



COMPREHENSIVE ANNUAL REPORT
ON PUBLIC DIPLOMACY &
INTERNATIONAL BROADCASTING:
FOCUS ON FY 2018 BUDGET DATA

2019

UNITED STATES ADVISORY COMMISSION ON PUBLIC DIPLOMACY



TRANSMITTAL LETTER

To the President, Congress, Secretary of State, and the American People:

The United States Advisory Commission on Public Diplomacy (ACPD), authorized pursuant to Public Law 112-239 [Sec.] 1280(a)-(c), hereby submits the 2019 Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities.

The ACPD is a bipartisan panel created by Congress in 1948 to formulate and recommend policies and programs to carry out the Public Diplomacy (PD) functions vested in U.S. government entities and to appraise the effectiveness of those activities across the globe. The ACPD was reauthorized in April 2019 to complete the Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities, as well as to produce other reports that support more effective efforts to understand, inform, and influence foreign audiences. This document details all reported major PD and international broadcasting activities conducted by the State Department and the U.S. Agency for Global Media. It is based on data collected from all State Department PD bureaus and offices, the Public Affairs Sections of U.S. missions worldwide, and from all USAGM entities.

The 2019 report was researched, verified, and written by ACPD members and staff with continuous input and collaboration from State Department Public Diplomacy and USAGM officials. The information focuses on fiscal year (FY) 2018 actual funds spent and provides a complete accounting of Public Diplomacy and broadcasting activity at the time. Wherever possible, the report also examines FY 2019 planned spending, strategy, and activities, in addition to FY 2019 budget requests. The report reinforces the ACPD's work over the last five years on research and evaluation for Public Diplomacy and broadcasting, the organizational structure of Public Diplomacy at the Department of State, and the career trajectories and professional development of PD professionals.

Seventy years since the publication of the first ACPD annual report, we remain dedicated to producing a quality, highly vetted document of record each year. We also welcome the opportunity each year to get a closer view of the many informational, educational, and cultural activities the U.S. government supports worldwide. We greatly admire the commitment and the talent of America's Public Diplomacy practitioners and international broadcasters and are encouraged by our interactions with leadership and staff at both agencies. We hope that by making a number of thoughtful, data-driven recommendations, and by promoting transparency in budgets and spending, we can strengthen Public Diplomacy's essential role in achieving U.S. foreign policy goals and bolstering America's national security and prosperity.

Respectfully submitted,



Sim Farar, Chairman
(California)



William J. Hybl, Vice-Chair
(Colorado)



Anne Wedner
(Illinois)



UNITED STATES ADVISORY COMMISSION ON PUBLIC DIPLOMACY

2019

COMPREHENSIVE ANNUAL REPORT ON PUBLIC DIPLOMACY & INTERNATIONAL BROADCASTING: FOCUS ON FY 2018 BUDGET DATA

Edited by:

Vivian S. Walker, Ph.D.

Executive Director, U.S. Advisory Commission on Public Diplomacy

Shawn Baxter

Senior Advisor, U.S. Advisory Commission on Public Diplomacy



The views represented herein are those of the Advisory Commission on Public Diplomacy and do not necessarily reflect the views of the Commission's administrative home, the Department of State.

ACKNOWLEDGMENTS

The U.S. Advisory Commission on Public Diplomacy (ACPD) is grateful to State Department and U.S. Agency for Global Media (USAGM) leadership who helped us with the collection of strategy documents, budget data, and program descriptions. We are thankful to the State Department's Office of the Under Secretary for Public Diplomacy and Public Affairs for its support of the ACPD. We must acknowledge the assistance received from the leadership of the Office of Policy, Planning, and Resources, with particular thanks to Brian Heath, Paul Kruchoski, and Anthony Walker.

Many thanks also to the Bureau of Educational and Cultural Affairs leadership team along with Edward Kemp and Stephen Guice, to R Chief of Staff Jennifer Hall-Godfrey, and to Nicole Chulick, Principal Deputy Assistant Secretary of the Global Public Affairs (GPA) Bureau. Also within GPA, special thanks to Gershom Sacks, Alexis Sullivan, and the GPA special assistant team and grateful acknowledgement of Jason Katz's invaluable 11th hour assistance in resolving a critical publication issue.

We also appreciate the help received from the many Deputy Assistant Secretaries, PD Office Directors, and their staffs in the State Department's six regional bureaus (African Affairs, East Asian and Pacific Affairs, European and Eurasian Affairs, Near Eastern Affairs, South and Central Asian Affairs, and Western Hemisphere Affairs) and the Bureau of International Organization Affairs, who reviewed foreign policy and Public Diplomacy strategies with us while also verifying the report's data. This includes, but is not limited to, Pen Agnew, Stefanie Altman-Winans, Sheila Casey, Jayleen Fernandez, Kerri Hannan, Ida Heckenbach, Jonathan Henick, Hyung-Kwong Jung, Ali Lejlic, Kristin Lundberg, Marissa Maurer, Traci Mell, Ashley Klingman-Jackson, Dale Prince, Hilary Renner, Molly Sanchez-Crowe, Mark Schlachter, and Will Terry. Additionally and importantly, we thank the functional bureaus' PD offices for their thoughtful updates in support of this year's report. We are also grateful to Reta Champion and Ashley Williams for their consistent administrative support in completing this report and supporting ACPD operations.

At the USAGM, we greatly appreciate the time CEO John Lansing, Shawn Powers, Kathryn Neeper, Theresa Beatty, and Olga Stefanou gave to compiling the data on the agency's services.

This year, the ACPD had a small but dedicated team to support this report's completion, including Executive Director Vivian Walker, Senior Advisor Shawn Baxter, and Program Assistant Kristy Zamary.

We are also grateful for the guidance we received in researching this report from the professional staff members at the Committee on Foreign Relations at the U.S. Senate and the Committee on Foreign Affairs at the U.S. House of Representatives, including Grant Mullins and Sarah Arkin.

The ACPD visited five countries this past year to collect information and see Public Diplomacy programs up close. Thank you very much to the Public Affairs Sections and Front Offices at the following U.S. Missions for meeting with us and making these visits so substantive: Ambassador Robert Pence and Bill Couch at U.S. Embassy Helsinki; Chargé Paul Poletes and Chad Twitty at U.S. Embassy Riga; DCM Marc Dillard, James Land, and Diana Sitt at U.S. Embassy Budapest; Ambassador Jeff Gunter, DCM Maureen Haggard and Oscar Avila at U.S. Embassy Reykjavik; and Chargé Elizabeth Rood and Catherine Schweitzer at U.S. Embassy Tbilisi. The ACPD realizes the significant time and energy that goes into these official visits, and we are grateful for your support in helping us understand how Washington-directed foreign policy is advanced by Public Diplomacy activities in the field.

METHODOLOGY AND KEY BUDGET TERMS

The 2019 Comprehensive Annual Report on Public Diplomacy and International Broadcasting serves as a reference guide and a point of inquiry for questions on U.S. Government Public Diplomacy (PD) and international broadcasting activities worldwide. The report is based on the most recent actual budget data available. Wherever possible, the report also provides fiscal year 2019 estimates and fiscal year 2020 requested budget data.

The bulk of the report originates in budget data and program descriptions from Washington and the field as provided by the U.S. Department of State's Public Diplomacy (PD) regional and functional bureaus and offices and the U.S. Agency for Global Media (USAGM). In addition, PD leadership of the regional and functional bureaus also provided access to bureau/regional foreign policy and Public Diplomacy plans from fiscal year 2018 and, when available, fiscal year 2019.

The Office of Policy, Planning, and Resources (R/PPR) provided an overview of budget programmatic, analytical, and personnel initiatives. The Educational and Cultural Affairs Bureau (ECA) provided open source program descriptions and Educational and Cultural Exchanges (ECE) budget information itemized by cost per program. The International Information Programs Bureau (IIP) and the Public Affairs Bureau (PA) provided data gathered prior to their April 2019 merger into the Global Public Affairs (GPA) Bureau. IIP focused on open-source information in addition to budget data pertaining to fiscal year 2018 and 2019 programs, while PA provided budget data with a particular focus on activities that directly or indirectly engaged with foreign audiences. The Global Engagement Center (GEC) furnished unclassified program descriptions and budget data. The USAGM offered program and budget information drawn from its comprehensive database.

Given the multiple sources, when reviewing the numerical data, it is essential to not read it in a vacuum. Numerical values vary by program and by country depending on variables such as local operating costs and prevailing political and security conditions. The ranking of cost per mission, for example, must consider the cost of operating in the country and not just how much money is distributed to programs.

- In the regional sections—Africa, Europe, East Asia and the Pacific, Near East Asia, South and Central Asia, and the Western Hemisphere—some analysis is given on the foreign policy challenges and Public Diplomacy objectives. The country-by-country data is also self-reported from worldwide Public Affairs Sections via the Mission Activity Tracker tool.
- In the section on the Educational and Cultural Affairs Bureau (ECA), the cost per participant information may or may not include travel or tuition, and travel costs can vary depending on the country one is traveling to and from.
- In the section on the U.S. Agency for Global Media, some program delivery costs can be very high due to the non-permissive environments in which a Service operates.

Key Budget Terms

Supplemental funding has been added into the “Total Reported” budget figures for U.S. Missions abroad to provide readers with a sense of the scale of additional funding received by posts aside from the D&CP .7 allotment. Supplemental funding includes:

- **AEECA:** Assistance for Europe, Eurasia & Central Asia.
- **D&CP .7 Carryover:** Prior year funding held over and spent in following fiscal years.
- **Economic Support Funds (ESF):** ESF is aid designated to promote economic or political stability in areas where the United States has special strategic interests.
- **Overseas Contingency Operations (OCO):** Funds activities in conflict areas related to extraordinary and temporary national security needs. Primarily used in Afghanistan, Pakistan, and Iraq to fund both military and civilian costs.

- **Representation Funds:** D&CP allocated to offices to facilitate official receptions and other representational activities for foreign contacts.
- **Middle East Partnership Initiative (MEPI):** MEPI funds support organizations and individuals in their efforts to promote political, economic, and social reform in the Middle East and North Africa.
- **President's Emergency Plan for AIDS Relief (PEPFAR):** Initiative to help save the lives of those suffering from HIV/AIDS around the world. Frequently used to fund public information campaigns.
- **IIP Other:** International Information Programs Bureau funding to posts for American Spaces, contact relationship management systems, and other outreach purposes.
- **PA Other:** Public Affairs funding to support Media Hub activities, TV coops, and other international messaging activities.
- **Recycling Funds:** Collected at post from programs charging a fee that have to be returned to the Department for accounting before being returned to post.

TABLE OF CONTENTS

Transmittal Letter.....	IC
Acknowledgments.....	i
Methodology and Key Budget Terms.....	ii
Executive Summary	2
Overall Department of State PD and USAGM Budgets, FY 2014-2018.....	2
Total FY 2018 Public Diplomacy Spending by Budget.....	4
Washington-Coordinated FY 2018 Public Diplomacy Spending Compared.....	5
Global Map of 2018 PD Spending by Region.....	6
Global Public Diplomacy Spending by Country.....	8
History of Public Diplomacy Spending, 1980-2018.....	12
Timeline of Educational and Cultural Affairs Programs.....	14
U.S. Agency for Global Media Language Services Ranked by FY2018 Budgets.....	16
Timeline of U.S. Agency for Global Media Language Services.....	18
2019 Recommendations	21
To the White House.....	22
To the U.S. Congress.....	22
To the Office of the Under Secretary and Office of Policy, Planning, and Resources.....	23
To the Bureau of Educational and Cultural Affairs.....	24
To the Bureau of Global Public Affairs.....	25
To the Global Engagement Center.....	25
To the U.S. Agency for Global Media.....	26
Office of the Under Secretary for Public Diplomacy and Public Affairs (R)	27
Office of Policy, Planning, and Resources (R/PPR).....	29
Bureau of Educational and Cultural Affairs (ECA)	35
Policy Directorate.....	40
Cultural Heritage Center.....	42
Academic Exchange Programs.....	44
Fulbright Program.....	45
Other Academic Exchanges.....	54
Retired or Inactive Exchange Programs.....	61
Citizen Exchanges.....	61
Cultural Programs Division.....	62
Professional Fellows Division.....	69
Sports Diplomacy Division.....	79
Youth Programs Division.....	82
English Language Programs.....	89
Global Educational Programs.....	92
International Visitor Leadership Program.....	98
Private Sector Exchanges.....	100
Bureau of Global Public Affairs (GPA)	103
Bureau of International Information Programs (IIP)	105
Platforms.....	107
Products.....	112
Programs.....	115

Bureau of Public Affairs (PA)	119
Crisis Response Unit (CRU)	121
Office of Digital Engagement (ODE).....	121
Foreign Press Centers (FPC)	122
Office of International Media Engagement (IME)	123
Office of Press Relations (PRS)	124
Rapid Response Unit (RRU)	125
Office of Strategic Planning (OSP)	126
Office of Video Services (OVS).....	127
Global Engagement Center (GEC)	129
Functional Bureau Public Diplomacy Activities	135
Bureau of Conflict and Stabilization Operations (CSO)	136
Bureau of Counterterrorism and Countering Violent Extremism (CT)	137
Bureau of Democracy, Human Rights, and Labor (DRL)	138
Bureau of Economic and Business Affairs (EB)	140
Bureau of Energy Resources (ENR)	141
Bureau of Intelligence and Research (INR)	142
Bureau of International Narcotics and Law Enforcement Affairs (INL)	143
Bureau of International Security and Nonproliferation (ISN)	144
Bureau of Oceans and International Environmental and Scientific Affairs (OES)	145
Bureau of Political-Military Affairs (PM)	146
Bureau of Population, Refugees, and Migration (PRM)	147
U.S. Agency for Global Media (USAGM)	149
FY 2018 Budget	150
U.S. Public Diplomacy in Africa (AF)	161
Africa Region Public Diplomacy Spending.....	162
U.S. International Media in Africa	168
U.S. Public Diplomacy in East Asia and the Pacific (EAP)	175
East Asia and the Pacific Region Public Diplomacy Spending	176
U.S. International Media in East Asia and the Pacific	183
U.S. Public Diplomacy in Europe and Eurasia (EUR)	195
Europe and Eurasia Region Public Diplomacy Spending	196
U.S. International Media in Europe and Eurasia	203
U.S. Public Diplomacy Through International Organizations (IO)	219
Post Profiles	222
U.S. Public Diplomacy in Near East Asia (NEA)	225
Near East Asia Region Public Diplomacy Spending	226
U.S. International Media in Near East Asia	234
U.S. Public Diplomacy in South and Central Asia (SCA)	235
South and Central Asia Region Public Diplomacy Spending	236
U.S. International Media in South and Central Asia	241
U.S. Public Diplomacy in the Western Hemisphere (WHA)	249
Western Hemisphere Region Public Diplomacy Spending	250
U.S. International Media in the Western Hemisphere	254

EXECUTIVE SUMMARY



American chef Marc Murphy conducts a workshop with culinary students in Trapani, Sicily in September 2018 as part of his U.S. speaker program visit to Italy focused on youth entrepreneurship and mentoring.



EXECUTIVE SUMMARY

The 2019 Comprehensive Annual Report on Public Diplomacy and International Broadcasting, published each year by the U.S. Advisory Commission on Public Diplomacy (ACPD) per its congressional mandate, assesses the major Public Diplomacy (PD) and global media activities conducted by the U.S. Department of State and the U.S. Agency for Global Media (USAGM). Based on data collected from the State Department’s Public Diplomacy bureaus and offices, the Public Affairs Sections at U.S. embassies worldwide, and the USAGM, the report serves as a unique reference document, highlighting public diplomacy strategies and resources used to advance U.S. foreign policy objectives. The report also serves as a platform for innovation, assuring that USG public diplomacy initiatives remain effective in an increasingly competitive global information environment.

Overall PD spending in fiscal year (FY) 2018 was \$2.19 billion, a \$55.65 million increase (2.6 percent) from FY 2017. This figure includes budgets for Diplomatic and Consular Public Diplomacy Programs (D&CP .7, renamed Diplomatic Programs in FY 2018), Educational and Cultural Exchanges (ECE), USAGM, and supplemental funding such as Overseas Contingency Operations (OCO), Economic Support Funds (ESF), and AEECA (Assistance for Europe, Eurasia, and Central Asia). FY 2018 PD spending constituted just 3.9 percent of the 2018 international affairs budget (\$56.39 billion), or 0.17 percent—*less than one-fifth of a percent*—of federal discretionary spending.

Total PD Spending by Budget FY 2014-2018

(in millions)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
D&CP - Public Diplomacy	\$364.2	\$377.3	\$369.6	\$358.2	\$392.9
D&CP - American Salaries	\$129.3	\$133.0	\$134.6	\$134.6	\$183.5
ECE	\$574.4	\$594.9	\$590.9	\$634.1	\$646.1
Supplemental Funding (OCO, ESF, etc.)	\$228.0	\$215.0	\$183.1	\$208.8	\$159.2
USAGM (BBG)	\$733.5	\$743.9	\$752.9	\$794.0	\$803.5
Total State & USAGM PD Spending	\$2,029.4	\$2,064.1	\$2,031.1	\$2,129.7	\$2,185.2
State & USAGM Spending as a % of	3.98%	3.97%	3.67%	3.56%	3.88%
Total International Affairs Budget IA Budget	\$51,001	\$51,988	\$55,301	\$59,752	\$56,386
State & USAGM Spending as a % of Federal Discretionary Budget	0.17%	0.17%	0.17%	0.17%	0.17%

This lean, yet meaningful, apportionment supported a multitude of programs and people, including:

- The creation of approximately 2,125 weekly hours of original USAGM programming across five global networks and a variety of digital and analogue platforms, in 61 languages, reaching 345 million people across the globe every week;
- 90 exchange programs supporting nearly 55,000 U.S. and foreign participants, several of whom are likely to become, or already are, political and economic leaders;
- 645 American Spaces, which hosted over 68 million local visitors (a 16 percent increase from FY 2017) and 3.1 million programs for local publics;

- A cost-effective global network of 194 U.S. mission websites in 59 languages, with more than 63 million website visitors and a 125 percent increase in overall search traffic in the past year;
- Enhanced digital engagement including Twitter @StateDept with 5.3 million followers, You Tube-StateVideo with 89,000 subscribers, and 21.9 million all time views and 1.9 million Facebook fans;
- Regional Media Hubs that provided 1,200 annual media engagements and a Public Affairs Translation Hub that translated over 5,500 press releases, distributing them to more than 17,000 foreign correspondents, international journalists, and global thought leaders; and
- Tens of thousands of post-managed small grants to local partners supporting the values and institutions that form the bedrock of America's national security.

In addition to these notable, public-facing efforts, PD resources also helped to strengthen the backbone of outreach efforts, including:

- Improved research and evaluation efforts that ensure best practices are identified and modeled;
- Cutting-edge digital analytics and analysis to support posts' and regional bureau-initiated PD efforts;
- Implementation of the strategic framework for PD emphasizing the importance of audience analysis, strategic planning, effective management, and evaluation to support the achievement of foreign policy goals;
- Substantial, sustained progress in updating job responsibilities for locally employed staff around the world, with a focus on audience engagement and impact (as opposed to tasks performed); and
- Advanced training opportunities for Public Diplomacy professionals.

How Does FY 2018 Spending Compare?

Given perennial calls to examine the value and return-on-investment of taxpayer expenditures carefully, it is critical to contextualize current PD activities and spending, including a consideration for how much the U.S. government should spend on PD programs. Any attempt to determine an appropriate level of funding for informing and influencing foreign publics as part of whole-of-government efforts to achieve U.S. foreign policy goals must account for the challenges to successful influence strategies in an increasingly complex information environment, especially given the size and diversity of target audiences.

The reality is that globalization and innovation in information technologies have transformed the practice of public diplomacy. We now function in a new, unbounded sphere of stories and images, of soundtracks and sound bites. On the one hand, this means information sharing of unlimited diversity, distribution, and potential for interaction. On the other hand, unified, nuanced, and timely communication is difficult to achieve, especially when dealing with multiple real-time issues in multiple time zones with multiple audiences. As Joseph Nye has noted, “plenty of information gives rise to a scarcity of attention.” So many competitors for audience attention ultimately diminishes understanding—and influence.

At the same time, competing for audience understanding and engagement is an ever more complex and costly endeavor. Today, successful Public Diplomacy requires cutting-edge expertise in content creation, audience and market analysis, technological systems, emerging and established social media platforms, and local media industries, in addition to the deep knowledge of U.S. policies and values that drive every PD effort. These skills and knowledge are crucial for building and strengthening relationships in the field, which form the basis for the protection and promotion of national interests.

Considering today's highly competitive marketplace of ideas, the importance of engaging foreign publics to combat extremism and foreign disinformation campaigns, and the emergence of powerful authoritarian influence strategies, one could expect to see significant increases in the level of U.S. government PD spending. However, this is not the case. In 1986, the U.S. government spent \$2.10 billion on PD programs (adjusted for inflation). By 2018, the figure had risen by only \$85 million to a total of \$2.19 billion, despite the need to reach a global audience that had grown by more than 2.5 billion people.

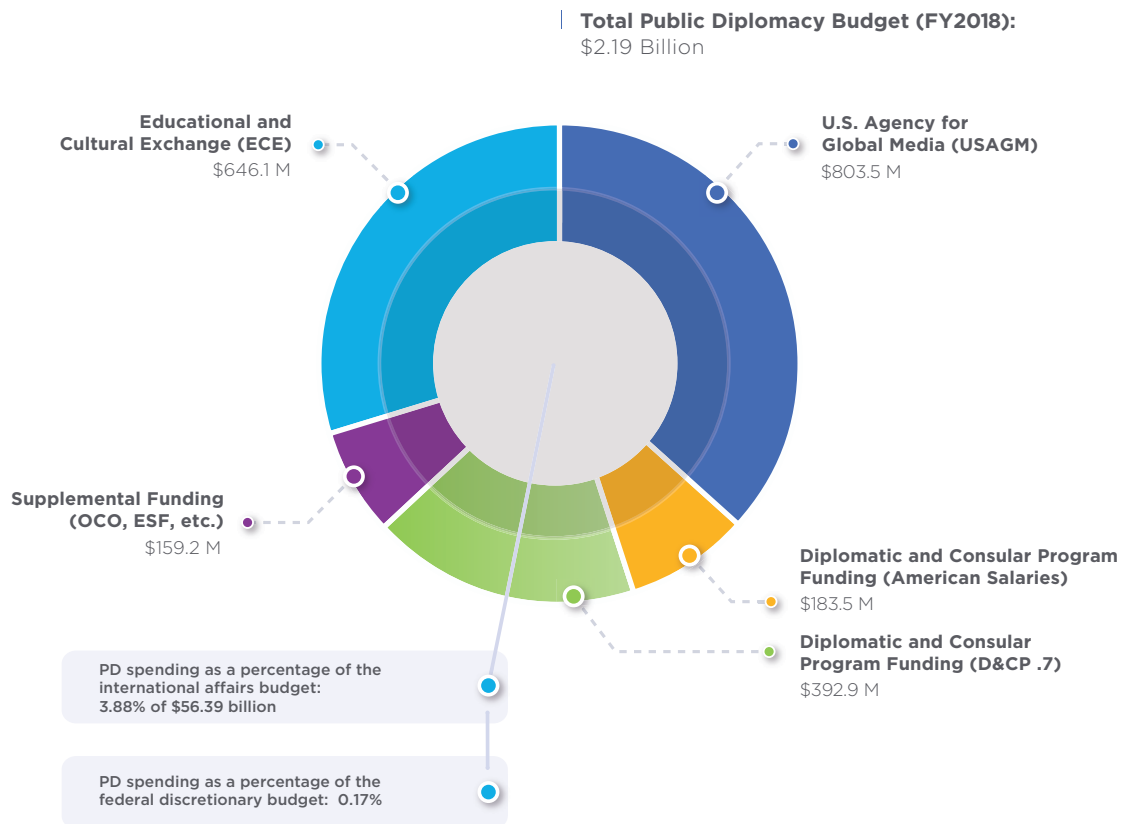
While State Department and USAGM Public Diplomacy activities play essential roles in achieving U.S. foreign policy goals—including bolstering national security and prosperity—they are apportioned a comparatively minor percentage

of the international affairs budget and the federal government’s discretionary spending. Considering the widespread increase in extremist and foreign government propaganda and the complexity of the contemporary media ecosystem, the U.S. government should prioritize far more resources for its PD programs. Sufficient and sustainable Public Diplomacy funding is especially crucial now, as we enter a transformative stage in the media and communications industries.

Where Did the Money Go?

While topline figures are important for context, this report’s value lies in its in-depth overview and analysis of each of the agencies, bureaus, and offices that oversee and implement Public Diplomacy programs. The report also considers the effectiveness and efficiency of the spending in its analysis and recommendations.

Total FY 2018 PD Spending by Budget

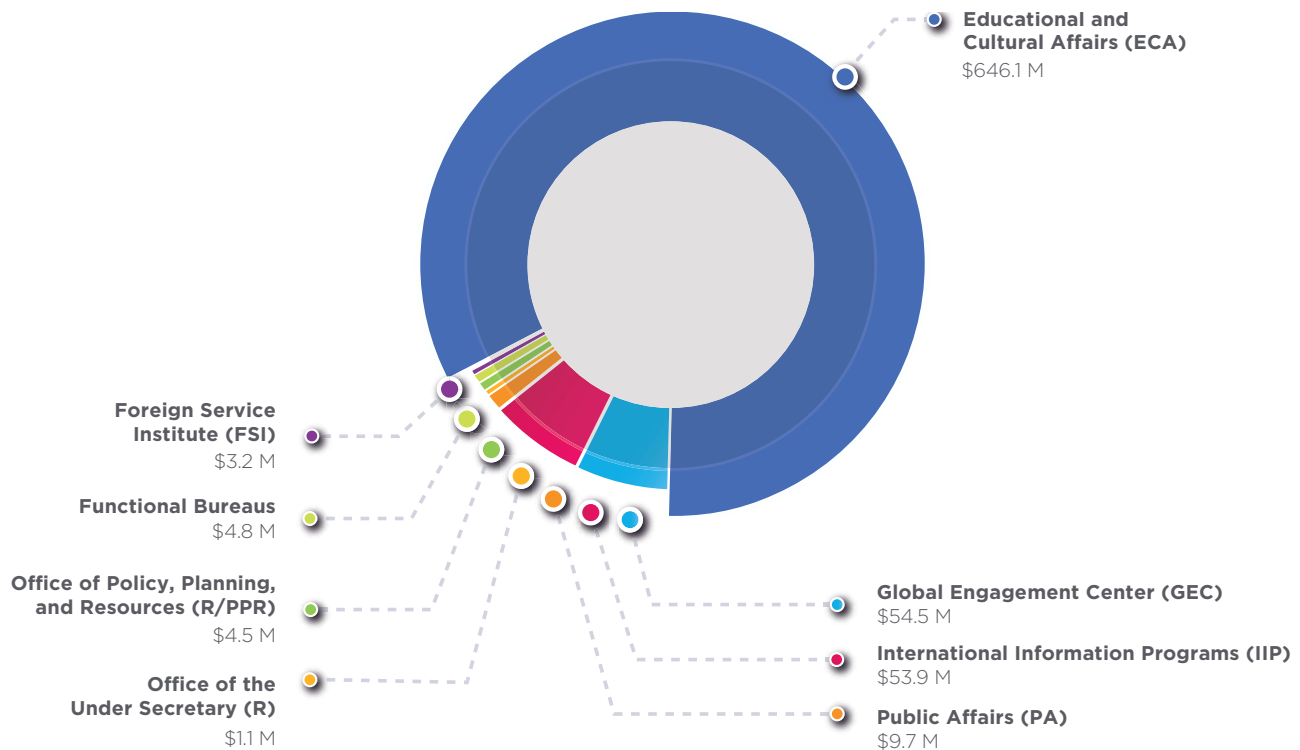


The USAGM spent approximately \$804 million (36.8 percent of total PD funding). Despite proposals to reduce ECA’s exchange and cultural preservation programs substantially, its congressional allocation actually increased to \$646.1 million (29.6 percent of total PD funding). D&CP .7 funds—which support post-led PD programs, locally employed staff (foreign nationals) salaries, and much of the PD backbone in Washington, D.C.—came in at \$392.9 million (18.0 percent of total PD funding). Reported supplemental funding (e.g., OCO, ESF, AEECA)—the vast majority of which went to support PD efforts in Afghanistan, Iraq, Pakistan, Russia, and Ukraine—was \$159.2 million (7.3 percent of total PD funding). Salaries for Foreign and Civil Service Officers and other American employees accounted for \$183.5 million (a modest 8.4 percent of total PD spending).

Of the \$131.7 million D&CP .7 and supplemental funding supporting the State Department’s Washington, D.C.-based operations, \$53.9 million was for the Bureau of International Information Programs (IIP); \$54.5 million was for the Global Engagement Center (GEC); \$9.7 million was for the Bureau of Public Affairs (PA); \$5.64 million was for the Office of the Under Secretary and its Policy, Planning, and Resources office (R/PPR); \$4.8 million was for functional bureaus (e.g., Economic and Business Affairs (EB); Democracy, Human Rights, and Labor (DRL); and Oceans, Environment, and Science (OES)); and \$3.2 million was for the State Department’s training division, the Foreign Service Institute.

Washington-Coordinated Department of State PD Spending

Total Amount: \$777.8 Million



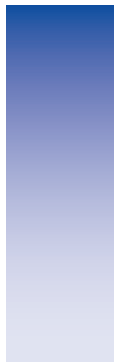
In the field, PD spending (including D&CP, supplemental funds, USAGM forward-deployed operations, and personnel) was greatest in Europe and Eurasia (193.3 million), followed by the Near East (\$172.6 million), East Asia and the Pacific (\$144.7 million), South and Central Asia (\$135.7 million), Africa (\$95.4 million), and the Western Hemisphere (\$88.6 million). In total, field-led PD spending totaled \$831.9 million in FY 2017, an \$11.5 million increase from the previous Fiscal Year (primarily in the Near East and East Asia). PD spending was highest in Afghanistan (\$38.2 million), Pakistan (\$34.3 million), Iraq (\$17.6 million), Russia (\$11.2 million), Japan (\$9.4 million), Ukraine (\$8.4 million), and China (\$8 million). Much of this report details these expenditures and highlights PD program effectiveness by region.

Global Map of 2018 PD Spending by Region

Total spending including: D&CP, USAGM, American salaries for forward deployed FSOs, and reported supplemental funds

POS.	COUNTRY	TOTAL SPENDING	%
1	EUR	\$193,270,000	23.3%
2	NEA	\$172,580,000	20.7%
3	EAP	\$144,690,000	17.4%
4	SCA	\$135,710,000	16.3%
5	AF	\$95,370,000	11.5%
6	WHA	\$88,550,000	10.6%
7	IO	\$1,600,000	0.2%

HIGHEST



LOWEST



2018 PD SPENDING

EUROPE
\$193.3 M

NEAR EAST
\$172.6 M

**SOUTH AND
CENTRAL
ASIA**
\$135.7 M

AFRICA
\$95.4 M

**EAST ASIA
PACIFIC**
\$144.7 M

Global Public Diplomacy Spending

Post Spending Ranked by FY 2018 Total Spending

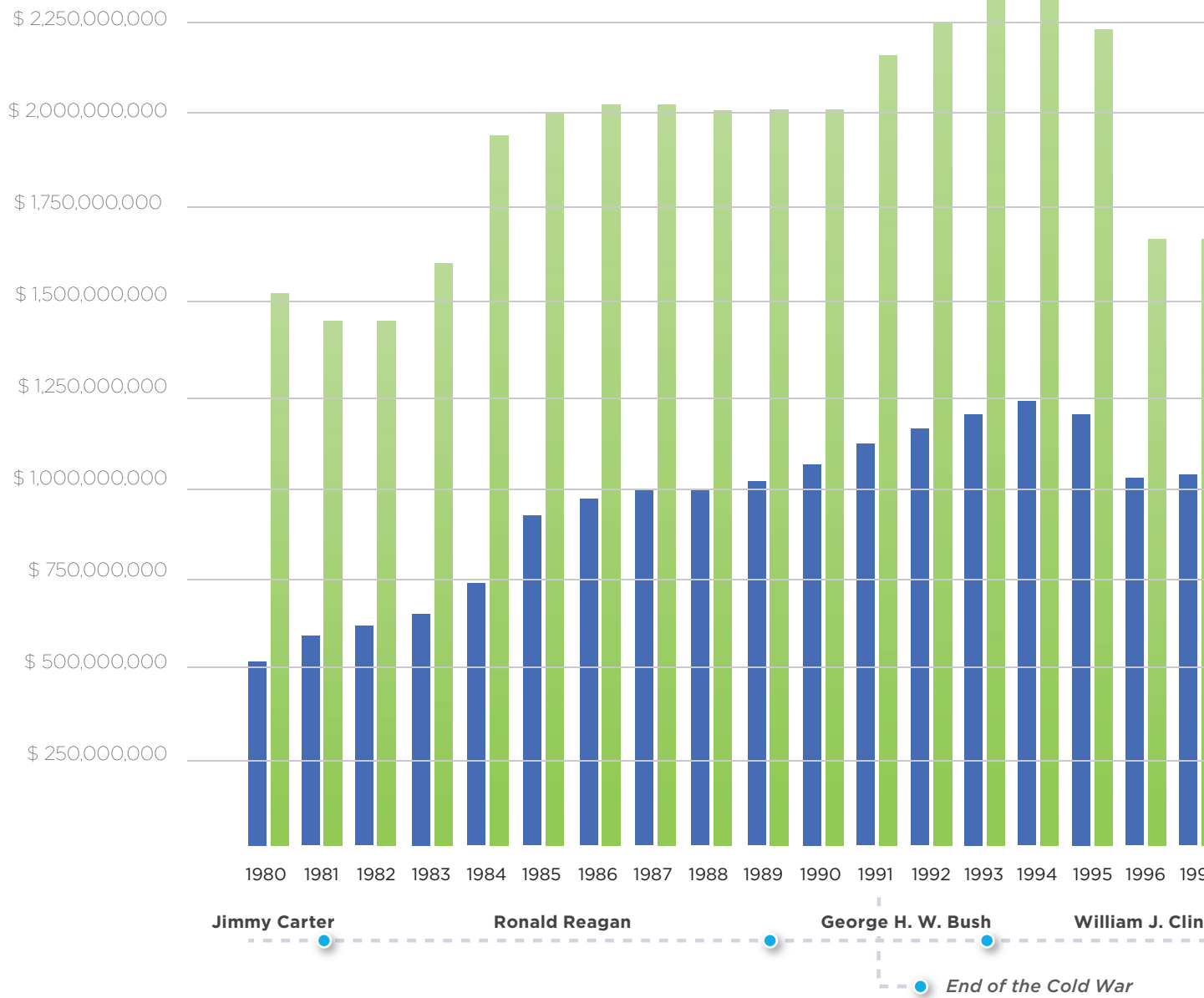
	Bureau	Post Name	FY 2016	FY 2017	FY 2018
1	SCA	Afghanistan	\$39,417,000	\$38,729,000	\$38,167,000
2	SCA	Pakistan	\$31,816,000	\$33,840,000	\$34,340,000
3	NEA	Iraq	\$12,560,000	\$13,100,000	\$17,610,000
4	EUR	Russia	\$9,745,637	\$14,480,811	\$11,236,000
5	EAP	Japan	\$9,682,457	\$9,360,347	\$9,448,000
6	EUR	Ukraine	\$7,017,209	\$11,608,335	\$8,376,000
7	EAP	China	\$8,265,903	\$7,996,382	\$7,971,465
8	SCA	India	\$8,526,440	\$7,641,363	\$7,779,457
9	WHA	Brazil	\$6,866,632	\$7,539,686	\$7,719,231
10	EAP	Indonesia	\$7,023,546	\$6,054,188	\$7,298,396
11	EUR	Germany	\$6,169,781	\$6,124,164	\$6,330,320
12	NEA	Egypt	\$3,288,450	\$3,291,368	\$5,414,000
13	NEA	Israel	\$4,699,849	\$5,026,077	\$5,407,884
14	SCA	Tajikistan	\$2,205,403	\$2,181,811	\$5,356,730
15	AF	Nigeria	\$7,475,814	\$4,594,054	\$5,160,000
16	WHA	Mexico	\$4,383,523	\$5,088,341	\$4,962,535
17	EAP	Korea, South	\$4,396,868	\$4,510,812	\$4,768,000
18	SCA	Kyrgyzstan	\$2,822,642	\$1,684,990	\$4,674,555
19	EUR	Bosnia and Herzegovina	\$3,698,383	\$5,170,280	\$4,369,000
20	EUR	Moldova	\$2,259,563	\$6,345,050	\$4,359,000
21	EUR	Georgia	\$5,031,863	\$7,260,350	\$4,334,000
22	SCA	Kazakhstan	\$3,005,126	\$2,048,260	\$4,228,148
23	WHA	Argentina	\$3,601,396	\$4,031,111	\$3,954,068
24	EAP	Australia	\$2,860,223	\$3,207,614	\$3,810,000
25	NEA	Palestinian Territories	\$4,025,041	\$4,635,289	\$3,710,326
26	AF	Africa Regional Services	\$3,600,117	\$2,556,110	\$3,640,000
27	EUR	Serbia	\$2,481,743	\$3,524,004	\$3,637,000
28	EUR	France & Monaco	\$3,936,694	\$3,517,450	\$3,600,000
29	EUR	Italy & San Marino	\$3,636,465	\$3,460,150	\$3,539,070
30	WHA	Venezuela	\$3,365,641	\$3,898,092	\$3,455,552
31	AF	South Africa	\$3,829,475	\$4,238,838	\$3,406,871
32	EUR	Turkey	\$4,035,275	\$3,606,950	\$3,330,000
33	NEA	Morocco	\$2,423,665	\$2,816,907	\$3,158,514
34	NEA	Saudi Arabia	\$2,564,140	\$3,250,644	\$3,023,614
35	NEA	Jordan	\$3,216,803	\$2,615,398	\$2,900,046
36	NEA	United Arab Emirates	\$2,307,870	\$2,044,561	\$2,872,536
37	EUR	Spain & Andorra	\$2,899,761	\$2,701,495	\$2,766,350
38	WHA	Peru	\$2,629,562	\$2,678,596	\$2,752,677
39	AF	Ethiopia	\$2,097,476	\$1,852,542	\$2,723,200
40	WHA	Canada	\$2,513,742	\$2,553,109	\$2,670,000
41	EAP	Thailand	\$2,872,388	\$2,571,633	\$2,657,087
42	EAP	Vietnam	\$3,373,442	\$2,801,197	\$2,560,000
43	SCA	Uzbekistan	\$1,265,254	\$1,376,500	\$2,530,300

	Bureau	Post Name	FY 2016	FY 2017	FY 2018
44	NEA	Syria	\$377,335	\$292,889	\$2,529,076
45	WHA	Colombia	\$2,884,931	\$3,008,052	\$2,435,160
46	EAP	Philippines	\$3,062,012	\$3,041,711	\$2,371,000
47	AF	Democratic Republic of the Congo	\$3,802,468	\$1,267,700	\$2,340,000
48	EUR	United Kingdom	\$2,817,083	\$2,258,250	\$2,330,000
49	EUR	Kosovo	\$1,743,459	\$3,287,150	\$2,317,000
50	EUR	Poland	\$2,859,321	\$2,194,280	\$2,313,600
51	EUR	Armenia	\$1,939,112	\$2,254,280	\$2,233,000
52	WHA	Ecuador	\$1,946,422	\$2,052,982	\$2,144,084
53	SCA	Bangladesh	\$2,538,732	\$1,987,345	\$2,106,148
54	EUR	North Macedonia	\$1,403,464	\$1,395,122	\$2,058,000
55	WHA	Bolivia	\$2,492,874	\$2,067,531	\$2,057,681
56	SCA	Turkmenistan	\$1,252,802	\$1,846,323	\$2,046,795
57	AF	Zimbabwe	\$1,527,411	\$1,522,698	\$1,927,481
58	AF	Kenya	\$2,224,658	\$2,321,785	\$1,907,750
59	WHA	Chile	\$1,859,626	\$1,775,118	\$1,902,620
60	EAP	Malaysia	\$2,327,135	\$1,871,642	\$1,887,610
61	EUR	Albania	\$1,200,626	\$1,156,960	\$1,872,000
62	EUR	Greece	\$2,016,282	\$1,852,835	\$1,858,060
63	EUR	Belgium	\$1,724,462	\$1,777,550	\$1,760,000
64	EUR	Azerbaijan	\$1,561,302	\$1,866,550	\$1,735,140
65	EAP	Singapore	\$1,411,057	\$1,505,922	\$1,731,000
66	EAP	Hong Kong (China)	\$1,502,262	\$1,504,063	\$1,660,000
67	WHA	Haiti	\$1,279,638	\$1,393,373	\$1,650,177
68	EUR	Austria	\$2,171,254	\$1,630,350	\$1,640,000
69	EUR	Montenegro	\$380,956	\$1,166,300	\$1,557,000
70	NEA	Tunisia	\$2,182,696	\$1,141,959	\$1,552,408
71	WHA	Uruguay	\$1,260,521	\$1,431,860	\$1,518,900
72	WHA	Guatemala	\$1,171,967	\$1,130,007	\$1,500,000
73	SCA	Nepal	\$1,424,142	\$1,716,785	\$1,483,700
74	EUR	Czech Republic	\$1,388,997	\$1,593,607	\$1,458,380
75	NEA	Algeria	\$1,416,441	\$1,453,023	\$1,451,671
76	EAP	New Zealand	\$1,607,696	\$1,667,452	\$1,390,000
77	AF	Cote d'Ivoire	\$1,192,709	\$1,102,463	\$1,344,012
78	EUR	Belarus	\$1,161,785	\$1,341,035	\$1,291,645
79	EUR	Romania	\$1,386,508	\$1,331,695	\$1,289,860
80	NEA	Qatar	\$1,300,053	\$1,286,954	\$1,273,463
81	EAP	Burma	\$3,064,907	\$2,537,033	\$1,272,012
82	EAP	Cambodia	\$1,525,694	\$1,091,727	\$1,257,406
83	WHA	El Salvador	\$1,273,384	\$1,226,332	\$1,247,367
84	AF	Uganda	\$1,278,775	\$1,270,300	\$1,243,880
85	WHA	Panama	\$1,182,232	\$1,263,502	\$1,241,007
86	EUR	Slovakia	\$1,271,749	\$1,330,450	\$1,240,000
87	EUR	Netherlands	\$1,403,001	\$1,204,150	\$1,220,000
88	EUR	Croatia	\$1,273,430	\$1,198,050	\$1,195,610
89	NEA	Lebanon	\$2,627,888	\$2,386,906	\$1,183,257

