 0.431	\$ 0.431	\$ 0.457	Microsoft E5
<i>Protect - Counterintelligence</i>	\$ 0.083	\$ 0.083	\$ 0.089	Volexity, Intellitrack
<i>Protect - Credentialing and Access Management</i>	\$ 0.235	\$ 0.235	\$ 0.618	XTEC PIV System, ZTA Identity Gaps (RBAC+ MUR)
<i>Protect - ZTA Network</i>			\$ 0.824	ZTA Network changes
<i>Protect - Data Safeguarding</i>	\$ 0.743	\$ 0.743	\$ 2.472	MS support for IT Security +ZTA DLP
<i>Protect - Insider Threat</i>				
<i>Protect - Research and Development</i>				
<i>Protect - Secure Data Transmission</i>	\$ 1.296	\$ 1.296	\$ 1.375	B2B Network
<i>Protect - Security Training</i>	\$ 0.032	\$ 0.032	\$ 0.033	IT Security Awareness Training
<i>Protect - System Security Testing and Analysis</i>	\$ 0.340	\$ 0.340	\$ 1.030	CrowdStrike, ZTA Pentesting
<i>Protect - Trusted Internet Connections</i>	\$ 1.450	\$ 1.450	\$ 1.539	AT&T MTIPS + Infoblox
<i>Protect - Other Protect Capabilities</i>	\$ 0.008	\$ 0.008	\$ 0.009	Authentic8 Virtual Browser
<i>Detect - Anti-Phishing and Malware Defense</i>	\$ 0.091	\$ 0.091	\$ 0.096	Cylance Enterprise + Cylance Home
<i>Detect - Data Loss Prevention</i>			\$ 0.500	DLP tools
<i>Detect - Intrusion Prevention</i>	\$ 0.063	\$ 0.063	\$ 0.067	Bro IDS + Ixia
<i>Detect - Other Detect Capabilities</i>	\$ 0.031	\$ 0.031	\$ 0.200	Splunk
<i>Respond - Incident Management and Response</i>	\$ 0.091	\$ 0.091	\$ 0.097	ITSM Solution, (Footprints)
<i>Respond - Prosecution and Investigation of Cyber Intrusions</i>	\$ 0.142	\$ 0.142	\$ 0.167	Fire-eye Support
<i>Respond - Other Respond Capabilities</i>				
<i>Recover - Disaster Recovery</i>	\$ 0.002	\$ 0.002	\$ 0.002	IronMountain and Coop Agreements
<i>Recover - Incident Notification</i>				USAGM Alerts
<i>Recover - Incident Recovery</i>				
<i>Recover - Other Recover Capabilities</i>				
<i>Recover - Incident Recovery</i>				
<i>Recover - Other Recover Capabilities</i>				

Appendix E: Good Accounting Obligation in Government Act

REPORT NUMBER#	REPORT TITLE	ISSUE DATE	RECOMMENDATION	IMPLEMENTATION STATUS, POTENTIAL BUDGET IMPLICATIONS, & REASON FINAL ACTION HAS NOT YET BEEN TAKEN	TIMELINE FOR IMPLEMENTATION	ANY DISCREPANCY FROM OIG SEMIANNUAL REPORT
ISP-IB-19-22	Targeted Inspection of the Governance of the United States Agency for Global Media	4/12/2019	The U.S. Agency for Global Media should update policies and procedures in its Broadcasting Administrative Manual.	Implementation in progress. USAGM continues to make considerable progress in updating the BAM. The Agency is pleased to report that, since its June 2023 response, all 257 policies have been reviewed and edited by the program offices and the BAM project team. USAGM estimates that the process to publish all policies in final will be completed by May 31, 2024.	FY 2024	
ISP-IB-23-01	Targeted Inspection of the U.S. Agency for Global Media: Editorial Independence and Journalistic Standards and Principles	10/11/2022	The U.S. Agency for Global Media should update its firewall guidance and procedures and disseminate the updates to agency and network staff.	Implementation in progress. USAGM finalized the updated Fact Sheet; placed it on the USAGM website; and distributed it to the USAGM Networks. USAGM has continued to work with Network staff on an updated "Guidance Document." We plan to present the version included here to the IBAB for their review and approval. The IBAB was confirmed on December 6, 2023, and we plan to work with them as soon as possible on finalizing the "Guidance Document" and on the firewall regulation.	FY 2024	

(page left intentionally blank)