	Bureau	Post Name	FY 2016	FY 2017	FY 2018
90	AF	Cameroon	\$1,235,183	\$812,200	\$1,161,349
91	AF	Ghana	\$1,371,487	\$1,082,440	\$1,138,777
92	SCA	Sri Lanka & Maldives	\$1,432,656	\$983,500	\$1,128,130
93	EUR	European Union	\$1,961,480	\$918,500	\$1,126,600
94	WHA	Dominican Republic	\$1,169,384	\$1,205,186	\$1,110,000
95	WHA	Costa Rica	\$1,468,745	\$1,076,841	\$1,099,135
96	AF	Angola	\$813,245	\$895,000	\$1,097,080
97	WHA	Honduras	\$1,048,181	\$1,150,890	\$1,068,500
98	NEA	Yemen	\$590,677	\$791,570	\$1,050,000
99	WHA	Jamaica	\$905,653	\$841,517	\$1,048,231
100	EUR	Sweden	\$1,015,279	\$989,750	\$1,010,000
101	EUR	Hungary	\$982,424	\$992,950	\$998,860
102	EUR	Portugal	\$1,050,131	\$1,011,000	\$960,295
103	EUR	Finland	\$946,240	\$923,150	\$942,990
104	AF	Senegal	\$1,240,753	\$1,011,600	\$942,580
105	EUR	Bulgaria	\$1,112,220	\$915,450	\$920,535
106	NEA	Bahrain	\$897,782	\$913,431	\$917,152
107	NEA	Kuwait	\$855,438	\$814,798	\$899,298
108	AF	Mozambique	\$1,134,935	\$975,143	\$891,760
109	AF	Sudan	\$720,544	\$725,700	\$882,540
110	EUR	NATO	\$906,990	\$862,900	\$863,000
111	AF	Zambia	\$819,458	\$1,063,720	\$834,600
112	EUR	Denmark	\$890,011	\$831,850	\$830,000
113	AF	Niger	\$607,719	\$733,900	\$821,020
114	EUR	Norway	\$812,774	\$821,450	\$798,000
115	WHA	Paraguay	\$958,550	\$726,819	\$796,344
116	AF	Togo	\$571,529	\$570,050	\$765,697
117	AF	Tanzania	\$756,154	\$887,220	\$761,100
118	AF	Burkina Faso	\$1,120,193	\$659,700	\$760,700
119	WHA	Barbados & Eastern Caribbean	\$677,516	\$742,030	\$751,514
120	EUR	Estonia	\$779,418	\$799,135	\$724,615
121	WHA	Trinidad and Tobago	\$761,691	\$963,126	\$721,835
122	EAP	Fiji, Kiribati, Nauru, Tonga & Tuvalu	\$645,153	\$617,296	\$708,783
123	NEA	Libya	\$673,619	\$698,214	\$699,950
124	EUR	Slovenia	\$810,594	\$957,050	\$699,000
125	EAP	Laos	\$1,128,614	\$798,402	\$689,385
126	AF	Rwanda	\$1,129,704	\$613,860	\$677,065
127	EUR	Cyprus	\$736,642	\$735,510	\$665,630
128	EAP	Mongolia	\$544,516	\$516,446	\$648,913
129	EUR	Latvia	\$643,016	\$910,207	\$648,015
130	AF	Namibia	\$619,057	\$613,250	\$631,900
131	NEA	Oman	\$646,253	\$629,379	\$628,388
132	EUR	Lithuania	\$655,870	\$612,400	\$618,440
133	AF	Botswana	\$705,206	\$521,100	\$616,460
134	AF	Mali	\$825,987	\$556,700	\$604,240

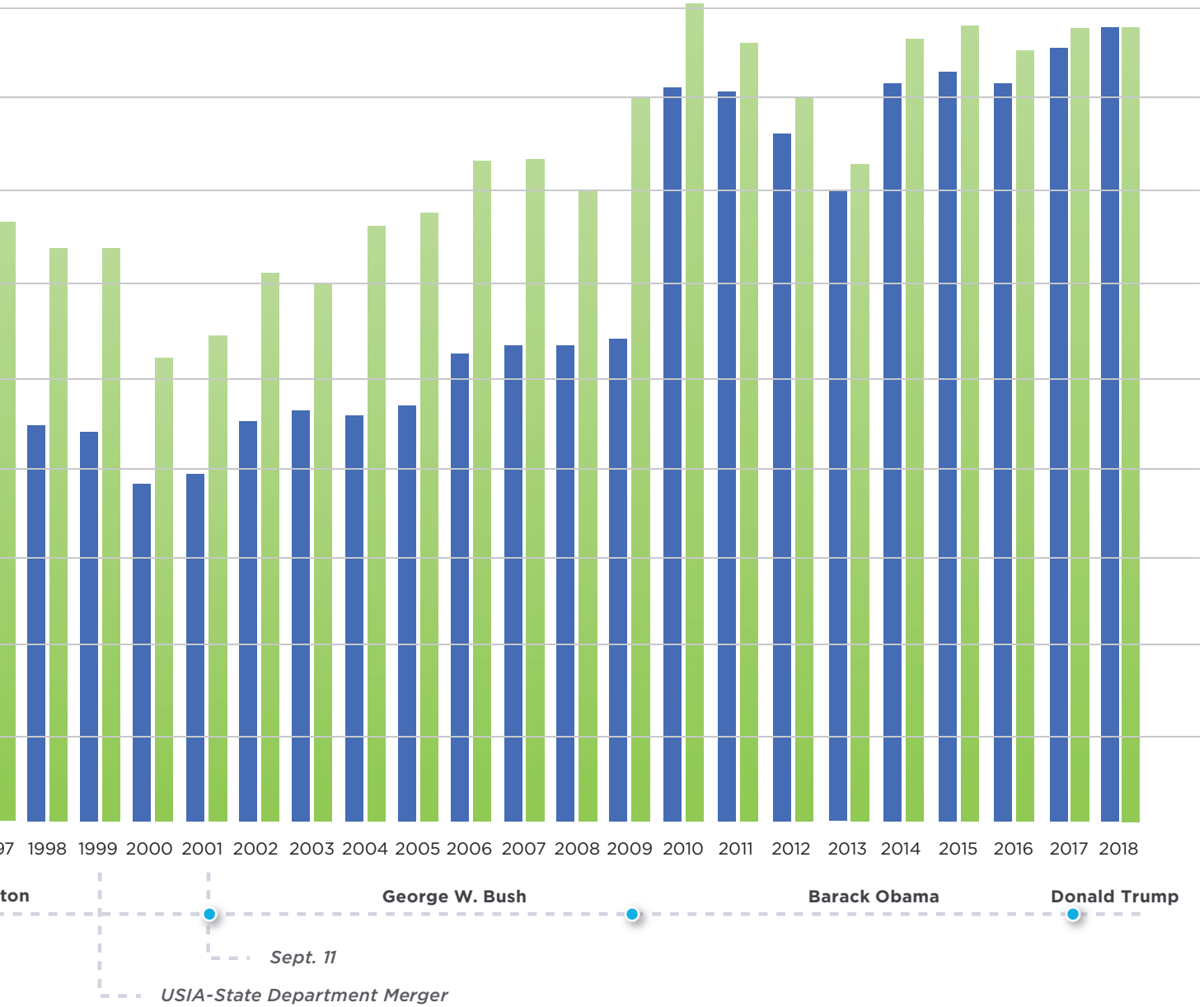
	Bureau	Post Name	FY 2016	FY 2017	FY 2018
135	WHA	Nicaragua	\$1,168,574	\$1,015,202	\$573,086
136	EUR	Switzerland & Liechtenstein	\$673,760	\$594,250	\$559,000
137	AF	Benin	\$585,760	\$480,050	\$546,608
138	EUR	Ireland	\$603,403	\$653,750	\$542,000
139	AF	Guinea	\$619,802	\$519,500	\$512,100
140	EAP	Papua New Guinea, Solomon Isl. & Vanuatu	\$631,806	\$565,946	\$508,570
141	EUR	Iceland	\$427,457	\$508,250	\$504,000
142	AF	Madagascar & Comoros	\$1,083,662	\$507,474	\$503,080
143	AF	Liberia	\$634,903	\$517,900	\$483,660
144	EAP	Micronesia	\$51,088	\$40,815	\$474,097
145	AF	Chad	\$564,075	\$390,997	\$470,960
146	WHA	Cuba	\$1,255,061	\$928,398	\$468,000
147	AF	Mauritania	\$805,688	\$482,327	\$442,460
148	AF	Eritrea	\$402,520	\$383,400	\$440,000
149	AF	Malawi	\$617,148	\$496,000	\$416,340
150	AF	Sierra Leone	\$1,088,854	\$780,500	\$400,740
151	EUR	OSCE	\$402,580	\$372,500	\$383,000
152	AF	Mauritius & Seychelles	\$490,027	\$399,050	\$378,560
153	EUR	Luxembourg	\$393,647	\$389,250	\$373,000
154	AF	Central African Republic	\$534,592	\$282,800	\$370,120
155	AF	Djibouti	\$248,065	\$363,400	\$337,040
156	AF	Burundi	\$329,826	\$303,593	\$330,540
157	AF	Swaziland	\$366,887	\$389,770	\$320,430
158	AF	South Sudan	\$189,436	\$271,200	\$313,600
159	AF	Republic of Congo	\$310,211	\$263,800	\$310,320
160	EAP	Brunei	\$491,782	\$298,296	\$273,998
161	AF	Gabon and Sao Tome & Principe	\$391,536	\$275,600	\$267,345
162	EAP	Timor-Leste	\$224,766	\$238,308	\$266,386
163	WHA	Bahamas, The	\$250,883	\$241,900	\$263,150
164	AF	Somalia	\$366,000	\$253,210	\$259,800
165	AF	Cabo Verde	\$233,676	\$171,260	\$235,620
166	AF	Lesotho	\$292,580	\$241,375	\$231,740
167	AF	Equatorial Guinea	\$235,500	\$208,400	\$203,180
168	AF	Gambia, The	\$288,600	\$206,300	\$188,440
169	EAP	Taiwan	\$191,186	\$169,356	\$168,817
170	WHA	Belize	\$103,400	\$112,588	\$159,972
171	EUR	Malta	\$184,719	\$177,850	\$150,000
172	WHA	Suriname	\$157,684	\$165,915	\$142,660
173	EUR	Holy See	\$146,960	\$116,600	\$120,000
174	EAP	Samoa	\$71,663	\$90,433	\$117,093
175	EAP	Marshall Islands	\$20,553	\$40,172	\$72,594
176	EAP	Palau	\$36,160	\$15,877	\$70,616
177	WHA	Guyana	\$151,631	\$96,100	\$66,500
178	AF	Guinea-Bissau	\$86,860	\$105,580	\$63,230
179	WHA	Curacao	\$0	\$0	\$2,000

PD Spending 1980-2018: Actual and Adjusted (2018)



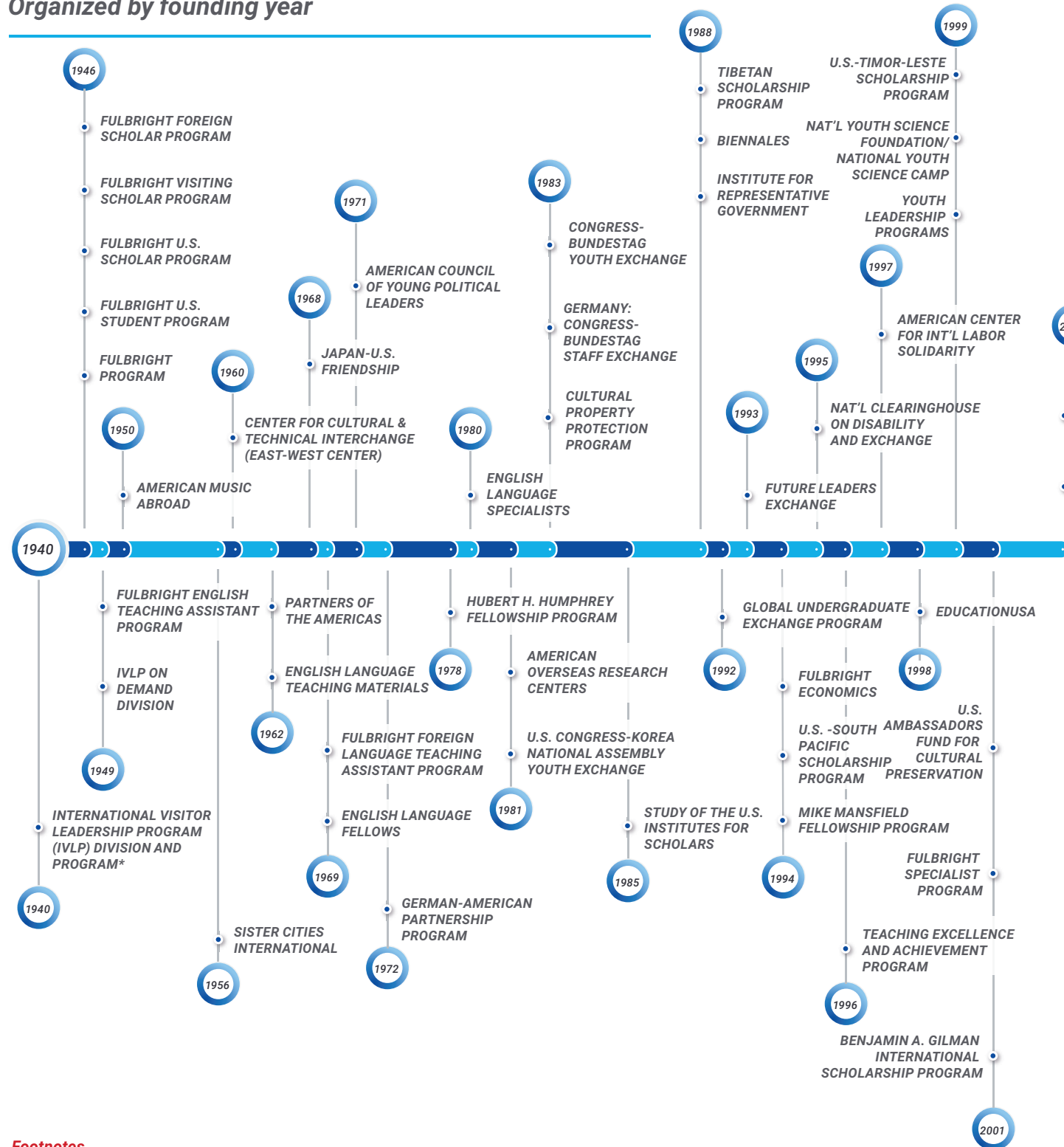
Actual Spending

Adjusted (2018)



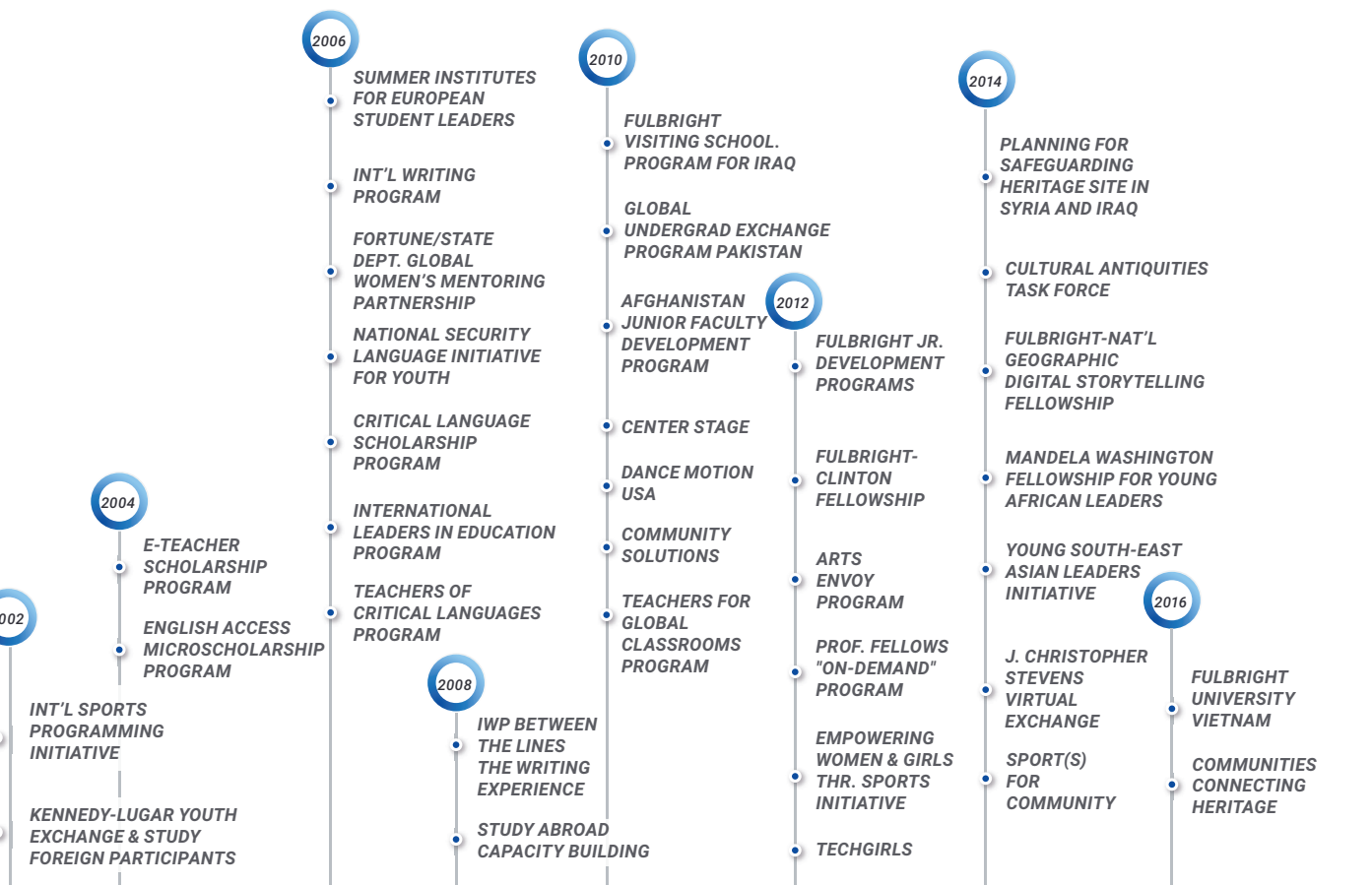
EDUCATIONAL & CULTURAL AFFAIRS PROGRAMS

Organized by founding year



Footnotes

*IVLP Division (formerly known as the Regional Programs Division) was created in 1940



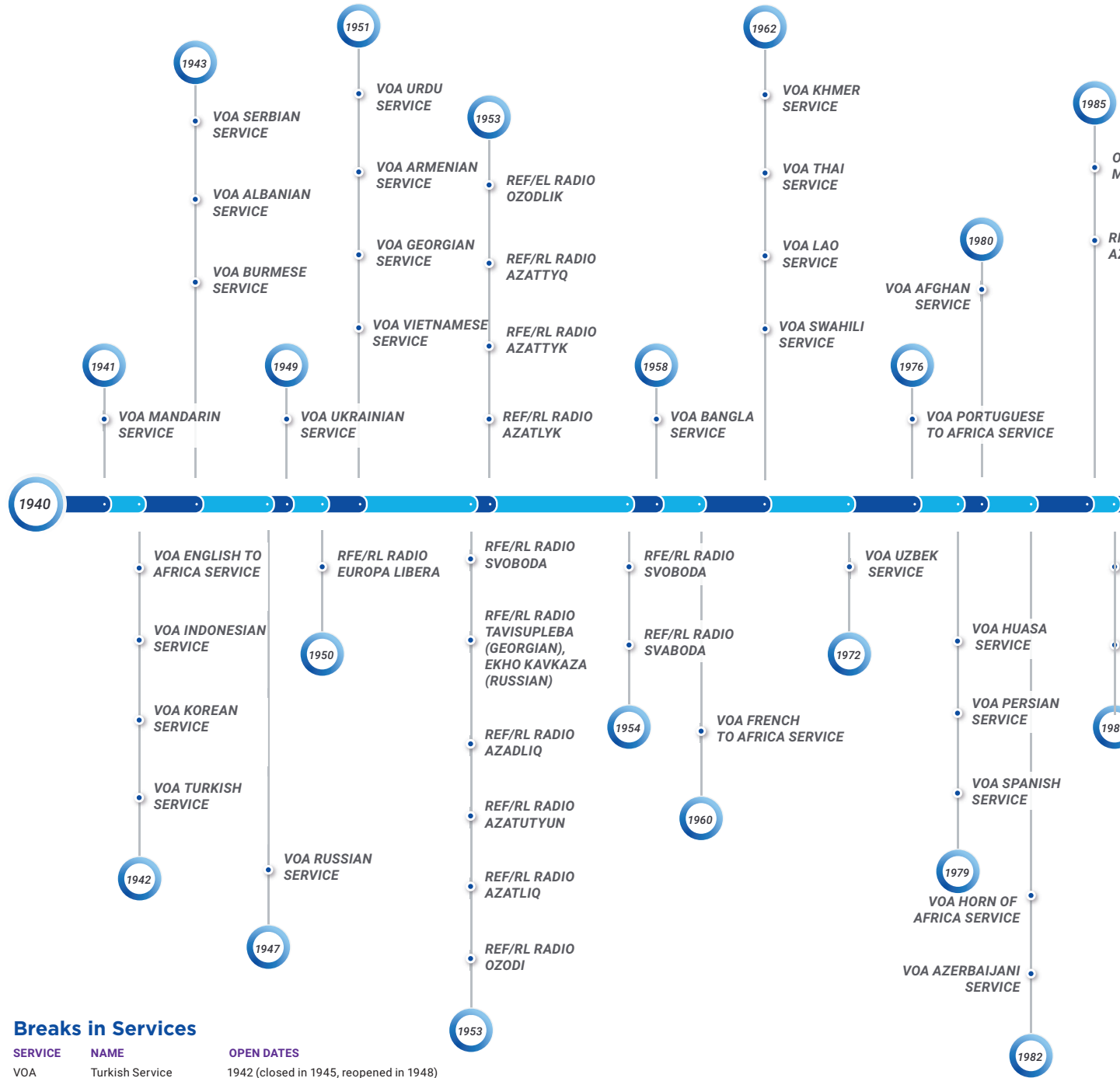
USAGM Language Services Ranked by FY2018 Budgets

	Service	Name	FY18 Total Funding with Program Delivery	FY18 Original Broadcast Hours Radio (per week)	FY18 Total Broadcast Hours Radio (per week)	FY18 Original Broadcast Hours TV (per week)	FY18 Total Broadcast Hours TV (per week)
1	MBN	Alhurra TV	\$35.557 million	0	0	89	168
2	VOA	Newscenter/English	\$30.746 million	172	359	1.72	8.72
3	OCB	Radio/Television Marti	\$18.685 million	131.5	168	42	168
4	VOA	Persian Service	\$18.039 million	0	0	39	168
5	MBN	Radio Sawa	\$16.169 million	167	168	0	0
6	VOA	Mandarin Service	\$12.558 million	29.18	99.18	11.88	94.76
7	RFE/RL	Radio Farda	\$11.7 million	135	157.5	10.5	10.5
8	VOA	Russian Service	\$9.937 million	0	0	8.58	8.58
9	VOA	Afghan Service	\$9.456 million	42.58	56.58	6.76	6.76
10	RFE/RL	Current Time	\$9.081 million	0	0	32	158
11	RFE/RL	Radio Svoboda (Russian)	\$8.367 million	38.7	168	0	0
12	VOA	Urdu Service	\$8.344 million	22.1	75.5	2.08	6.24
13	VOA	Korean Service	\$8.25 million	38.67	48.25	1.21	1.46
14	VOA	English to Africa Service	\$8.03 million	57	141	4	4
15	MBN	MBN Digital	\$7.256 million	0	0	0	0
16	RFE/RL	Radio Azadi (Afghanistan)	\$6.766 million	74.9	84	0	0
17	RFA	Korean Service	\$6.506 million	24.5	42	0.7	0.7
18	VOA	French to Africa Service	\$6.265 million	50.83	170.5	3.5	3.5
19	RFA	Mandarin Service	\$5.68 million	36.4	84	3.5	3.5
20	VOA	Indonesian Service	\$5.674 million	36.55	49.05	3.9	3.9
21	RFA	Tibetan Service	\$5.573 million	35	70	2.5	7.5
22	VOA	Radio Deewa	\$5.524 million	35	35	28.33	28.33
23	RFE/RL	Balkan Service	\$4.741 million	37.5	72.5	1.3	1.3
24	RFE/RL	Radio Svoboda (Ukrainian)	\$4.372 million	28.5	31	10.3	13.3
25	VOA	Tibetan Service	\$3.9 million	42	168	2.67	40.34
26	VOA	Burmese Service	\$3.788 million	17.5	38.5	3.5	20
27	RFE/RL	Radio Mashaal	\$3.756 million	56	63	0	0
28	VOA	Kurdish Service	\$3.639 million	62	62	2.1	2.1
29	VOA	Hausa Service	\$3.527 million	16	16	0.5	0.5
30	VOA	Horn of Africa Service	\$3.337 million	16	34.5	0	0
31	VOA	Spanish Service	\$3.012 million	17.33	51.33	14.5	37
32	VOA	Khmer Service	\$2.645 million	10.5	10.5	1	1
33	VOA	Somali Service	\$2.612 million	21	28	0.91	0.91
34	VOA	Ukrainian Service	\$2.597 million	0	0	2.83	2.83
35	RFE/RL	Radio Azattyk (Kyrgyz)	\$2.572 million	41	58	4.8	4.8
36	RFE/RL	Radio Tavisupleba (Georgian), Ekho Kavkaza (Russian)	\$2.448 million	14.5	17.5	3.5	4
37	RFE/RL	Radio Svaboda (Belarusian)	\$2.43 million	3.5	168	0.6	1.8
38	VOA	Turkish Service	\$2.231 million	0	0	5	12.5

	Service	Name	FY18 Total Funding with Program Delivery	FY18 Original Broadcast Hours Radio (per week)	FY18 Total Broadcast Hours Radio (per week)	FY18 Original Broadcast Hours TV (per week)	FY18 Total Broadcast Hours TV (per week)
39	VOA	Vietnamese Service	\$2.192 million	7	10.5	2.5	2.5
40	RFA	Burmese Service	\$2.135 million	14	21	3.5	4.5
41	RFE/RL	Radio Azatutyun (Armenian)	\$2.063 million	13	17	7	9.5
42	RFE/RL	Radio Europa Libera (Romanian to Moldova)	\$2.043 million	10.5	12.5	3	4
43	VOA	Swahili Service	\$2 million	13.2	15.2	1.58	1.58
44	RFE/RL	Radio Azadliq (Azerbaijani)	\$1.928 million	0.5	73.1	0	0
45	VOA	Albanian Service	\$1.924 million	0	0	3.67	3.67
46	RFE/RL	Radio Ozodi (Tajik)	\$1.919 million	10.8	38	0	0
47	VOA	Bangla Service	\$1.797 million	8.1	8.1	0.42	0.42
48	VOA	Central Africa Service	\$1.765 million	21.55	40.55	0	0
49	RFE/RL	Radio Ozodlik (Uzbek)	\$1.764 million	9.8	168	0	0
50	VOA	Zimbabwe Service	\$1.726 million	17	17	0	0
51	VOA	Serbian Service	\$1.711 million	0	0	2.75	2.75
52	RFA	Cambodian Service	\$1.635 million	14	17.5	7	7
53	RFE/RL	Radio Azattyq (Kazakh)	\$1.603 million	0	0	1.8	1.8
54	RFE/RL	Radio Azatliq (Tatar-Bashkir)	\$1.479 million	0	0	0	0
55	RFA	Uyghur Service	\$1.425 million	7	14	0.7	0.7
56	RFA	Lao Service	\$1.335 million	4.5	9	0.1	0
57	RFA	Vietnamese Service	\$1.324 million	0	0	3	3
58	VOA	Portuguese to Africa Service	\$1.260 million	10	10	0.25	0.25
59	RFE/RL	North Caucasus Languages Services	\$1.201 million	0	0	0	0
60	VOA	Creole Service (Haiti)	\$1.162 million	11.47	13.55	2.08	2.08
61	VOA	Bosnian Service	\$1.149 million	0	0	2.58	2.58
62	RFA	Cantonese Service	\$1.146 million	7	7	3.5	3.5
63	VOA	Uzbek Service	\$1.088 million	3.5	7	1	4.5
64	RFE/RL	Radio Azatlyk (Turkmen)	\$0.893 million	3.5	56	0	0
65	VOA	Lao Service	\$929,000	4	4.5	0.17	0.17
66	VOA	Azerbaijani Service	\$919,000	1.75	24.5	1.25	3.75
67	VOA	Cantonese Service	\$913,000	14	54	0.17	0.67
68	VOA	Georgian Service	\$905,000	0	0	1.08	1.08
69	VOA	Thai Service	\$859,000	8.5	9	0.08	0.08
70	VOA	Armenian Service	\$669,000	0	0	1.58	1.58
71	VOA	Macedonian Service	\$645,000	0	0	1.05	1.05
72	MBN	Afia Darfur	\$138,000	0	0	0	0
73	VOA	Bambara Service	\$75,000	4.5	8	0	0
74	RFE/RL	Bulgarian (Digital Only)	0	0	0	0	0

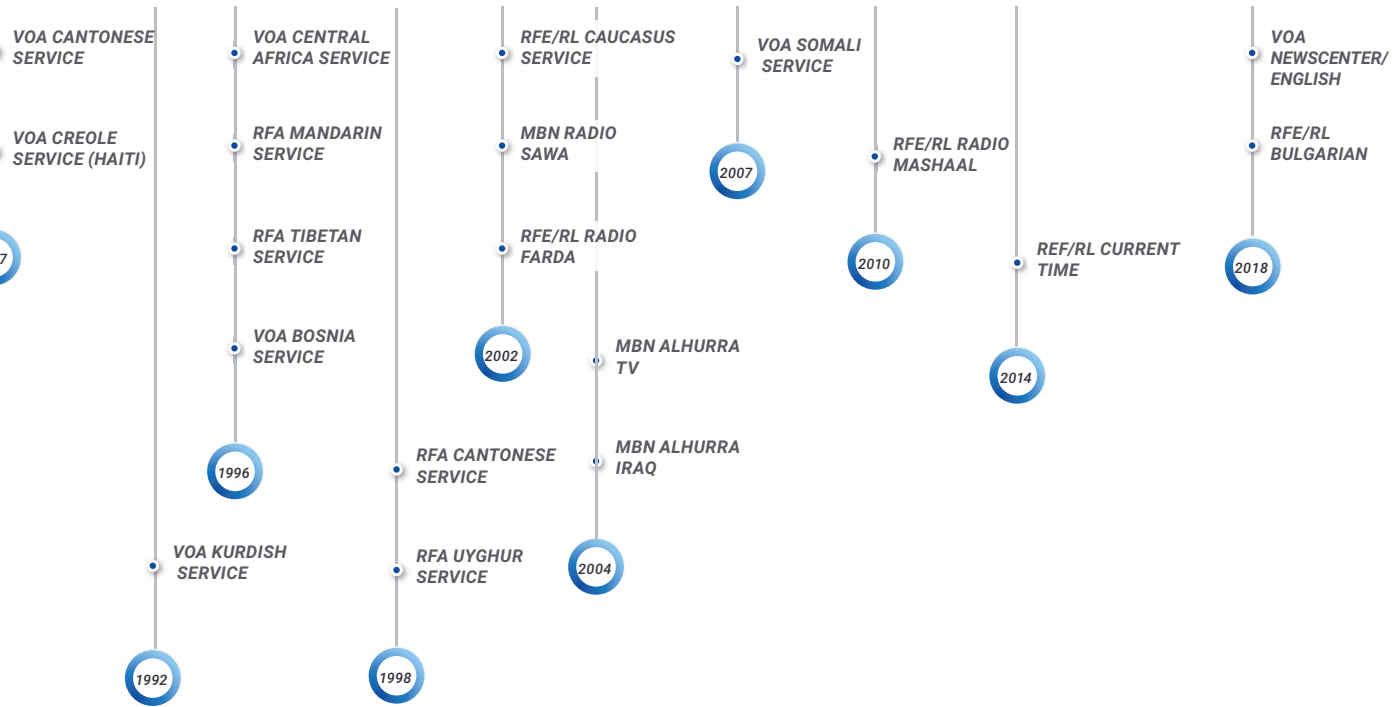
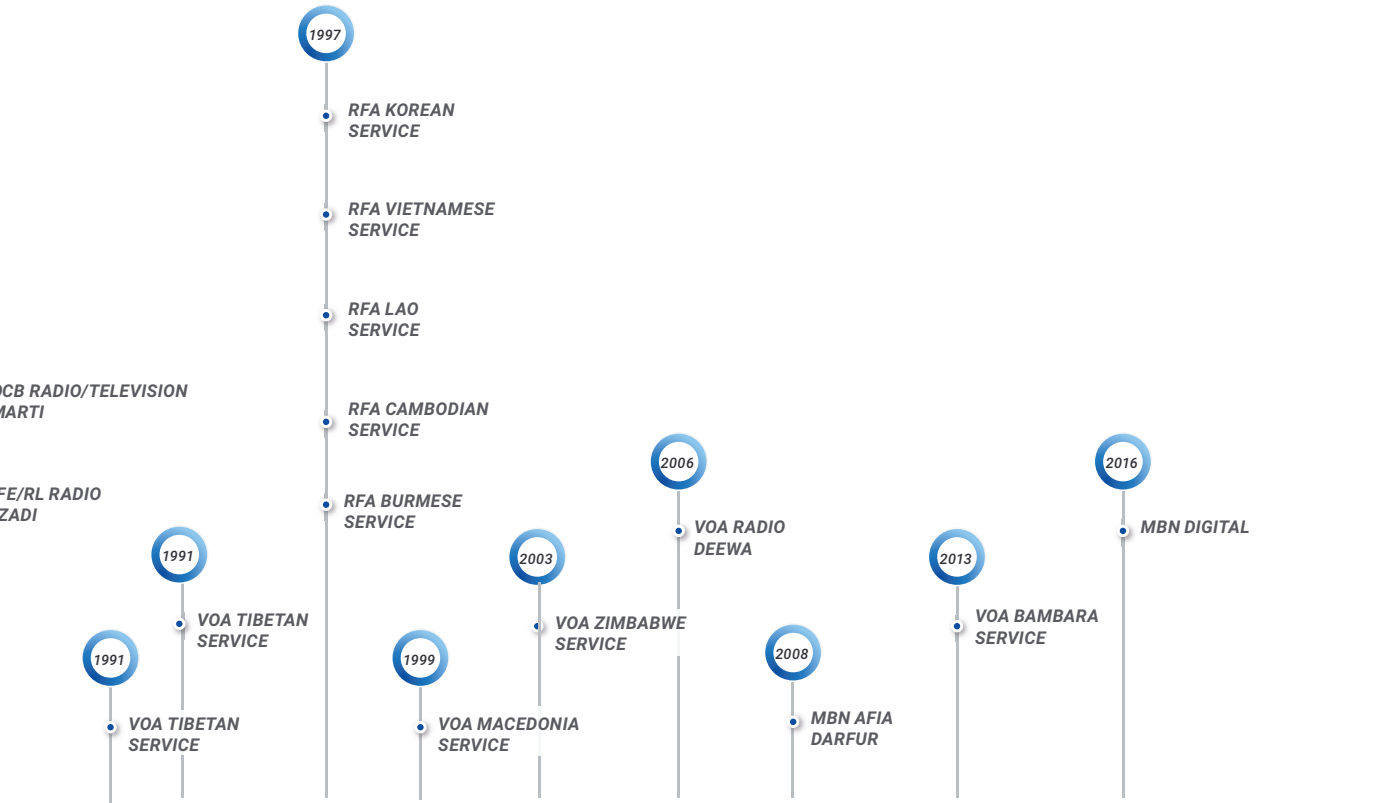
USAGM SERVICES TIMELINE

Service name and FY18-19 funding by origination date



Breaks in Services

SERVICE	NAME	OPEN DATES
VOA	Turkish Service	1942 (closed in 1945, reopened in 1948)
VOA	Albanian Service	1943 (closed in 1945, reopened in 1951)
RFE/RL	Radio Europa Libera	1950 (to Romania, ended in 2008; Moldova-focused programs continue since 1998)
VOA	Vietnamese Service	1951 (also on air 1943-1946)
VOA	Thai Service	1962 (also on air 1942-1958)
VOA	Khmer Service	1962 (also on air 1955-1957)
VOA	Persian Service	1979, (also 1942-1945; 1949-1960; and 1964-1966). TV network replaced radio in 2007.
VOA	Cantonese Service	1987 (also on air 1941-1945 and 1949-1963)
VOA	Horn of Africa Service	Amharic 1982, Tigrigna and Afaan Oromo 1996
RFE/RL	Balkan Service	Bosnian, Croatian, Serbian: 1994; Albanian to Kosovo: 1999; Montenegrin: 2005; Macedonia: 2001
RFE/RL	Radio Azadi	Dari 1985-1993, resumed 2002-present; Pashto 1987-1993, resumed 2002-present
VOA	Afghan Service	Dari-1980; Pashto-1982



SERVICE	NAME
VOA	Voice of America
RFE/RL	Radio Free Europe/RadioLiberty
MBN	Middle East Broadcasting Networks
RFA	Radio Free Asia
OCB	Office of Cuban Broadcasting

RECOMMENDATIONS



RECOMMENDATIONS

For over 70 years, the U.S. Advisory Commission on Public Diplomacy (ACPD) has played an active advisory role in making the U.S. government's Public Diplomacy (PD) efforts more effective, strategic, and cost-effective. Pursuant to 22 U.S.C. § 1469, the ACPD offers recommendations to improve the PD functions vested in the Department of State, the U.S. Agency for Global Media (formerly the Broadcasting Board of Governors), and other government entities. Drawing on the expertise of Commission members and stakeholders in the State Department, Congress, other U.S. government agencies, the private sector, and academia – as well as analysis of data on PD activities and spending — the Commission offers the following recommendations:

TO THE WHITE HOUSE:

- 1. Place relevant management and Public Diplomacy subject matter expertise high on the list of qualifications sought when recruiting for a new Under Secretary of State for Public Diplomacy and Public Affairs.** Fully integrating Public Diplomacy (PD) considerations into U.S. diplomatic efforts, as well as enhancing the efficacy and cost effectiveness of PD operations, requires sustained leadership from an Under Secretary who both values the strategic role Public Diplomacy can play in achieving U.S. foreign policy goals and has the management acumen to bring about the structural changes needed to unleash PD's full potential. The ideal candidate for Under Secretary of State for Public Diplomacy and Public Affairs would have a professional understanding of PD's field-focused nature and an experienced-based vision for integrating PD tools and programs into the U.S. government's broader information statecraft strategy. Current or recently retired Senior Foreign Service Officers in the PD profession would be worthy of consideration to lend stability to this often vacant position and sustained leadership to career PD professionals at the Department of State.
- 2. Sustain investments in Public Diplomacy and global media programs given the growing importance of information statecraft as detailed in the current National Security Strategy.** Ensuring proper funding for PD programs is crucial for maintaining and growing U.S. influence abroad. In addition to protecting, or even increasing, current levels of support, the Office of Management and Budget should provide incentives for Public Diplomacy bureaus and offices to make smart, strategic decisions on resource allocation and empower officials to look for efficiency gains and opportunities for improved collaboration across the interagency.
- 3. Use the NSC's Information Statecraft PCC as a mechanism for interagency coordination on messaging and influence strategies.** The NSC's newly established Policy Coordination Committee (PCC) on Information Statecraft should lead interagency coordination in professional development, advanced analytics and influence models, bringing together senior public diplomacy and information operations experts from State, the Department of Defense, and the intelligence community to share best practices, generate working-level initiatives, and provide senior leadership with opportunities to coordinate on interagency messaging and influence strategies.

TO THE U.S. CONGRESS:

- 1. Provide limited legislative exemptions to the Privacy Act of 1974 and the Paperwork Reduction Act of 1980 for research, evaluation, and data analysis of Public Diplomacy efforts intended for foreign individuals.** The Privacy Act of 1974 limits the State Department's ability to use industry-standard research and assessment techniques in implementing and evaluating PD programs. Further, the Paperwork Reduction Act of 1980 limits the ability of researchers to conduct PD measurement and evaluation in a timely fashion. Currently, each time researchers conduct a study involving a request for information from foreign publics, they must, with limited exceptions, obtain approval from the Office of Management and Budget. These statutory restrictions significantly hinder the Department's ability to assess the impact of PD initiatives.
- 2. Reinforce the importance of prioritizing research and evaluation, including an expression of support for allocating at least three to five percent of total PD program funds for the explicit purpose of research and evaluation.** Underinvestment in research and evaluation results in reduced PD program effectiveness, which we can ill afford in today's competitive information environment. Currently, less than one percent of total PD program

funding is explicitly dedicated to research and evaluation purposes, whereas the private sector typically allocates a minimum of five percent of program funds for monitoring and evaluating program effectiveness. While many PD stakeholders recognize the need for increased research and evaluation, identifying funding for such efforts from within existing resources is a considerable challenge, one that needs Congress's active engagement and support to overcome.

- 3. Consolidate and modernize legislative authority for the Department of State's PD mission to meet the demands of the global information environment.** Existing Public Diplomacy authorities do not provide a sufficiently integrated or current legal mandate for the effective conduct and coordination of efforts to understand, inform, and influence foreign publics in an increasingly contested information space. Four acts, as amended, provide the current foundational authority of U.S. government PD programs: the State Department Basic Authorities Act of 1956, the United States Information and Educational Exchange (Smith-Mundt) Act of 1948, the Mutual Educational and Cultural Exchange (Fulbright-Hays) Act of 1961, and the United States International Broadcasting Act of 1994. These statutes, each created in different decades of the 20th century, offer an outdated patchwork of legal authorities for U.S. PD programs. Moreover, at a moment when extremist groups and foreign governments are investing heavily in information warfare and targeting allies and institutions crucial to U.S. national security interests, legal and bureaucratic requirements inhibit the U.S. government's capacity to respond in a coordinated, synchronous fashion. While efforts have been made to address some of these issues, such as through the Smith-Mundt Modernization Act of 2012 and elements of the FY-17 NDAA, the ACPD recommends taking a clean slate approach and would work closely with the relevant congressional committees and PD agencies to establish a cohesive, new Public Diplomacy legislative framework that enables greater coordination and synchronization of U.S. government PD efforts.

TO THE DEPARTMENT OF STATE, OFFICE OF THE UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS (R), AND OFFICE OF POLICY, PLANNING, AND RESOURCES (R/PPR):

- 1. Appoint experienced experts and talented career Foreign Service and Civil Service officers in leadership positions across the Public Diplomacy mission.** Consistent failure to fill critical PD leadership positions across the Department of State limits the success of long-term strategic planning and innovation in PD organizational design, digital diplomacy, and information statecraft. The State Department should fill these leadership vacancies as soon as possible, so PD offices can operate effectively and in synchronization with the Department's broader foreign policy mandate.
- 2. Conduct a strategic review of Public Diplomacy's structure, programs, and resource allocations to address current challenges in the information landscape.** Given the rapid evolution of the global information space and the proliferation of PD programs and tools to address it, R/PPR should conduct a full strategic review of the scope, organization, and resource allocation of PD programs and staffing, particularly those funded through the DP .7 and supplemental budget accounts. This review would assess the synchronization between PD staffing and programming and current U.S. foreign policy objectives. It also would identify and minimize any inefficiencies or duplicative efforts. This review should take into account and build upon the findings of the recommended strategic review of ECA-managed programs (see second ECA recommendation) to ensure that the totality of PD programs, operations, staffing, and resources are accounted for.
- 3. Revise training protocols and requirements and establish new opportunities for the professional development of Public Diplomacy practitioners.** Current entry-level training for PD coned officers does not fully prepare them to address challenges faced in senior leadership roles in a dramatically evolving global communications landscape. In fact, State Department PD training is far less comprehensive when compared to other agencies operating in similar fields, such as Department of Defense Information Operations and Strategic Communication. Moreover, there are few incentives or opportunities for practitioners to pursue continuing education and develop in professionally meaningful ways that keep pace with evolving trends. New curricular materials need to be developed, and the amount of time spent in training and the incentive structure for both Foreign Service and Civil Service PD practitioners to learn continuously need to be enhanced. More opportunities for mid and senior level training in private sector information management and marketing operations should be officered to diversify PD officer skills.

4. **Engage in an interim assessment of the modernization of the organization and staffing of the Department's overseas PD sections.** R/PPR has launched an update of global standards for PD operations that will result in the reorganization of more than 200 PD sections and the revision of some 2,600 locally employed staff positions to strengthen effectiveness and accountability. In the 24 missions that have implemented these updates, the ACPD recommends that an assessment be made of the degree to which these new structures and position descriptions have effectively linked policy objectives to key audiences, fulfilled audience outreach and influence objectives, and linked program monitoring and evaluation results to future initiatives.
5. **Engage in an interim assessment of R/PPR's Research, Monitoring and Evaluation Initiative.** In 2018, R/PPR offered research and evaluation support to more than 80 missions. The ACPD recommends an interim assessment of this enhanced support as well as efforts to develop new standardized program monitoring tools, expanded monitoring and evaluation training for field personnel, and new impact evaluations for high priority programs.
6. **Prioritize improved financial data accounting and transparency in Public Diplomacy.** PD spending is tracked in a variety of ways, depending on the type of program, the level of training at post, and the budget from which the resources are drawn. These systems, however, do not report fiscal data with consistent quality or timeliness, nor are the technical systems integrated. As a result, tracking PD spending across the various bureaus, offices, agencies, and missions requires requesting and triangulating fiscal data from dozens of offices, which cannot be easily reconciled and often results in conflicting tallies. Simplifying and improving existing accounting and knowledge-sharing mechanisms should be a high priority for R/PPR.
7. **Establish clear guidance on the importance of and parameters for exploring the use of emerging technologies in the global information space.** The Office of the Under Secretary and R/PPR should provide leadership and policy guidance on the role of emerging technologies in shaping the global information space. Key questions to consider include an investigation of the role of artificial intelligence and machine learning in pursuing public diplomacy objectives, how emerging technologies can be used to counteract states' malign influence strategies, and the role of public diplomacy in convening conversations with global publics about the informed use of emerging information technologies.

TO THE BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA):

1. **Conduct an assessment of ECA's research and evaluation procedures in the context of challenges to U.S. influence in the global public diplomacy space.** Given the centrality of ECA's programs to the broader PD apparatus and the fact that ECA funding accounts for fully half of the State Department's overall PD budget, the ACPD recommends that ECA, as part of an overall review of public diplomacy evaluation practices, conduct an assessment of its research and evaluation procedures. Such a review should assess the efficacy of the research questions and instruments used and the level of resources deployed, as well as offer recommendations for improving the scientific approach of ECA's evaluations, especially given the need to address critical challenges to U.S. influence in the global public diplomacy space.
2. **Conduct a strategic review of ECA's current structure and programs.** The ACPD recommends a full, strategic review of the scope and organization of ECA's programs, with an eye towards consolidating similar programs, revising the internal organization of and divisions between programs, and minimizing any inefficiencies. Information gathered through such a review would provide greater clarity on the program tools available to PD practitioners in the field and how they can be best utilized. Data from this study could also be used to enhance the domestic public's understanding of the value of U.S. government-funded exchange programs, particularly for U.S. economic prosperity and national security.
3. **Improve knowledge management systems.** ECA should work to heighten transparency and validate accurate reporting by implementing a Bureau-wide knowledge management system. This should provide high quality data that allows ECA staff to quickly respond to taskers, efficiently manage program operations, and analyze data. Such an effort would, ideally, allow ECA to track and assess its own programs in close to real time and reduce the administrative burden. The benefits would be clear, accurate communications across all offices, as well as to Congress and other stakeholders.

4. **Expand alumni coordination, working with other bureaus to directly support post-led efforts to engage USG program alumni over the long-term.** Alumni are a valuable group with greater than average understanding of U.S. policy goals and values. ECA's alumni office should build upon existing efforts and expand coordination with GPA and the regional and functional bureaus to reinforce the central role that missions play in alumni engagement.

TO THE BUREAU OF GLOBAL PUBLIC AFFAIRS (GPA):

1. **Regularly communicate about and assess the implementation of the recent merger of the Bureaus of Public Affairs and International Information Programs into the Bureau of Global Public Affairs.** The recent merger of the Bureaus of Public Affairs (PA) and International Information Programs (IIP) into the Bureau of Global Public Affairs (GPA) was justified as an improvement to the State Department's ability to "communicate American foreign policy and values around the world" in the 21st century. The ACPD recommends that the GPA provide regular updates to the field as well as the regional and functional bureaus about the mechanics of the merger. The ACPD also recommends that the GPA perform periodic internal assessments of the merger implementation process.
2. **Prioritize increased capacity and integration of data analysis into programmatic efforts and content development for GPA's analytics and research function.** The GPA's research and analytics capability should be synchronized with efforts undertaken by R/PPR, GEC and ECA to develop new standardized program monitoring tools, expand monitoring and evaluation training for field personnel, and create new impact evaluations for high priority programs.
3. **Further increase the frequency of press and policy briefings in multiple outreach formats.** Given the ceaseless 24/7 news cycle and the exceptional speed at which false information can be propagated both online and in traditional media, the GPA should strengthen its ability to frame U.S. policies and breaking events accurately with foreign and domestic audiences. The ACPD encourages GPA to make maximum use of its fully staffed press office to increase the number of weekly on- and off-camera press briefings to enhance understanding of America's foreign policy goals and values.
4. **Renew the focus on field driven information outreach needs and priorities. The GPA mandate pledges to "engage foreign publics to enhance their understanding of and support for the values and policies of the United States."** Posts remain the best source of information on what foreign publics care about and why. To improve message impact, GPA should ensure that its research analytics component incorporates field input into priority message development so the right materials are produced for the right audiences with the right tools.

TO THE GLOBAL ENGAGEMENT CENTER (GEC):

1. **Foster an innovative and agile culture through information sharing across U.S. government agencies; objective research and evaluation of programs; and modifying, redirecting, or ending programs not achieving desired/optimal results.** As the GEC increases the size and scale of its counter-terror and disinformation programming, it needs to assess continually the effectiveness of its programs and why specific programs are successful or not. Most importantly, these insights need to be tested and shared in order to ensure that lessons learned and best practices gleaned from its forward-leaning programming can benefit practitioners across the Public Diplomacy community.
2. **Prioritize coordination and synchronization of programs and insights across the interagency.** The GEC is authorized to "direct, lead, synchronize, and coordinate" efforts from across the U.S. government to understand and counter foreign propaganda and disinformation efforts. This function is crucial and one that only the GEC is authorized and able to perform. The ACPD urges the GEC to embrace this mandate fully, strengthen its leadership role in this area, and develop new and/or enhanced methods for harmonizing overall U.S. government programs aimed at identifying, understanding, and countering foreign propaganda and disinformation.

TO THE U.S. AGENCY FOR GLOBAL MEDIA (USAGM):

- 1. Conduct an annual business review of each language service to ensure that Agency resources are allocated properly and efficiently to meet the Agency's priorities.** The USAGM's 2018-2022 Strategic Plan calls for enhanced "strategic cooperation between networks." In fulfillment of this mandate, ACPD recommends that the USAGM conduct comprehensive business reviews of each of USAGM's five networks, to include assessment of programming, audience/impact, budget, IT, performance, staffing, and plans for modernization. Business reviews should leverage both performance and financial data to present a holistic picture of network performance and to identify areas for improvement, broader reform, cost control, or additional investment.
- 2. Increase prioritization of and funding for program research and impact evaluations.** The USAGM's 2018-2022 Strategic Plan calls for improved "accountability and impact measurement." In fulfillment of this requirement, ACPD recommends an independent assessment of USAGM's Office of Policy and Research (OPR) conduct of evaluations of program effectiveness and impact. In particular, this outside inquiry should assess the degree to which OPR has incorporated innovative research designs and methods for measuring impact beyond, but not instead of, the use of systematic survey tools. In addition, given the importance of research in the strategic planning process and the quickly changing media environments in which the USAGM operates, additional resources should be dedicated to OPR to ensure its continued effectiveness.
- 3. Launch a wholesale digital modernization of the Office of Cuba Broadcasting (OCB).** A 2019 report commissioned by USAGM found that OCB's Radio and TV Marti is lacking the necessary editorial processes to ensure the highest journalistic standards. The report also found that Marti's content was by and-large ineffective, targeting an older Cuban audience without a clear path for engaging Cuba's emerging youth population. USAGM should pursue wholesale modernization of the network, streamlining operations and re-launching as a digital first and agile news service to provide highly engaging content to Cubans. Built for linear radio and TV production, OCB's current operating structure and professional expertise are fundamentally misaligned with the informational needs and technological sophistication of Cuba's emerging and influential youth citizenry. Moving forward, content should be created with the intent of digital distribution, consumption, and sharing, foundational logics that require a different approach to content creation. Resources should be focused on creating and acquiring compelling and engaging content that is easily accessed and shared on the devices and platforms that are most accessible to target audiences.

**OFFICE OF THE UNDER SECRETARY
FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS (R)**



R/PPR's Research and Evaluation Unit and U.S. Mission to Brazil staff during a recent Monitoring, Evaluation, and Learning workshop



OFFICE OF THE UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS (R)

FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$1.11 million	\$1.12 million	\$1.21 million	\$1.09 million	\$0.72 million	\$3.10 million

OVERVIEW

The Under Secretary for Public Diplomacy and Public Affairs reports to the Secretary of State and directs the Department's efforts to strengthen U.S. national security and economic prosperity by understanding, informing, and influencing foreign publics and by expanding and strengthening people-to-people connections between the U.S. and the rest of the world. The Under Secretary also leads Department efforts to communicate official policy to domestic and international audiences and to engage and inform the American people about U.S. foreign policy.

The Under Secretary's office oversees the bureaus of Educational and Cultural Affairs (ECA), Public Affairs (PA), and International Information Programs (IIP), the Global Engagement Center (GEC), and the Office of Policy, Planning, and Resources (R/PPR). (Note that this report covers the period prior to the FY 2019 merger of PA and IIP into the Bureau of Global Public Affairs (GPA).) The Under Secretary also provides PD resources to, and coordinates PD priorities with all the Department's regional bureaus and many of its functional bureaus.

The Under Secretary:

- Serves as the principal advisor to the Secretary and Deputy Secretary on all public diplomacy (PD) matters, including the allocation and oversight of public diplomacy and public affairs resources;
- Directs the formulation and coordination of Department policies on issues related to public diplomacy and public affairs and represents the Department on related matters with other agencies of the U.S. government and outside audiences;
- Oversees annual strategic planning and evaluation of PD and PA programming;
- Ensures coordination and strategic alignment with foreign policy objectives; and
- Manages Department leadership responsible for conducting and implementing public diplomacy and public affairs policies, programs, and activities.

The staff of the Office of the Under Secretary for Public Diplomacy and Public Affairs (R) include an Executive Assistant (who also acts as Chief of Staff), four Special Assistants, a Special Advisor focused on youth issues, a three-person Expo Unit, and one Administrative Support Officer.

Expo Unit (R/EXPO)

Established in 2017, the Expo Unit oversees U.S. pavilions at overseas Expos (also known as World's Fairs) accredited by the multilateral Bureau of International Expositions (BIE) and supports U.S. cities vying to host such events. Prior to the establishment of the Expo Unit, no single office had been responsible for managing official U.S. participation in Expos since the United States Information Agency (USIA) Expo Office closed in 1992.

In February 2018, the Under Secretary issued a Request for Proposal for the U.S. pavilion at Expo 2020 Dubai, the next World’s Fair and first in the Middle East. The Department has partnered with a party in the private sector to establish a U.S. pavilion at Expo 2020 Dubai, scheduled to open on October 20, 2020. Meanwhile, in 2019, U.S. cities will apply for recognition as the U.S. candidate for a future World’s Fair—the next hosting opportunities are 2027 and 2030. Buenos Aires, Argentina will host Expo 2023 and Osaka, Japan will host Expo 2025.

OFFICE OF POLICY, PLANNING, AND RESOURCES (R/PPR)

The Office of Policy, Planning, and Resources (R/PPR) maintains Department-wide standards and seeks to improve the effectiveness of public diplomacy by coordinating PD efforts on budgeting, strategic planning, external outreach, information technology, training and professional development, social and digital media, program evaluation, audience analysis, data collection, and knowledge management. R/PPR utilizes these capabilities to support regional and functional bureaus and posts overseas and advise the Under Secretary for Public Diplomacy and Public Affairs and other senior leadership on the efficient and effective allocation of public diplomacy resources.

(in millions)	FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
R/PPR Evaluations	\$1.22	\$1.38	\$1.19	\$1.06	\$1.06
Digital Support (includes strategic planning tools such as the PD Implementation Plan, PD Resource Profile, and Mission Activity Tracker)	\$3.13	\$1.11	\$0.97	\$5.28	\$6.22
Audience Research & Analysis	\$0.18	\$1.35	\$0.88	\$0.63	\$0.63
Support for Bureau Initiatives (including PD Staffing Initiative)	\$2.64	\$1.16	\$1.50	\$4.09	\$4.09
Total	\$7.17	\$5.00	\$4.54	\$11.06	\$12.00

R/PPR’s strategic goals include:

- Facilitating interagency coordination of strategic communication and strengthening the role PD plays in the formulation of U.S. foreign policy;
- Building PD communication tools and improving coordination on technology issues across the PD community;
- Strengthening and coordinating opinion research and evaluation throughout the PD family; and
- Enhancing the effectiveness of overseas PD operations through implementation of the PD Locally Employed Staff Initiative (now called the PD Staffing Initiative), which updates organizational structures and position descriptions with an audience-based focus.

To ensure PD expertise informs the development of U.S. foreign policy and effective use of PD resources to support policy priorities, R/PPR engages in regular strategic planning exercises with R family bureaus, regional and functional bureaus, and PD sections abroad. R/PPR is piloting training, resources, and tools that enable PD practitioners to make the best use of available evidence and incorporate data into resource and programming decisions. R/PPR leads the PD digital practitioners network in considering the use of new technologies messaging app and chatbot pilot projects.

R/PPR’s core functions are divided between two divisions: 1) Resources and 2) Policy and Planning.

Resources

The Resources division provides strategic management of the financial, human, and technology resources that support PD programs and activities worldwide. Resources include two Budget Units, a Program and Project Management Unit, and a Professional Development Unit.

Budget Units

The Budget Units assist in the strategic allocation of Public Diplomacy and Public Affairs resources to address foreign policy priorities. R/PPR's budget units distribute funds to the regional and functional bureaus and provide advice on and operational support for all phases of financial management of Public Diplomacy and Public Affairs budget activities. These functions include budget formulation, justification, and execution, as well as resource planning and the collaborative management of multiple appropriations that support public diplomacy initiatives throughout the Department.

Professional Development Unit (PDU)

The Professional Development Unit (PDU) supports the practice of public diplomacy by ensuring all PD practitioners (Foreign Service Generalists and Specialists, Civil Service, and Locally Employed Staff) have the skills and training to effectively perform their functions, timely opportunities for professional development, and an organizational structure that supports career advancement. The PDU leads the PD Staffing Initiative, which is modernizing position descriptions globally to align with the audience-based focus of the Public Diplomacy Strategic Framework. When finished, the initiative will have updated 2,600 LES and nearly 600 American officer positions.

Program and Project Management Unit (PPMU)

The Program and Project Management Unit (PPMU) provides information technology advisory and consultative services to R/PPR and R family colleagues in the areas of federal governance, regulatory and security compliance requirements and industry best practices in IT. The PPMU additionally facilitates the successful and cost-efficient execution of IT initiatives funded to support the public diplomacy mission. The PPMU also specializes in IT contract acquisition and execution, the OMB Capital Planning and Investment Control process and NIST Risk Management Framework and related security processes. Finally, the PPMU advocates for PD IT requirements with department colleagues and represents the R Family on Department advisory and working groups.

Policy and Planning

The Policy and Planning division participates in the Department's strategic planning processes and manages strategic planning and research and evaluation tools that facilitate the work of PD officers in the field and provide PD leadership with key information necessary for resource allocation and budget justifications. Policy and Planning includes the Policy and Planning Unit and Research and Evaluation Unit.

Policy and Planning Unit (PPU)

The Policy and Planning Unit develops and promotes policies, standard operating procedures, best practices, training, and other tools and processes to maximize effectiveness of the Department's PD efforts in furthering U.S. foreign policy goals. Policy and Planning leads the PD strategic planning process and advocates for PD equities in the interagency and throughout the Department, and coordinates development of Department-wide digital policies and standards to enable PD practitioners to harness evolving technologies.

Research and Evaluation Unit (REU)

The Research and Evaluation Unit generates original research on PD initiatives, interprets existing research, and disseminates knowledge tailored to the needs of PD practitioners—including on-demand opinion polling, message testing, and practical data analysis—to support the use of evidence in effective decision-making. These research techniques and products enable the Department to deploy its PD resources more efficiently, minimize waste, and maximize effectiveness. Working in close coordination with bureaus and posts, the REU also designs and implements monitoring systems and program evaluations unique to local environments and provides training and policy guidance on research and evaluation practices.

External Relations

A Senior Advisor for External Relations develops and maintains an outreach strategy and facilitates interaction between the Under Secretary for Public Diplomacy and Public Affairs, other senior R leadership, and key external PD constituencies including Congress, academia, and non-governmental organizations. External engagement enhances the visibility and understanding of the role PD plays in advancing U.S. interests and provides an avenue for the exchange of ideas and information.

Key 2018-2019 Projects and Initiatives

- R/PPR began developing a new suite of PD Tools that will integrate and modernize the legacy online tools for audience analysis/targeting, strategic planning, budget analysis, and measurement and evaluation. Utilizing the Department's enterprise Contact Relationship Management (CRM) system, the new tools will greatly reduce manual data entry and improve standardization of program results data.
- R/PPR continued to strengthen PD strategic planning competencies in preparation for the launch of the next generation of strategic planning tools.
 - In FY19, R/PPR designated regional bureau PD offices as approvers of the Public Diplomacy Implementation Plans (PDIPs) required at every post. This action, which implements a best practice, acknowledges and utilizes the bureaus' knowledge of regional policy priorities and local context to evaluate and endorse each PDIP.
 - R/PPR provided both in-person and virtual PDIP workshops to drafters at posts as well as to reviewers in Washington. The Policy and Planning Unit and REU developed a number of concise, practical guides, such as "Writing SMART Objectives" and "Strategic Planning Best Practices."
 - R/PPR aligned the functional bureau PD strategic planning process more closely with the field's PDIP process, including a focus on problem statements and expected outcomes, along with providing more structured support and guidance to drafters.
- R/PPR coordinates updates to internal Department regulations that govern PD work, which are published in the Foreign Affairs Manual/Foreign Affairs Handbook (FAM/FAH). In 2018-2019, R/PPR finalized updates of FAM/FAH chapters on managing and using American Spaces.
- R/PPR introduces best practices to the global PD community, such as the publication of PD handbooks for use in the field. In the past year, R/PPR published revisions to handbooks on Working within the Embassy, Working with the Media, and Working with Your Budget.
- R/PPR represented public diplomacy and digital diplomacy equities in work products developed by various bureaus, implementing digital toolkits to increase content quality and establish common standards that facilitate timely delivery of digital products to PD officers overseas.
- To improve internal communications, R/PPR further modernized its SharePoint site "PD@State," a key portal housing internal policy information for PD practitioners.
- In FY2018, R funded 29 PD Innovation Fund projects totaling \$5,240,945. Each project proposal contained a well-crafted measurement and evaluation (M&E) plan developed in consultation with the REU. Administered by R/PPR, the Innovation Fund is a means of supporting and highlighting emerging PD best practices.
- R/PPR advocates on behalf of PD within the Department and the interagency. In 2018, R/PPR clarified PD policies and developed a process for PD practitioners to appeal denials of access to Sensitive Compartmented Information (SCI), which R/PPR negotiated with the Bureau of Diplomatic Security and the Bureau of Intelligence and Research.
- Working closely with the Foreign Service Institute and across the PD cone, R/PPR continuously identifies emerging needs and opportunities to ensure that all PD practitioners—Foreign Service Officers, Civil Servants, Locally Employed Staff, and contractors—have the necessary support and training to be effective PD practitioners.
 - In FY 2018, the Foreign Service Institute launched a new course for Locally Employed Staff that integrates cultural and press functions at posts and supports both the adoption of the PD Strategic Framework and implementation of the PD Staffing Initiative.
 - In the last 12 months, R/PPR began piloting a series of workshops to help PD practitioners master four skills essential to modern PD operations: audience analysis, strategic planning, effective management, and ongoing evaluation. The skills mirror the four core elements of the PD Strategic Framework.

- In 2018, R/PPR worked with two posts to train personnel and grantees on monitoring and evaluation. In April, the REU hosted a multi-day workshop for Embassy Port Moresby and its grantees on monitoring and evaluation of public diplomacy programs that culminated with development and testing of new surveys to assess the effectiveness of post-managed programming to end gender-based violence. In December, the REU hosted a week-long workshop on strategic planning, monitoring, and evaluation for Embassy Kigali. The workshop strengthened Embassy Kigali's internal capabilities for program planning and evaluation.
- In June 2019, R/PPR concluded its second impact evaluation, which examined the Young Transatlantic Leaders Initiative (YTILI) Fellowship. This evaluation also assessed whether and how participation in the Fellowship promotes economic prosperity in Europe, increases the entrepreneurial knowledge of Fellows, and strengthens the relationship between the YTILI Fellows and the United States. The final evaluation report will be available in late 2019.
- R/PPR refined and coordinated an outreach strategy for the Under Secretary and other R officials to ensure the public diplomacy constituency is adequately informed about PD developments in the Department. Outreach included engagements with Congressional staff, members of the research community and further elevated the support for the Department's PD efforts by increasing the profile of public diplomacy with outside experts.
- R/PPR supported a new initiative to measure how EducationUSA outreach and resources can most effectively influence foreign populations' views on studying in the United States. The data collection and ongoing monitoring system will evaluate perceived barriers to studying in the United States and ways in which EducationUSA outreach and resources can most effectively reduce those barriers. The Department and its partners will then be able to use the data and insights to match programming with audience needs, strengthening efforts to increase the number of students studying in the United States.

Breakout Section on the Tokyo Monitoring Project

Project TOKEMON (Tokyo Monitoring), a performance monitoring system, tracks Mission Japan's efforts to promote study in the United States. Designed by R/PPR's REU and Embassy Tokyo's Public Affairs Section (PAS) and implemented in 2018, TOKEMON delivers timely, actionable data about the effectiveness of post's efforts to promote study in the United States. The monitoring system measures 1) how the study abroad audience perceives barriers to study in the United States and 2) how many Japanese citizens are actually studying in the United States. Monitoring is conducted by surveying study abroad audiences on their perception of the barriers to studying in the United States and by compiling visa data on the number of Japanese studying in the United States.

Initial TOKEMON findings included the following:

- **Job Benefit:** A clear majority of respondents—with 94 percent expressing confidence—believe that study in the U.S. will result in better job opportunities;
- **Cost:** Cost is perceived as the most significant obstacle to study in the U.S.—84 percent of respondents consider education related expenses as a barrier;
- **Completion of Application:** Thirty-seven percent of respondents expressed concern about their ability to complete applications—a surprise finding;
- **Visa Process:** Twenty-five percent of respondents considered the visa process to be a barrier to study in the U.S.;
- **Safety Concerns:** Twenty-four percent of respondents considered threats to personal security to be a barrier to study in the U.S.;
- **Academic and Job Recruitment Calendar Alignment:** Alignment of academic and job recruitment calendars between the U.S. and Japan were considered to be the least significant barriers as cited by 15 and 21 percent, respectively, of Japanese considering study in the United States.

In response to these initial findings, Embassy Tokyo officials took the following mitigation measures:

- Reaffirmed post messaging on lower cost options to study in the United States, including continuing a strong emphasis on quality community colleges with high acceptance at competitive four-year universities;
- Shifted resources to outreach and assistance to students completing applications to U.S. schools;
- Confirmed that messaging on academic calendar alignment between the United States and Japan does not merit additional resource allocation.

PD TOOLS REDESIGN

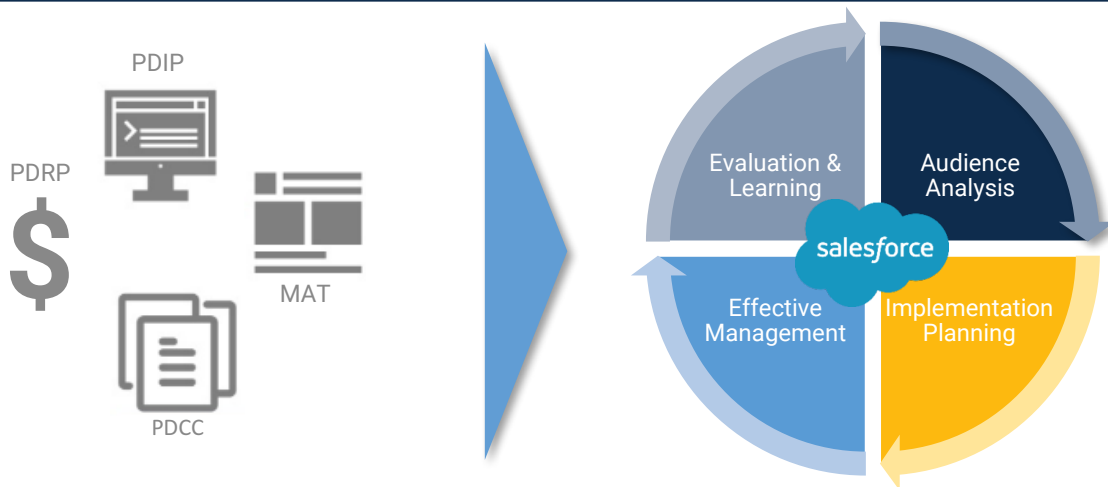


PD Tools will be a single, integrated application on the Salesforce platform to help Public Diplomacy practitioners plan, budget, track, implement, report on, and evaluate their work.

PROJECT GOALS

Focus on Strategy	Reduce Reporting Burden	New Tools for Management	Increase Access to Information	Tell PD's Story
Link strategy to implementation and be responsive to changing conditions in the field	Limit data entry and make reporting incidental rather than duplicative	Give employees and supervisors collaborative tools to help them do their work	Continuously collect and share information to promote learning and evaluation	Powerful reporting capabilities can tailor data to meet the needs of decision makers

THE PROCESS



Current State

R operates four legacy Public Diplomacy applications:

- PD Implementation Profile (PDIP)
- Mission Activity Tracker (MAT)
- PD Resource Profile (PDRP)
- PD Country Context (PDCC)

These platforms are outdated, lack integration, and are disconnected from real Public Diplomacy work.

Future State

The PD Tools project will move the functions of these old PD systems to the Salesforce platform. The move is an opportunity to re-visit how software supports Public Diplomacy at the State Department. The goal is to produce an integrated system that links analysis, planning, management, and learning in a continuous loop that supports and improves the work of Public Affairs sections in the field and in Washington.

Questions? Email REU@state.gov

Breakout Section on the PD Staffing Initiative (PSI)

The PD Staffing Initiative (PSI), an ongoing R/PPR priority, provides a holistic, multi-year review of overseas PD section organization and staffing. These reviews, which incorporate updated global standards for PD operations while accounting for each post's unique characteristics, will result in the reorganization of more than 200 PD sections. The PSI will also facilitate the revision of some 2,600 Locally Employed Staff positions to strengthen program effectiveness, efficiency and accountability. The PSI organizational and staffing reviews will link policy objectives to key audiences, evaluate PD program effectiveness in influencing those audiences, and continuously monitor and evaluate program results.

Over the last year R/PPR built up three specialized sub-units to help Public Affairs Officers (PAOs) manage and sustain PSI driven changes to organizational structure and mindset. One unit prepares PAOs for PSI implementation by helping them to manage these changes. A second unit expands the PSI coaching team's capacities, allowing them to work with more posts more quickly and to identify and pilot new models of engagement, including via remote coaching. The third unit is developing a post-implementation support process that will reinforce the PSI's foundational concepts and strategy. This will include collaboration with the Foreign Service Institute and other partners to ensure the institutionalization and reinforcement of key elements of the PD modernization effort during training sessions, workshops, and other interactions with PD practitioners in the field.

By the end of FY19, R/PPR expects 22 missions will have fully implemented the new organizational structures and updated position descriptions. An additional 30 missions should complete implementation by the end of FY20. In FY22, R/PPR anticipates worldwide implementation of the PSI.

BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA)



Fulbright-National Geographic participant Jenny Gil shares her research on micro-algae with local students in Panama.



BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA)

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$569 million	\$590 million	\$591 million	\$634 million	\$646 million	\$701 million

The Bureau of Educational and Cultural Affairs (ECA) designs and implements exchange programs that advance U.S. foreign policy and national security objectives. ECA's exchange programs connect Americans with current and emerging leaders from foreign countries, resulting in strong relationships and networks that sustain the United States' security and its prosperity and open new perspectives to exchange visitors.

With over 90 percent of ECA's appropriation spent in the United States or invested in U.S. citizens and organizations, ECA's programs provide direct economic benefits to the American people. Across the United States, high schools, universities, local communities, families who host exchange participants, and individuals and organizations who work on implementing these programs gain valuable knowledge and experience from engaging with program participants from all over the world.

ECA's monitoring and evaluation efforts consistently demonstrate that alumni of U.S. government-sponsored exchanges return to their home countries with increased knowledge of the United States and more favorable views of the American people. American alumni return with marketable skills and international experiences that help advance their careers and support their communities.

The long-term positive impact of ECA exchange programs is indisputable. More than one million people have participated in ECA-funded programs since they began almost 80 years ago. Forty-two alumni are current members of the U.S. Congress, and 589 alumni are current or former heads of state and government around the world. Additionally, fifteen percent of the foreign ambassadors currently posted to the United States are exchange alumni.

This ECA overview covers the Bureau's seven programmatic work streams: Policy (includes Cultural Heritage, Alumni Outreach, U.S. Speakers, Public-Private Partnerships, Collaboratory, and Evaluation), Academic Programs, Citizen Exchanges, English Language Programs, Global Educational Programs, International Visitors, and Private Sector Exchange.

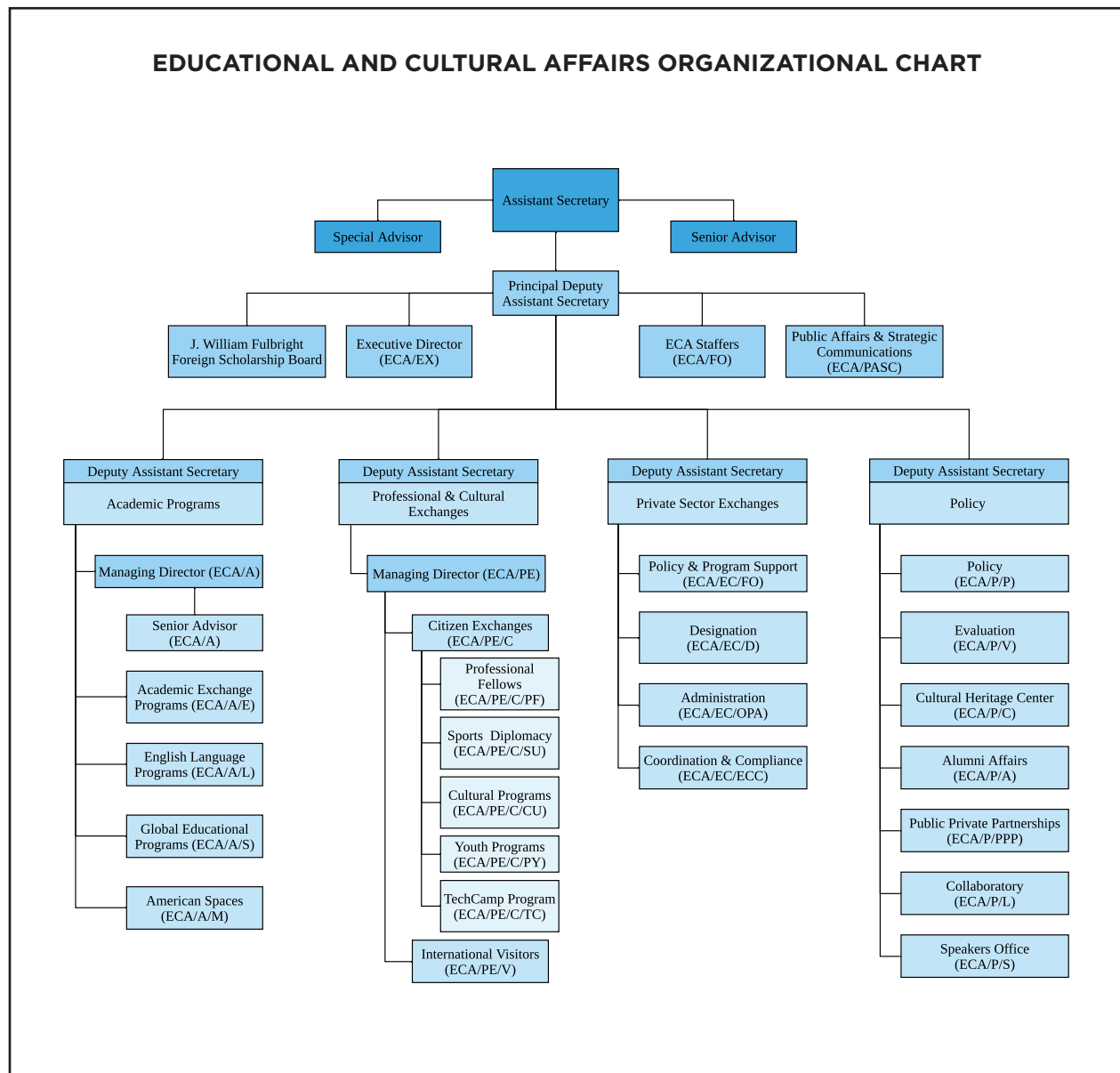
With the FY 2019 consolidation of IIP and PA into the GPA, three IIP program offices were merged into ECA: American Spaces, the U.S. Speakers Program, and TechCamps. The Office of American Spaces was aligned under ECA's Academic Exchanges Directorate, the U.S. Speakers Program was aligned under the Policy Directorate, and TechCamps was aligned under the Professional and Cultural Exchanges Directorate. At the time of the writing of this report, the merger is not yet fully completed, so substantive discussion of these three programs can be found in the IIP section.

In fiscal year (FY) 2019, ECA programs and exchanges focused on the following five priorities:

- **Promote American leadership** through people-to-people exchanges that advance U.S. foreign policy objectives and deepen the mutual understanding that underpins U.S. relationships with foreign countries.
- **Renew America's competitive advantage** for sustained economic growth by increasing the global skills of Americans and expanding the reach of U.S. businesses and institutions.
- **Counter foreign government disinformation** and foster alternatives to radicalization through international exchange programs.

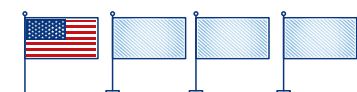
- **Promote American values** through professional, educational, and cultural programs that bolster democratic principles and encourage strong civil society institutions, human rights, and independent media.
- **Ensure effectiveness of ECA programs** and accountability to the U.S. taxpayer by evaluating programs robustly, expanding use of virtual technologies, and leveraging relationships with program alumni.

ECA's staff includes 510 authorized full-time positions and 64 contractors. About 55,000 people take part in ECA-funded exchange programs every year, including opportunities for approximately 15,000 Americans to travel abroad. ECA's Private Sector Exchange Programs welcomed over 308,000 exchange visitors to the United States in 2018 from 200 countries and territories. ECA supports a network of more than 400 EducationUSA advising centers worldwide to provide foreign students interested in studying in the United States with accurate, comprehensive, and current information about how to apply to U.S. colleges and universities. Approximately 1,095,000 international students studied at U.S. higher education institutions in the 2017–2018 academic year, a record high for the United States. The U.S. Department of Commerce estimates that international students in the United States contribute approximately \$45.3 billion to the U.S. economy and support more than 455,000 American jobs.



ECA Exchanges: Impact at Home

ECA exchange programs not only bring the world closer together, but benefit individual Americans, local American communities, and the United States economy. ECA's impact produces more informed Americans, richer cultural understanding, a more robust economy, and deeper ties between nations and peoples.



ONE IN FOUR

ECA-funded exchange participants are **American**.

More than 330,000

INTERNATIONAL PARTICIPANTS

visited the U.S. as participants of the work and study-based **Exchange Visitor Program**.



These participants are foreign physicians, teachers, camp counselors, au pairs.



More than

38,000 VOLUNTEERS

contributed **630,330 hours** of service in 2017.



In 2017/2018, the U.S. hosted more than

ONE MILLION STUDENTS

who contributed **\$45.3 billion** to the U.S. economy, which supported **455,000 U.S. jobs**.

ECA IS FOCUSED ON:

promoting **AMERICAN VALUES** through the leaders of tomorrow and global thought leaders.



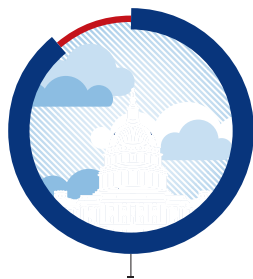
20 percent of ECA programming is focused on cultivating relationships with thought leaders.



50 percent of ECA programming is focused on youth, young leaders, and youth-related issues.

Using Data to Enhance Exchanges and Demonstrate Impact

The Bureau of Educational and Cultural Affairs' Evaluation Division has been at the forefront of the Department of State's monitoring and evaluation efforts since its creation in 1999. Throughout its nearly 20 years, the Evaluation Division has built a robust M&E system to ensure that ECA program staff and senior leadership benefit from timely performance data that they can utilize for evidence-based decision-making.



89% of foreign exchange participants

surveyed following their U.S. programs in 2018 report a more favorable view of the American people



93% of foreign exchange participants

surveyed in 2018 agree with statements in support of democratic values

SHARING AMERICAN VALUES

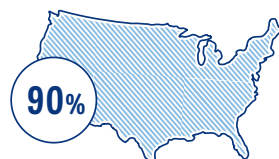
In 1978, Congress established the **Hubert H. Humphrey Fellowship** with the mission to foster a mutual exchange of knowledge and understanding on issues of common concern in the United States and Fellows' home countries in the developing world. The program provides fellows with exposure to American values, through academic work and professional affiliations in local government, civil society institutions, nonprofits and media.



More than **6,000** young and mid-career professionals from **172 countries** have served as Humphrey Fellows.

Over 90% of Humphrey Fellows

said that they learned about U.S. society, culture, diversity, religion, government, and policies



Championing Diversity

More than 75% of surveyed Humphrey Fellows reported using their influence to promote diversity in their organization and/or in their field.

Impact at Home

97% of Americans

familiar with the Humphrey Fellowship reported that the exchange program benefits American communities.



Long-lasting Connections

90% of Humphrey Fellows

surveyed reported staying in touch with contacts in the United States

POLICY DIRECTORATE

ECA's Policy Directorate takes a cross-bureau approach to ensuring program alignment with the State Department's foreign policy priorities and global engagement objectives. Its offices send American experts to speak abroad, implement public-private partnerships to encourage women's economic empowerment, monitor and evaluate program impact and effectiveness, pilot new modes and platforms of interaction with foreign participants, leverage the resources of the private sector, and sustain long-term engagement with program alumni. Also within the Policy Directorate, the Cultural Heritage Center implements U.S. policy on cultural heritage protection and preservation.

POLICY UNIT

The Policy Unit supports ECA's efforts to link programs closely to foreign policy goals and to provide flexible and rapid response capabilities to international events and developments. It serves as the bureau's in-house think-tank, exploring strategies for using exchanges as a policy tool and providing analysis and responses to requests and inquiries from interagency partners and Congress. The unit regularly convenes policy dialogues that give ECA program offices opportunities to engage with State Department and interagency policymakers and to explore how exchanges can be made even more relevant and effective foreign policy tools. The Policy Unit coordinates responses to State Department, National Security Council, and congressional questions requiring input from all ECA program offices.

ECA COLLABORATORY

Origin: 2013

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$0	\$0	\$200,000	\$369,000	\$369,000	\$370,000

The Office of the Collaboratory works across ECA, designing, piloting, and promoting innovative approaches to educational and cultural diplomacy. It develops new programmatic tools, cultivating best practices for the use of technology in exchanges, and linking public diplomacy practitioners with experts from other sectors.

The Collaboratory also promotes innovation in public diplomacy by incorporating digital elements into in-person exchanges, tracking the use of emerging technologies in ECA programs, and piloting virtual and blended exchange program models. In addition, the Collaboratory supports programs that develop new skills in media literacy, narrative diplomacy, and technology-facilitated education that are essential to the diplomatic needs of the digital age.

Finally, the Collaboratory pilots multi-faceted programs that create models for reaching new audiences, involving more Americans in exchanges, and strengthening person-to-person engagement around the globe. The weekly Collaboratory-produced podcast "22.33" uses storytelling methodologies and first-person narratives to tell the "life-changing stories" from ECA exchanges.

EVALUATION DIVISION

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$1.22 million	\$1.25 million	\$1.25 million	\$1.72 million	\$1.60 million	\$3 million

Monitoring and evaluation remain key components of ECA's programming. The Evaluation Division (ED) has primary responsibility within the Bureau for the assessment of program effectiveness in the advancement of U.S. foreign policy goals. The ED supports ECA's commitment to meeting and exceeding its programmatic goals by providing the data necessary to drive evidence-based decision-making and inform resource requests. The data gathered enables program managers to identify and remediate real-time challenges, measure programming efforts against U.S. foreign policy goals, and provide greater program accountability and transparency.

The ED performance monitoring system also allows ECA to: (1) utilize data and performance metrics to assess and enhance program performance; (2) inform strategic planning activities at the bureau, division, and individual exchange program levels; (3) supplement the information that ECA program officers receive from their implementing partners and exchange participants to provide a comprehensive view of programmatic activities; and (4) allow the Bureau to respond more quickly and reliably to requests from Congress, the Office of Management and Budget (OMB), and Department of State stakeholders.

In order to better track performance against established goals and objectives, the ED is developing an updated program impact assessment that provides reliable, easily accessible data to ECA program teams. This approach includes surveys of all ECA program participants just before and just after the program takes place, and one year and five years after the exchange participant returns home. In addition to capturing long-term program results, this system highlights where successes are occurring and where adjustments may need to be made.

Since its creation in 1999, the ED has completed more than 50 in-depth evaluations of selected programs (see <https://eca.state.gov/impact/eca-evaluation-division>). These evaluations incorporate the best available methods to generate the highest quality evidence, taking into account specific data requests made by program managers and senior leadership, as well as time, budget, and other constraints. In 2018, in advance of the Hubert Humphrey Fellowship program's 40th anniversary, an evaluation report examined the full scope of the program's impact. In 2019, the ED will complete evaluations of the Alumni Engagement Innovation Fund and the Ambassadors Fund for Cultural Preservation.

OFFICE OF ALUMNI AFFAIRS

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$2.82 million	\$3.50 million	\$4.04 million	\$5.24 million	\$5.24 million	\$5.03 million

The Office of Alumni Affairs (OAA), established in 2004, seeks to maximize the return on investment in people-to-people connections by turning individual exchanges into enduring relationships. The OAA facilitates strategic alumni engagement by regional bureaus and U.S. embassies through project funding, regional workshops, and knowledge management. The office also engages directly with alumni and alumni associations to strengthen networks and support projects – both in person and on virtual platforms – that build on the experience gained by participants during their exchange program.

Over the past 16 years, the office has supported nearly 2,000 alumni-led initiatives promoting shared goals with the United States, such as business development and economic opportunity, girls' education, conflict resolution, and outreach to underserved communities. Since 2016, the office has been scaling up outreach and engagement with American alumni, a group of over 400,000 with links to most U.S. states. The rapid-response Alumni Thematic International Exchange Seminars (Alumni TIES) model enables ECA to convene alumni in as little as three months around key foreign policy issues. Recent Alumni TIES events focused on building stronger American cities, strengthening business and trade for women entrepreneurs, addressing addiction, developing skills in media literacy, and countering human trafficking.

Prominent Alumni Accomplishments

Government and Politics

- 26 current foreign ambassadors to the United States are alumni of a U.S. government exchange program.
- 24 alumni currently sit on their respective countries' Supreme Court.
- More than 1,800 alumni have served as a cabinet minister for their national government.

Sciences and Humanities

- 85 alumni are Nobel laureates. The most recent alumni laureates include Kip Thorne (physics) and Michael Rosbash (physiology/medicine).
- More than 110 alumni have won Pulitzer Prizes. In 2019, winners included David W. Blight (History), Jeffrey C. Stewart (American History), and Eliza Griswold (General Nonfiction).

Sports

62 alumni from the United States have competed in the Olympic Games. In the most recent Olympics, PyeongChang 2018, ECA alumnae Hilary Knight and Chloe Kim won gold medals for Team USA.

Civil Society

- 47 alumni have been awarded the U.S. Presidential Medal of Freedom.
- 12 alumni have won the Nobel Peace Prize, including former President of Columbia Juan Manuel Santos (2016) and former Secretary Henry Kissinger (1973).

Young Leaders

42 alumni have been recognized as Forbes "30 Under 30" awardees, in fields as diverse as education and enterprise technology.

CULTURAL HERITAGE CENTER

The Cultural Heritage Center provides expertise on cultural heritage policy and supports the protection and preservation of cultural heritage worldwide. It serves as the secretariat for the interagency Cultural Heritage Coordinating Committee (CHCC), a forum where ideas and programs incubated in individual agencies and CHCC working groups are shared with all relevant parties. The Center oversees and supports the Cultural Property Advisory Committee (CPAC) and the State Department's decision-making functions concerning cultural property agreements. Ongoing programs to protect and preserve cultural heritage worldwide include the U.S. Ambassadors Fund for Cultural Preservation (AFCP) and the CHC-led interagency Cultural Antiquities Task Force (CATF). The protection and preservation of cultural heritage enable the State Department to promote stability, economic development, and good governance in partner countries while preventing the illicit trade of cultural artifacts, some of which finances terrorist organizations and other criminal networks.

CULTURAL PROPERTY ADVISORY COMMITTEE (CPAC) (1983)

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$596,329	\$610,703	\$590,038	\$692,015	\$535,527	\$565,500

Cultural property agreements with other countries help to prevent illicit excavation and trade in cultural objects. For a concerned country, it is unlawful to excavate, remove, or to export cultural objects without a permit. For the United States, once an agreement is in place, importing those objects of designated material is prohibited except under special circumstances. Such an agreement seeks to protect cultural heritage by reducing the incentive for further pillage of archaeological and ethnological material. The Cultural Property Advisory Committee (CPAC) advises the President on appropriate U.S. action in response to requests from foreign governments for such agreements.

In addition to administering the CPAC, the Cultural Heritage Center coordinates other U.S. government activities related to the Convention on Cultural Property Implementation Act (1983) and the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export, and Transfer of Ownership of Cultural Property. Currently, the United States has cultural property agreements in force with Belize, Bolivia, Bulgaria, Cambodia, China, Colombia, Cyprus, Egypt, El Salvador, Greece, Guatemala, Honduras, Italy, Libya, Mali, Nicaragua, and Peru. It has imposed emergency import restrictions on archaeological and ethnological materials from Iraq, Libya, and Syria.

U.S. AMBASSADORS FUND FOR CULTURAL PRESERVATION (AFCP) (2001)

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$5.75 million	\$5.75 million	\$5.75 million	\$6.25 million	\$8.25 million	\$6.25 million

The U.S. Ambassadors Fund for Cultural Preservation (AFCP) awards grants through U.S. embassies for the preservation of the cultural heritage of developing countries. Such support contributes to post-disaster and post-conflict recovery and stabilization. It satisfies U.S. treaty and other obligations and creates opportunities for economic development. In strife-ridden states, heritage preservation efforts counter extremist interpretations of U.S. interests and demonstrate American values in action.

In FY 2018, AFCP projects took place in Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Cambodia, Cameroon, Dominica, Ecuador, Egypt, Ethiopia, Georgia, Guatemala, Haiti, India, Iraq, Jamaica, Jordan, Kosovo, Laos, Lebanon, Mexico, Micronesia, Mongolia, Morocco, Mozambique, Nepal, Nigeria, North Macedonia, Pakistan, Peru, Rwanda, South Africa, Sri Lanka, Sudan, Tunisia, Vietnam, and Zimbabwe. As of FY 2018, funding for the AFCP comes from the Diplomatic and Consular Programs Public Diplomacy account (.7 funds).

CULTURAL ANTIQUITIES TASK FORCE (CATF) (2004)

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$1 million	\$1 million	\$1 million	\$1 million	\$1 million	\$1 million

The Cultural Heritage Center leads the Cultural Antiquities Task Force (CATF). Established by the U.S. Congress in 2004 and incorporated into the CHCC in 2016, the CATF is composed of federal agencies that share a common

mission to combat trafficking in antiquities in the United States and abroad. The CATF coordinates law enforcement efforts, provides training, and supports local governments, museums, and preservationists around the world in the protection of cultural property. Since its creation, the CATF has supported more than 75 international and domestic cultural-property training programs. Funding for the CATF comes from the Diplomatic and Consular Programs Public Diplomacy account (.7 funds).

ACADEMY FOR WOMEN ENTREPRENEURS (2019)

To augment the existing slate of exchanges focused on women’s economic empowerment, in 2019 ECA launched the Academy for Women Entrepreneurs (AWE), a new program supporting women entrepreneurs around the world. AWE uses DreamBuilder, an online training program on women’s entrepreneurship developed through a partnership between Arizona State University’s Thunderbird School of Management and global copper mining company Freeport-McMoRan. DreamBuilder teaches women to create their own business plans, raise capital, and link up with networks of successful business owners. In addition, ECA will connect AWE participants to additional opportunities by leveraging alumni networks, nongovernmental organizations, and other experts.

Program Length: 6-10 months
Avg. Cost per Day: N/A
Female/Male Split: 100 percent female participation

	FY 2019	FY 2020
Budget	\$1 million	\$1.5 million
# of Proj/Partic	2000	4000
Cost per	N/A	N/A

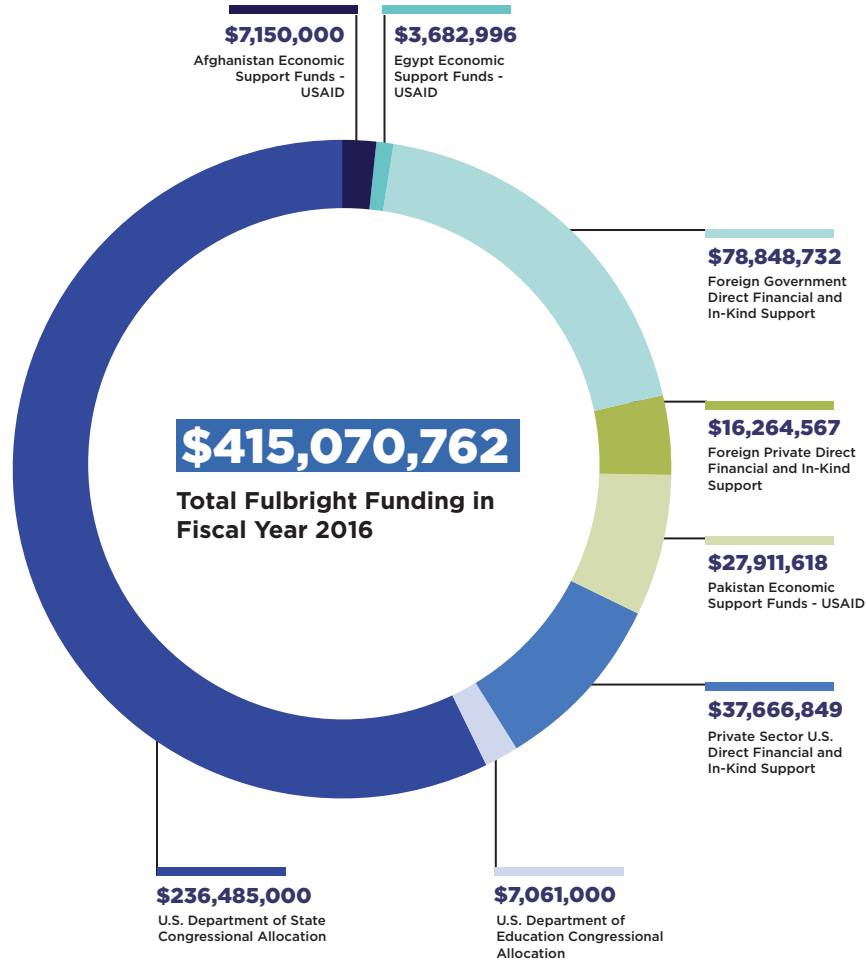
Geographic Reach (countries where program took place in 2019): ECA piloted AWE in Bahamas, Barbados, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Ghana, Guatemala, Haiti, Honduras, Jamaica, Kenya, Nigeria, Papua New Guinea, Peru, Rwanda, Senegal, South Africa, Spain, Tanzania, Uganda, Venezuela, Zambia, and Zimbabwe.

ACADEMIC EXCHANGE PROGRAMS

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$208 million	\$226 million	\$228 million	\$232 million	\$232 million	\$265.40 million

Fulbright by the Numbers

The Fulbright Program has a unique capacity to foster the exchange of ideas and expansion of knowledge by bringing together innovative people with diverse backgrounds and perspectives to address common challenges.



FULBRIGHT PROGRAM (1946)

The Fulbright Program is the flagship academic exchange program sponsored by the U.S. government. The program's components provide opportunities for Americans and citizens of more than 155 countries – who are chosen for their academic achievement and leadership potential – to study, teach, or conduct research abroad and develop ties that build understanding between the peoples of the United States and the participating countries. The program does not include countries with which the United States does not have an official diplomatic relationship (e.g., Iran, North Korea) or in which the United States does not have a diplomatic presence (e.g., Somalia, Syria, Yemen). The program has four core components – Fulbright Foreign Student Program, Fulbright Visiting Scholar Program, Fulbright U.S. Student Program, and Fulbright U.S. Scholar Program – each of which has a number of constituent programs (e.g., the Fulbright English Language Teaching Assistant Program is a part of the core Fulbright U.S. Student Program).

Participating governments and host institutions, corporations, and foundations in foreign countries and in the United States also provide direct and indirect support for the Fulbright Program. For example, total Fulbright funding in FY 2016 included approximately \$95 million in government and private contributions and in-kind support from foreign sources.

Program Length: Yearlong
Avg. Cost per Day: \$60
Female/Male Split: 52 percent/48 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$185.10 million	\$185.60 million	\$185.60 million	\$185.60 million	\$180.60 million	\$181.90 million
# of Proj/Partic	8,000	8,494	8,293	8,622	8,529	8,392
Cost Per	\$23,163	\$21,733	\$22,380	\$21,526	\$21,761	\$21,675

Geographic Reach: Afghanistan, Albania, Algeria, Andorra, Angola, Antigua, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Chad, Chile, China, Colombia, Comoros, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czechia, Democratic Republic of the Congo, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Eswatini, Ethiopia, Fiji, Finland, France, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Guyana, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iraq, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Libya, Lithuania, Luxembourg, Macau, Madagascar, Malawi, Malaysia, Maldives, Mali, Malta, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, North Macedonia, Norway, Oman, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Samoa, Saudi Arabia, Senegal, Serbia, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sri Lanka, St. Vincent and the Grenadines, Sudan, Suriname, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe.

FULBRIGHT VISITING SCHOLAR AND FOREIGN STUDENT PROGRAMS

FULBRIGHT FOREIGN STUDENT PROGRAM (1946)

The Fulbright Foreign Student Program provides scholarships to foreign graduate students, young professionals, and artists to study or conduct research in all academic fields in the United States for one year or more. Participants are chosen through a competitive merit-based selection process.

Program receives some foreign funding.

Program Length: One year or longer (average of 10 months)
Avg. Cost per Day: \$57
Female/Male Split: 52 percent/48 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY2019 Planned
Budget	\$75.6 million	\$68.4 million	\$70 million	\$71.4 million	\$71.4 million	\$82.6 million
# of Proj/Partic	4,533	4,390	4,226	4,195	4,166	3,679
Cost Per	\$16,678	\$15,581	\$16,607	\$17,020	\$17,139	\$22,452

Geographic Reach: Afghanistan, Albania, Algeria, Andorra, Angola, Antigua, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Chad, Chile, China, Colombia, Comoros, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czechia, Democratic Republic of the Congo, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Eswatini, Fiji, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iraq, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kiribati, Kosovo, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Lithuania, Luxembourg, Madagascar, Malawi, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nauru, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, North Macedonia, Norway, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Samoa, Senegal, Sierra Leone, Singapore, Slovakia, Slovenia, Solomon Islands, South Africa, South Korea, Spain, Sri Lanka, Sudan, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tonga, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Tuvalu, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Zambia, Zimbabwe.

FULBRIGHT FOREIGN LANGUAGE TEACHING ASSISTANT PROGRAM (1969)

The Fulbright Foreign Language Teaching Assistant Program, a component of the Fulbright Foreign Student Program, provides 10-month fellowships to early-career teachers of English from abroad to take courses in American Studies and English teaching in the United States while also teaching their native language to American post-secondary students.

Program receives some foreign funding.

Program Length: 10 months
Avg. Cost per Day: \$44 (2018)
Female/Male Split: 72 percent/28 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$5.86 million	\$5.54 million	\$6.00 million	\$6.09 million	\$5.38 million	\$5.80 million
# of Proj/Partic	412	399	396	402	406	400
Cost Per	\$14,243	\$13,882	\$15,152	\$15,149	\$13,251	\$14,500

Geographic Reach: Algeria, Argentina, Austria, Bahrain, Bangladesh, Belgium, Brazil, Burma, China, Colombia, Egypt, Finland, France, Germany, India, Indonesia, Iraq, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Kuwait, Lebanon, Libya, Luxembourg, Malaysia, Mexico, Mongolia, Morocco, Nigeria, Pakistan, Palestinian Territories, Peru, Philippines, Russia, Saudi Arabia, Senegal, South Korea, Spain, South Africa, Taiwan, Tajikistan, Tanzania, Thailand, Tunisia, Turkey, Ukraine, United Arab Emirates, Uruguay, Uzbekistan, Vietnam.

FULBRIGHT VISITING SCHOLAR PROGRAM (1946)

The Fulbright Visiting Scholar Program supports foreign scholars to conduct post-doctoral research and university lecturing at U.S. institutions for an academic year or term.

Program receives some foreign funding.

Program Length: 10 months
Avg. Cost per Day: \$754 (2018)
Female/Male Split: 47 percent/53 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$26 million	\$22 million	\$22 million	\$22 million	\$22 million	\$24.30 million
# of Proj/Partic	879	777	978	1,063	974	1,148
Cost Per	\$29,597	\$28,185	\$22,495	\$20,696	\$22,587	\$21,167

Geographic Reach: Albania, Algeria, Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bangladesh, Belarus, Belgium, Benin, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, China, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czechia, Democratic Republic of the Congo, Denmark, Ecuador, Egypt, Estonia, Eswatini, Ethiopia, Finland, France, Georgia, Germany, Ghana, Greece, Guinea, Haiti, Hong Kong, Hungary, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kyrgyzstan, Laos, Latvia, Lebanon, Lithuania, Madagascar, Malawi, Malaysia, Mali, Malta, Mauritania, Mauritius, Mexico, Moldova, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Niger, Nigeria, North Macedonia, Norway, Pakistan, Palestinian Territories, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Serbia, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, Spain, Sri Lanka, Sweden, Taiwan, Tajikistan, Tanzania, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Kingdom, Uruguay, Uzbekistan, Vietnam, Zambia, Zimbabwe.

FULBRIGHT JUNIOR FACULTY DEVELOPMENT PROGRAM (NEAR EAST ASIA REGION ONLY) (2012)

The Fulbright Junior Faculty Development Program (JFDP) in the Middle East and North Africa was launched after the success of the Fulbright Visiting Scholar Program for Iraq, and brings young scholars in priority fields to U.S. institutions for an intensive 10-week program focused on faculty development, individualized mentorship, research, and cultural engagement activities. Part of the Fulbright Visiting Scholar Program, the JFDP builds capacity in universities in the Middle East and North Africa region while developing linkages with U.S. institutions, expanding the scholars' knowledge of U.S. higher education and culture, and advancing their professional skills. ECA determines which countries will participate each year based on availability of funds, strategic priorities in the region, security issues on the ground, and capacity at posts. Program funds were not expended in FY 2018 in order to realign the budget with the program year. The FY 2019 planned budget will fund the 2019 summer program.

Program Length: 10 weeks
Avg. Cost per Day: \$442
Female/Male Split: 71 percent/29 percent (2017)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$660,000	\$1.52 million	\$1.19 million	\$990,250	\$0	\$847,500
# of Proj/Partic	20	24	54	32	0	30
Cost Per	\$27,500	\$28,209	\$29,750	\$28,292	\$0	\$28,250

Geographic Reach: Egypt, Lebanon.

FULBRIGHT VISITING SCHOLAR PROGRAM FOR IRAQ (2010)

The Fulbright Visiting Scholar Program for Iraq, implemented in conjunction with the Fulbright JFDP, brings scholars in selected fields to U.S. institutions for approximately 10 weeks of faculty development, individualized mentorship, research, and cultural engagement activities. These activities build capacity in universities in Iraq while developing linkages with U.S. institutions, expanding the scholars' knowledge of U.S. higher education and culture, and advancing their professional skills. This program for Iraqi scholars is funded by U.S. Embassy Baghdad resources and administered through a grant to the Institute of International Education (IIE). The FY 2018-funded program will take place in the summer of 2019.

Program Length: 10 weeks
Avg. Cost per Day: \$62 (2018)
Female/Male Split: 17 percent/83 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$602,823	\$850,000	\$1.00 million	\$1.10 million	\$1.10 million	\$1.10 million (est.)
# of Proj/Partic	16	22	24	23	25 (est.)	25 (est.)
Cost Per	\$37,676	\$38,636	\$41,667	\$47,826	\$44,000	\$44,000

Geographic Reach: Iraq.

FULBRIGHT U.S. SCHOLAR AND STUDENT PROGRAM

FULBRIGHT U.S. SCHOLAR PROGRAM (1946)

The Fulbright U.S. Scholar Program awards scholarships to U.S. scholars at the faculty and senior researcher level and to professionals with relevant expertise to lecture and conduct research in a wide variety of academic disciplines at institutions throughout the world.

Program receives some foreign funding.

Program Length: Up to 12 months (average 5-6 months)
Avg. Cost per Day: \$122 (2018)
Female/Male Split: 45 percent/55 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$36 million	\$30.10 million	\$31 million	\$31 million	\$31 million	\$23 million
# of Proj/Partic	774	772	810	855	851	917
Cost Per	\$46,512	\$41,690	\$38,272	\$36,257	\$36,428	\$25,082

Geographic Reach: Albania, Algeria, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Barbados, Belarus, Belgium, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czechia, Democratic Republic of the Congo, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Eswatini, Ethiopia, Finland, France, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Guyana, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Latvia, Lithuania, Macau, Madagascar, Malawi, Malaysia, Malta, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Niger, Nigeria, North Macedonia, Norway, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Serbia, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sri Lanka, Sudan, Suriname, Sweden, Taiwan, Tajikistan, Tanzania, Thailand, Trinidad and Tobago, Tunisia, Turkey, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Vietnam, Zambia, Zimbabwe.

FULBRIGHT ARCTIC INITIATIVE (2014)

The Fulbright Arctic Initiative awards grants to scholars from the United States and other Arctic Council member countries for collaborative research focused on public policy challenges facing the Arctic region. Through a series of three in-person meetings and individual research exchange visits, Fulbright Arctic Scholars stimulate scientific collaboration on Arctic issues and produce policy-relevant recommendations. The first group began in 2015, and the second group followed in 2018. ECA anticipates a third group will launch an 18-month program in 2020.

Program receives some foreign funding.

Program Length: 18 months
Avg. Cost per Day: \$99 (2017)
Female/Male Split: 79 percent/19 percent (2017)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$800,000	N/A	\$870,000	N/A	N/A
# of Proj/Partic	17	N/A	16	N/A	N/A
Cost Per	\$47,058	N/A	\$54,375	N/A	N/A

Geographic Reach: Canada, Denmark, Iceland, Finland, Norway, Sweden, Russia, United States.

FULBRIGHT PUBLIC POLICY FELLOWSHIP (2012)

The Fulbright Public Policy Fellowship, formerly a component of the Fulbright U.S. Student Program, became a component of U.S. Scholar program in fall 2019. The fellowship sends American early- to mid-career professionals with relevant public policy experience and advanced degrees to serve as special assistants to leaders in host-government ministries and institutions. U.S. embassies negotiate placements in support of host-country public policy initiatives aligned with U.S. foreign policy goals. Fellows also complete an independent academic research project.

Program Length: 10 months (FY 2013-2017); 4-9 months (FY 2019)
Avg. Cost per Day: \$118 (2017)
Female/Male Split: 60 percent/40 percent (2017)

	FY 2014	FY 2015	FY 2016	FY 2017*	FY 2018**	FY 2019 Planned***
Budget	\$936,000	\$825,000	\$714,000	\$705,000	\$0	\$475,000
# of Proj/Partic	24	18	21	20	0	12
Cost Per	\$39,000	\$45,833	\$34,000	\$35,250	\$0	\$39,583

*FY 2013-FY 2017: 10-month grant, as part of the Fulbright U.S. Student Program

**Transition from Fulbright U.S. Student to Fulbright U.S. Scholar Program

***Pilot of program as part of the U.S. Scholar program, 4-9 month flexible model, cost projections based on 6-month estimated grant at Scholar level

Geographic Reach (FY 2013-2017): Burma, Chile, Cote d'Ivoire, Guatemala, Kosovo, Malawi, Nepal, Peru, Samoa, Timor-Leste, Ukraine.

Geographic Reach (FY 2019): Burma, Cote d'Ivoire, Peru, Ukraine.

FULBRIGHT SPECIALIST PROGRAM (2001)

The Fulbright Specialist Program, a component of the Fulbright U.S. Scholar Program, awards two- to six-week grants to American scholars and professionals to carry out collaborative projects based on requests from host institutions. Projects focus on education, with the goal of sharing research, building capacity, and promoting linkages between the specialist's U.S. and host institutions. The program receives some foreign funding in the form of host institution cost sharing equal to approximately 25 percent of overall program expenses.

Program Length: 2-6 weeks
Avg. Cost per Day: \$263 (2018)
Female/Male Split: 42 percent/58 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$3.10 million*	\$2.50 million*	\$2.50 million*	\$3.27 million	\$4.74 million	\$4.55 million
# of Proj/Partic	468	407	390	495	425	425
Cost Per	\$6,624	\$6,143	\$6,410	\$6,606	\$7,570	\$7,570

*FY 2013-2016 budget data does not include implementing partner administrative costs

Geographic Reach: Albania, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Belarus, Belgium, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Brazil, Bulgaria, Burkina Faso, Burma, Cambodia, Canada, Chile, China, Colombia, Costa Rica, Croatia, Czechia, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Eswatini, Ethiopia, Finland, France, Georgia, Germany, Ghana, Greece, Honduras, Hong Kong/Macau, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kyrgyzstan, Latvia, Lithuania, Malawi, Malaysia, Mauritius, Mexico, Mongolia, Morocco, Nepal, Netherlands, New Zealand, North Macedonia, Norway, Pakistan, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Saudi Arabia, Senegal, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sri Lanka, Sudan, Sweden, Taiwan, Tajikistan, Thailand, Trinidad and Tobago, Tunisia, Turkey, Uganda, Ukraine, United Kingdom, Uruguay, Uzbekistan, Vietnam, Zambia.

FULBRIGHT U.S. STUDENT PROGRAM (1946)

The Fulbright U.S. Student Program provides fellowships to U.S. graduating college seniors, graduate students, artists, and early-career professionals selected through open, merit-based competition for study and research abroad.

Program receives some foreign funding.

Program Length: 10 months
Avg. Cost per Day: \$79 (2018)
Female/Male Split: 71 percent/29 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$48.20 million	\$49 million	\$49 million	\$49.50 million	\$49.50 million	\$52 million
# of Proj/Partic	1,921	1,912	1,889	2,014	2,077	2,223
Cost Per	\$25,091	\$25,628	\$25,940	\$24,578	\$23,832	\$23,392

Geographic Reach: Albania, Andorra, Argentina, Armenia, Australia, Austria, Barbados, Belgium, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Cote D'Ivoire, Croatia, Cyprus, Czechia, Denmark, Dominican Republic, Ecuador, El Salvador, Estonia, Eswatini, Ethiopia, European Union, Fiji, Finland, France, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kiribati, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lesotho, Lithuania, Macau, Madagascar, Malawi, Malaysia, Mauritius, Mexico, Moldova, Mongolia, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Nigeria, North Macedonia, Norway, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Samoa, Senegal, Serbia, Sierra Leone, Singapore, Slovakia, Slovenia, Solomon Islands, South Africa, South Korea, Spain, Sri Lanka, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tonga, Trinidad and Tobago, Turkey, Tuvalu, Uganda, United Arab Emirates, Uruguay, Uzbekistan, Vanuatu, Vietnam, Zambia.

FULBRIGHT ENGLISH TEACHING ASSISTANT PROGRAM (1949)

The Fulbright English Teaching Assistant Program, a component of the U.S. Student Program, places recent U.S. college graduates as English language teaching assistants in schools or universities overseas. In addition to improving foreign students' English language abilities and knowledge of the United States, the English language teaching assistants increase their own language skills and knowledge of the host country.

Program receives some foreign funding.

Program Length: 9 months
Avg. Cost per Day: \$70 (2018)
Female/Male Split: 75 percent/25 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$22.56 million	\$22.50 million	\$22.50 million	\$23.5 million	\$24.50 million	24.50 million
# of Proj/Partic	1,074	1,073	1,048	1,175	1,245	1,295
Cost Per	\$21,000	\$20,969	\$21,469	\$19,567	\$18,876	\$18,919

Geographic Reach: Algeria, Andorra, Argentina, Armenia, Azerbaijan, Bahrain, Belarus, Belgium, Benin, Bosnia and Herzegovina, Brazil, Bulgaria, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czechia, Dominican Republic, Ecuador, Estonia, France, Georgia, Germany, Greece, Greenland, Guatemala, Honduras, Hong Kong, Hungary, India, Indonesia, Israel, Italy, Jordan, Kazakhstan, Kenya, Kosovo, Kyrgyzstan, Laos, Latvia, Lithuania, Luxembourg, Macau, Malaysia, Malta, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, North Macedonia, Norway, Palestinian Territories, Panama, Paraguay, Peru, Poland, Portugal, Romania, Russia, Rwanda, Senegal, Serbia, Slovakia, Uzbekistan, Vietnam.

FULBRIGHT-NATIONAL GEOGRAPHIC DIGITAL STORYTELLING FELLOWSHIP (2014)

The Fulbright-National Geographic Digital Storytelling Fellowship, a component of the U.S. Student Program, provides opportunities for U.S. citizens to participate in storytelling in up to three host countries. Using a variety of digital storytelling tools, fellows publish their work on a National Geographic blog with the support of National Geographic's editorial team. National Geographic provides funding for the pre-departure orientation and in-kind contributions of staff time and mentorship.

Program Length: 9 months
Cost per Day: \$148 (2018)
Female/Male Split: 80 percent/20 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$150,000	\$157,000	\$150,000	\$160,392	\$200,000	\$200,000
# of Proj/Partic	5	5	5	5	5	5
Cost Per	\$30,000	\$31,400	\$30,000	\$32,078	\$40,000	\$40,000

Geographic Reach: Global and differs by year (FY 2018 Ireland, Mozambique, Panama, Romania, Singapore, United Kingdom)

J. WILLIAM FULBRIGHT FOREIGN SCHOLARSHIP BOARD

Appointed by the President of the United States, the 12-member J. William Fulbright Foreign Scholarship Board was established by Congress to supervise the global Fulbright Program as authorized by the Fulbright-Hays Act of 1961. Board members approve students, scholars, teachers, and others from the United States and abroad to participate in Fulbright exchanges. The Board meets quarterly to establish policies for Fulbright selection and operating procedures.

OTHER ACADEMIC EXCHANGES

AFGHANISTAN JUNIOR FACULTY DEVELOPMENT PROGRAM (2010)

The Afghanistan Junior Faculty Development Program brings together junior Afghan professors from public and private universities throughout Afghanistan to the United States for an intensive 10-week practical-training program at a host institution. The program includes activities such as auditing courses, attending academic conferences, participating in English language training, presenting research, and developing curricula that can be implemented upon return to Afghanistan. The program also aims to build professional capacity at home institutions while developing linkages and expanding the scholars' understanding of U.S. higher education and culture. Funded via an Economic Support Funds (ESF) transfer, the program is currently administered by the U.S. Embassy in Kabul and hosted in India at O.P. Jindal University in partnership with Ball State University.

Program receives some foreign funding.

Program Length: 10 weeks
Avg. Cost per Day: \$357 (2017)
Female/Male Split: 40 percent/60 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$500,000	\$250,000	\$625,000	\$250,000	0	0
# of Proj/Partic	22	10	20	10	0	0
Cost Per	\$22,727	\$25,000	\$31,250	\$25,000	0	0

Geographic Reach: Afghanistan.

Note: Since 2018, the program has been administered and funded by SCA and U.S. Embassy Kabul.

AMERICAN OVERSEAS RESEARCH CENTERS (1981)

Through the Council of American Overseas Research Centers, ECA provides funding to support 22 centers focused on studies related to Afghanistan, Bangladesh, Burma, Cambodia, Cyprus, Egypt, India, Indonesia, Iran (based in the United States), Iraq (based in Jordan), Israel, Jordan, Mexico, Maghreb countries (Algeria, Morocco, Tunisia), Mongolia, Pakistan, Palestinian Territories, Senegal, South Caucasus countries (Armenia, Azerbaijan, Georgia), Sri Lanka, Turkey, and Yemen. The program allows U.S. scholars to gain experience and expertise in the study and cultures of the relevant countries. While ECA does not administer the program, it does disburse the program's annual congressional appropriation, which supports the centers as well as scholars.

Program Length: 3-6 months
Cost per Day: N/A
Female/Male Split: 54 percent/46 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$3.90 million	\$4 million	\$4 million	\$4 million	\$4.25 million	\$4.25 million
# of Proj/Partic	116	150	149	168	171	171 est.
Cost Per	N/A	N/A	N/A	N/A	N/A	N/A

Geographic Reach: Afghanistan, Algeria, Armenia, Azerbaijan, Bangladesh, Burma, Cambodia, Cyprus, Egypt, Georgia, India, Indonesia, Israel, Jordan, Mexico, Mongolia, Morocco, Pakistan, Palestinian Territories, Senegal, Sri Lanka, Tunisia, Turkey, Yemen.

CENTER FOR CULTURAL AND TECHNICAL INTERCHANGE (EAST-WEST CENTER) (1960)

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$16.7 million	\$16.7 million	\$16.7 million	\$16.7 million	\$16.7 million	\$16.7 million

The East-West Center is an internationally recognized education and research organization established by the U.S. Congress to strengthen understanding and relations between the United States and the countries of the Asia-Pacific region. Located in Honolulu, Hawaii, the center carries out its mission through programs of cooperative study, training, and research. While ECA does not have oversight of the center, it does disburse the center's annual congressional appropriation.

FULBRIGHT UNIVERSITY VIETNAM (2016)

FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$6.69 million	\$8.40 million	\$8.11 million	\$10.37 million

Fulbright University Vietnam (FUV) is the first independent, not-for-profit academic institution in Vietnam. The Trust for University Innovation in Vietnam (TUIV) coordinates the university's development. A nonprofit corporation near Boston, TUIV receives grants funded by ECA and the Treasury Department's Vietnam Debt Repayment Fund. The U.S. Agency for International Development (USAID) also provides funding directly to FUV. The university embodies American higher education values, including academic freedom, autonomy, meritocracy, and transparency. Based in Ho Chi Minh City, it admitted its first class of graduate students in academic year 2017-2018; today, Vietnamese mid-career managers and policymakers are learning applied economics and management in a two-year Master's in Public Policy program. In a 2018 pilot program FUV admitted its first undergraduates.

Program receives some foreign funding.

Geographic Reach: Vietnam.

GLOBAL UNDERGRADUATE EXCHANGE PROGRAM (1992)

The Global Undergraduate Exchange Program (informally called “Global UGRAD”) offers scholarships for a semester of non-degree study in the United States to undergraduate student leaders from underrepresented sectors of selected countries in all geographic regions. The program also includes community service and professional development activities.

Program Length: 4-9 months
Cost per Day: \$148 (2018)
Female/Male Split: 63 percent/37 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY2019 Planned
Budget	\$7.73 million	\$5.60 million	\$5.60 million	\$5.60 million	\$5.60 million	\$5.60 million
# of Proj/Partic	255	253	250	250	245	245
Cost Per	\$30,326	\$22,134	\$22,400	\$22,400	\$22,857	\$22,857

Geographic Reach: Albania, Algeria, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Bosnia and Herzegovina, Burma, Cambodia, China, Costa Rica, Dominican Republic, Egypt, El Salvador, Ethiopia, Georgia, Guatemala, Haiti, Honduras, India, Indonesia, Israel, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Laos, Lebanon, Malaysia, Malawi, Maldives, Mauritania, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Nepal, Nicaragua, Niger, North Macedonia, Palestinian Territories, Panama, Paraguay, Philippines, Russia, Saudi Arabia, Serbia, South Korea, Sri Lanka, Tajikistan, Thailand, Turkmenistan, Ukraine, Uzbekistan, Venezuela, Vietnam, Zimbabwe.

GLOBAL UNDERGRADUATE EXCHANGE PROGRAM PAKISTAN (2010)

The Global Undergraduate Exchange Program with Pakistan (Global UGRAD-Pakistan) offers one-semester, non-degree scholarships for study in the United States to outstanding undergraduate student leaders from underrepresented socioeconomic and geographic sectors in Pakistan. The program provides participants with leadership and professional development training and opportunities that include community service and other enrichment activities designed to help them understand the United States and U.S. citizens inside and outside the classroom.

Program Length: 5 months
Avg. Cost per Day: \$164 (2018)
Female/Male Split: 61 percent/39 percent

	FY 2014	FY 2015*	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$5.39 million	\$6.36 million	\$5.60 million	\$6.76 million	\$5.61 million	\$3.56 million
# of Proj/Partic	250	282**	219	270	196	124
Cost Per	\$21,573	\$22,556	\$25,571	\$25,037	\$28,622	\$28,698

*FY 2014-15 Economic Support Funds transferred from USAID to ECA

**Divided among three cohorts that studied in the United States over three semesters (August 2016, January 2017, August 2017)

Geographic Reach: Pakistan.

**INTERNATIONAL CENTER FOR MIDDLE EASTERN-WESTERN DIALOGUE
(HOLLINGS CENTER) (2005)**

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$990,000	\$979,014	\$775,007	\$774,683	\$775,000	\$775,000

A non-profit, non-governmental organization (NGO) established by the Congress, the Hollings Center fosters 1) dialogue between the United States and countries with predominantly Muslim populations in the Middle East, Africa, and South and Central Asia; 2) the exchange of ideas; and 3) collaborative projects involving citizens of the United States and Muslim-majority countries. Located in Istanbul, Turkey, the center has an office in Washington, D.C. and hosts activities in both cities as well as in other locations. It also manages a small grants competition for program participants. While ECA does not have oversight of the center, it is the fiduciary agent for a Congressionally established trust fund whose interest earnings support the center’s operations.

MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS (2014)

Under this flagship program of the Young African Leadership Initiative (YALI), young leaders from sub-Saharan Africa come to the United States for six-week institutes at U.S. campuses and then convene at a summit in Washington, D.C. Up to 70 fellows also participate in six-week professional development internships in the United States. After participants return home, the fellowship provides them with follow-on support networks, technical inputs, and resources to continue their professional development. The fellowship is designed to build and sustain a network of young sub-Saharan African leaders across critical sectors, with the goal of strengthening democratic institutions and spurring economic growth and development on the continent. The fellowship also forges strong ties within the region as well as with the United States.

Program Length: 6 weeks for fellows; 10 weeks for fellows with follow-on internships
Cost per Day: \$462 (2018)
Female/Male: 55 percent/44 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$12.37 million	\$12.37 million	\$20 million	\$16.80 million	\$17 million	\$17 million
# of Proj/Partic	500	500	1000	700	700	700
Cost Per	\$24,740	\$24,740	\$20,000	\$24,000	\$24,286	\$24,286

Geographic Reach: Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Cote d’Ivoire, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Es-watini, Ethiopia, Gabon, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Gambia, Togo, Uganda, Zambia, Zimbabwe.

NATIONAL CLEARINGHOUSE ON DISABILITY AND EXCHANGE (1995)

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$450,000	\$450,000	\$450,000	\$450,000	\$475,000	\$475,000

The National Clearinghouse on Disability and Exchange provides information for people with disabilities regarding international exchange opportunities available to them. This multifunctional clearinghouse also offers technical assistance to international exchange organizations, colleges and universities, and other organizations to increase participation of people with disabilities in their exchange programs and to improve their exchange program experiences. The grant for the clearinghouse's activities and operations is institutional and therefore cannot be attributed to specific participants.

STUDY OF THE U.S. INSTITUTES FOR STUDENT LEADERS AND SCHOLARS: 1985 SCHOLAR; 2003 STUDENT

The Study of the U.S. Institutes (SUSIs) for Student Leaders and Scholars bring together undergraduate students, foreign university faculty, and educators from multiple world regions to participate in five- to six-week academic seminars at U.S. universities focusing on topics in U.S. studies. The SUSIs for Student Leaders include community service and leadership development activities, while the SUSIs for Scholars aim to strengthen curricula and improve the quality of teaching about the United States in academic institutions overseas.

Program Length: 5-6 weeks
Avg. cost per day: \$411 (2018)
Female/Male Split: 58 percent/42 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$8.60 million	\$8.60 million	\$8.60 million	\$8.51 million	\$9.29 million	\$10.90 million
# of Proj/Partic	602	550	621	538	582	596
Cost Per	\$14,285	\$15,636	\$13,849	\$15,818	\$15,966	\$18,282

Geographic Reach (FY 18): Afghanistan, Albania, Algeria, Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bangladesh, Belarus, Belgium, Bolivia, Botswana, Brazil, Bulgaria, Burma, Cambodia, Cameroon, Canada, Chile, Colombia, Costa Rica, Cote d'Ivoire, Cyprus, Czechia, Democratic Republic of Congo, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Finland, France, Gambia, Gaza, Ghana, Greece, Guatemala, Honduras, Hungary, Iceland, India, Indonesia, Iraq, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Latvia, Lebanon, Liberia, Lithuania, Malaysia, Mali, Malta, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, North Macedonia, Norway, Pakistan, Panama, Paraguay, People's Republic of China, Peru, Philippines, Poland, Portugal, Romania, Russia, Samoa, Saudi Arabia, Senegal, Serbia, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, South Korea, South Sudan, Spain, Sudan, Suriname, Sweden, Taiwan, Tajikistan, Thailand, Togo, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, West Bank, Zambia, Zimbabwe.

TIBETAN SCHOLARSHIP PROGRAM (1988)

The Tibetan Scholarship Program (TSP) provides scholarships for students from the Tibetan refugee communities in India and Nepal to pursue graduate degrees at U.S. institutions in fields that will contribute to those communities.

Program receives some foreign funding.

Program Length: 2 years
Avg. Cost per Day: \$52 (2018)
Female/Male Split: 70 percent/30 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$535,710	\$710,000	\$800,000	\$650,000	\$650,000	\$675,000
# of Proj/Partic	15	16	17	17	17	16
Cost Per	\$35,714	\$44,375	\$47,059	\$38,235	\$38,235	\$42,188

Geographic Reach: India, Nepal.

TUNISIA UNDERGRADUATE EXCHANGE PROGRAM (2013)

The Thomas Jefferson Scholarship Program's Tunisia Undergraduate Scholarship Program funds one academic year of non-degree, undergraduate study at an accredited four-year institution in the United States for outstanding students from underrepresented sectors and parts of Tunisia. The program provides participants with a deeper understanding of American culture, as well as globally applicable skills and expertise to help them contribute to the economic growth and development of their country.

Program receives some foreign funding.

Program Length: Academic year (9 months)
Avg. Cost per Day: \$154 (2018)
Female/Male Split: 69 percent/31 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget*	\$4.62 million	\$0	\$2.67 million	\$0	\$0	\$800,000
# of Proj/Partic	124	0	65	0	0	20
Cost Per	\$37,261	\$0	\$41,115	\$0	\$0	\$40,000

*Supported by Economic Support Funds transferred from USAID, the program is scheduled to end after the final transfer in spring 2020. However, a proposed FY 2019 cost amendment would support an additional group of 20 Tunisia UGRAD scholars in academic year 2020-2021. USAID would transfer \$1.3 million in Economic Support Funds, \$800,000 of which would support the 2020/2021 cohort.

Geographic Reach: Tunisia.

U.S.-SOUTH PACIFIC SCHOLARSHIP PROGRAM (1994)

The U.S.-South Pacific Scholarship Program supports merit-based scholarships to students from sovereign island nations of the South Pacific for U.S. degree study in fields related to development of the region.

Program receives some foreign funding.

Program Length: 2–5 years
Avg. Cost per Day: \$91 (2018)
Female/Male Split: 58 percent/42 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$435,000	\$350,000	\$350,000	\$350,000	\$375,000	\$375,000
# of Proj/Partic	4	3	3	3	3	3
Cost Per	\$108,750	\$116,667	\$116,667	\$116,667	\$125,000	\$125,000

Geographic Reach: Fiji, Kiribati, Nauru, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu.

U.S.-TIMOR-LESTE SCHOLARSHIP PROGRAM (1999)

The U.S. Timor-Leste Scholarship Program supports merit-based scholarships for students from Timor-Leste to study in the United States. Students participate in intensive English-language training and degree study in fields relevant to Timor-Leste’s development.

Program receives some foreign funding.

Program Length: 4–5 years
Avg. Cost per Day: \$71 (2018)
Female/Male Split: 54 percent/46 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$435,000	\$350,000	\$350,000	\$350,000	\$375,000	\$375,000
# of Proj/Partic	4	3	3	3	3	3
Cost Per	\$108,750	\$116,667	\$116,667	\$116,667	\$125,000	\$125,000

Geographic Reach: Timor-Leste.

YOUNG SOUTHEAST ASIAN LEADERS INITIATIVE (YSEALI) FELLOWSHIP (2014)

The Young Southeast Asian Leaders Initiative (YSEALI) includes academic and professional exchanges for Southeast Asian youth, ages 18-35 (for academic fellows) and ages 25-35 (for professional fellows). Co-managed by ECA’s Office of Academic Exchanges and the Professional Fellows Division, YSEALI seeks to build the leadership capabilities of youth in the region, strengthen ties between the United States and Southeast Asia, and nurture an ASEAN community. Hosted by U.S. universities or colleges, the academic exchanges focus on three themes: social entrepre-

neurship and economic development, environmental issues and natural resource management, and civic engagement. The professional exchanges address on civic engagement, NGO management, economic empowerment, governance, legislative processes, and environmental sustainability.

Program receives some foreign funding.

Program Length: 5 weeks
Avg. Cost per Day: \$256 (2018)
Female/Male Split: 52 percent/48 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1.75 million	\$5 million	\$4 million	\$4 million	\$4 million	\$4 million
# of Proj/Partic	126	500	446	446	446	446
Cost Per	\$13,985	\$14,289	\$8,969	\$8,969	\$8,969	\$8,969

Geographic Reach: Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, Timor-Leste, Vietnam.

RETIRED OR INACTIVE EXCHANGE PROGRAMS

- FULBRIGHT ECONOMICS TEACHING PROGRAM – retired in 2016
- FULBRIGHT MTV UNIVERSITY (mtvU) FELLOWSHIP – on hiatus since 2016
- FULBRIGHT REGIONAL NETWORK FOR APPLIED RESEARCH PROGRAM – on hiatus since 2016
- SUMMER INSTITUTES FOR EUROPEAN STUDENT LEADERS (2006) – this is now a separate SUSI Institute
- EMERGING YOUNG LEADERS – on hiatus

CITIZEN EXCHANGES

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
\$97 million	\$103 million	\$111 million	\$111 million	\$111 million

CULTURAL PROGRAMS DIVISION

The Cultural Programs Division manages the State Department’s global visual arts, performing arts, film, and humanities exchanges. These initiatives support U.S. foreign policy goals by increasing cross-cultural understanding, demonstrating shared values, and creating space for discussion and dialogue on topics including conflict resolution, human rights, and economic development.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$10.20 million	\$10.20 million	\$10.20 million	\$11.20 million	\$11.96 million	\$13.63 million
# of Proj/Partic	876	723	712	732	972	1,152
Cost Per	\$11,644	\$14,107	15,308	15,300	\$12,305	\$11,827

AMERICAN ARTS INCUBATOR (2013)

The American Arts Incubator is a creative exchange program that utilizes community-driven digital and new media art projects to generate dialogue, build communities, bolster local economies, and further social innovation. The program sends U.S. artists to collaborate with local communities in a country for one month. These creative collaborations transfer skills in art, technology, and entrepreneurship while addressing a relevant social or environmental challenge such as economic or youth empowerment, gender equality, or environmental sustainability.

The program provides small grants to participant teams to prototype creative projects, applying workshop skills to the challenge. Each exchange culminates in an open house that showcases the prototypes and solicits public feedback. Upon completion of the incubators, ZERO1, a non-profit organization, hosts one visiting international participant from each exchange country for a 10-day professional development workshop in the San Francisco Bay Area to further build participant skills. The program will not be funded in 2019.

Program Length: Overseas residency: 1 month; U.S.-based program: 10 days
Avg. Cost per Day: \$2,083 (2018)
Female/Male Split: 60 percent/40 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$250,000	\$300,000	\$500,000	\$500,000	\$500,000	\$0
# of Proj/Partic	4	5	12	12	12	\$0
Cost Per	\$62,500	\$60,000	\$41,667	\$41,667	\$41,667	\$0

Geographic Reach: Austria, Brazil, Cambodia, China, Colombia, Ecuador, Egypt, Guatemala, India, Kosovo, Laos, Mexico, Mongolia, Morocco, Nepal, New Zealand, Papua New Guinea, Peru, Philippines, Poland, Russia, South Africa, South Korea, Sri Lanka, Thailand, Turkey, Ukraine, Vietnam.

AMERICAN FILM SHOWCASE (2011)

The American Film Showcase brings award-winning American documentaries, independent narrative films, and animated shorts to audiences around the world, reflecting the diversity of and presenting insights into American society and culture.

Program Length: 7–10 days (average eight days)
Avg. Cost per Day: \$2,066 (2018)
Female/Male Split: 46 percent/54 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1.50 million	\$1.80 million	\$1.90 million	\$2 million	\$2.25 million	\$2.0 million
# of Proj/Partic	80	80	120	121	135	180
Cost Per*	\$62,500	\$60,000	\$41,667	\$16,529	\$14,184	\$12,500

*The expected increase in the number of participants for FY 2019 is due to an increased number of regional and U.S.-based workshops, which fund participants' travel.

Geographic Reach: Algeria, Angola, Argentina, Armenia, Australia, Azerbaijan, Bahrain, Bangladesh, Barbados, Belarus, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Cyprus, Democratic Republic of the Congo, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Estonia, Fiji, France, Georgia, Greece, Guinea, Haiti, Hungary, Iceland, India, Indonesia, Iraq, Israel, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Laos, Lebanon, Lithuania, Madagascar, Mauritania, Malawi, Malaysia, Malta, Mexico, Moldova, Mongolia, Morocco, Mozambique, Namibia, Nepal, Niger, Nigeria, Oman, Pakistan, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Portugal, Qatar, Romania, Russia, South Africa, South Korea, Sri Lanka, Tajikistan, Tanzania, Thailand, Timor-Leste, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, Uruguay, Venezuela, Vietnam, Palestinian Territories (West Bank only), Zambia, Zimbabwe.

AMERICAN MUSIC ABROAD (2011)

American Music Abroad sends American music groups overseas for multi-week, multi-country tours. Program activities focus on younger and underserved audiences in countries where people have few opportunities to meet American performers and experience their music firsthand. Participating countries are determined on the basis of U.S. foreign policy priorities and interests in consultation with the regional bureaus and posts.

Program Length: 2–3 weeks
Avg. Cost per Day: \$931
Female/Male Split: 17 percent/83 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1.50 million	\$1.29 million	\$1.34 million	\$1.46 million	\$1.83 million	\$1.63 million
# of Proj/Partic	47	36	45	56	127	80
Cost Per*	\$31,915	\$35,888	\$29,777	\$26,071	\$14,409	\$20,312

Geographic Reach: Algeria, Angola, Argentina, Azerbaijan, Bahrain, Barbados, Belarus, Belize, Benin, Bermuda, Bolivia, Brazil, Bulgaria, Cambodia, Cameroon, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Djibouti, Dominican Republic, Democratic Republic of the Congo, Ecuador, Egypt, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Federated States of Micronesia, Georgia, Ghana, Greece, Guatemala, Guinea-Bissau, Guyana, Haiti, Honduras, Hong Kong, Israel, Indonesia, Japan, Jerusalem, Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Latvia, Lithuania, Madagascar, Malawi, Malaysia, Malta, Marshall Islands, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nicaragua, Nigeria, Oman, Pakistan, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Singapore, Slovenia, South Korea, Taiwan, Tajikistan, Tanzania, Tel Aviv, Thailand, Gambia, Togo, Tunisia, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbekistan, Venezuela, Zambia, Zimbabwe.

ARTS ENVOY PROGRAM (2012)

The Arts Envoy Program gives U.S. missions worldwide the opportunity to develop customized cultural programming to support U.S. foreign policy objectives and connect the U.S. arts community with international audiences. This “on-demand” program facilitates strategic projects by arts professionals who can spend five days to six weeks in a country or region working with priority groups, arts professionals, and general audiences.

Program Length: 5 days-6 weeks (average 7 days)
Avg. Cost per Day: \$2646 (2017); \$2,660 (2018)
Female/Male Split: 35 percent/75 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1.50 million	\$1.50 million	\$1.30 million	\$1.85 million	\$1.70 million	\$2.55 million
# of Proj/Partic	390	258	396	242	378	400 estimated
Cost Per	\$3,846	\$6,008	\$2,460	\$6,299	\$3,636	\$6,363

Geographic Reach: Albania, Algeria, Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Barbados, Belarus, Belize, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Central African Republic, China, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Curacao, Czechia, Democratic Republic of the Congo, Dominican Republic, Ecuador, Egypt, El Salvador, Eritrea, Estonia, Eswatini, Ethiopia, Federated States of Micronesia, Fiji, Finland, France, Gabon, Georgia, Greece, Guinea, Guyana, Haiti, Honduras, Hungary, Iceland, India, Indonesia, Iraq, Israel, Ireland, Jordan, Kazakhstan, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lesotho, Liberia, Lithuania, Madagascar, Malawi, Malaysia, Malta, Marshall Islands, Mauritania, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, New Zealand,

Nicaragua, Nigeria, North Macedonia, Oman, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Samoa, Saudi Arabia, Serbia, Slovenia, South Africa, South Sudan, Spain, Suriname, Suva, Tajikistan, Tanzania, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Ukraine, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe.

BIENNALES (1988)

The Biennales initiative selects and provides support for U.S. representation at two alternating biennial international exhibitions: the Venice Art Biennale and the Venice Architecture Biennale. The exhibitions promote innovation, ingenuity, and entrepreneurship values to an influential international audience, and outreach events target key local communities. ECA partners with the National Endowment for the Arts to select a featured artist/architect, and the exhibit is then managed through a public-private partnership. The majority of funding for both exhibitions comes from private sources.

Program Length: 7-8 months
Avg. Cost per Day: \$211 (2017)
Female/Male Split: 67 percent/33 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$250,000	\$292,000	\$250,000	\$385,799	\$500,000	\$325,000
# of Proj/Partic	6	6	8	8	8	6
Cost Per*	\$41,667	\$48,667	\$31,250	\$48,225	\$62,000	\$54,000

*The FY 2018 figure includes operating costs for both 2018 and 2019, resulting in a one-time increase in total expenses.

Geographic Reach: Italy.

CENTER STAGE (2010)

Center Stage brings top quality performing artists from high-priority countries to the United States to perform and conduct engagement activities such as performances, workshops, artist-to-artist exchanges, and community gatherings. Performers also learn about the creative industries in the United States and share their experiences with their fan bases in their home countries. Usually funded every other fiscal year, the program was not funded in FY 2018, but funding will be requested for FY 2019.

Program Length: 1 month
Avg. Cost per Day: \$1,667
Female/Male Split: 42 percent/58 percent (FY2016)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1 million	\$0	\$1.35 million	\$0	\$0	\$1.40 million
# of Proj/Partic	53	0	48	0	0	45
Cost Per	\$18,868	\$0	\$28,125	\$0	\$0	\$35,000

Geographic Reach: Algeria, Colombia, Egypt, Haiti, Indonesia, Morocco, Pakistan, Peru, Tanzania, Ukraine, Vietnam.

COMMUNITIES CONNECTING HERITAGE (2016)

Communities Connecting Heritage engages at-risk communities, empowers youth, and builds partnerships between communities in the United States and key strategic regions through exchange projects that explore cultural heritage topics. Projects advance tangible and intangible cultural heritage appreciation and preservation through community outreach and public education. In 2019 the program will be discontinued and its funding re-directed to the Arts Envoy program.

Program Length: 1 year (50 active program days)
Avg. Cost per Day: \$267 (2018)
Female/Male Split: 60 percent/40 percent

	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$800,000	\$800,000	\$800,000	0
# of Proj/Partic	60	50	60	0
Cost Per	\$13,333	\$13,333	\$13,333	0

Geographic Reach in 2017: Belgium, Bosnia and Herzegovina, Egypt, India, Serbia.

Geographic Reach in 2018: Belgium, India, Kyrgyzstan, Nepal, North Macedonia.

GLOBAL MEDIA MAKERS (2015)

Global Media Makers connects visual storytellers from around the world with leading U.S. entertainment professionals. Program fellows receive comprehensive filmmaking education, business training, and professional networking opportunities to support the development of independent, authentic, and compelling content for distribution in their home countries and to foster creative connections between the film industries in participating countries and the United States.

Program Length: 2 years (100 active program days)
Avg. Cost per Day: \$156 (2018)
Female/Male Split: 43 percent/57 percent

	FY 2016	FY 2017	FY 2018	FY19 Planned
Budget	\$1 million	\$1 million	\$1.3 million	\$1.70 million
# of Proj/Partic	30	64	80	120*
Cost Per	\$33,333	\$15,625	\$12,500	\$14,166

*The expected increase in the number of participants for FY 2019 owes to the expansion of the program into SCA countries, along with an increased number of workshops and alumni activities.

Geographic Reach: Algeria, Bangladesh, Egypt, India, Jordan, Lebanon, Morocco, Nepal, Pakistan, Saudi Arabia, Sri Lanka, Turkey, Tunisia, United Arab Emirates.

INTERNATIONAL WRITING PROGRAM (2006)

Through the International Writing Program, U.S. and foreign writers participate in a residency program at the University of Iowa, which includes public lectures, roundtable discussions, and readings on selected strategic countries and topics. The program also includes a separate two-week creative writing seminar, “Between the Lines,” at the University of Iowa for young writers from the United States and Silk Road countries in the SCA, EAP, EUR, and NEA regions. Additionally, “Lines & Spaces” projects send delegations of five U.S. writers to teach workshops in underserved communities overseas. The program also offers online courses and other distance learning to approximately 16,000 high-school-aged writers and women writers each year.

Program receives some foreign funding.

Program Length: 5-90 days (average 50 days)

Avg. Cost per Day: \$296 (2017)

Female/Male Split: 59 percent/41 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$500,000	\$800,000	\$720,000	\$800,000	\$840,000	\$740,000
# of Proj/Partic	100	54	58	54	78	57
Cost Per*	\$5,000	\$13,333	\$13,793	\$14,815	\$10,769	\$12,982

*The increase in the number of projects/participants in FY 2018 and decrease in cost per project/participant owes to the creation of the Women’s Creative Mentorship Project.

Geographic Reach: Afghanistan, Algeria, Argentina, Armenia, Bahrain, Bangladesh, Brazil, Bulgaria, Burma, Burundi, China, Colombia, Cuba, Ecuador, Egypt, Finland, Palestinian Territories, Ghana, Guyana, Haiti, Hungary, India, Indonesia, Iraq, Israel, Jordan, Kazakhstan, Lebanon, Lithuania, Malaysia, Mauritius, Mexico, Morocco, Niger, Nigeria, Oman, Pakistan, Panama, Philippines, Romania, Rwanda, Saudi Arabia, South Africa, Sri Lanka, Sudan, Syria, Togo, Tunisia, Turkey, Uganda, Ukraine, Uzbekistan, Venezuela, Zambia

NEXT LEVEL (2013)

Next Level encourages civil society development and provides economic and professional development opportunities to youth and underserved audiences through overseas workshops led by American hip-hop artists on beat/music making, break dancing, rapping, music production, artists' entrepreneurship, and conflict resolution strategies.

Program receives some foreign funding.

Program Length: 2-3 weeks (average 17 days)

Avg. Cost per Day: \$1,849 (2018)

Female/Male Split: 36 percent/64 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$800,000	\$800,000	\$800,000	\$1.10 million	\$1.10 million	\$1.20 million
# of Proj/Partic	26	26	25	35	35	32
Cost Per	\$30,769	\$39,769	\$32,000	\$31,429	\$31,429	\$37,500

Geographic Reach: Global; in 2019, Azerbaijan, Burma, Cambodia, Dominican Republic, Mexico, Egypt, Guatemala, Australia, Morocco, Nigeria, Philippines, Turkey, and Uzbekistan were selected.

ONEBEAT (2011)

OneBeat brings together leading musicians, ages 19-35, from around the world to work with their American peers and participate in a residency and tour that focuses on musical collaboration, arts entrepreneurship, and civic engagement. OneBeat fellows are selected on the basis of their musical talent as well as their leadership, entrepreneurial spirit, and their reach as youth influencers. OneBeat has three distinct program components: OneBeat U.S., OneBeat Abroad, and OneBeat Accelerator. OneBeat U.S. conducts a month-long residency and tour program in diverse regions of the United States. Fellows co-create original music, lead participatory workshops, develop interactive music technology, and formulate follow-on projects. OneBeat Abroad programs are held in countries of strategic interest with a strong OneBeat alumni network. Each OneBeat Abroad program lasts two to three weeks and includes 15 participants (10 foreign, five American). OneBeat Abroad was launched in Turkey (2016), followed by Russia (2017), and Kosovo (2018). Finally, OneBeat Accelerator supports exceptional OneBeat alumni projects that address foreign policy priorities.

Program Length: OneBeat U.S.: 1 month; OneBeat Abroad: 2-3 weeks

Avg. Cost per Day: \$857 (2018)

Female/Male Split: 40 percent/60 percent plus one gender non-conforming participant (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$0 million	\$1.30 million	\$0	\$1.44 million	\$1.44 million	\$1.74 million
# of Proj/Partic	0	70	0	80	80	90
Cost Per*	\$0	\$18,000	\$0	\$18,000	\$18,000	\$19,333

Geographic Reach: Algeria, Belarus, Brazil, Burma, Cambodia, China, Colombia, Cuba, Czechia, Democratic Republic of Congo, Denmark, Egypt, Ghana, Haiti, Hungary, Indonesia, Israel, Kenya, Kosovo, Lebanon, Malaysia, Morocco, Mozambique, Nigeria, Palestinian Territories, Poland, Russia, Senegal, Serbia, Slovakia, South Africa, South Korea, Taiwan, Tunisia, Turkey, Ukraine, Venezuela, Zimbabwe.

PROFESSIONAL FELLOWS DIVISION

The Professional Fellows Division (PFD) focuses on two-way, global exchange programs designed to enhance leadership and professional skills and build lasting, sustainable partnerships between mid-level leaders from foreign countries and the United States. In FY 2018, the PFD managed 35 Federal Assistance Awards that supported the professional development and capacity building of emerging global leaders working to foster good governance practices, build stronger civil society institutions, empower women and minority communities, and increase economic opportunities. The PFD periodically receives Economic Support Funds (ESF) for exchange programs involving Pakistan. Since its inception, the PFD has brought more than 1,800 international participants to the United States and, in FY 2018, sent more than 500 Americans abroad on exchanges. The PFD also conducted virtual exchanges for over 14,000 American and foreign participants through the J. Christopher Stevens Virtual Exchange in FY 2018.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$16.20 million	\$18.89 million	\$19.37 million*	\$26.68 million	**\$35.80 million	**\$37.90 million
# of Proj/Partic	1,037	1,641	1,320	1,718	1,858 + 14,536 = 16,394***	1,904 + 15,000 = 16,904
Cost Per	\$16,393	\$11,509	\$14,671	\$15,529	***\$2,183	***\$2,242

*Funding supplemented by ESF transfers.

**Includes funding amounts for three awards that were not captured in previous fiscal years, TechWomen, Fortune - U.S. Department of State Global Women's Mentoring Partnership, and the J. Christopher Stevens Virtual Exchange.

***Includes 14,536 virtual participants on the J. Christopher Stevens Virtual Exchange.

AMERICAN CENTER FOR INTERNATIONAL LABOR SOLIDARITY (Solidarity Center) (1997)

The American Center for International Labor Solidarity implements exchanges to support democratic institutions and social processes to improve social justice and to strengthen human and trade union rights worldwide. Focus areas include improving living conditions; promoting equitable, sustainable development; empowering women workers to confront and challenge global labor systems; implementing projects to prevent human trafficking; and providing services to victims of trafficking and promoting safe migration.

Program Length: 10-14 days
Avg. Cost per Day: \$729 (2018)
Female/Male Split: 50 percent/50 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 planned
Budget	\$306,000	\$306,000	\$306,000	\$306,000	\$306,000	\$306,000
# of Proj/Partic	28	27	24	25	30	30
Cost Per	\$10,929	\$11,333	\$12,750	\$12,240	\$10,200	\$10,200

Geographic Reach: Cambodia (2018), Qatar (2019).

AMERICAN COUNCIL OF YOUNG POLITICAL LEADERS (1966)

The American Council of Young Political Leaders organizes reciprocal study tours between nine days and two weeks in length for delegations of seven to twelve American and foreign young political leaders. Participants, mid-level professionals with leadership potential in government, the private sector, or civil society with experience and current employment related to the legislative process and governance, learn about each other's political systems and institutions.

Program Length: 2 weeks
Avg. Cost per Day: \$510 (2018)
Female/Male Split: 44 percent/56 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$893,133	\$893,133	\$893,133	\$893,133	\$893,133	\$893,133
# of Proj/Partic	151	125	135	121	125	128
Cost Per	\$5,915	\$7,145	\$6,616	\$7,381	\$7,145	\$6,978

Geographic Reach: Argentina, Australia, Belgium, Brazil, China, Croatia, Ethiopia, Germany, Hungary, India, Israel, Japan, Jordan, Kenya, Malaysia, Morocco, Namibia, New Zealand, Northern Ireland, Pakistan, Russia, South Africa, Spain, Tunisia, Turkey, United Kingdom, Vietnam.

COMMUNITY SOLUTIONS (2010)

Community Solutions brings community leaders from around the world to the United States for carefully tailored four-month fellowships with American public- and private-sector organizations. The program enhances participants' professional and leadership abilities and helps them to address issues of concern at home while building ties with U.S. institutions and communities.

Program Length: 4 months
Avg. Cost per Day: \$225 (2018)
Female/Male Split: 51 percent/49 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1.5 million	\$2.3 million	\$2.3 million	\$2.3 million	\$2.3 million	\$2.3 million
# of Proj/Partic	55	100	100	100	80	80
Cost Per	\$27,273	\$23,000	\$23,000	\$23,000	\$27,000	\$27,000

Geographic Reach: Albania, Algeria, Bangladesh, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burma, Brunei, Bulgaria, Cambodia, Cameroon, Colombia, Costa Rica, Czechia, Democratic Republic of Congo, Dominican Republic, Ecuador, El Salvador, Estonia, Egypt, Ethiopia, Federated States of Micronesia, Fiji, Ghana, Guinea, Guatemala, Haiti, Hungary, Indonesia, Iraq, Israel, Jamaica, Jordan, Kenya, Kazakhstan, Kyrgyzstan, Laos, Latvia, Lebanon, Liberia, Libya, Lithuania, Malaysia, Malawi, Maldives, Marshall Islands, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, North Macedonia, Papua New Guinea, Paraguay, Pakistan, Palestinian Territories (West Bank), Peru, Philippines, Romania, Rwanda, Serbia, Sierra Leone, Singapore, Slovakia, Sri Lanka, South Sudan, Sudan, Syria, Tajikistan, Tanzania Timor-Leste, Thailand, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbekistan, Vietnam, Zambia, Zimbabwe.

FORTUNE-U.S. DEPARTMENT OF STATE GLOBAL WOMEN'S MENTORING PARTNERSHIP (2006)

The Fortune-U.S. Department of State Global Women's Mentoring Partnership supports women's economic, social, and political empowerment through leadership workshops and mentoring assignments for up to 25 emerging women leaders from around the world. U.S. executive women from Fortune's "Most Powerful Women" network serve as mentors to the participants in this public-private partnership, which also offers follow-on regional alumnae workshops.

Program Length: 3 weeks
Avg. Cost per Day: \$703 (2019)
Female/Male Split: 100 percent/0 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$250,000	\$250,000	\$250,000	\$250,000	\$300,000	\$300,000
# of Proj/Partic	23	19	13	21	16	18
Cost Per	\$10,870	\$13,158	\$19,231	\$11,905	\$18,750	\$16,666

Geographic Reach: Global; in 2019, Bosnia and Herzegovina, Colombia, Egypt, Fiji, Ghana, India, Kenya, Malaysia, Nepal, Nigeria, North Macedonia, Poland, Russia, South Africa, Sri Lanka.

INSTITUTE FOR REPRESENTATIVE GOVERNMENT (1988)

Established in 1988 by a group of former members of Congress as an independent, bipartisan, non-profit organization, the Institute for Representative Government (IRG) provides high-level, professional exchange programs for parliamentarians from developing or newly established democracies. IRG partners with the International Republican Institute and the National Democratic Institute to bring legislators from around the world to the United States for seven to ten-day study tours that examine U.S. legislative practices at the federal and state levels.

Program Length: 7–10 days
Avg. Cost per Day: \$1,703 (2018)
Female/Male Split: 50 percent/50 percent

	FY 2014	FY 2015	FY 2016 Global	FY 2017	FY 2018	FY 2019
Budget	\$340,511	\$340,511	\$340,511	\$340,511	\$340,511	\$340,511
# of Proj/Partic	21	21	21	26	20	20
Cost Per	\$16,215	\$16,262	\$16,262	\$13,097	\$17,025	\$17,025

Geographic Reach: Global; in 2018, Albania, Indonesia, Myanmar, North Macedonia, Philippines, Romania, Serbia, Thailand.

J. CHRISTOPHER STEVENS VIRTUAL EXCHANGE (STEVENS INITIATIVE) (2015)

As a lasting tribute to the program's namesake, the J. Christopher Stevens Virtual Exchange Initiative (Stevens Initiative) strengthens engagement between young people in the United States and those in the Middle East and North Africa. This multilateral, public-private partnership uses intensive, structured online engagement at various education levels to equip youth with the skills and abilities needed for success in the 21st century. In addition to U.S. government funding, the Bezos Family Foundation has contributed significant funding to the Stevens Initiative, and the Governments of Morocco and the United Arab Emirates have provided funds for programs in their respective countries. Private-sector partners, including Microsoft, Twitter, and Vidyo, have made in-kind contributions as well.

Program receives some foreign funding.

Program Length: 4 months
Avg. Cost per Day: N/A
Female/Male Split: 50 percent/50 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	N/A	\$4.00 million	\$8,455,938	\$5.00 million	\$5.00 million	\$5.00 million
# of Proj/Partic	N/A	7,225	16,000	6,000	14,665	15,000
Cost Per	N/A	\$631	\$631	\$500	\$400	\$390

Geographic Reach: Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Palestinian Territories, Tunisia, United Arab Emirates, Syrian refugees in various countries.

JAPAN-U.S. FRIENDSHIP COMMISSION (1968)

The Japan-U.S. Friendship Commission is a binational advisory panel that elevates and strengthens the vital cultural and educational foundations of the U.S.-Japan relationship and enhances connections between American and Japanese leadership in these fields.

Program receives some foreign funding.

Program Length: Administrative grant (ongoing)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$278,220	\$278,220	\$278,220	\$278,220	\$278,220	\$278,220
# of Proj/Partic	N/A	N/A	N/A	N/A	N/A	N/A
Cost Per	N/A	N/A	N/A	N/A	N/A	N/A

Geographic Reach: Japan.

MIKE MANSFIELD FELLOWSHIP PROGRAM (1994)

Established by Congress and administered by the Maureen and Mike Mansfield Foundation, the Mike Mansfield Fellowship Program enables up to ten U.S. federal government employees to gain substantial professional knowledge of the Government of Japan by working for one year in a Japanese agency.

Program Length: 1 year

Avg. Cost per Day: \$479 (2018)

Female/Male Split: 33 percent/67 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$1.52 million	\$1.10 million	\$1.52 million	\$1.52 million	\$1.33 million	\$1.52 million
# of Proj/Partic	10	10	10	10	9	10
Cost Per	\$151,800	\$110,000	\$151,800	\$151,800	\$147,778	151,800

Geographic Reach: Japan.

NATIONAL YOUTH SCIENCE CAMP (1983)

The National Youth Science Foundation organizes the annual National Youth Science Camp in West Virginia for high school graduates. ECA funds the participation of 16 youths, ages 16–18, from eight Western Hemisphere countries. The camp enhances participants' knowledge of, and supports their interest in, higher education studies and careers in science, technology, engineering, and mathematics fields. Participants take part in lectures, directed studies, seminars, special events, creative and performing arts, and outdoor activities.

Program Length: 25 days
Avg. Cost per Day: \$325 (2018)
Female/Male Split: 56 percent/44 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY2019
Budget	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000
# of Proj/Partic	16	18	16	16	16	16
Cost Per	\$8,125	\$7,222	\$8,125	\$8,125	\$8,125	\$8,125

Geographic Reach: Western Hemisphere countries; in 2018, Argentina, Bolivia, Brazil, Chile, Costa Rica, Ecuador, Mexico, Trinidad and Tobago.

PARTNERS OF THE AMERICAS (1964)

Partners of the Americas implements exchanges with Western Hemisphere countries to enhance mutual understanding through personal involvement and linkages of volunteer specialists in fields such as citizen participation, judicial reform, public administration, promotion of minority and indigenous rights, journalism, environmental and historic conservation, education, economic development and trade, and visual and performing arts.

Program Length: Up to 30 days
Avg. Cost per Day: \$647 (2018)
Female/Male Split: 53 percent/47 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$367,110	\$367,110	\$367,110	\$367,110	\$367,110	\$367,110
# of Proj/Partic	60	60	64	54	66	60
Cost Per	\$6,119	\$6,119	\$5,736	\$6,798	\$5,562	\$6,119

Geographic Reach: Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela.

PROFESSIONAL FELLOWS “ON-DEMAND” PROGRAM (2012)

The Professional Fellows “On-demand” Program provides a rapid response for urgent foreign policy priorities worldwide. Participants include mid-level emerging leaders between the ages of 25 and 40 who apply through an open, merit-based competition, or who are chosen by posts. Selection takes place in collaboration with posts, regional bureaus, ECA, and World Learning. Once approved, an on-demand exchange program can be immediately announced, and the exchange can take place within three to six months.

Program Length: Up to 1 month
Avg. Cost per Day: \$655 (2018)
Female/Male Split: 47 percent/53 percent

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	N/A	N/A	\$1.24 million	\$1.0 million	\$2.5 million	\$2 million	\$3.73 million
# of Proj/Partic	N/A	N/A	80	86	175	140	240
Cost Per	N/A	N/A	\$15,538	\$11,628	\$14,286	\$14,286	\$15,542

Geographic Reach: Global; for 2019, countries include Albania, Armenia, Belarus, Bosnia-Herzegovina, Bulgaria, Czechia, Georgia, Greece, Hungary, India, Indonesia, Ireland, Kenya, Latvia, Lithuania, Malaysia, Moldova, Mongolia, Montenegro, Myanmar, New Zealand, North Macedonia, Samoa, Sri Lanka, Thailand, UK (Northern Ireland), Poland, Romania, Slovakia, Tajikistan, Ukraine.

PROFESSIONAL FELLOWS PROGRAM (2009)

The Professional Fellows Program brings emerging foreign leaders to the United States for individually tailored one-month fellowships designed to broaden their professional expertise in the areas of governance and society, civic engagement, economic empowerment, and environmental sustainability. The two-way fellowship also provides American and non-U.S. participants the opportunity to examine the relationship between civil society and government both in the United States and overseas, and to observe how relevant agencies and organizations work to create engaged citizens, strengthen civil society, foster transparency and accountability, and create opportunities for economic growth and development.

Program Length: 5-6 weeks
Avg. Cost per Day: \$561 (2018)
Female/Male Split: 55 percent/45 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$7.18 million	\$7.55 million	\$7.05 million	\$7.31 million	\$7.5 million	\$7.6 million
# of Proj/Partic	524	501	480	546	534	525
Cost Per	\$13,710	\$15,080	\$14,689	\$13,388	\$14,044	\$14,476

Geographic Reach: Albania, Algeria, Armenia, Azerbaijan, Bangladesh, Belarus, Bosnia and Herzegovina, Brazil, Brunei, Burma, Bulgaria, Burma, Cambodia, China, Colombia, Croatia, Egypt, Federated States of Micronesia, Fiji, Georgia, Guatemala, Honduras, Hungary, India, Indonesia, Israel, Jordan, Kazakhstan, Kiribati, Laos, Lebanon, Libya, Malaysia, Mexico, Moldova, Morocco, Nauru, Nepal, Nicaragua, North Macedonia, Pakistan, Palau, Papua New Guinea, Peru, Philippines, Republic of Marshall Islands, Romania, Russia, Rwanda, Samoa, Singapore, Slovakia, Slovenia, Solomon Islands, Thailand, Timor-Leste, Tonga, Tunisia, Turkey, Tuvalu, Uganda, Ukraine, Uruguay, United States, Vanuatu, Vietnam.

SISTER CITIES INTERNATIONAL (1956)

ECA provides an administrative grant to support Sister Cities International's efforts to promote closer connections between citizens of the United States and other countries through the activities of the approximately 1,300 U.S. cities affiliated with more than 2,400 sister cities in 137 countries around the world.

Program Length: Administrative grant (ongoing)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$400,285	\$400,285	\$400,285	\$400,285	\$400,285	\$400,285
# of Proj/Partic	N/A	N/A	N/A	N/A	N/A	N/A
Cost Per	N/A	N/A	N/A	N/A	N/A	N/A

Geographic Reach: Global.

TECHWOMEN (2011)

TechWomen selects female participants from countries across Africa, South and Central Asia, and the Middle East to take part in a peer mentoring experience with American women at leading science and technology companies in Silicon Valley and the San Francisco Bay Area. The program develops talent in the fields of science and technology, increases the trade capacity of the participating countries, and enables women to reach their full potential in science and tech industries.

Program Length: 5 weeks
Avg. Cost per Day: \$815 (2018)
Female/Male Split: 100 percent/0 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$3.10 million	\$2.50 million	\$2.80 million	\$2.80 million	\$3.08 million	\$3.08 million
# of Proj/Partic	99	90	100	100	108	108
Cost Per	\$31,313	\$27,778	\$28,000	\$28,000	\$28,518	\$28,518

Geographic Reach: Algeria, Cameroon, Egypt, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Libya, Morocco, Nigeria, Pakistan, Palestinian Territories, Rwanda, Sierra Leone, South Africa, Tajikistan, Tunisia, Turkmenistan, Uzbekistan, Zimbabwe.

THE NGAWANG CHOEPHEL FELLOWS PROGRAM (2003)

The Ngawang Choephel Fellows Program provides general support to non-governmental organizations outside of China to promote activities that preserve Tibetan cultural traditions and enhance sustainable development and environmental conservation in Tibetan communities in China. The Office of the Special Coordinator for Tibetan Issues, U.S. Embassy Beijing, and U.S. Consulate General Chengdu collaborate on the selection of program themes.

Program Length: 1 month
Avg. Cost per Day: \$450 (2017)
Female/Male Split: 50 percent/50 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$575,000	\$575,000	\$575,000	\$575,000	\$585,000	\$600,000
# of Proj/Partic	43	41	42	42	42	42
Cost Per	\$13,372	\$14,024	\$13,690	\$13,690	\$13,928	\$14,286

Geographic Reach: China (Tibet).

U.S. CONGRESS-REPUBLIC OF KOREA (ROK) NATIONAL ASSEMBLY EXCHANGE PROGRAM (1981)

The U.S. Congress–Republic of Korea (ROK) National Assembly Exchange introduces 20 university students and recent graduates from the United States and the ROK to the political process, society, and culture of the other country. The ROK National Assembly annually provides approximately \$25,000 in funding for the program.

Program receives some foreign funding.

Program Length: 3 weeks
Avg. Cost per Day: \$371 (2018)
Female/Male Split: 65 percent/35 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$155,975	\$156,000	\$156,000	\$156,000	\$156,000	\$156,000
# of Proj/Partic	20	20	20	20	20	20
Cost Per	\$7,799	\$7,800	\$7,800	\$7,800	\$7,800	\$7,800

Geographic Reach: South Korea.

YOUNG LEADERS IN THE AMERICAS INITIATIVE (YLAI) (2015)

The Young Leaders of the Americas Initiative (YLAI), now the United States' premier exchange program in the Western Hemisphere, provides fellowships each year to participants from Latin America, the Caribbean, and the United States to develop their business and civil society initiatives and to promote foreign partnerships and joint ventures with American counterparts. Following their fellowship, participants receive ongoing support through a continuum of networking, mentorship, and investment opportunities.

Program Length: 6 weeks
Avg. Cost per Day: \$533 (2018)
Female/Male Split: 47 percent/53 percent

	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$5 million	\$5 million	\$5 million	\$6 million
# of Proj/Partic	277	295	310	350
Cost Per	\$18,051	\$16,949	\$15,152	\$17,143

Geographic Reach: Antigua and Barbuda, Argentina, Aruba, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Curacao, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, St. Maarten, Suriname, Trinidad and Tobago, Uruguay, Venezuela.

YOUNG SOUTHEAST ASIAN LEADERS INITIATIVE (YSEALI) FELLOWSHIP (2014)

The Young Southeast Asian Leaders Initiative (YSEALI) includes academic and professional exchanges for Southeast Asian youth, ages 18-25 (for academic fellows) and ages 25-35 (for professional fellows). Managed jointly by ECA's Office of Academic Exchanges and the Professional Fellows Division, YSEALI seeks to build the leadership capabilities of youth in the region, strengthen ties between the United States and Southeast Asia, and nurture an ASEAN community. YSEALI addresses critical topics and issues identified by youth in the region. The academic exchanges, hosted by U.S. universities or colleges during the academic year, concentrate on three themes: social entrepreneurship and economic development, environmental issues, and civic engagement. The professional exchanges focus on civic engagement, economic empowerment, governance and society, and sustainable development and the environment.

Program Length: 5 weeks
Avg. Cost per Day: Professional Fellows Portion - \$396 (2018)
Female/Male Split: 55 percent/45 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1.75 million	\$5.00 million	\$4.00 million	\$3.09 million	\$4.16 million	\$3.49 million
# of Proj/Partic	126	500	446	231	300	250
Cost Per	\$13,985	\$14,289	\$8,969	\$13,356	\$13,867	\$13,960

Geographic Reach: Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, Timor-Leste, United, States, Vietnam.

SPORTS DIPLOMACY DIVISION

Sports Diplomacy programs tap into the shared passion for sports around the world to empower young people and underserved populations to develop leadership skills, achieve academic and workplace success, promote respect for diversity, and contribute to stronger, more inclusive, and stable communities. These programs also address U.S. foreign policy priorities such as youth empowerment, disability rights, and women’s empowerment. Sports Diplomacy program models include two-way exchanges implemented in collaboration with U.S. universities and non-governmental organizations; an outbound program that sends American athletes and coaches overseas for youth and community outreach; an inbound professional development and mentoring program with leading American executives in the sports sector; and an inbound sport and cultural exchange program for youth and coaches. Additionally, the use of sports as a platform allows ECA to connect with individuals, especially at-risk youth and marginalized communities that may otherwise be involved in State Department programming. Finally, sports exchanges introduce foreign participants to American culture and expertise while providing them with an opportunity to establish links with U.S. sports professionals and peers.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$5.4 million	\$3.78 million	\$5.54 million	\$5.5 million	\$6.1 million	\$6.61 million	\$6.79 million
# of Proj/Partic	527	499	618	671	893	865	780
Cost Per	\$10,247	\$7,567	\$8,964	\$7,846	\$6,831	\$7,641	\$8,705

Geographic Reach: Global; in 2018 and 2019, included: Albania, Algeria, Angola, Argentina, Armenia, Azerbaijan, Bahamas, Bahrain, Belarus, Benin, Bolivia, Botswana, Bulgaria, Burma, Cambodia, Cameroon, Canada, Chile, China, Colombia, Czechia, Denmark, Ecuador, Egypt, Eritrea, Estonia, Ethiopia, Federated States of Micronesia, Fiji, Finland, France, Georgia, Germany, Guatemala, Guyana, Honduras, Hong Kong, Indonesia, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Latvia, Liberia, Lithuania, Malaysia, Malta, Marshall Islands, Mexico, Moldova, Morocco, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Pakistan, Palau, Palestinian Territories, Panama, Papua New Guinea, Peru, Philippines, Poland, Romania, Russia, Samoa, Saudi Arabia, Senegal, Singapore, Slovakia, South Korea, Suriname, Taiwan, Tajikistan, Thailand, Trinidad and Tobago, Turkey, Uganda, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe.

GLOBAL SPORTS MENTORING PROGRAM (2015*)

The Global Sports Mentoring Program (GSMP) includes two annual exchanges: the espnW GSMP on gender equality and the Sport for Community GSMP on disability rights. The espnW GSMP, a public-private partnership that empowers women through sports, pairs international female leaders with American female senior executives in the sports sector for a five-week mentorship. During this professional development exchange, delegates develop action plans that cause positive social change through sports in underserved communities worldwide. The annual Sport for Community GSMP focuses on promoting disability rights at home and abroad to create opportunities for people with disabilities through adaptive sports.

In both programs, participants collaborate with U.S. mentors to develop business strategies that provide sports and professional opportunities for, in particular, women, people with disabilities, and marginalized populations in their respective communities. With a strong alumni cadre of international and American participants, the programs emphasize long-term and sustainable change through alumni funding and activities, monitoring, and media outreach, as well as outbound follow-on programs with American participants. Lessons from implementing Title IX and the Americans with Disabilities Act (ADA) serve as themes throughout both exchanges.

*The Empowering Women and Girls through Sports Initiative program (2012) was merged into the new GSMP program in FY 2015.

Program Length: 5 weeks
Avg. Cost per Day: \$465 (2018)
Female/Male Split: 70 percent/30 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$907,000	\$1.03 million	\$1.03 million	\$1.13 million	\$1.14 million	\$1.44 million
# of Proj/Partic	93	65	66	70	70	80
Cost Per	\$9,758	\$15,846	\$15,606	\$16,143	\$16,285	\$18,000

Geographic Reach: For FY2018 funds, includes: Argentina, Belarus, Belgium, Benin, Bolivia, Brazil, Cambodia, Canada, China, Colombia, Ecuador, Egypt, Ethiopia, Fiji, France, Georgia, Guatemala, Guyana, India, Indonesia, Iraq, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Latvia, Lebanon, Lithuania, Mexico, Moldova, Morocco, Namibia, Nepal, New Zealand, Nicaragua, Nigeria, North Macedonia, Pakistan, Palestinian Territories, Paraguay, Peru, Philippines, Poland, Qatar, Republic of Korea, Russia, Serbia, South Africa, Spain, Sri Lanka, Taiwan, Tajikistan, Timor Leste, the United Arab Emirates, Uganda, Ukraine, Venezuela, Vietnam, Zambia.

INTERNATIONAL SPORTS PROGRAMMING INITIATIVE (2002)

The International Sports Programming Initiative (ISPI) is an annual open competition for U.S.-based nonprofit organizations to administer two-way sports exchange programs. In addition to engaging underserved youth, coaches, and sports administrators at home and abroad, ISPI expands the organizations' and their partners' capacities and expertise to conduct sports-based exchange programs. Under the theme "Sport for Social Change," programs advance foreign policy goals by promoting tolerance and enabling youth around the world to develop important leadership skills and achieve academic success. Key audiences include at-risk youth, women, minorities, and people with disabilities.

Program Length: 2-3 weeks
Avg. Cost per Day: \$279 (2018)
Female/Male Split: 50 percent/50 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1.67 million	\$1.81 million	\$2.10 million	\$2.10 million	\$2.4 million	\$2.10 million
# of Proj/Part	229	323	448	450	490	360
Cost Per	\$7,288	\$5,617	\$4,687	\$4,667	\$4,898	\$5,833

Geographic Reach: Algeria, Australia, Bahrain, Bosnia and Herzegovina, Burma, Cambodia, Canada, Colombia, Croatia, Egypt, El Salvador, Ethiopia, Georgia, Ghana, Guatemala, Honduras, India, Israel, Jordan, Kazakhstan, Kosovo, Kuwait, Kyrgyzstan, Laos, Lebanon, Liberia, Malawi, Mexico, Moldova, Morocco, Namibia, Nepal, Nicaragua, Oman, Palestinian Territories, Peru, Qatar, Republic of Korea, Russia, Saudi Arabia, Senegal, Serbia, Sierra Leone, South Africa, Sri Lanka, Tajikistan, Tanzania, Thailand, Tunisia, Turkey, Turkmenistan, United Arab Emirates, Ukraine, Uzbekistan, Vietnam.

SPORTS ENVOY PROGRAM (2005)

Current and former U.S. professional athletes and coaches travel abroad as Sports Envoys to share lessons learned on and off the playing field with youth and underserved populations. ECA partners with professional leagues, the U.S. Olympic Committee, national governing bodies, and others in the sports sector to identify these envoys for programming in schools, youth clinics, and teambuilding activities. The program addresses priority themes such as gender equity, disability rights and access, the importance of education, peaceful conflict resolution, community engagement, and respect for diversity. In addition to allowing U.S. embassies and consulates to design customized sports programming that supports U.S. foreign policy objectives, the Sports Envoy program develops sustainable local partners and establishes linkages between the American sports sector and international audiences.

Program Length: 3-10 days
Avg. Cost per Day: \$2,069 (2018)
Female/Male Split: 55 percent/45 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$575,106	\$630,000	\$646,120	\$952,380	\$819,427	\$850,000
# of Proj/Partic	43	55	48	83	66	70
Cost Per	\$13,375	\$11,455	\$13,461	\$11,474	\$12,416	\$12,143

Geographic Reach: With FY2018 funds, included: Albania, Azerbaijan, Bahamas, Bahrain, Burma, Chile, China, Costa Rica, Denmark, Egypt, Eritrea, Estonia, Ethiopia, Fiji, Finland, Honduras, India, Italy, Japan, Kenya, Kosovo, Kuwait, Malaysia, Malta, Niger, Nigeria, Panama, Philippines, Russia, Singapore, Taiwan, Tajikistan, Trinidad and Tobago, Turkey, Uzbekistan, Zimbabwe.

SPORTS VISITOR PROGRAM (2003)

The Sports Visitor Program brings youth and coaches to the United States for short-term exchanges to engage with American peers and sports practitioners and to participate in clinics and sessions on leadership, team building, conflict resolution, and inclusion and equity in sports. Sports Visitor programs show young people how success in athletics can translate into achievements in the classroom and life. They also provide Americans with an opportunity to exchange expertise and expand their cultural competence through firsthand interaction with people from every region of the world.

Program Length: 14 days
Avg. Cost per Day: \$672 (2018)
Female/Male Split: 64 percent/36 percent

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1.23 million	\$1.57 million	\$1.61 million	\$1.49 million	\$2.65 million	\$2.25 million	\$2.4 million
# of Proj/Partic	115	134	175	109	290	239	270
Cost Per	\$10,696	\$11,721	\$9,219	\$13,657	\$9,146	\$9,414	\$8,888

Geographic Reach: Albania, Algeria, Argentina, Armenia, Australia, Azerbaijan, Belarus, Belgium, Benin, Brazil, Burkina Faso, Cambodia, Cameroon, China, Colombia, Cote d'Ivoire, Croatia, Czechia, Egypt, Estonia, Georgia, Guatemala, Guinea, Haiti, India, Indonesia, Israel, Jordan, Kazakhstan, Kosovo, Kyrgyzstan, Laos, Latvia, Lebanon, Lithuania, Malawi, Mali, Mexico, Moldova, Mongolia, Morocco, Nepal, Nicaragua, Niger, Nigeria, North Macedonia, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Peru, Philippines, Poland, Russia, Saudi Arabia, Singapore, South Africa, South Korea, South Sudan, Sudan, Tajikistan, Tanzania, Thailand, Tunisia, Turkmenistan, Ukraine, Uzbekistan, Venezuela, Zambia, Zimbabwe.

YOUTH PROGRAMS DIVISION

The Youth Programs Division focuses almost exclusively on high school youth ages 15-18, with the exception of exchange programs for young professionals and vocational school graduates under the Congress-Bundestag Youth Exchange Program. The high school focused programs include academic-year and short-term exchanges of three to four weeks for American and foreign youth. The former exchanges involve 54 countries, while the latter primarily include countries without an academic-year program, such as those in Latin America.

Cooperative agreements with outside institutions provide cost sharing in the recruitment and placement of students. All academic year and short-term exchange participants live with volunteer host families located throughout the United States. Host schools also provide tuition waivers for the students.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$66.23 million	\$64.79 million	\$64.58 million	\$66.53 million	\$70.74 million	\$78.07 million	\$76.06 million
# of Proj/Partic	6199	6035	5813	6100	5958	6230	6210
Cost Per	\$10,684	\$10,736	\$11,110	\$10,908	\$11,873	\$12,531	\$12,247

CONGRESS-BUNDESTAG YOUTH EXCHANGE (1983)

Jointly funded by the U.S. Congress and the German Bundestag, The Congress-Bundestag Youth Exchange (CBYX), has been administered by the State Department and the Bundestag since 1983. Focused on the German-American shared value of democracy, the exchange program seeks to facilitate lasting personal and institutional relationships through an academic-year school and home-stay experience. German and American secondary school students live with host families, attend school, and participate in community life. Two other program components provide young professionals and vocational students with practical training. The Young Professionals component provides scholarships to young Americans and Germans ages 18.5-24 for one year of professional study and training in Germany and the United States in business, professional, technical, vocational, and agricultural fields. The vocational component, meanwhile, provides scholarships to graduating American secondary school seniors for one year of professional study and training in Germany. CBYX participants across the three program components serve as cultural ambassadors for their home countries while in Germany or the United States, as well as for their host country upon conclusion of the program.

Program receives some foreign funding.

Program Length: Academic year (10-11 months for all three program components)

Avg. Cost per Day: \$18 (FY2018)

Female/Male Split: 63 percent/37 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Budget	\$4.00 million	\$4.00 million	\$6.00 million	\$4.28 million	\$9.21 million*	\$5.11 million
# of Proj/Partic	710	709	705	710	1,420*	710
Cost Per	\$5,634	\$5,642	\$5,674	\$5,718	\$5,875	\$5,929

*The FY18 budget amount and participant number covers two program years.

Geographic Reach: Germany

CONGRESS-BUNDESTAG/BUNDESRAT STAFF EXCHANGE (1983)

The two-phase Congress-Bundestag/Bundesrat Staff Exchange program allows U.S. and German participants to learn about political institutions in their non-home country and discuss issues of mutual concern. The outbound phase, funded by ECA's Office of Citizen Exchanges, sends approximately ten U.S. Congress staff members to Germany for a short-term program hosted and organized by the German Bundestag, including meetings with members of the Bundestag and Bundesrat, party staffers, and representatives of political, business, academic, and media institutions. The Office of Interparliamentary Affairs of the U.S. House of Representatives recruits the U.S. delegates. The inbound phase, organized by ECA's Office of International Visitors, brings a delegation of ten German Bundestag and Bundesrat staff members to visit the United States for eight days.

Program Length: 8-14 days
Avg. Cost per Day: \$350 (2018+2019 funded in FY 2018)
Female/Male Split: 25 percent/75 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$19,606	\$26,578	\$44,495	\$19,553	N/A*	N/A*
# of Proj/Partic	10	9	10	10	20	10
Cost Per	\$1,961	\$2,951	\$4,449	\$1,955	\$3,500	\$3,500

*The FY18 budget amount and participant number covers two program years. The funding, totaling \$70,000, is included in an award to a CBYX program organization, which now administers travel arrangements for U.S. participants. The FY19 amount (\$35,000) is included in an award to a CBYX program organization to manage travel arrangements.

Geographic Reach: Germany.

FUTURE LEADERS EXCHANGE (1993)

The Future Leaders Exchange (FLEX) program provides scholarships to secondary school students from countries in Europe and Eurasia to spend one academic year in the United States, in support of the foreign policy goals to promote civil society, leadership development, and mutual understanding between Americans and the people of participating countries. Students live with host families; attend high school; engage in activities to learn about U.S. society values, leadership, and civic education; and share their countries and cultures with Americans. Four additional countries will join FLEX for the 2019-20 academic year: Czechia, Greece, Hungary, and Slovakia.

Program Length: Academic year (10 months)
Cost per Day: \$81 (2018)
Female/Male Split: 71 percent/29 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$18.47 million	\$18.12 million	\$19.62 million	\$21.15 million	\$22.36 million	\$23.69 million
# of Proj/Partic	768	779	883	922	977	977
Cost Per	\$24,049	\$23,257	\$22,220	\$22,939	\$22,892	\$24,257

Geographic Reach: Armenia, Azerbaijan, Czechia, Estonia, Georgia, Greece, Hungary, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Mongolia, Montenegro, Romania, Poland, Serbia, Slovakia, Tajikistan, Turkmenistan, Ukraine.

GERMAN-AMERICAN PARTNERSHIP PROGRAM (1972)

The German-American Partnership Program (GAPP) is a reciprocal exchange program organized directly by high schools in Germany and the United States with coordination and financial subsidies from the German and U.S. governments. The program, which includes significant cost sharing by participating students and high schools, promotes intercultural understanding through the study of German and English. Program participants engage in thematic projects of mutual interest in schools and classrooms. All American students and teachers traveling to Germany received grants from funds provided by the German Foreign Office.

Program receives some foreign funding.

Program Length: 3 weeks
Cost per Day: \$3 (2018)
Female/Male Split: N/A

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018	FY 2019 Planned
Budget	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
# of Proj/Partic	2,000	1,800	2,028	1,700	1,700	1,700
Cost Per	\$50	\$56	\$49	\$59	\$59	\$59

Geographic Reach: Germany.

KENNEDY-LUGAR YOUTH EXCHANGE AND STUDY (2002)

The Kennedy-Lugar Youth Exchange and Study (YES) program provides merit-based scholarships for students from countries of strategic interest to the United States to study for an academic year in the United States. The YES program supports U.S. foreign policy goals by promoting civil society, leadership development, and mutual understanding between Americans and the people of participating countries. Students live with host families, attend high school, and engage in leadership development and civic education activities. (Note: Recruitment of YES students tends to be more costly than for other similar programs for several reasons: no single recruiting organization has a presence in each YES country, security concerns add to operational costs in some countries, and small participant numbers in many countries result in lower economies of scale.)

Program Length: Academic year (except Malaysia, which is one semester)
Cost per Day: \$72 (2019)
Female/Male Split: 61 percent/39 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$23.00 million*	\$22.48 million*	\$21.60 million*	\$23.25 million**	\$24.47 million***	\$24.11 million****
# of Proj/Partic	904	897	803	885	925	919
Cost Per	\$24,223	\$25,065	\$26,901	\$26,268	\$26,454	\$26,230

*Educational and Cultural Exchanges (ECE) funds only

**\$21.44 million in ECE funds and \$1.81 in Economic Support Funds (ESF) transferred from Pakistan-funds

***\$21.38 million in ECE fund (+\$905K in Carryover and Recoveries) and \$2.19 in ESF

****\$21.30 million in ECE funds (+625K for Southeast Europe) and \$2.19 in ESF

Geographic Reach: Albania, Bahrain, Bangladesh, Bosnia and Herzegovina, Bulgaria, Cameroon, Egypt, Ghana, India, Indonesia, Israel, Jordan, Kenya, Kosovo, Kuwait, Lebanon, Liberia, Libya, Malaysia, Mali, Morocco, Mozambique, Nigeria, North Macedonia, Pakistan, Palestinian Territories, Philippines, Qatar, Saudi Arabia, Senegal, Sierra Leone, South Africa, Suriname, Tanzania, Thailand, Tunisia, Turkey, Yemen.*

*NOTE: Qatar participated in the YES program in FY 2013, FY 2014, and FY 2015 but has not participated since FY 2016; Yemen participated in the YES program in FY 2013 but has been suspended since FY 2014.

KENNEDY-LUGAR YOUTH EXCHANGE AND STUDY ABROAD (2009)

The Kennedy-Lugar Youth Exchange and Study (YES) Abroad program provides merit-based scholarships to U.S. high school students to study in select countries of strategic interest to the United States that participate in the YES program. Students live with host families, attend high school, engage in activities to learn about their host countries' societies and values, acquire leadership skills, and educate their host community about America and its culture.

Program Length: 10 months
Cost per Day: \$111 (2019)
Female/Male Split: 74 percent/26 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$2,017,407	\$2,001,288	\$2,080,860	\$2,374,970	\$2,502,175	\$2,636,205
# of Proj/Partic	65	61	65	65	65	65
Cost Per	\$31,037	\$32,808	\$34,681	\$36,538	\$38,495	\$40,557

Geographic Reach: Bosnia and Herzegovina, Bulgaria, Egypt, Ghana, India, Indonesia, Jordan, Malaysia, Morocco, North Macedonia, Oman, Philippines, Senegal, South Africa, Thailand, Turkey.*

*NOTE: Oman and South Africa participated in YES Abroad in FY 2013 but have been suspended since FY 2014; Turkey participated in YES Abroad in FY 2013 and FY 2014, but was suspended FY 2015 - FY 2017, and re-started in FY 2018. Egypt participated in 2009-10 but has been suspended since that year. It is anticipated that the program will resume in August 2020 (FY 2019).

NATIONAL SECURITY LANGUAGE INITIATIVE FOR YOUTH (2006)

The National Security Language Initiative for Youth (NSLI-Y) program awards scholarships to American high school students to study strategically important languages – Arabic, Chinese (Mandarin), Hindi, Indonesian, Korean, Persian (Tajiki), Russian, and Turkish – in intensive summer and academic-year programs overseas. Programs provide formal and informal language learning environments and immerse participants in the cultural and political life of their host country. Students live with host families for varying lengths of time depending on host location. NSLI-Y has also initiated a virtual version of the program targeted at diverse communities across the United States. This program will reach about 200 participants, most of whom are from low income and minority families.

Program Length: 6 weeks avg. (86 percent of participants) or 9 months avg. (14 percent of participants)
Cost per Day: \$76 (2018)
Female/Male Split: 65 percent/35 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$9.00 million	\$8.90 million	\$8.90 million	\$10.00 million	\$10.44 million	\$10.00 million
# of Proj/Partic	610	580	586	662	666 in person + 300 virtual participants	650
Cost Per	\$14,754	\$15,345	\$15,188	\$15,100	\$15,568 (\$466 virtual)	\$15,384

Geographic Reach: China, Estonia, India, Indonesia, Jordan, Latvia, Moldova, Morocco, Russia, South Korea, Taiwan, Tajikistan, Turkey

TECHGIRLS (2012)

TechGirls offers girls age 15-17 from the Middle East and North Africa the opportunity to engage in an intensive, three-week exchange program in the United States. Exchange activities include a technology camp with American peers, site visits with technology companies, job shadowing, community service activities, and home hospitality arrangements.

Program Length: 3 weeks
Avg. Cost per Day: \$561 (2018)
Female/Male Split: 100 percent/0 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$330,000	\$330,000	\$330,000	\$330,000	\$660,000	\$740,000
# of Proj/Partic	27	27	27	28	56	56
Cost Per	\$12,222	\$12,222	\$12,222	\$11,786	\$11,786	\$13,200

Geographic Reach: Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Territories, Tunisia.

NOTE: The FY18 TechGirls program expanded to include Central Asia.

YOUTH AMBASSADORS (2002)

The Youth Ambassadors (YA) program brings together youth and adult mentors from 26 countries in the Western Hemisphere on one-way and reciprocal exchanges. Known as Jóvenes en Acción in Mexico, YA receives some additional funding from Mexico's government and the private sector. The YA program focuses on civic education, community service, and youth leadership development, along with sub-themes such as entrepreneurship and environmental protection. The three-week exchanges include workshops, home stays, and cultural activities. Upon returning to their home community, students are also expected to engage in community service projects.

Program receives some foreign funding.

Program Length: 3 weeks
Avg. Cost per Day: \$389 (2018)
Female/Male Split: 49 percent/51 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$3.03 million	\$3.03 million	\$3.03 million	\$3.70 million	\$3.3 million	\$3.4 million
# of Proj/Partic	426	404	481	442	442	442
Cost Per	\$7,101	\$7,488	\$6,289	\$8,371	\$7,466	\$7,692

Geographic Reach: Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Columbia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Venezuela.

YOUTH LEADERSHIP ON-DEMAND (2011)

Youth Leadership On-demand projects provide high school students and adult educators from countries identified by the State Department as strategic priorities the opportunity to explore civic education, youth leadership development, and community service in the United States. Countries are selected according to areas deemed to be in the most urgent, critical national security interests.

Program Length: 3 weeks
Avg. Cost per Day: \$414 (2018)
Female/Male Split: 60 percent/40 percent

	FY 2014*	FY 2015	FY 2016	FY 2017	FY 2018 Planned	FY 2019 Planned
Budget	N/A	\$400,000	\$400,000	\$400,000	\$1.00 million	\$400,000
# of Proj/Partic	N/A	50	50	46	125	50
Cost Per	N/A	\$8,000	\$8,000	\$8,700	\$8,000	\$8,000

*No FY 2014 funds were needed as FY 2013 program slots were still available.

Geographic Reach: Global; in 2019 Estonia, Lithuania, Latvia, Italy, Spain, and Slovenia.

YOUTH LEADERSHIP PROGRAMS (1999)

The collection of programs under the Youth Leadership Program umbrella offers one-way and reciprocal exchanges, through single-country and regional projects, for groups of high school students and educators from more than 100 countries in Europe, Asia, the Middle East, and Africa. The three to four week projects use workshops, site visits, school visits, home stays, and cultural activities with peers to help participants gain knowledge and skills related to leadership, civic responsibility and activism, community service, and global issues.

Program Length: 3-4 weeks
Avg. Cost per Day: \$373 (2017)
Female/Male Split: 40 percent/60 percent

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$5.70 million	\$4.83 million	\$4.79 million	\$4.03 million	\$5.14 million	\$5.14 million
# of Proj/Partic	570	515	487	442	493	550
Cost Per	\$10,000	\$9,369	\$9,836	\$9,118	\$10,425	\$9,345

Geographic Reach: Afghanistan, Albania, Algeria, Angola, Armenia, Austria, Azerbaijan, Belarus, Belgium, Benin, Bosnia and Herzegovina, Botswana, Brunei, Bulgaria, Burma, Burundi, Cambodia, Cameroon, Chad, Cote d'Ivoire, Croatia, Cyprus, Czechia, Democratic Republic of the Congo, Denmark, Egypt, Estonia, Eswatini, Finland, France, Georgia, Germany, Ghana, Greece, Honduras, Hungary, Iceland, Indonesia, Iraq, Italy, Jordan, Kenya, Laos, Latvia, Lebanon, Liberia, Libya, Lithuania, Luxembourg, Madagascar, Malaysia, Mali, Malta, Mauritania, Mauritius,

Mexico, Moldova, Montenegro, Morocco, Netherlands, Niger, Nigeria, North Macedonia, Norway, Palestinian Territories, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Serbia, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Tanzania, Thailand, Togo, Tunisia, Turkey, Uganda, Ukraine, United Kingdom, Vietnam, Yemen, Zambia, Zimbabwe.

ENGLISH LANGUAGE PROGRAMS

FY 2014	FY 2015	FY 2016	FY 2017:	FY 2018:	FY 2019 Planned:
\$42.78 million	\$42.11 million	\$42.11 million	\$43.73 million	\$52.35 million	\$46 million

THE AMERICAN ENGLISH E-TEACHER SCHOLARSHIP PROGRAM (2004)

The American English E-Teacher Program provides graduate-level online education courses for foreign English-language teachers nominated by U.S. embassies. The program improves the quality of overseas English-language instruction using innovative distance learning technology. All program content, including the courses themselves, are openly licensed, making them available to an unlimited number of teachers. The program also provides Regional English Language Officers the ability to request country- or region-specific courses, as well as custom-developed courses, to meet the specific needs of priority audiences. The program also offers massive open online courses (MOOCs) to an unlimited number of foreign English-language teachers.

Program Length: 1 academic term
Avg. Cost per Day: NA
Female/Male Split: 73 percent/27 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1.78 million	\$1.80 million	\$3.00 million	\$2.50 million	\$4.25 million	\$6 million
# of Proj/Partic	1,356	1,383	1,800*	2,125*	2,650*	3,000
Cost Per	\$1,309	\$1,301	\$1,667	\$1,176	\$1,132	\$626

*Plus an unlimited number of participants who have access to the MOOCs and Open Educational Resource materials. In FY 2018, more than 50,000 participants have enrolled in five MOOCs (Integrating Critical Thinking Skills into the Exploration of Culture in an EFL Setting, Teaching Grammar Communicatively, Educational Technology, Professional Development for Teacher Trainers, and Content-Based Instruction), with approximately 25 percent of participants successfully completing the courses.

Geographic Reach: Afghanistan, Albania, Algeria, Angola, Argentina, Armenia, Austria, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, Chile, China, Colombia, Comoros, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Cyprus, Czechia, Democratic Republic of the Congo, Denmark, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Eswatini, Ethiopia, Federated States of Micronesia, Fiji, Finland, France, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Guinea-Bissau, Haiti, Honduras, Hungary, India, Indonesia, Iran, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Libya, Lithuania, Lux-

embourg, Madagascar, Malawi, Malaysia, Maldives, Mali, Marshall Islands, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, Nicaragua, Niger, Nigeria, North Macedonia, Oman, Pakistan, Palau, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Samoa, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia, Seychelles, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, South Korea, South Sudan, Spain, Sri Lanka, Sudan, Suriname, Sweden, Syria, Taiwan, Tajikistan, Tanzania, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, Uruguay, Uzbekistan, Venezuela, Vietnam, Yemen, Zambia, Zimbabwe.

ENGLISH ACCESS MICROSCHOLARSHIP PROGRAM (2004)

The English Access Microscholarship Program builds the English-language skills of students, primarily ages 13-20 from disadvantaged sectors of society, through afterschool classes and intensive learning activities. Every year, the Office of English Language Programs determines country participation based on strategic priorities, in coordination with the regional bureaus, U.S. embassies, and Regional English Language Officers.

Program Length: 2 years
Cost per Day: \$2 (2018)
Cost per Hour of Instruction: \$4.60 (2018)
Female/Male Split: 50 percent/50 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$25.76 million	\$24.02 million	\$24.85 million	\$23.01 million	\$27.71 million	\$21.28 million
# of Proj/Partic	15,103	13,942	14,287	14,000	15,000	N/A
Cost Per	\$1,430	\$1,601	\$1,657	\$1,644	\$1,600	N/A

Geographic Reach: Afghanistan, Algeria, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belize, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Chad, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Democratic Republic of the Congo, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Georgia, Guatemala, Haiti, Honduras, India, Indonesia, Iraq, Israel, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Lebanon, Madagascar, Malaysia, Mali, Mauritania, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, Nicaragua, Niger, North Macedonia, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Russia, Rwanda, Senegal, Serbia, Slovakia, South Africa, South Korea, South Sudan, Sri Lanka, Sudan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tunisia, Turkey, Uganda, Ukraine, Uruguay, Uzbekistan, Venezuela, Vietnam, Zimbabwe.

ENGLISH LANGUAGE FELLOWS (1969) AND ENGLISH LANGUAGE SPECIALISTS (1980)

Through the English Language Fellow program, highly qualified U.S. educators in the field of Teaching English to Speakers of Other Languages or Teaching English as a Foreign Language (TEFL) participate in 10-month fellowships at academic institutions throughout the world. The program promotes English-language learning and enhances English-teaching capacity abroad. In projects sponsored by U.S. embassies, fellows share their professional expertise, hone their skills, gain international experience, and learn about other cultures. Fellows also model and demonstrate up-to-date TEFL classroom practices that help foster thoughtful and responsible behavior in students and teachers of English.

Through the English Language Specialists program, U.S. academics support U.S. embassy priorities through targeted two-week to three-month projects abroad. Topics may include curriculum design and evaluation, teacher training, textbook development, or programs to support English for Specific Purposes.

Program receives some foreign funding.

Program Length: 10 months (Fellows); 2 weeks to 3 months (Specialists)

Avg. Cost per Day: \$236 (2018)

Female/Male Split: 66 percent/34 percent (2018)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$10.00 million	\$10.00 million	\$10.50 million	\$13.00 million	\$15.66 million	\$15.55 million
# of Proj/Partic	250	250	250	310	370	370
Cost Per	\$40,000	\$40,000	\$42,000	\$41,935	\$42,297	\$42,297

Geographic Reach: Global; in 2018, Fellows and Specialists were active in Afghanistan, Albania, Angola, Argentina, Azerbaijan, Bahrain, Bangladesh, Belarus, Benin, Bolivia, Botswana, Brazil, Burkina Faso, Burma, Cambodia, Cameroon, Central African Republic, Chad, People’s Republic of China, Colombia, Comoros, Costa Rica, Cote d’Ivoire, Cyprus, Democratic Republic of the Congo, Djibouti, East Timor, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Georgia, Guatemala, Guinea, Guinea-Bissau, Hungary, India, Indonesia, Iraq, Israel (as Tel Aviv), Jordan, Kazakhstan, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lithuania, Madagascar, Malaysia, Mauritania, Mexico, Moldova, Mongolia, Morocco, Mozambique, Namibia, Nepal, Nicaragua, Niger, Pakistan, Palestinian Territories (as Jerusalem), Panama, Paraguay, Peru, Philippines, Poland, Russia, Rwanda, Saudi Arabia, Serbia, Slovakia, Slovenia, South Africa, South Korea, Spain, Sri Lanka, Sudan, Tajikistan, Tanzania, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, Uzbekistan, Vietnam.

ENGLISH LANGUAGE TEACHING MATERIALS (1962)

English Language Teaching Materials for teachers and learners are available in multiple formats: print, video, audio, mobile app, and online, to include the American English website (americanenglish.state.gov) and social media. Many past print and online resources, as well as all recently developed and future resources, have been designated as open educational resources, marked “Creative Commons-BY 4.0.” This designation permits users to share the materials by copying and redistributing them in any medium or format and adapt them for any purpose by remixing, transforming, or building upon them. These materials have a global reach, with over 3,500,000 followers of the American English website and more than 300,000 followers of American English for Educators Facebook pages.

Program Length: N/A

Cost per Day: N/A

Female/Male Split: N/A

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
\$89,140	\$5,000	\$15,000	\$20,000	\$10,000	\$150,000

GLOBAL EDUCATIONAL PROGRAMS

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$62.23 million	\$63.11 million	\$64.61 million	\$64.80 million	\$64.80 million	\$68.20 million

BENJAMIN A. GILMAN INTERNATIONAL SCHOLARSHIP PROGRAM (2001)

The Benjamin A. Gilman International Scholarship Program provides scholarships for study abroad and international internships to undergraduate students eligible for U.S. Pell grants. Through the program, participants from more than 1,300 colleges and universities across all 50 states, the District of Columbia, and Puerto Rico have studied in 140 countries around the world.

Program Length: Varies (from 2 weeks to 1 academic year)
Cost per Day: \$35 (2018)
Female/Male Split: 71 percent/29 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$12.42 million	\$12.50 million	\$12.20 million	\$14.09 million*	\$12.85 million	\$16 million
# of Proj/Partic	2,785	2,799	2,855	3,200	3,075	3,849
Cost Per	\$4,458	\$4,466	\$4,273	\$4,403	\$4,179	\$4,167

*Includes a one-time transfer of \$1.44 million from the Study Abroad Initiative

Geographic Reach: Varies; in 2018, included Argentina, Armenia, Australia, Austria, Azerbaijan, Barbados, Belgium, Belize, Bhutan, Bolivia, Botswana, Brazil, Bulgaria, Cambodia, Canada, Chile, China, Colombia, Costa Rica, Croatia, Cuba, Cyprus, Czechia, Denmark, Dominican Republic, Ecuador, Estonia, Fiji, Finland, France, French Polynesia, Gambia, Germany, Ghana, Greece, Guatemala, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kiribati, Kyrgyzstan, Latvia, Lithuania, Madagascar, Malawi, Malaysia, Malta, Mexico, Moldova, Mongolia, Morocco, Mozambique, Namibia, Nepal, Netherland Antilles, Netherlands, New Zealand, Nicaragua, Norway, Oman, Panama, Paraguay, Peru, Poland, Portugal, Qatar, Reunion Island, Romania, Russia, Rwanda, Samoa, Saudi Arabia, Senegal, Serbia, Singapore, Slovenia, Solomon Islands, South Africa, South Korea, Spain, Sri Lanka, Sweden, Switzerland, Taiwan, Tanzania, Thailand, Togo, Trinidad and Tobago, Turks & Caicos, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Vanuatu, Vietnam, Zambia.

COMMUNITY COLLEGE ADMINISTRATOR PROGRAM (2013)

The Community College Administrator Program provides professional development opportunities in higher education planning, administration, and workforce development to foreign government officials and senior administrators at technical, vocational, and community colleges through a short-term exchange program to the United States. The program began as a pilot initiative to share the innovative practices of U.S. community colleges with Indonesian officials, teachers, and administrators.

Program Length: 6 weeks
Avg. Cost per Day: \$499 (FY2017)
Female/Male Split: 23 percent/77 percent (FY2017)

	FY 2014	FY 2015	FY 2016	FY 2017*	FY 2018*	FY2019 Planned
Budget	\$2.73 million	\$460,000	\$1.28 million	\$2.45 million	\$820,000	\$410,000
# of Proj/Partic	112	24	62	120	40	20
Cost Per	\$24,286	\$19,167	\$20,645	\$20,417	\$20,500	\$20,500

*Not all FY 2017 and FY 2018 programs have been implemented.

Geographic Reach: Brazil, Colombia, Grenada, Ecuador, Egypt, India, Indonesia, Pakistan, Peru, South Africa, Saint Lucia, Suriname, and Ukraine.

COMMUNITY COLLEGE INITIATIVE PROGRAM (2007)

The Community College Initiative Program provides foreign participants from underserved regions and underrepresented groups with a one-year, non-degree academic program at a U.S. community college. The program is intended to build participants' technical skills in applied fields, enhance leadership capabilities, and strengthen English-language proficiency. The program also provides opportunities for professional internships, service learning, and community engagement activities.

Program Length: 1 academic year
Avg. Cost per Day: \$149 (2018)
Female/Male Split: 46 percent/54 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$5.90 million	\$9.49 million	\$5.20 million	\$4.96 million	\$5.38 million	\$5.275 million
# of Proj/Partic	226	242	202	125	135	130
Cost Per	\$26,106	\$39,202	\$25,743	\$39,680	\$39,815	\$40,577

Geographic Reach: Bangladesh, Brazil, Colombia, Cote d'Ivoire, Dominican Republic, Egypt, Ghana, India, Indonesia, Kenya, South Africa, Turkey.

CRITICAL LANGUAGE SCHOLARSHIP PROGRAM (2006)

The Critical Language Scholarship Program enables U.S. undergraduate and graduate students to increase their language fluency and cultural competency in one of 14 languages identified as critical to U.S. national security and economic prosperity. Target languages include Arabic, Azerbaijani, Bangla, Chinese, Hindi, Indonesian, Japanese, Korean, Persian, Punjabi, Russian, Swahili, Turkish, and Urdu in countries where these languages are widely spoken. Beginning in FY 2019, the program will add Portuguese as a 15th language. The eight- to 10-week intensive summer institutes are part of a broad U.S. government interagency effort to expand the number of Americans who speak these critical languages.

Program Length: 8-10 weeks
Avg. Cost per Day: \$249 (2018)
Female/Male Split: 61 percent/39 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$9.0 million	\$9.0 million	\$9.0 million	\$9.0 million	\$9.0 million	\$9.0 million
# of Proj/Partic	550	550	559	555	572	555
Cost Per	\$16,364	\$16,364	\$16,100	\$16,216	\$15,734	\$16,216

Geographic Reach (2018): Azerbaijan, China, Georgia, India, Indonesia, Japan, Jordan, Kyrgyzstan, Morocco, Oman, Russia, South Korea, Taiwan, Tajikistan, Tanzania.

EDUCATIONUSA (1998)

A global network of more than 435 advising centers in more than 180 countries around the world, EducationUSA provides accurate information about U.S. higher education, promotes the value of a U.S. higher education, and advocates on behalf of all accredited U.S. colleges and universities. In the face of strong and growing international competition to attract millions of globally mobile students, EducationUSA helps position the United States to remain the top provider of higher education. EducationUSA advising centers operate within a wide variety of host institutions abroad, to include U.S. embassies and consulates; Fulbright Commissions; American Spaces (including binational centers); U.S. non-profit organizations; and local institutions such as universities, libraries, and non-profit organizations.

EducationUSA advisers promote U.S. higher education and provide international students and scholars with accurate, comprehensive, and current information about academic study options in the United States, application procedures, testing requirements, student visas, and financial aid, while also advocating for the full range of accredited higher education institutions in the United States. Additionally, EducationUSA staff members work with U.S. higher education professionals to promote international student recruitment and study in the United States. ECA Program Officers and Regional Educational Advising Coordinators support EducationUSA adviser training. ECA's EducationUSA program branch also administers the grant for Open Doors, an annual census of international students and scholars in the United States and of U.S. students studying abroad. In select countries, ECA manages the Opportunity Funds program through the EducationUSA advising network to assist highly qualified, economically disadvantaged students with the up-front costs of applying to and enrolling in U.S. colleges and universities.

Program Length: Ongoing
Avg. Cost per Day: N/A
Female/Male Split: N/A

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$12.24 million	\$12.24 million	\$12.54 million	\$13.51 million	\$13.51 million	\$13.926 million
# of Proj/Partic	3.33 million	3.53 million	3.99 million	2.84 million	2.74 million	2.80 million
Cost Per	\$4	\$3	\$3	\$5	\$5	\$5

Geographic Reach: Global.

HUBERT H. HUMPHREY FELLOWSHIP PROGRAM (1978)

The Humphrey Program, a Fulbright exchange, brings professionals from developing countries to the United States for one-year, non-degree programs on U.S. university campuses. These programs combine graduate-level academic work with leadership training and substantive professional collaboration with U.S. counterparts. The Distinguished Humphrey Leadership Program component was added in FY 2016 to support annual cohorts of 10-15 senior professionals from select countries for two to three weeks that include executive leadership and practical mentoring in the participants' professional field of study.

Program Length: 2 weeks-11 months
Avg. Cost per Day: \$255 (2018)
Female/Male Split: 52 percent/48 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$11.00 million	\$11.00 million	\$11.20 million	\$11.20 million	\$12.59 million	\$11.95 million
# of Proj/Partic	146	146	155	152	191	164
Cost Per	\$75,342	\$75,342	\$72,285	\$73,684	\$65,916	\$72.866

Geographic Reach: Afghanistan, Albania, Algeria, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belize, Benin, Bhutan, Bolivia, Bosnia, Botswana, Brazil, Bulgaria, Burkina Faso, Burma, Burundi, Cabo Verde, Cambodia, Cameroon, Central African Republic, Chile, China, Colombia, Cuba, Czechia, Democratic Republic of the Congo, Ecuador, Egypt, El Salvador, Estonia, Eswatini, Ethiopia, Fiji, Gabon, Georgia, Ghana, Greece, Guatemala, Haiti, Honduras, Hungary, India, Indonesia, Iran, Israel, Ivory Coast, Jamaica, Kazakhstan, Kosovo, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Madagascar, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Nepal, Nigeria, North Macedonia, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Peru, Philippines, Romania, Russia, Rwanda, Senegal, Serbia, Sierra Leone, Slovakia, South Africa, South Sudan, Sri Lanka, Sudan, Suriname, Tajikistan, Tanzania, Thailand, Togo, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbekistan, Vietnam, Venezuela, Yemen, Zambia, Zimbabwe.

STUDY ABROAD CAPACITY BUILDING (2008)

The Study Abroad Capacity Building Initiative provides support to U.S. colleges and universities to create, expand, and diversify their study abroad programs. It also enables U.S. embassies and Fulbright Commissions overseas to improve their capacity to host American students and engage Americans who are on study abroad programs. Projects under this initiative have included:

- The Capacity Building Program for U.S. Study Abroad, which seeks to increase the capacity of U.S. higher education institutions to create, expand, and diversify study abroad programs through small grants and in-person and virtual study abroad capacity building activities;
- Study Abroad Engagement Grants, which provide funding to U.S. embassies and Fulbright Commissions to expand the capacity of overseas higher education institutions and partners to provide academic programs for U.S. students, as well as to engage Americans on study abroad programs; and
- An online course focused on building study abroad capacity at American colleges and universities, including forging international partnerships.

Program Length: N/A
Cost per Day: N/A
Female/Male Split: N/A

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$1.39 million	\$1.19 million	\$950,000 million	\$650,000* million	\$2.0 million	\$1.94 million
# of Proj/Partic	NA	NA	NA	NA	NA	NA
Cost Per	NA	NA	NA	NA	NA	NA

*Beginning in FY 2017, funding for this program was moved from the "Special Academic Exchanges" to the "Global Academic Exchanges" budget line under "Study Abroad Initiative," which funds both domestic and overseas components. A previous iteration of the program was funded under the budget line "One Time Congressional Grants Competition."

Geographic Reach: Program supports U.S.-based higher education institutions

FULBRIGHT TEACHER EXCHANGES (1946)

Fulbright Teacher Exchanges provide professional development for primary and secondary (K–12) teachers to enhance their teaching ability, improve education systems, and advance the educational outcomes of their students. The program prioritizes the participation of teachers, both in the United States and abroad, who reach underserved students in urban and rural communities, minority students, students in career and technical education programs, and students with disabilities.

Program receives some foreign funding.

Program Length: 2 weeks to 1 academic year
Cost per Day: \$366 (2018) (total budget/total prog. days)
Female/Male Split: 62 percent/38 percent (2017)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$10.60 million	\$10.61 million	\$10.60 million	\$10.60 million	\$11.895 million	\$11.545 million
# of Proj/Partic	370	386	391	367	447	411
Cost Per	\$28,649	\$27,488	\$27,110	\$28,883	\$26,611	\$28,090

*Existing teacher exchange programs were consolidated in FY2018 within the suite of Fulbright programs, becoming Fulbright Teacher Exchanges. The International Leaders in Education Program (ILEP) was discontinued as part of the consolidation. Teachers of Critical Languages Program (TCLP) continued but did not adopt the Fulbright name. For data consistency, the above chart includes all teacher exchanges combined, both prior to and following consolidation in FY 2018.

Geographic Reach: Algeria, Argentina, Armenia, Azerbaijan, Bangladesh, Belarus, Bolivia, Bosnia-Herzegovina, Botswana, Brazil, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Czechia, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Finland, Georgia, Ghana, Greece, Guatemala, Haiti, Honduras, Hungary, India, Indonesia, Iraq, Israel, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Laos, Latvia, Lithuania, Malawi, Malaysia, Mali, Mexico, Moldova, Mongolia, Morocco, Mozambique, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, North Macedonia, Palestinian Territories, Panama, Peru, Philippines, Russia, Rwanda, Senegal, Serbia, Singapore, South Africa, South Korea, Sri Lanka, Sudan, Taiwan, Tajikistan, Tanzania, Thailand, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe.

TUNISIA COMMUNITY COLLEGE SCHOLARSHIP PROGRAM (2013)

Under the umbrella of the Thomas Jefferson Scholarship Program, the Tunisia Community College Scholarship Program offers one-year scholarships for technical-school students from Tunisia to pursue non-degree study at U.S. community colleges in fields directly related to future growth sectors of Tunisia's economy, such as applied engineering, business management and administration, information technology, and tourism and hospitality.

Program Length: Academic year
Avg. Cost per Day: \$167 (2018)
Female/Male Split: 51 percent percent/49 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$4.63 million*	N/A	N/A	\$2.67 million**	N/A	\$402,500**
# of Proj/Partic	105	N/A	N/A	60	N/A	10
Cost Per	\$44,048	N/A	N/A	\$44,542	N/A	\$40,250

*Multi-year awards supporting programming through June 2019

** Economic Support Funds transferred from U.S. Embassy Tunis, supporting approximately 70 participants across academic years 2018-2019, 2019-2020, and 2020-2021

Geographic Reach: Tunisia.

INTERNATIONAL VISITOR LEADERSHIP PROGRAM (1940)

The International Visitor Leadership Program (IVLP) facilitates short-term visits to the United States for current and emerging leaders from around the world. IVLP projects allow participants to explore issues in the U.S. context, meet with their American professional counterparts, experience U.S. society, and understand American values. Interagency staff members at U.S. embassies worldwide nominate and select participants who have the potential to help advance U.S. national interests. The program is routinely cited as one of the most effective tools for U.S. diplomats to identify, influence, and educate key decision makers abroad on issues related to U.S. foreign policy priorities.

The IVLP provides full language interpretation for a large majority of projects, making the IVLP one of the few U.S. government exchange programs that can accommodate participants without English-language skills. This provides U.S. embassies with unique opportunities to reach and influence important foreign leaders and policy decision-makers at all levels and in all social sectors.

Through a partnership with the non-profit Global Ties U.S., IVLP supports a network of 88 community-based organizations across the United States. These organizations comprise more than 47,000 professional and volunteer “grassroots diplomats” who host exchange participants and share the American experience by bringing them into their schools, communities, and homes.

Program Length: 1-21 days
Avg. Cost per Day: \$878 (2018)
Female/Male Split: 45 percent/55 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$91.01 million	\$89.67 million	\$89.67 million	\$97.77 million	\$97.77 million	\$100.68 million
# of Proj/Partic	4,667	4,869	4,466	5,866	5,304	5,400
Cost Per Participant	\$19,500	\$18,415	\$20,077	\$16,666	\$18,433	\$18,644

*This data includes both IVLP and IVLP On-Demand projects.

Geographic Reach: Global.

IVLP DIVISION (FORMERLY THE REGIONAL PROGRAMS DIVISION) (1940)

The IVLP Division conducts more than 500 exchange projects annually, hosting visitors from around the world on individual, single-country, regional, sub-regional, and multi-regional projects. Participants travel to the United States for a firsthand look at American approaches to challenges that the U.S. government has identified as important to its bilateral, regional, or global foreign policies. Generally three weeks in length, projects include travel to Washington, D.C., and two to four additional cities and small towns around the United States. During their visits, participants meet with government officials, legislators, civil society leaders, businesspersons, educators, and everyday citizens. The IVLP Division offers U.S. missions a combination of long-range annual planning and a short-range, fully funded rapid response option.

Program Length: 3 weeks
Avg. Cost per Day: \$943 (2018)
Female/Male Split: 45 percent/55 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Budget	\$80.15 million	\$80.00 million	\$80.00 million	\$84.11 million	\$84.11 million	\$86.61 million
# of Proj/Partic	3,728	3,784	3,390	4,394	4,247	4,050
Cost Per	\$21,499	\$21,142	\$23,599	\$19,141	\$19,805	\$21,385

Geographic Reach: Global.

IVLP ON-DEMAND DIVISION (FORMERLY THE VOLUNTARY VISITORS DIVISION) (1949)

The IVLP On-Demand Division specializes in rapid-response IVLP projects to address emergent situations, opportunities, or foreign policy needs. U.S. embassies select participants to meet with professional counterparts in U.S. cities to examine U.S. approaches to pressing foreign policy issues and experience U.S. cultural, social, and political life. Because IVLP On-Demand projects are not tied to the annual IVLP selection process, they may be organized at any time of the year. Each project is generally limited to up to 10 participants. IVLP On-Demand projects do not fund participants' international travel, which must be covered by the participants themselves, their employers, their home governments, or other sources.

Program Length: 1-10 days
Avg. Cost per Day: \$882 (2018)
Female/Male Split: 44 percent/56 percent

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 019 Planned
Budget	\$7.51 million	\$7.50 million	\$7.50 million	\$9.53 million	\$9.53 million	\$ 9.81 million
# of Proj/Partic	939	1,085	1,076	1,472	1,055	1,350
Cost Per	\$7,998	\$6,912	\$6,970	\$6,473	\$7,057	\$7,267

Geographic Reach: Global; in 2018, included Afghanistan, Angola, Argentina, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Belgium, Bolivia, Bosnia and Herzegovina, Brazil, Bulgaria, Burkina Faso, Burma, Cabo Verde, Cambodia, Cameroon, Canada, Central African Republic, Chile, Colombia, Congo, Cote d'Ivoire, Cyprus, Czechia, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Fiji, Finland, Georgia, Germany, Greece, Honduras, Hong Kong, Iceland, India, Indonesia, Iraq, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Laos, Latvia, Lesotho, Liberia, Libya, Lithuania, Malawi, Malaysia, Mali, Malta, Mauritania, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, New Zealand, Nigeria, North Macedonia, Norway, Oman, Pakistan, Papua New Guinea, People's Republic of China, Philippines, Poland, Portugal, Qatar, Republic of Korea, Romania, Russia, Rwanda, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, South Africa, South Sudan, Spain, Sri Lanka, Sudan, Sweden, Switzerland, Tanzania, Thailand, Uganda, United Kingdom, Uruguay, USEU Brussels, Uzbekistan, Vietnam, Zambia, Zimbabwe.

PRIVATE SECTOR EXCHANGES

The Office of Private Sector Exchange oversees the U.S. government-facilitated, but privately-funded Exchange Visitor Program (EVP), which includes 13 educational and cultural exchange programs: Au Pair, Camp Counselor, College and University Student, Intern, Physician, Professor, Research Scholar, Secondary School Student, Short-Term Scholar, Specialist, Summer Work Travel, Teacher, and Trainee. Each year, the EVP provides opportunities for visitors from nearly 200 countries and territories to experience U.S. culture and engage with Americans through structured programs, with the goal of increasing mutual understanding between the peoples of the United States and other countries.

ECA has designated more than 1,400 private sector, academic, and federal, state, and local government entities to be “sponsors” of EVP programs, which are conducted under ECA oversight in accordance with State Department-promulgated regulations and relevant federal, state, and local laws. Program oversight is funded primarily from fees collected from sponsors and program participants. ECA imposes remedial sanctions upon sponsors that fail to comply with program regulations and separates from the program those sponsors it deems cannot be sufficiently rehabilitated.

EVP participants are young leaders, entrepreneurs, students, and more seasoned professionals eager to hone their skills, strengthen their English language abilities, connect with Americans, and learn about the United States. Exchange visitors return home eager to stay connected, expand their networks, and explore future exchange opportunities as “citizen ambassadors.”

The 13 Exchange Visitor Programs categories include:

1. **Au Pair** - Participants and host families take part in a mutually rewarding, intercultural opportunity. Au pairs can continue their education while experiencing everyday life with an American family, and hosts receive reliable and responsible childcare from individuals who become part of the family.
2. **Camp Counselor** - Post-secondary students, youth workers, and teachers share their culture and ideas with the people of the United States in camp settings throughout the country.
3. **College and University Student** - Foreign students may pursue associate, bachelors, masters, or doctoral degrees in the United States at accredited U.S. colleges and universities. They may also pursue non-degree programs at accredited U.S. academic institutions approved by or acceptable to the post-secondary academic institution where the student is to be enrolled upon completion of the non-degree program. Under this program, foreign students may fulfill temporary internships conducted by accredited U.S. post-secondary academic institutions as well.
 - **Student Bachelors** - Foreign students may pursue bachelor’s degrees in the United States at accredited American colleges and universities.
 - **Student Masters** - Foreign students may pursue master’s degrees in the United States at accredited American colleges and universities.
 - **Student Doctorate** - Foreign students may pursue doctoral degrees in the United States at American colleges and universities.
 - **Student Intern** - Foreign students may fulfill full-time temporary internships conducted by post-secondary accredited academic institutions in the United States.
 - **Student Non-degree** - Foreign nationals may pursue non-degree programs in the United States at accredited U.S. colleges or universities or institutes approved by or acceptable to the post-secondary academic institutions where the students are to be enrolled upon completion of the non-degree program.

4. **Intern** - Foreign college and university students or recent graduates participate in structured and guided work-based internship programs, gaining exposure to U.S. culture and receiving hands-on experience in U.S. business practices in their chosen occupational fields for up to one year.
5. **Physician** - Foreign physicians may participate in U.S. graduate medical education programs or training at accredited U.S. schools of medicine.
6. **Professor** - Professors exchange ideas, conduct research, experience mutual enrichment, and establish linkages between research and academic institutions in the United States and foreign countries for programs lasting up to five years.
7. **Research Scholar** - Foreign nationals come to the United States to conduct research, observe, or consult in connection with research projects at research institutions, corporate research facilities, museums, libraries, post-secondary accredited academic institutions, or similar types of institutions for programs lasting up to five years. Research scholars also may teach or lecture where authorized by their sponsors.
8. **Secondary School Student** - Foreign students may enter the United States to complete up to one year of academic study at an accredited public or private secondary school and live with an American host family or at an accredited boarding school.
9. **Short-Term Scholar** - Professors, research scholars, and other individuals with similar education or accomplishments may travel to the United States to lecture, observe, consult, conduct training, or demonstrate special skills at research institutions, museums, libraries, post-secondary accredited academic institutions, or similar types of institutions for a period of up to six months.
10. **Specialist** - Experts in a field of specialized knowledge or skills provide opportunities to increase the exchange of ideas with U.S. counterparts for programs lasting up to one year.
11. **Summer Work Travel** - Foreign post-secondary students who are enrolled in and actively pursuing degrees or full-time courses of study at foreign ministry-recognized, post-secondary academic institutions may apply to participate in the Summer Work Travel program for up to four months during the break between academic years.
12. **Teacher** - Foreign nationals are afforded opportunities to teach in primary and secondary educational institutions in the United States for up to three years.
13. **Trainee** - Foreign professionals come to the United States for up to 18 months to gain exposure to and receive structured training in U.S. business practices in their chosen occupational fields. Unlike the intern category, participants must have either a degree or professional certificate from a foreign, post-secondary academic institution and at least one year of prior related work experience in their occupational field outside the United States or five years of related work experience.

Exchange Visitor Program	2014	2015	2016	2017	2018
Au Pair	16,035	17,588	19,233	20,353	20,678
Camp Counselor	19,776	21,206	22,994	24,868	24,919
College and University Students:					
Student - Associate	25	16	5	5	13
Student - Bachelor	2,808	2,621	2,397	2,198	2,582
Student - Master	2,854	2,163	1,985	1,758	1,352
Student - Doctorate	1,330	1,039	835	771	676
Student - Intern	3,454	3,733	3,985	4,714	4,887
Student - Non-degree	44,084	37,072	32,236	32,421	32,584
Intern	22,963	24,353	25,312	26,197	26,040
Physician	2,393	2,567	2,624	2,832	2,738
Professor	1,180	1,185	1,109	1,054	1,003
Research Scholar	33,031	34,444	34,575	33,521	32,853
Secondary School Student	23,446	22,983	21,850	21,005	21,456
Short-Term Scholar	19,758	19,485	18,567	18,326	17,555
Specialist	610	1,101	692	917	904
Summer Work Travel	90,287	94,985	101,061	104,923	104,512
Teacher	1,473	1,735	1,888	2,195	2,523
Trainee	9,707	10,367	10,738	10,866	10,798
Total Private Sector Exchange Visitor Program Participants:	300,752	298,234	302,258	308,924	308,073

Top Ten Sending Countries for the Exchange Visitor Program

2014			2015		2016		2017		2018	
COUNTRY	# EVS		COUNTRY	# EVS	COUNTRY	# EVS	COUNTRY	# EVS	COUNTRY	# EVS
1	China	34,061	China	34,925	China	35,473	China	36,403	China	35,544
2	Brazil	20,293	Germany	19,831	U.K.	19,328	U.K.	19,155	U.K.	18,240
3	Germany	20,272	U.K.	18,737	Germany	18,940	Germany	17,259	Germany	16,434
4	U.K.	18,141	Brazil	12,580	France	12,230	France	11,855	Brazil	11,614
5	France	12,506	France	12,356	Philippines	9,130	Brazil	9,977	France	11,381
6	Thailand	9,870	Ireland	10,202	S. Korea	8,288	Philippines	9,605	Spain	9,222
7	Ireland	9,732	S. Korea	8,536	Ireland	8,213	Thailand	8,713	Philippines	9,126
8	S. Korea	8,567	Mexico	7,788	Mexico	8,206	S. Korea	8,662	Thailand	9,086
9	Mexico	7,305	Spain	7,431	Spain	8,046	Spain	8,608	S. Korea	8,703
10	Turkey	6,613	Turkey	7,393	Brazil	7,971	Ireland	8,083	Mexico	8,600

THE NEW GLOBAL PUBLIC AFFAIRS BUREAU: AN INTRODUCTION



THE NEW GLOBAL PUBLIC AFFAIRS BUREAU: AN INTRODUCTION

When introducing the newly established Bureau of Global Public Affairs (GPA), Secretary Pompeo noted: “Our ability to communicate American foreign policy and values around the world is absolutely core to our success at the State Department. This critical change and evolution within our public diplomacy operation will ensure we deliver on that mission in the 21st century.” The May 2019 merger of the Bureaus of Public Affairs (PA) and International Information Programs (IIP), which affected more than 500 employees, was the largest restructuring initiative the State Department has undergone in 20 years. GPA offers an integrated communications operation designed to make State Department messaging more competitive in a fast-changing global digital and media environment.

In the months leading up to the merger, a diverse team of career Foreign Service officers, civil servants, and political appointees worked together to develop and implement a plan to modernize State Department communications. Team members drew on their own experience, reviewed literature, engaged internal and external experts, and studied public and private sector communication models to come up with an updated approach to public engagement in support of U.S. foreign policy priorities and values. Once the broader architecture of GPA had been designed and determined, GPA launched 15 working groups to integrate the workforce, develop initial workflows, and operationalize the new bureau within and across the Department.

The new structure brings together communication of official Department policies, previously the purview of PA, with creative, data-driven content and storytelling around American values, as originally produced by IIP. All of these capabilities align in supporting U.S. foreign policy priorities and values through effective and consistent communication with audiences around the globe.

The new GPA represents the most recent in a long-term series of initiatives to better inform and influence key audiences in support of the USG’s strategic priorities. Established in 1944, PA had a mandate to provide Americans as well as external audiences with timely, accurate information on national foreign policy objectives. More than five decades later, in the wake of the 1999 merger of the U.S. Information Agency (USIA) and State, IIP emerged as a separate bureau to modernize field-driven information program content and delivery. Twenty years on, GPA’s creation responds to dramatic and accelerating changes in the global information environment. The PA/IIP merger was designed to permit more effective communication in the digital world, integrate existing capabilities, increase collaboration and impact, and deliver on Department communications objectives, both foreign and domestic.

The foundational concept for the GPA emerged from a series of external and internal assessments, including a 2016 Advisory Commission on Public Diplomacy (ACPD) recommendation that a task force be created to review such a merger. The merger itself was resource neutral, with no net costs to the Department and no reductions in force. Instead, a realignment of resources permitted an increase in funding for key areas like research, data and analytics, and digital media production. These increases were balanced by streamlining duplicative infrastructure.

As part of this congressionally vetted and approved merger, several entities from PA and IIP not aligned with the core communications capability transitioned to other public diplomacy and training bureaus within the Department where they would be best optimized. The American Spaces, U.S. Speaker, and TechCamps programs joined the Bureau of Educational and Cultural Affairs (ECA) to bring together people-to-people functions. Meanwhile, IIP’s regional and functional policy liaisons, judicial liaison, networks team, the ACPD Secretariat, and PA’s Diplomacy Center moved to the Office of Policy, Planning, and Resources (R/PPR) to consolidate strategic planning, capacity development, and resource-to-policy alignment. Finally, the Office of the Historian joined the Foreign Service Institute to integrate the Department’s research initiatives and archival resources.

The groundwork has been laid to facilitate the communication of U.S. foreign policy and values on America’s behalf. Nevertheless, GPA’s leadership continues to rely on input from its workforce to fine-tune the merger of PA and IIP bureau cultures and to surface issues for collaborative resolution. GPA will also work on further institutionalizing this merger within the Department of State to meet its communication and outreach needs.

BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP)



Participants at TechCamp Guatemala, April 2018



BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP)

FY 2015	FY 2016	FY 2017	FY 2018 Actual	FY 2019 Requested
\$66.61 million	\$59.20 million	\$62.95 million	\$53.89 million*	\$41.80 million*

*Decrease/realignment of \$3.5M in FY18 and \$8.5M in FY19 from platforms/digital, which is reflected by the Bureau of Budget and Planning (BP) in the 2019 Congressional Budget Justification (CBJ) under the ITCF (IT Central Fund) budget

OVERVIEW

In FY 2019, the Bureau of International Information Programs (IIP) merged with the Bureau of Public Affairs (PA) to become the Bureau of Global Public Affairs (GPA). The text that follows solely provides information about IIP Bureau offices as configured in FY 2018.

IIP leads the State Department’s effort to communicate with foreign publics, to enhance their understanding of U.S. foreign policy, and to inform and support foreign-facing Public Diplomacy (PD). To fulfill this mandate, the bureau has adapted rapidly to the dramatic changes in how governments, press, and individual citizens shape narratives and share information by leveraging both new digital tools and traditional PD programs to influence target audiences and achieve messaging objectives.

IIP has cultivated a culture of innovation and collaboration, particularly through its open-seating, WiFi-enabled workspace and early adoption of mobile and other technologies. IIP staff members communicate using Slack, a cloud-based instant messaging and workflow management platform, and develop content collaboratively using G-Suite (Google’s cloud-based computing programs) and other creative tools.

IIP’s evolution reflects changes in the way international audiences interact with information. The increasing prevalence of mobile devices and the shift from web to social platforms required the development of new content strategies. In response, the bureau shifted a substantial portion of its content-creation capacity to shareable materials optimized for distribution via social networks, even as it retained the ability to deliver content via traditional PD platforms. A growing analytics team empowers content creators to identify the foreign policy narratives that require bureau engagement, to evaluate the success of published content, and to make adjustments for future efforts.

To address the rapidly evolving and ever more competitive information environment, IIP deploys its technological expertise to help U.S. embassies and consulates achieve their PD objectives. A robust, IIP-developed, Salesforce-based contact relationship management (CRM) system empowers PD officers to maintain and share contact information more easily—a crucial task when tours of duty generally do not extend past two years—and to deliver segmented mass mailings that generate actionable metrics. The Department has designated IIP to lead a mandated rollout of this exciting technology to all missions.

Possibly the best measure of IIP’s importance to Public Diplomacy is the wide range of “places” it is found. These can be tangible, like the more than 650 American Spaces overseas. They can also be virtual, like the hundreds of IIP-built and supported U.S. embassy websites; the bureau’s own ShareAmerica platform, which reaches millions on U.S. priority topics; and the soon-to-launch content distribution platform that will aggregate IIP content into an easily searchable space that allows PD professionals to find and share the materials they need when they need them. IIP also directly engages with citizens of other nations, such as the members of the Young African Leadership Initiative (YALI) Network, who are using information obtained through IIP-created online courses and newsletters to help build a better future for themselves and their nations.

Designed to advance U.S. foreign policy objectives, all IIP efforts respond to directives from the President, the National Security Council, and the Department of State and U.S. Agency for International Development Joint Strategic Plan, among others. IIP’s products, platforms, and programs seek to engage foreign publics and/or empower Public Diplomacy practitioners in the field to bridge what Edward R. Murrow called the “last three feet” in forging people-to-people connections. Much has changed since 1963 about the ways people communicate with one another. What has not changed is IIP’s commitment to making those personal contacts possible, particularly in an age of Instagram, Facebook, and Twitter.

BREAKDOWN OF IIP PERSONNEL

The bureau has 195 full-time equivalent (FTE) and 118 contractor positions based in Washington, D.C., plus an additional 26 Regional Public Engagement Specialists based overseas. (NOTE: Four staff positions for the U.S. Advisory Commission on Public Diplomacy and 25 positions for the ECA-IIP Executive Office appear on IIP’s staffing pattern, but these positions are not part of IIP’s structure.) IIP’s Washington-based positions are allocated as follows:

- Platforms: 50
- Programs: 52
- Products: 73
- Front Office and Policy: 20

PLATFORMS VERTICAL

FY 2015	FY 2016	FY 2017	FY 2018 Actual	FY 2019 Requested
\$34.1 million	\$32.42 million	\$36.17 million	\$30.96 million*	\$25.96 million*

* Decrease/realignment of \$3.5M from FY18 and \$8.5M from FY19 from platforms/digital, which is reflected by the Bureau of Budget and Planning (BP) in the 2019 Congressional Budget Justification (CBJ) under the ITCF (IT Central Fund) budget

The Platforms vertical provides public engagement spaces and tools that prioritize outreach to individuals and facilitate long-term relationship building between the United States and foreign citizens. The vertical is divided into three offices: the Office of Digital, the Office of Design, and the Office of American Spaces.

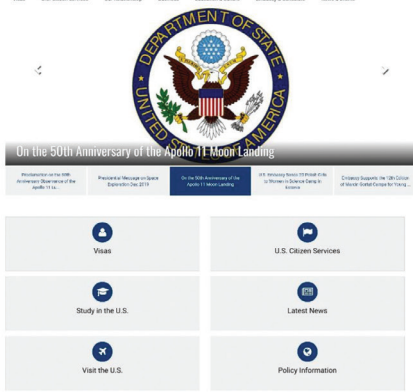
OFFICE OF DIGITAL

The Office of Digital operates two mission-critical enterprise platforms. The first, the mission website platform, hosts 194 U.S. embassy and consulate websites in 59 languages on modern, mobile-friendly software with 24/7 worldwide customer support. The second, the contact relationship management (CRM) platform, provides event and contact management tools and robust messaging capabilities. Currently used at 21 missions abroad and in some domestic offices, the CRM tool will be deployed at all U.S. missions over the next two years.

Global Embassy Websites: Quick Facts 2018

- Total visitors: 66.7 million
- Mobile traffic: 49 percent
- Desktop traffic: 51 percent

More than 66 million people visit these websites each year. IIP made more than 3,000 site updates in 2018 in order to ensure continuity of operations. All mission websites now use an open-source content management system that is more secure, flexible, accessible on mobile devices, user-friendly, and efficient for web managers in the field to operate. IIP continues to work closely with other Department bureaus, such as Consular Affairs, to standardize the



From: U.S. Consulate Cultural Affairs Team
Subject: Hey [firstname,lastname+customer], comemore conosco os 50 Anos do Homem à Lua!



content and services that are common to all missions, minimizing the workload of the web managers so they can focus their efforts on mission-specific content. This standardization and centralization of certain website functions enables IIP to update content quickly on all sites when needed, including during times of crisis.

A 24/7/365 help desk regularly assists web managers in the field with technical assistance, site updates, and content changes. IIP also provides regular training, tutorials, and webinars for web managers, keeping them up to date on the latest features and content available for their use. IIP continues to integrate other Public Diplomacy programs and tools into the mission websites, such as online courses, American Spaces, CRM subscription forms, and the new travel advisory system from Consular Affairs. IIP ensures regular delivery of new features and functionality by using an agile methodology for development, with two-week sprint cycles and a push to production every month.

Contact Relationship Management

Relationships are the currency of diplomacy, and the State Department requires a system that allows it to understand and leverage vital people-to-people contacts. A secure, cloud-based, mobile tool, CRM empowers missions to manage contacts, organize events, grow their audiences; and send strategic, measurable email messaging from a seamless system. CRM provides Embassy staffs with the tools they need to build lasting connections and to use data to conduct more effective outreach.

In 2018, IIP collaborated with other Department stakeholders to initiate the use of CRM in every mission. By expanding the CRM deployment, IIP aims to extend the use of the platform beyond Public Affairs Sections, allowing every section in the mission to manage contacts and engage with global audiences. Missions now have the capability to enable visitors to their websites to sign up for professional, branded, and personalized updates, event invitations, and press releases. Staff members scan business cards on the go and quickly access contact information via their mobile devices. IIP uses agile development methodology, continually evolving the CRM tool based on feedback from users in the field and global trends in digital communications.

OFFICE OF DESIGN

The Office of Design establishes the digital user experience and design standards for IIP platforms and products, and supports the infrastructure and provides graphic content for engaging with youth networks, ShareAmerica, and several other program-specific web properties. Now it is in the process of designing and building a new content distribution platform (CDP) that allows the sharing of digital content across any platform. CDP will provide PD practitioners with an easier way to find, customize, and use content from a variety of PD sources in numerous languages.

Content Distribution Platform (CDP)

While IIP and the Department have long been good at creating content, IIP is modernizing distribution to make getting that content to target audiences faster and easier. The new Content Distribution Platform (CDP) is back-end technology that allows the sharing of digital content across any platform. This cloud-based technology permits PD practitioners to more readily find, customize, and use content from a variety of PD sources in numerous languages.

IIP also introduced the Content Commons—a search portal to find and share the various types of content indexed within the CDP, and, in May 2018, launched a beta version to deliver to select posts. This updated iteration includes IIP-produced videos and articles, with more content to come. Users are able to find public IIP content, share it or embed it directly on their websites, or download and customize it for their audiences.

The Office of Design also is building a content publisher, which will allow users to upload content directly to the CDP. Content authors can still upload content using their existing workflow, but will also have the option to use a publisher function to author, place Meta tags, and create shareable assets. This ensures that original content created at each post is easily shareable and searchable by PD professionals anywhere in the world.

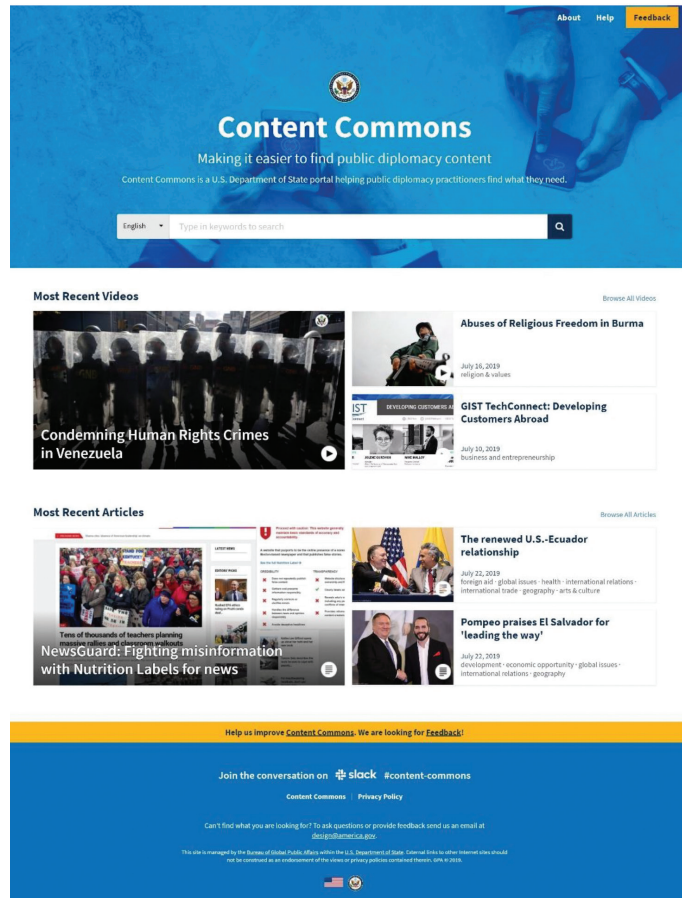
OFFICE OF AMERICAN SPACES*

*As part of the FY 2019 IIP-PA merger to create GPA, responsibility for the Office of American Spaces was transferred to ECA. The text that follows provides information about the American Spaces program as configured in FY 2018 under IIP jurisdiction.

As the U.S. government's primary public access locations abroad, American Spaces build and maintain people-to-people connections between the United States and foreign audiences in support of U.S. foreign policy objectives. Their accessible, welcoming environments, modern furnishings, advanced technology, and programs foster learning, discussion, collaboration, and civic action on key bilateral and global issues. In FY 2018, the network of approximately 650 American Spaces hosted over 68 million visitors and provided 3.1 million programs. Visits were up 16 percent over FY 2017.

In Washington, the Office of American Spaces (OAS) supports network development, strategic planning, modern design, technology, funding, training and program evaluation for the American Spaces network. The OAS 2019–2021 Strategic Plan focuses on re-aligning reporting requirements to provide a stronger indication of the impact of American Spaces on promoting U.S. foreign policy goals, as well as to provide a more reliable basis for evidence-based, effectiveness-based promotion of innovation in American Spaces. In the meantime, the clear upward trend in numbers of people visiting American Spaces shows that Spaces are presenting foreign audiences with appealing programming that fosters a positive view of the United States.

Around the world, a Foreign Service Specialist Corps of Regional Public Engagement Specialists (REPS) implement Office of American Spaces policies. With a good understanding of the local and regional programming environments, REPS provide guidance on the most effective use of American Spaces and how to access additional support from



Washington. OAS also continues its program to train American Spaces staff in concepts and skills aligned with implementing U.S. policy-related programming that engages targeted local audiences. In 2018, close to \$1 million went to American Spaces staff training.

Operational models for American Spaces vary, consisting of U.S. government-operated *American Centers*, partnerships with *Binational Centers*, autonomous independent institutions located throughout Latin America, and partnerships with *American Corners* located in host-country partner cultural institutions, such as libraries. The partnership models provide tremendous value to the U.S. government generally by granting rent-free space and often no-cost, host-institution staff support.

With an annual budget of approximately \$14 million, the American Spaces Support Funds program (ASSF) augments regional bureau and embassy/consulate support to help ensure that American Spaces have the technology, furnishings, materials, programming, staff, and continual upgrades to maintain their status as important U.S. government foreign policy assets.

American Spaces Total Visitors by Fiscal Year

FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
\$26.02 million	\$32.36 million	\$37.85 million	\$40.41 million	\$58.93 million	\$68.36 million



(Clockwise from left)

World map showing locations of American Corners, Binational Centers and American Centers.

At the Lincoln Learning Center in Ghazni — part of the network of American Spaces in Afghanistan — a woman's entrepreneurship program participant exhibits her work.

Malawi Institute of Journalism participants join in virtually for IIP's World Press Freedom Day Interactive Program, with viewing groups consisting of audiences from nearly 40 posts, American Spaces, and other organizations.

OPEN ACCESS PRINCIPLES

- 1. Open Public Access:** During regularly established hours for the American Space, the post should allow visitors to enter the public area of the facility upon arrival. No prior appointment should be necessary, and no prior security access request should be required.
- 2. Unescorted Access:** After passing security screening, visitors should be allowed to proceed to the American Space unescorted if under continuous observation by authorized post personnel.
- 3. Separate Security Screening:** At posts with high volumes of visitors, separate security screening (such as those used for visitors to consular operations) should be provided for American Spaces visitors, if feasible.
- 4. Personal Electronic Devices:** Visitors to the American Space should be allowed to bring their own personal electronic devices and be able to use them in the public area, as long as they are consistent with technical security standards and post access policies.
- 5. Wireless Internet Access:** American Spaces visitors need to be able to connect their own personal electronic devices (laptops, smartphones, tablets, etc.) to a network in the space using WiFi, and the network needs to provide the best available bandwidth. All WiFi installation and usage must comply with Department WiFi policies.

First Line Public Diplomacy Resources

In communities where a restrictive or compromised security environment limits PD programming, American Spaces are often the only places where U.S. diplomats can openly engage with host-country citizens and where those citizens can get access to uncensored information. In such contexts, U.S. government-operated American Centers are often the only viable option for person-to-person engagement.

The forced absorption of more accessible off-compound American Spaces into fortified embassy/consulate compounds under the 1999 Secure Embassy Construction and Counterterrorism Act (SECCA) continues to present a significant challenge for PD engagement. (See the ACPD's May 2015 report, *Public Diplomacy at Risk: Protecting Open Access for American Spaces*.) The access challenge continues in non-conflict zones as well. In FY 2017, newly implemented security guidance severely restricted the ability of visitors to bring personal electronic devices (PEDS) into some American Spaces operated by U.S. government staff. The resulting decline in visitors and program participants diminished American Spaces effectiveness, particularly in significantly restrictive operating environments such as China.

The Department of State continues to consider measures to ensure the maximum possible public access and functionality for on-compound American Spaces. A standing working group that includes the Office of the Under Secretary for Public Diplomacy and Public Affairs, IIP, Diplomatic Security, and the Office of Overseas Building Operations previously defined a set of American Spaces "Open Access Principles" to guide use of current facilities and planning for future construction of U.S. government-owned centers.

PRODUCTS VERTICAL

FY 2015	FY 2016	FY 2017	FY 2018 Actual	FY 2019 Requested
\$11.96 million	\$11.99 million	\$11.99 million	\$13.84 million	\$13.84 million

The Products vertical creates, curates, and publishes digital-first multimedia content—in English, Arabic, Spanish, French, Portuguese, Chinese, Russian and Urdu—to advance U.S. foreign policy objectives by influencing foreign publics. The bureau’s ShareAmerica platform hosts this content, which is also packaged into newsletters and a daily social media feed for distribution by mission social media managers on embassy and consulate properties. The vertical encompasses the Offices of Editorial Content, Language Resources, Video Production, and the U.S. Speaker Program.

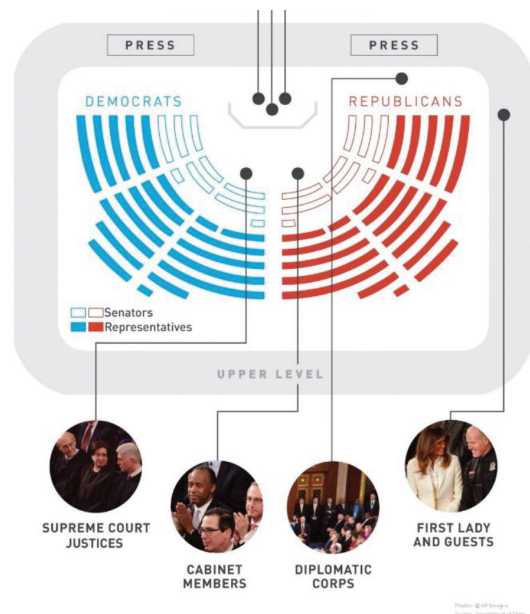
OFFICE OF EDITORIAL CONTENT

The Office of Editorial Content (Editorial) creates materials for foreign publics and helps shape opinions about the United States. Editorial’s original, curated English-language content directly reaches foreign audiences on U.S. foreign policy priority subjects. It supports the work of U.S. embassies and consulates, IIP task-forces and campaigns, Department social media properties and feeds, the U.S. Speaker and Specialist programs, and over 650 American Spaces.

Editorial creates social media friendly content published on the bureau’s ShareAmerica platform. Optimized for sharing by end users and U.S. foreign missions, these materials help targeted foreign audiences learn about America. Editorial’s materials also enable foreign audiences to share information within their respective social circles on U.S. foreign policy initiatives, English-language learning, and how a free, diverse and entrepreneurial people live, work, and contribute to global peace and economic prosperity.

A team of writers; graphic designers; illustrators; and photo-, web-, and copy-editors works collaboratively with IIP’s Video Office to create attractive, timely content with the potential to influence a rising generation of global citizens. The team has re-envisioned the role of print in a digital-first world. More frequently updated digital publications designed for electronic distribution and local printing have replaced long-form books printed at a single facility and shipped to posts. Working with IIP’s Office of Design, Editorial launched a web-based, fully browsable library site on which colleagues in the field can easily find and, when desired, print needed posters, books, and other long-form materials. Finally, Editorial maintains INFOCENTRAL, the State Department’s internal repository for resources for the Public Diplomacy practitioner.

The Editorial team is moving aggressively to align content production with trending narratives in the social space. Content creators now have the training to deploy new social media monitoring tools and to direct their efforts toward influencing the narratives identified by those tools. The team utilizes private sector tools to pitch and place selected content on third-party websites worldwide.



Representative 2017/2018 Editorial Content (Info Box)

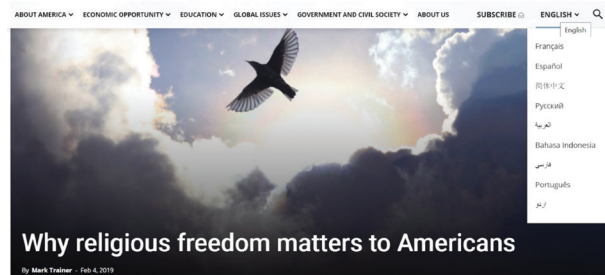


- Study warns against Chinese ‘belt and road’ investment
<https://share.america.gov/study-warns-against-chinese-belt-and-road-investment/>
- What are midterm elections, and why are they important?
<https://share.america.gov/what-are-midterm-elections-why-are-they-important/>
- This is where Iran could be today:
<https://share.america.gov/this-is-where-iran-could-be-today-infographic/>
- Who sits where during a State of the Union speech?
<https://share.america.gov/who-sits-where-at-state-of-union-address/>

OFFICE OF LANGUAGE RESOURCES

The Office of Language Resources maximizes the accessibility and reach of IIP content worldwide by translating and adapting IIP’s English-language materials into seven foreign languages (Arabic, Chinese, French, Portuguese, Russian, Spanish and Urdu), in addition to creating, translating, and publishing original content like the Chinese “Wild Geese of Foggy Bottom” blog. This IIP-produced language content provides posts with essential materials for their social media feeds and other PD outreach efforts and facilitates mission engagement with broader audiences in the media and the public at large.

Other materials translated by the office include subtitles for IIP videos, captions for infographics, and frameworks for language websites. Topics address thematic content that responds to post and Department priorities, such as entrepreneurship promotion and freedom of religion, as well as issues involving Iran, Venezuela, and the DPRK. The office translates remarks by the Secretary or the President in full when posts have identified a clear strategic need for official language versions of the texts.



ShareAmerica drop-down menu showing the languages available.

美国女生理工科成绩优于男生

通过 xiao - 2019 七月 16



北大罗利的一所高中的学生正在上课 (照片: 美联社)

人们普遍认为男生偏重理工科, 女生侧重文科。但美国全国教育进展评估 (National Assessment of Educational Progress) 对2018年全国8年级学生的评估显示, 女生在工程技术方面的成绩比男生好, 优势较为明显。

A Chinese translation of a post from the “Wild Geese” blog entitled, “American girls outperform boys in technology and engineering subjects.” The post received more than 500,000 views.

OFFICE OF VIDEO PRODUCTION

The Office of Video Production (Video) creates video and live interactive content designed to advance foreign policy objectives. By amplifying strategic PD messaging, these original video products foster dialogue and build common ground with key foreign audiences. Optimized for modern digital distribution platforms, including social media networks and mobile devices, this video content is delivered worldwide in seven languages.



In addition, Video collaborates with regional and policy officers, embassies, and other U.S. government agencies to develop strategies that support global information campaigns. Live interactive programs, to include streaming webchats between subject matter experts and foreign audiences, create opportunities for direct dialogue on foreign policy issues. These programs range from small, targeted, point-to-point engagements to globally scaled initiatives.

To assure the best use of resources, Video consults with PD officers in Washington and overseas, providing insights into best practices for planning and producing digital-first videos and webchats. Video can also offer advanced trainings to priority posts. These multi-day, hands-on sessions focus on staff members with prior experience of video usage for PD outreach who seek to deepen their skills. Finally, through a number of agreements, Video provides posts with access to hundreds-of-thousands of high quality, royalty-free music soundtracks, video clips, photos, and motion graphic templates for use in post-produced videos and other multimedia content.

OFFICE OF THE U.S. SPEAKER PROGRAM*

*As part of the FY 2019 IIP-PA merger to create GPA, responsibility for the Office of the U.S. Speaker Program was transferred to ECA. The text that follows provides information about the speaker program as configured in FY 2018 under IIP jurisdiction.

The Office of the U.S. Speaker Program recruits dynamic American experts to engage international audiences on topics of strategic importance to the United States. Programs are conducted in-person and through virtual engagement platforms. Policy priorities include the defeat of ISIS and other extremist groups; economic prosperity and promoting entrepreneurship and innovation; global security; energy security; educational diplomacy (STEAM—science, technology, engineering, arts and mathematics); and a strengthened civil society.

The office conducts approximately 600 programs annually worldwide, collaborating with U.S. embassies and consultates around the world to develop and implement customized programs. Washington-based speaker program officers identify and recruit prominent U.S. citizen experts; tailor programs to meet specific needs of international audiences through workshops, lectures, seminars, and consultations; utilize innovative technologies to amplify messaging; and foster long-term relationships between U.S. speakers and overseas audiences in order to sustain dialogue on key themes and issues.

In FY 2018, the majority of U.S. Speaker programs focused on economic prosperity, entrepreneurship and innovation; global security with a focus on cybersecurity and energy; strengthening civil society, press freedom; and STEAM educational diplomacy. In addition to these topics, U.S. Speaker programs addressed countering state sponsored disinformation and the Indo-Pacific strategy in FY 2019.

2018/2019 U.S. Speaker Program Highlights

- In support of the Administration’s priority to enhance energy diversification and security worldwide, President and CEO of the Center for European Policy Analysis **Peter Doran** engaged audiences in Belgium (USEU), Denmark, France, Germany, and Sweden on the disadvantages of Nord Stream 2 (NS2), the Russian pipeline that would exacerbate Europe’s dependence on Russian-sourced energy. When key European nations held public debate style events about the proposed Nord Stream 2 pipeline, the Russians sent well-trained expert speakers to participate in those events, but Doran provided effective rebuttals to their interventions. Doran’s programs supported Department-wide efforts to engage foreign publics using ShareAmerica articles, infographics, a social media toolkit, and analytical support.
- The Heritage Foundation’s Director of the Asian Studies Center, **Walter Lohman**, engaged Chinese audiences in Guangzhou and Shenyang on the Indo-Pacific strategy, with a specific focus on North Korea. This program enabled posts to engage key decision makers from both the private and public sectors by employing a credible third-party voice to address sensitive topics that often cannot be broached through traditional channels and methods. Mission China reported, “The program not only strengthened our relationship with Chinese academic experts, but also provided us with a rare opportunity to have an American speaker discuss policy issues in front of Chinese university professors and students. Typically, local authorities limit such interactions to presentations on studying in the U.S. and the visa application process.”
- In support of the Administration’s priority to advance space diplomacy, **Daniel Tani**, a NASA veteran of two space missions, six space walks, and 132 days in space (including four months aboard the International Space Station), engaged audiences in Morocco to generate support for Administration priorities to commercialize and further explore space. The program reinforced the perception of the U.S. as a leader in science and technology, and promoted STEAM education. Tani’s visit also kicked off Embassy Rabat’s “Moonshot Morocco” campaign, a year-long series of policy-focused activities focusing on science, technology, entrepreneurship, innovation, and leadership.
- Local News Now Digital Editor **Michael O’Connell** led a series of podcasting workshops in Tajikistan for media editors and journalists who struggle to produce and feature independent content outside of government controls. This program resulted in an ECA-funded initiative to support podcasting booths in eight American spaces, and a national podcasting competition.
- **Cheryl Edison**, CEO of Edison International, helped Ugandan entrepreneurs at all levels of business to better understand their markets and growth opportunities. She engaged more than 1,000 Ugandans on the development of business pitches and plans to chart a course to creating economic success both within and outside the country. Her efforts contributed to the acceleration of Uganda’s transition to a prosperous and modern country.

PROGRAMS VERTICAL

FY 2015	FY 2016	FY 2017	FY 2018 Actual	FY 2019 Requested
\$8.14 million	\$6.21 million	\$6.21 million	\$6.36 million	\$6.36 million

The Programs vertical works with policy experts across the State Department to design and execute data-driven Public Diplomacy engagement campaigns that engage foreign audiences abroad to advance U.S. foreign policy goals. Informed by audience research and performance analysis, these campaigns include global, regional and country-specific initiatives. The vertical is divided into the Office of Regional Strategy and Training, the Office of Public Engagement, and the Office of Analytics.

OFFICE OF REGIONAL STRATEGY AND TRAINING

Regional and Functional Strategy*

*As part of the FY 2019 IIP-PA merger to create GPA, responsibility for Regional and Functional Strategy (RFS) was transferred to R/PPR. The text that follows provides information about the RFS division as configured in FY 2018 under IIP.

IIP's policy officers work with the State Department's regional and functional bureaus, as well as the Bureaus of Public Affairs (PA) and Educational and Cultural Affairs (ECA), special offices, and envoys, to develop strategies to advance U.S. foreign policy objectives. The office's strategic engagement plans focus bureau resources on foreign policy objectives in response to embassy, regional bureau, and functional bureau requests and Administration priorities. The plans include research into target audiences, content, and messaging strategies; distribution channels; and evaluation tactics and objectives. IIP also offers regularly updated Strategic Programming Packages that provide PD practitioners with a comprehensive set of resources to support policy priorities.

In 2018, IIP coordinated engagement plans on key issues such as U.S. policy towards Venezuela, PEPFAR's 15th anniversary, and the South China Sea. Additionally IIP delivered packages focused on promoting economic prosperity; transparency and accountability; peaceful, free, and fair elections; and countering disinformation. Designed to resource longer-term messaging campaigns, these packages included analytics resources, editorial and video content for use on social media, ideas to engage youth networks, speaker slates, TechCamp best practices, programming kits for American Spaces, and sample campaign plans. The office also coordinated IIP's efforts to create PD products for large-scale Department events such as the First Ministerial to Advance Religious Freedom.

OFFICE OF PUBLIC ENGAGEMENT*

*As part of the FY 2019 IIP-PA merger to create GPA, responsibility for the Office of Public Engagement was transferred to R/PPR. The text that follows provides information about the program as configured in FY 2018 under IIP jurisdiction.

The Office of Public Engagement builds and maintains digital networks of strategically important audiences to serve as advocates on behalf of U.S. policy goals. It engages these networks with targeted campaigns designed to build public support for specific U.S. policy objectives. The campaigns draw on the full range of IIP's capabilities, including audience research, performance analysis, design, website development, video and written content production, translation, digital engagement, and expert speaker recruitment to achieve a specific, measurable outcome within a defined time-frame in support of the Department's immediate policy goals. The office works closely with regional and functional bureaus and missions abroad to identify appropriate campaign objectives and engagement tactics. Over the past year, it has used the networks to promote U.S. priorities around women's empowerment, entrepreneurship, health, anti-corruption, and media literacy.

The Office's two flagship youth networks - the Young African Leaders Initiative (YALI) Network and the Young Leaders of the Americas Initiative (YLAI) Network have, between them, more than 600,000 members across Africa and Latin America. Both networks engage aspiring government, business, and civic leaders in online and offline activities that inspire and mobilize them around Department policy priorities. The office also leverages lessons learned and best practices from creating and managing these two networks to inform digital network engagement efforts elsewhere in the Department, working with other bureaus and posts to advise and consult on network creation and management. IIP provides network members online training resources and opportunities to engage with American political, business, and civil society leaders through web-based programs. IIP also works with U.S. embassy staff to offer network members offline local networking and skills-building activities. IIP coordinates with the regional bureaus and embassies to identify key policy priorities and use the networks to build popular support for U.S. positions in these areas.

Digital Support and Training

IIP's Digital Support and Training Division helps posts to build in-house capacity by designing and delivering in-person, virtual, and embedded training programs focused on the full range of IIP products, programs, and platforms. Working closely with all IIP offices and teams, Digital Support and Training contributes expertise and trainers to

multiple projects and efforts, including support for regional bureau social media coordinators. Since 2015, the division has led all the digital-first curriculum sessions for American Spaces basic and advanced courses, training more than 900 Foreign Service Officers, locally employed staff, and American Spaces partner coordinators in all regions. In 2018, the division completed more than 200 training sessions with more than 1,400 Department staff working on public diplomacy.

Representative programs include in-person training sessions with the Office of Public Engagement for the Young African Leaders Initiative (YALI) and the Young Leaders of the Americas (YLAI) Network managers at multiple African and Western Hemisphere posts. In addition, the division provides in-person trainings on social media strategy, content distribution, video production, and design skills with multiple posts in the East Asia and Pacific (EAP), Near East Asia (NEA), South and Central Asia (SCA), Western Hemisphere (WHA) and Africa (AF) regions. It also offers multiple training series with all Department social media managers on such tools as CrowdTangle and Canva; virtual training sessions on the Department's Contact Relationship Management (CRM) tool (built upon the Salesforce and Campaign Monitor platforms); virtual training sessions on WordPress and modernized embassy websites; and regularized, months-long social media training series with all posts and bureaus in EAP, SCA, AF, WHA, and NEA.

The digital support and training team operates the State Department's social media support and strategy solutions desk, and manages the Department's official social media management tool, Hootsuite Enterprise, which allows increased messaging flexibility, crisis communications support, accountability across multiple digital platforms, and integrated analytics and data for better social media reporting and assessment of effectiveness. The team additionally manages the Social Media Hub, the Department's one-stop shop for social media resources and strategy materials. The Hub provides instructions and tips on most major platforms, including Facebook, Twitter, Hootsuite, and YouTube. The site also aims to help social media managers stay current with State Department policies and industry best practices.

TechCamp*

*As part of the FY 2019 IIP-PA merger to create GPA, responsibility for TechCamp was transferred to ECA. The text that follows provides information about the TechCamp program as configured in FY 2018 under IIP jurisdiction.

The TechCamp program, an important element of the Digital Support and Training division, offers hands-on, participant-driven workshops that connect private sector technology experts with key populations—journalists, non-governmental organizations (NGOs), civil society advocates, and others—to explore and apply innovative tech solutions to global challenges. TechCamp workshops engage and empower these target audiences, training them in the use of low-cost, easy-to-implement technological tools and concepts to make them more effective. Each TechCamp seeks to achieve specific, measurable objectives that directly address U.S. foreign policy priorities, including those directly tied to PD capabilities, such as countering violent extremism, countering disinformation, and promoting good governance.

IIP directly funds and leads twelve regional TechCamps each calendar year and provides funding and other resources for post-workshop programs, projects, and efforts to maintain a workshop's policy impact and continued engagement with participants. Since 2015, IIP has completed more than 50 TechCamp workshops, providing more than 2,000 civil society advocates, journalists, government officials and youth network leaders from over 110 countries with increased digital and technology skills that aid them in solving challenges in their communities.

TechCamp workshops completed in 2018–2019 included projects in Brazil, Guatemala, Lithuania, Denmark, Namibia, Peru, Myanmar, Cyprus, and a joint India/Pakistan - South Asia initiative. IIP also completed two TechCamp Reconnect workshops in 2018--TechCamp Reconnect ASEAN in Thailand in May 2018 and YALI TechCamp. Upcoming FY19 projects include workshops in Taiwan, Turkey, Nepal, Argentina, Ecuador, Mongolia, Nigeria, and Israel. TechCamp Reconnect workshops use existing budgetary resources to bring together high-performing alumni from separate TechCamps on similar policy themes and reunite them with their tech trainers to deepen progress on their projects and work.

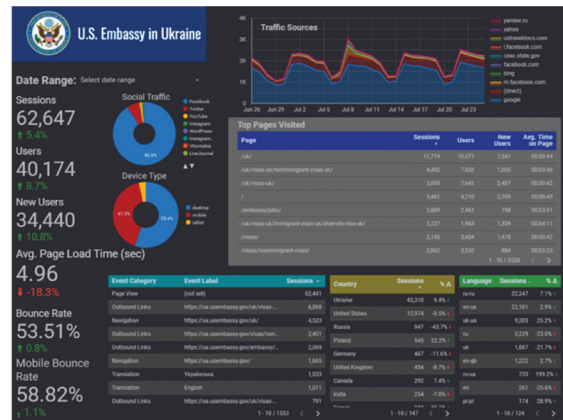
IIP also provides consultative support and, in limited amounts, funding for post-led TechCamps. In November 2018, the U.S. Embassy in Morocco completed a post-led TechCamp utilizing IIP funds and planning assistance, reaching civil society members working to counter radicalization by promoting entrepreneurship opportunities. In spring 2019, the U.S. Embassy in Germany used IIP funds and planning assistance for a post-led TechCamp to counter disinforma-

tion, and the U.S. Embassy in Oman used IIP funds and planning assistance for a post-led TechCamp on countering violent extremism by providing economic alternates to at-risk populations.

All program participants, whether in IIP-funded or post-funded programs, become part of a TechCamp network that offers substantive follow-on projects and activities. These include region-specific virtual trainings and webinars with TechCamp trainers and subject matter experts; participant-led workshops to connect new audiences to the tools and strategies learned during a TechCamp; and access to the TechCamp Slack community where participants, trainers, and organizers continue to collaborate and share ideas.

OFFICE OF ANALYTICS

The Office of Analytics supports IIP's efforts to engage, inform, and influence foreign publics with an analytics center of excellence. This center provides marketing and strategic planning resources; sharpening IIP's understanding of foreign audiences and international narratives to deliver content—often through marketing channels—designed to reach strategic audiences with the right messages on the right channels at the right time to have the most impact. In addition, the office conducts focus groups, surveys, and key in-person interviews to help IIP understand the attitudes and information consumption habits of target audiences and tests messages to ensure they shift the desired attitudes and opinions or inspire the desired action.



The Office of Analytics also leads IIP's internal program evaluations and in-cycle optimizations to improve program impact and assessment. Finally, the office shares tools, capacity, and best practices with posts and regional and functional bureaus to help them make data-driven decisions related to Public Diplomacy all around the world, coordinating and often directly managing the digital marketing campaigns executed on search, display, and social platforms by many Department bureaus and posts.

The Office of Analytics provides considerable expertise in understanding how foreign audiences engage with topics of interest, both in response to messages delivered through IIP social and web properties and by tracking the media coverage and digital conversation among third-party actors. Through its data science expertise and media-monitoring toolkit, the office can provide PD officers with insight into how foreign audiences engage with matters important to U.S. foreign policy. The office also uses these resources to help digital media managers and PAOs deal with target audience response to their messages and discuss issues related to their policy priorities. Overall, the office enables the Department's various PD assets to improve audience engagement in the service of USG foreign policy objectives.

In 2018, the Office of Analytics produced in-depth audience research reports to guide policy and sharpen U.S. government messaging derived from focus group research in South Africa, Brazil, Belgium, the United Arab Emirates, Saudi Arabia, Jordan, Egypt, the West Bank, Taiwan, Vietnam, Malaysia, the Philippines, Indonesia, Micronesia, Palau, and the Commonwealth of the Marshall Islands. This research focused on competing state influencers, with significant national security relevance. A variety of posts and functional bureaus subsequently reported adjustments to policy approaches based on IIP-produced insights.

As it has grown its personnel footprint, the office has scaled up its analytics consultations and delivery of services to PD sections at post and within the Department as well as to external allies. For example, the Analytics Office's experiment in hands-on dedicated service to the EAP region yielded positive results, with a larger share of posts in that region incorporating analytics in pursuit of PD activity than their counterparts. Together with the Digital Support and Training team and Regional Strategy team, the Analytics Office concentrated on bolstering its relationship with Embassy Beijing, acquiring China-specific analytics tools, sharpening their application to PD reporting, and finally delivering a series of in-person training sessions to post personnel in 2018-19.

BUREAU OF PUBLIC AFFAIRS (PA)



Secretary of State Michael R. Pompeo conducts question and answer session with traveling press corps en route to Singapore, August 3, 2018.



BUREAU OF PUBLIC AFFAIRS (PA)

FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$9.76 million	\$10.71 million	\$9.66 million	\$6.53 million

Note: No PA FY 2020 requested due to the PA and International Information Programs (IIP) merger into the Bureau of Global Public Affairs (GPA) for FY 2020. PA also receives .3 D&CP appropriations, which fund its domestic outreach efforts and, therefore, are beyond the scope of this report.

OVERVIEW

In 2019, the Bureau of Public Affairs (PA) merged with the Bureau of International Information Programs (IIP) to become the Bureau of Global Public Affairs (GPA). The text that follows exclusively provides information about PA Bureau offices as configured in FY 2018.

PA plans and executes the strategic communications of the Secretary of State and the State Department by engaging foreign and domestic media and the American public. With more than 250 staff members in Washington, D.C., New York City, Miami, and five overseas media hubs, PA articulates U.S. foreign policy priorities via traditional and social media, provides context to official policy, and directly engages the American people to explain the importance of foreign affairs. PA's combined amplification efforts have the potential to reach tens of millions of people across the world each day.

PA uses a wide range of media platforms to conduct public outreach and provides a historical perspective through the Office of the Historian. PA conducts press briefings and facilitates interviews with U.S. government officials for domestic and foreign press; arranges reporting tours and cooperative broadcast media projects (media co-ops) with foreign media to promote depth, accuracy, and balance of their reporting on the United States and U.S. foreign policy priorities; manages the main Department of State website (state.gov) and core Department social media platforms; provides strategic and tactical communications planning to advance America's foreign policy interests; and organizes domestic outreach to explain the utility of U.S. foreign policy in support of American prosperity, security, and values.

Current PA staff composition includes 241 direct-hire Americans (205 Civil Servants and 36 Foreign Service Officers), 13 Locally Employed Staff, and 25 contractors. In 2018, the Bureau obtained a new Assistant Secretary, with the Spokesperson function remaining a separate role. A deputy spokesperson also came on board in 2018 to support the Spokesperson and oversee the functions of the Press Office, including the U.S. Agency for International Development (USAID) Press Office and the PA Events and Travel Unit. The Deputy Assistant Secretary for Digital Strategy position, also filled in 2018, oversees operations related to the Offices of Digital Engagement, Video Services, and Web Management. A Schedule C (political appointee) Senior Advisor provides Front Office guidance to the Office of Public Engagement. The Managing Director for International Media manages the Office of International Media Engagement, including its overseas media hubs; the Foreign Press Centers in Washington, D.C., and New York City; and the Rapid Response Unit. The Deputy Assistant Secretary for Strategic Communications position was filled in 2018 to oversee the Offices of Strategic Planning and Crisis Response. In addition, the Strategic Communications DAS is responsible for building the Department's employee communications operation, with day-to-day duties assigned to the Strategic Planning office for oversight and execution.

Specifically, this chapter profiles eight offices within the Bureau of Public Affairs: the Crisis Response Unit, Digital Engagement, the Foreign Press Centers, International Media Engagement, Press Relations, the Rapid Response Unit, Strategic Planning, and Video Services. Three of PA's offices (Office of the Historian, the U.S. Diplomacy Center, and the Office of Public Engagement) are not featured because their activities do not intentionally or substantially reach foreign audiences.

CRISIS RESPONSE UNIT (CRU)

Origin: 2012

FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$0.048 million	\$0.028 million	\$0.023 million	\$0.123 million

Designed for rapid and targeted reaction, the Crisis Response Unit (CRU) ensures that key messages are widely and effectively disseminated during a crisis, optimizing the use of PA's resources to provide critical information to foreign and domestic audiences, and providing support to overseas missions experiencing extraordinary events. PA's Director of Crisis Response (PA DCR) tracks developing crises and coordinates PA's response. The PA DCR works closely with regional bureau public affairs staff and the Operation Center's Office of Crisis Management Support (CMS) to ensure accuracy and consistency of crisis communications. PA also maintains a seat on Task Forces and Monitoring Groups.

PA established the Fly Away Communications Team (FACT) to provide urgent, short-term assistance to posts worldwide, including during authorized and ordered departures if approved by the Under Secretary for Management (M). In times of crisis or intense international media interest and where appropriate, PA is prepared to deploy experienced communications professionals to support missions and their Public Affairs Sections. Since 2017-2018, the CRU has supported numerous Department task forces and monitoring groups on issues such as the drawdowns of Embassy staff in Iraq and Venezuela. In addition, the PA DCR participated in interagency tabletop exercises and simulations developed to test real world capabilities in support of national security. Through these exercises and simulations, the office assesses U.S. government preparedness and identifies areas for improvement prior to an incident, which contributes to the Department's operational proficiency and communications readiness. Insights gained during exercise simulations have enabled policymakers to make pertinent and informed decisions in the midst of urgent crises.

OFFICE OF DIGITAL ENGAGEMENT (ODE)

Origin: 2011

FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$0.49 million	\$0.30 million	\$0.30 million	\$0.31 million

The Office of Digital Engagement (ODE) communicates U.S. foreign policy through direct engagement with audiences on digital platforms and is responsible for maintaining the State Department's core social media properties. Its 18-person team creates and amplifies content across the Department's flagship social media and digital accounts, including Twitter (@StateDept), Facebook, Google+, Instagram (@StateDept), Medium, and SnapChat. In addition, ODE maintains the Department's official blog, DipNote (blogs.state.gov), and produces an audio podcast series published to SoundCloud and other platforms. ODE also facilitates live streaming of on-camera, on-the-record events with the Secretary of State, Department Spokesperson, and other senior-level Department officials on state.gov and Facebook.com/usdos. ODE publishes videos of high-level engagements on video.state.gov, the Department's YouTube Channel, and the Defense Video and Imagery Distribution System (DVIDS) for on-demand viewing and download by the public and the media.

The State Department's digital media presence (video, images, audio, blogging, and social networking), among the largest in the federal government, has an aggregate of nearly nine million followers. As of March 2018, online audiences on the Department's core flagship platforms had increased substantially since the end of FY 2016:

- Twitter: @StateDept – 5.3 million followers; Foreign language accounts (Arabic, Farsi, French, Portuguese, Russian, Spanish, and Urdu) – 1.2 million collective followers.
- Twitter: @SecPompeo – 641,000 followers
- Twitter: @StateDeptSpox – 351,000 followers
- Twitter: @StateDeputySpox – 11,700 followers
- Facebook: 1.9 million fans
- YouTube: StateVideo – 89,900 subscribers and 21.9 million all-time views
- Flickr: 69.5 million all-time views
- Instagram: @StateDept – 294,000 followers
- Instagram: @SecPompeo – 123,000 followers
- Medium: 96,000 followers

In addition, the Department’s DipNote blog has over 14,000 daily subscribers.

Analytics and insights on engagement across key Department social media platforms are captured and assessed on a regular basis in order to gauge attitudes regarding U.S. foreign policy among online communities. These assessments, reported regularly to PA and Department leadership, help to shape digital content development and messaging around priority policy messages. These insights also inform PA’s decision-making around implementing targeted public engagements—such as Facebook Q&As on Facebook Live, Twitter chats, and other digital events—to help shape the narrative around priority issues. Over the last year, ODE has increased its effort to support live broadcasting of key public events, as well as to leverage high-profile external voices to amplify messaging in the form of Instagram takeovers and features within Department Snapchat stories.

ODE content represents the official social media voice of the Department, the Secretary of State, and Department Spokesperson. ODE also leads efforts to coordinate coverage of major Department initiatives with other bureaus and posts, other departments and agencies, and the White House. Content developed for ODE properties is regularly repurposed, translated, and distributed to posts to assist them in furthering Public Diplomacy objectives. Examples of these coordinated digital amplification campaigns include the whole-of-government engagement around the June 2018 Ministerial on the Advancement of Religious Freedom, the September 2018 United Nations General Assembly meetings, and the February 2019 Meeting of the Ministers of the Global Coalition to Defeat ISIS.

FOREIGN PRESS CENTER (FPC)

Origin: 1946 (New York) and 1968 (Washington)

	FY 2016	FY 2017	FY 2018	FY 2019 Planned
Co-op Production	\$0.98 million*	\$0**	\$0	\$0
TOTAL FPC	\$1.63 million	\$1.72 million	\$0.84 million	\$1.19 million

*FY 2016 included \$0.5 million for U.S. presidential election.

**Effective FY 2017, the FPC budget was consolidated to one overall budget line item to broaden use of funds.

The Foreign Press Centers (FPCs), located in Washington, D.C. and New York City, are strategically positioned to provide direct access to U.S. government officials to over 2,300 resident foreign media via briefings, roundtables, one-on-one broadcast or print interviews, and reporting tours. The FPCs offer expert briefings and reporting tours for visiting foreign media to deepen their understanding of U.S. national security strategy and joint strategic priorities. They also manage cooperative multimedia productions with foreign media outlets to produce in-depth news features on the themes noted above. The FPCs provide in-depth coverage opportunities for foreign media, beyond 24/7 news cycle sound bites. Ultimately, the FPCs aim to produce more accurate reporting about the United States, deeper understanding of U.S. policies, and greater appreciation of American values among international audiences.

FPC Media Relations Officers support member journalists from one or more geographic regions, develop and sustain productive media relationships and advance messaging goals by providing member journalists credentialing, facilitation, and programming services. Services include the weekly curated media digest of open press events in the respective metropolitan areas. FPCs also plan and execute “domestic” reporting tours, which range from one-day local programs to multi-day trips outside of Washington, D.C. and New York City. For State Department and interagency clients, the FPC provides audience analysis and recommendations for effective media engagement with foreign audiences.

The FPCs also support U.S. embassies overseas by designing and executing media reporting programs in the United States for visiting journalists and opinion-makers nominated by posts. FPC reporting tours allow foreign journalists to report firsthand and create content on pre-selected topics of strategic importance to the United States. “Media co-ops” and larger “hybrids” partner one or more foreign broadcast and online media outlet with a U.S.-based producer/facilitator, allowing visiting journalists to produce original video content on a specific topic of mutual interest to the United States and host nation(s).

The FPCs lead a host of strategic outreach activities, including, but not limited to, democratic values (elections coverage and religious freedom), military capabilities (tours to local bases and briefings from Pentagon and military officials), and national security (Rewards for Justice programs to countering Iranian malign influence). During the 2018 U.S. midterm elections, for example, the FPCs conducted a strategic programming campaign to showcase the enduring strength of American democratic institutions, to include the electoral process. The annual NYFPC “Wall Street Briefing Series,” meanwhile, provided foreign media access to financial institutions and government officials who shared their perspectives on the state of the U.S. and global economy while also highlighting American economic strength and support for increased investment in the United States.

OFFICE OF INTERNATIONAL MEDIA ENGAGEMENT (IME)

Origin: 2010 (some hubs pre-date IME)

\$ (in millions)	FY 2016	FY 2017	FY 2018	FY 2019 Planned
IME	\$2.20	\$2.28	\$2.53	\$0.53
Miami	\$0.34	\$0.42	\$0.33	\$0.34
Brussels	\$0.56	\$0.86	\$1.30	\$0.83
London	\$0.82	\$1.14	\$1.19	\$0.79
Tokyo	\$0.34	\$0	\$0	\$0
Manila	\$0	\$0.05	\$0.26	\$0.35
Dubai	\$0.64	\$0.88	\$0.55	\$0.55
Johannesburg	\$0.30	\$0.45	\$0.46	\$0.45
Totals	\$5.20	\$6.08	\$6.62	\$3.84

The Office of International Media Engagement (IME) consists of a network of regional media hubs designed to advance national security and economic interests by informing and influencing global public opinion about U.S. foreign policy objectives. Strategically positioned to reach the most influential global and regional outlets, these regional media hubs can respond quickly to the rapidly evolving international media environment. Home to PA’s foreign language spokespeople, who actively engage in broadcast interviews in Arabic, Hindi, Russian, French, Spanish, and Urdu, the hubs provide immediate, language appropriate messaging on top of global and regional policy priorities. Working closely with Department bureaus and missions overseas, the hub network also amplifies major Administration announcements, travel, and events to convey policy messages that go beyond the bilateral relations handled by individual posts.

IME and the hubs partner with the Foreign Service Institute to train Department personnel in advanced on-camera foreign language media engagement skills, helping to build and strengthen the corps of official spokespeople able to communicate with outlets in local languages. The hubs also harness technology to amplify policy and engage audiences in local languages via forward-deployed, hub-based content, and virtual and telephonic press conferences targeting foreign journalists. Since 2014, IME and the hubs have more than doubled the number of annual media engagements, from nearly 600 to more than 1,200, while maintaining a percentage of approximately 55-60 percent in foreign languages, reaching a diverse swath of key audiences around the globe.

Building on the 2017 launch of *translations.state.gov*, an on-demand repository for foreign-language press content, the IME-sponsored PA Translation Hub (PATH) has, in the past year, expanded its effort to provide rapid foreign language messaging resources on key breaking policy issues. In 2018 alone, PATH translated over 5,500 press releases and sent them out to a distribution of over 17,000 subscribers comprising foreign correspondents, international journalists, and global policy thought-leaders. Additionally, in 2018, the Manila-based Asia Pacific Hub broadened its engagement with critical target audiences, working closely with the London Media Hub’s South Asia team to support the USG’s new “Indo-Pac” policy focus.

IME’s Washington, D.C. office and six regional media hubs in Brussels, Dubai, Johannesburg, London, Manila, and Miami together employ 34 staff members who coordinate with Department bureaus, embassies, and the interagency community.

OFFICE OF PRESS RELATIONS (PRS)

Origin: 1969

FY 2016	FY 2017	FY 2018	FY 2019 Planned
0.083 million (PD funding used for the press guidance database)	0.130 million (PD funding used for the press guidance database)	0.094 million (PD funding used for the press guidance database)	0.083 million (PD funding used for the press guidance database)

The Office of Press Relations (PRS) directly engages domestic and international media to communicate timely and accurate information that furthers U.S. foreign policy and national security interests. The PRS Director and two Deputy Directors manage a 25-person staff that includes press officers, media events and outreach officers, media monitors, and administrative support staff, as well as an Events and Travel Unit (ETU). PRS also manages a four-person contract transcription unit and oversees USAID’s eight-person Press Office.

As one of the Department’s principal conduits for communicating foreign policy, PRS supports the Spokesperson in preparing for the Department press briefing and produces the nightly Department press guidance package that is used by PAOs worldwide. PRS disseminates information to the Washington press corps, including all official transcripts, policy statements by the Secretary of State, and other press releases. The office also responds directly to queries from the Washington press corps and other journalists on all matters involving Department policy and programs. PRS maintains an evening/weekend/holiday on-call operation to accomplish its mission.

The PRS media outreach team schedules interviews for U.S. officials with domestic media outlets and proactively proposes press engagements to promote U.S. foreign policy and programs. Also, PRS is responsible for arranging and overseeing all aspects of media access to international and domestic activities involving the Secretary of State, including arranging and providing support for the Secretary’s media interviews and events. The media outreach team places op-eds by Department officials, including the Secretary of State, in U.S. media.

The PRS Events and Travel Unit (ETU) supports the Secretary on all international travel by communicating with posts and assisting the Secretary’s staff on press components of the trips. In the past, members of the ETU have traveled with the Secretary and Spokesperson to provide on-the-ground assistance to principals and to traveling press. The ETU also supports the Secretary’s domestic events.

The PRS media monitoring team researches and disseminates daily media clips to keep Department officials world-wide updated on coverage of foreign policy. In addition, PRS oversees the Department’s News Summary Briefing and Clips contract, which provides packaged news summaries and media articles to Department officials seven days a week.

In 2016, the Press Office launched a searchable, web-based Press Guidance Database. This resource tool, updated daily, serves as a comprehensive compendium of all Department transcripts, press guidance, statements, and other press releases, dating back to 2010. It allows State Department officials in Washington and at every embassy to retrieve information on all topics of interest with targeted searches. The database helps to ensure consistent messaging across the Department and expedite response times with the media.

RAPID RESPONSE UNIT (RRU)

Origin: 2006

FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$0.70 million	\$0.51 million	\$0.75 million	\$0.69 million

The Rapid Response Unit (RRU) continuously monitors foreign media and provides daily analysis of news and commentary to give policymakers, spokespersons, and other U.S. government officials insight into international coverage of policy issues and breaking news. Its work informs State Department strategic communications campaigns through its core products:

- “Special Reports” providing research and analysis on international media coverage of U.S. official foreign policy engagements, as well as other international developments of interest to foreign policy officials;
- Early morning “Digests” for PA, R, and the Secretary of State on overnight developments in international media surrounding the top stories of interest to U.S. officials;
- “WHA Early Alerts” on major news stories and reactions to U.S. foreign policy and official statements in the Western Hemisphere; and
- Messaging and analysis documents that offer clear and concise talking points on U.S. foreign policy for use by U.S. officials during media engagements and in speaking with foreign officials and publics.

All of these reports provide in-depth analysis of and messaging on attitudes among priority foreign audiences, allowing Department officials to proactively address key foreign policy issues that may not be well understood internationally.

In developing these reports, RRU draws on the expertise of, and coordinates closely with, the regional media hubs and overseas missions. These reports enable Department officials, domestically and abroad, to gauge foreign audience perspectives and tailor messaging to ensure their points are conveyed effectively. RRU has eight staff members—three full-time Civil Servants and five contractors. Its audience includes over 1,200 official U.S. government personnel from across the interagency community.

OFFICE OF STRATEGIC PLANNING (OSP)

Origin: 2012

OSP receives no Diplomatic and Consular Program (D&CP) .7 PD funds.

The Office of Strategic Planning (OSP) advances U.S. foreign policy priorities by leading communications campaigns on cross-cutting foreign policy priorities that require a sustained and coordinated use of PA resources over time. Under the leadership of the Deputy Assistant Secretary for Strategic Communications, OSP's six-person team develops and implements targeted outreach plans in consultation with public affairs experts from across the State Department and the interagency.

With a focus on tracking a defined set of foreign policy priorities as articulated in the National Security Strategy and the Department and USAID Joint Strategic Plan (JSP), OSP also helps the PA Bureau to streamline its daily workload and avoid duplication of communications and outreach efforts within the Bureau, Department, and interagency community. Finally, OSP ensures that communication planning reflects the strategic priorities of the White House and the Secretary and the long-term goals of the Department, and that major events and initiatives tie into wider, longer-term efforts to explain U.S. foreign policy to domestic and global audiences.

In 2018, OSP coordinated Department communications efforts around three broad themes: national security, economic diplomacy, and American values (e.g. human rights). Under the national security umbrella, OSP facilitated an internal intra-bureau communications group on border security and migration, which enabled coordination of messaging and activity across the Department in support of the President's priority of migration and immigration reform. Recently, this group pivoted its focus to communications on border security and immigration specifically from the Northern Triangle countries (El Salvador, Guatemala, Honduras) and Mexico in alignment with the Administration's prioritization of these locations as source countries for migration.

Additionally, in FY 2018 OSP coordinated Department communications for approximately 70 major events, conferences, and summits, in alignment with key foreign policy priorities, including the Ministerial to Advance Religious Freedom, the NATO Foreign Ministerial, and the Global Entrepreneurship Summit. The office also synchronized communications planning in support of the Secretary of State's foreign travel, working with regional bureaus, posts, and the Secretary's policy and travel advance staff.

Finally, in FY 2018 OSP added two new functions to its daily duties: evaluation and employee communications. The evaluation function measures the impact of the outputs of each communications plan, ensuring that resources are properly aligned with strategic priorities and that messages are reaching desired domestic and foreign media targets. OSP officers also coordinate Department assets to support communications with internal audiences. Key products include Secretary Pompeo's all-staff "Message from Mike" and "Miles with Mike" e-mails, "Meet with Mike" sessions with employees, and original content created for the Department's intranet site to further highlight key leader activities and employee achievements.

OFFICE OF VIDEO SERVICES (OVS)

Origin: 1999

FY 2016	FY 2017	FY 2018	FY 2019 Planned
\$1.66 million*	\$1.97 million**	\$1.06 million***	\$0.42 million

*FY 2016 budget included \$1.5 million for video assessment.

**FY 2017 budget included \$1.5 million for new infrastructure and connectivity improvements.

***FY2018 budget included an additional \$250K for OVS renovation.

The Office of Video Services (OVS), formerly the Office of Broadcast Services (OBS), advances U.S. foreign policy priorities by providing live video coverage of the activities and policy messages of the Secretary of State, Department spokespersons, and other senior Department and U.S. government officials. OVS then distributes these videos to a range of digital distribution platforms, including the Defense Video and Imagery Distribution System (DVIDS) and Audio Visual Operations Control (AVOC), ensuring that even small-market foreign and domestic broadcasters have direct, downloadable access to foreign policy messaging. OVS also delivers broadcast quality and encoded live video feeds to Department partners, including the State Department's in-house network "B-NET" and the Office of Digital Engagement, enabling the creation of derivative broadcast, web, social media, and live streaming products.

Additionally, OVS maintains and operates infrastructure providing the State Department connectivity to broadcast television networks, the White House, the Department of Defense, DVIDS, the U.S. Congress, and the Washington, D.C. and New York City Foreign Press Centers. OVS routinely deploys staff and contract services to capture and deliver video of open press events with senior Department officials, with a particular focus on covering the Secretary of State domestically and abroad. Finally, OVS maintains studio space to host media tours, training, and interactive multimedia productions, and provides Department principals with a dedicated broadcast facility to record messages and participate in a variety of media engagements.

GLOBAL ENGAGEMENT CENTER (GEC)



GLOBAL ENGAGEMENT CENTER (GEC)

FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Planned	FY 2020 Requested
\$6.08 million (CSCC)	\$8.09 million (CSCC)	\$16.30 million	\$35.78 million	\$54.37 million	\$55.40 million	\$76.53 million

OVERVIEW

The Secretary of State established the Global Engagement Center (GEC) in April 2016 pursuant to Executive Order 13721, replacing the former Center for Strategic Counterterrorism Communications (CSCC). Subsequently, Congress codified the GEC into law in the 2017 National Defense Authorization Acts (NDAA), which, as amended in FY 2019, defined its mission as being to “direct, lead, synchronize, integrate, and coordinate efforts of the Federal Government to recognize, understand, expose, and counter foreign state and foreign non-state propaganda and disinformation efforts aimed at undermining or influencing the policies, security, or stability of the United States and United States allies and partner nations.”

The GEC operates as a forward-looking, innovative organization that can shift focus quickly to remain responsive to agile adversaries. The GEC leverages data science, cutting-edge advertising technologies, and top talent from the private sector. With detailees from across the interagency, the GEC coordinates US government efforts to counter propaganda and disinformation to ensure they are streamlined and to minimize duplication. The GEC approaches the task of undermining terrorist ideology and state-sponsored disinformation with the understanding that the people and groups closest to the battlefield of narratives are the most effective in countering them.

The FY 2017 NDAA (as amended by the FY 2019 NDAA) also provided numerous legal authorities, including a Privacy Act authorization, which permit the GEC to meet the rising demand from the interagency and international partners for effective data analytics. The NDAA also expanded the GEC’s grant making authority, increasing the range of support that the GEC can provide to foreign non-governmental organizations, think tanks, and other organizations.

Budget: The GEC’s FY 2019 enacted budget of \$55.4 million funds the office’s operations, counterterrorism programming, counter state-sponsored disinformation programming, data analytics and research, and its technology engagement efforts. Additionally, the FY 2019 NDAA authorized the Department of Defense (DoD) to transfer up to \$60 million to the State Department to support the GEC’s efforts in each of FY 2019 and FY 2020. The GEC is currently working with DoD to develop initiatives to counter foreign propaganda and disinformation that could potentially be funded by DoD in this fiscal year.

Personnel: Currently led by a Special Envoy and Coordinator, the GEC staff consists of Civil Service and Foreign Service employees, interagency detailees, temporary direct-hires, and contractors. As the GEC’s budget and programmatic activities continue to expand in FY 2019, its staff size will grow to effectively execute and coordinate these activities. To that end, the Department authorized additional Civil Servants and Foreign Service Officers (FSOs) for the GEC. Currently, the GEC has received authorization and is in the process of hiring 14 FSOs, four Civil Servants, and 17 Personal Services Contractors (PSCs). (Note: Congress authorizes the PSC). Lastly, the GEC is working to onboard up to 13 new interagency detailees or liaison officers during FY19 and FY20.

PRINCIPAL LINES OF EFFORT

The GEC has a mandate to energize, connect, and focus a network of U.S. interagency and international partners that decisively exposes and counters foreign disinformation and propaganda. The GEC has identified several lines of effort (LOEs) to achieve its mission. The first three focus on leading, synchronizing, integrating, and coordinating U.S. interagency, international partners, private sector, civil society, technology industry, and media networks to maximize the GEC's ability to orchestrate the exposure and countering of state and non-state actor disinformation efforts.

The GEC's fourth LOE requires continuous assessment and improvement of its own activities as well as those of its interagency and international partners. The GEC's Monitoring, Evaluation, and Learning Team is responsible for planning, monitoring, data collection, assessing, and reporting on the GEC's performance and impact. To make these assessments, the GEC uses a multi-layered approach that evaluates the success of the GEC. Finally, the GEC's fifth LOE strengthens its own workforce in terms of personnel, workspace, and budget. This LOE also reviews internal processes and makes organizational changes to optimize resource management.

The GEC's unique authorities and congressional mandate to direct and lead the interagency in countering state and non-state disinformation and propaganda provide the Department with critical capabilities to promote strong integration and collaboration among U.S. government internal and external stakeholders.

KEY THEMES AND FUNCTIONS

The GEC's threat-focused teams seek to provide insight on counterterrorism, Russia, China, and Iran to U.S. interagency, international partners, private sector, civil society, technology industry, and media networks. The GEC also works to create an Interagency and International Coordination Cell to provide a forum for a continuous exchange of information concerning U.S. government efforts against state and non-state sponsored disinformation.

Threat Teams

- The **GEC Russia Team** seeks to understand, oppose, and degrade Russia's global implementation of information confrontation through leadership of policy, programmatic, and analytic efforts across the USG interagency and with foreign partners. The team works in close collaboration with the Bureau of European and Eurasian Affairs, DoD's European Command, and several foreign partner governments to forge consensus on vulnerabilities and needs, and to synchronize and deconflict programs and other efforts. In 2019, the Russia Team looked at Russian information confrontation activities in other regions, particularly the Middle East, Latin America, and Central Africa.
- The **GEC China-DPRK Team** works closely with the Bureau of East Asian and Pacific Affairs, the Deputy's office, and other State Department bureaus to catalogue existing tools to counter Chinese propaganda/disinformation, fill existing gaps in our capabilities, and effectively coordinate activities. The team is undergoing a similar process with the Department of Defense and other agencies. Initial GEC-funded programs focus on mapping the information environment, driving knowledge, building resilience, and amplifying messages that counter false Chinese narratives.
- The **GEC Iran Team** coordinates the U.S. government's interagency efforts to counter disinformation and propaganda inside and outside of Iran, assisting partners to expose the Iranian regime and ensure that partners have the latest assessments and analytics to support USG interests.
- The **GEC's Counterterrorism Team** focuses on the expansion and integration of international, regional, and national networks of partners by, with, and through whom the U.S. rolls back the counterfactual narratives of terrorist organizations and their affiliates. The team also works to enable and equip partners who engage vulnerable audiences and deny the adversary's recruitment and radicalization objectives. Lastly, the team advocates for best practices for the innovation and rapid deployment of audience analysis, grievance mapping, content generation, and monitoring and evaluation of impacts and other data analytics tools in order to improve communications responses to current and emerging trends in the adversary's propaganda efforts.

Functional Teams

The GEC Functional Teams focus on effectively and efficiently complementing and enhancing the work done by the rest of the organization through Analytics, Research, Technology Engagement, Digital Outreach, Resourcing, and Monitoring and Evaluation.

- The **GEC's Analytics & Research (A&R) Team** uses quantitative analysis (with context-specific qualitative input) to provide actionable insight to address disinformation and propaganda and shape strategic communication efforts. A&R is a multi-disciplinary team, including data scientists, statisticians, intelligence analysts, strategic communications professionals, and geopolitical subject matter experts. This combination of professionals provides the necessary skills to effectively address malign influence.
- The **GEC's Technology Engagement Team** has a mission to lead, synchronize and coordinate USG interagency technology efforts to counter foreign propaganda and disinformation. The GEC initiated new technology assessment implementation programs in 2018 that now serve as the USG's singular technology development effort dedicated to countering the critical national security threats of foreign propaganda and disinformation.
- The **GEC's Content Team** generates digital content and messaging themes to counter the narratives and influence of foreign non-state adversaries. The team uses a variety of dissemination vehicles, including social media platforms, NGOs, U.S. embassies, DoD assets, and other U.S. government and coalition communicators and officials.
- The **GEC Resources Team** executes all internal management functions, liaises with all management-related external parties, and manages the execution of the Information Access Fund. It works to ensure that resources are aligned and integrated to enable the activities of other GEC offices and to advance the overall mission.
- The **GEC Front Office** includes the GEC's Coordinator, a Principal Deputy Coordinator, two Deputy Coordinators, a Senior Advisor, and a Chief of Staff, as well as their immediate support staff.

REPRESENTATIVE PUBLIC DIPLOMACY PROGRAMS

The GEC supports public diplomacy programs that do the following:

- Utilize data science tools to understand, map, and expose international terrorist organizations' online networks and deny them a "digital safe haven;"
- Enhance cooperation with grassroots messengers who provide unique expertise on counter-recruitment, counter-ideology, and counter-disinformation efforts;
- Continue efforts to counter state-sponsored propaganda and disinformation in close coordination with relevant regional bureaus, the interagency community, foreign governments, and civil society;
- Develop and disseminate fact-based narratives in key languages to counter the propaganda and disinformation of U.S. adversaries; and
- Fund partners, through the Information Access Fund, to counter foreign disinformation and propaganda, an authority granted by the FY 2017 NDAA.

The GEC continues to execute its original mission to counter the propaganda foreign terrorist organizations use to recruit followers and to incite violence. Examples include:

- In Trinidad and Tobago, GEC established a cross-sectoral network of local influencers and credible messengers, the essential first step in deploying a "whole of community" approach to countering ISIS recruitment and radicalization. The initiative recently awarded small grants to these influencers to implement their own counter-ISIS campaigns.

- In East Africa, GEC coordinated with European donors and USG interagency counterparts to reach vulnerable populations and to challenge the false narratives offered by terrorist recruiters. In partnership with the Intergovernmental Authority on Development (IGAD), a Djibouti-based multilateral organization, the GEC created multimedia content, alternative narratives, and audience analysis tools. The GEC also funded technical training in the conduct of information campaigns meant to recover regional civil society control of the information space.

The GEC has also launched some initiatives specific to Russia, to include:

- Projects supporting independent media in two vulnerable European countries to improve media efforts to report on, expose, and educate their publics about Russian disinformation.
- Two major initiatives that combine cutting-edge technology and on-the-ground audience research to deepen understanding of the scope and nature of Russian disinformation across thirteen Central and East European countries, with a specific focus on disinformation targets and viable countermeasures.
- A two-year, multi-million dollar project to build the resistance and resilience to disinformation in the most vulnerable European societies by growing direct person-to-person engagement on this issue.

With respect to countering Chinese disinformation, the GEC is investing in programs designed to:

- Map Chinese influence on media in Southeast Asia and Oceania (to ascertain the extent of China's control over the mechanisms of information dissemination);
- Build global resiliency to Chinese disinformation through investigative journalism and related training;
- Shine a light on the problematic aspects of the Belt and Road Initiative (such as debt sustainability) and on the persecution of Muslim minorities in Xinjiang; and
- Support a digital public information infrastructure to inform the general public about China's activities (such as an interactive website that maps China's tech giants' global expansion and provides analysis of security and human rights implications).

LOOKING AHEAD TO FY 2020

America's adversaries will continue to employ propaganda and disinformation to undermine U.S. national interests. Their methods are likely to grow in scope and sophistication. With additional resources and support from key stakeholders, the GEC plans to build on its progress in developing the capacity to mitigate the destabilizing effects of state-sponsored disinformation and disrupting terrorist organizations' ability to recruit and inspire new followers.

FUNCTIONAL BUREAU PUBLIC DIPLOMACY ACTIVITIES



Participants at the 2018 Ministerial to Advance Religious Freedom



FUNCTIONAL BUREAU PUBLIC DIPLOMACY ACTIVITIES

INTRODUCTION TO FUNCTIONAL BUREAUS

In the State Department’s organizational structure, there exist both regional bureaus and functional bureaus. While the six regional bureaus and the Bureau of International Organizations report to the Under Secretary for Political Affairs and have primary responsibility for bilateral and multilateral relations with countries and organizations in their regions, there are more than 30 functional bureaus that serve as the thematic lead on global issues such as human rights, counterterrorism, conflict, and the environment. This section of the report showcases efforts undertaken by press and public diplomacy teams within these functional bureaus to ensure sustained and effective outreach and messaging on cross-cutting foreign policy initiatives. While these activities are largely bureau funded and managed, some offices receive “.7 D&CP funds” from the Under Secretary for Public Diplomacy and Public Affairs. Where available, budget data is provided.

BUREAU OF CONFLICT AND STABILIZATION OPERATIONS (CSO)

CSO receives no Public Diplomacy (.7) program funds.

OVERVIEW

The Bureau of Conflict and Stabilization Operations (CSO) anticipates, prevents, and responds to conflicts that undermine national security. Within CSO, the Office of Communications and Partnerships (CP) promotes CSO’s strategic priorities through focused messaging to Congress, policy influencers at non-governmental organizations (NGOs) and think tanks, academic institutions, interagency counterparts, Department of State colleagues, foreign diplomats, and partners overseas. CSO’s targeted messaging reinforces key partnerships, supports diplomatic stabilization initiatives, and helps to institutionalize conflict prevention and stabilization capabilities through applied learning, training, and tools. CP staff members include three Foreign Service Officers, seven Civil Service Officers, a Department of Defense detailee, and a Veteran’s Innovation Program Fellow.

Media Engagement

In 2018, CSO representatives participated in 53 public speaking engagements, reaching an audience of over 2,800, including U.S. domestic and overseas civil society organizations, academic representatives, and government officials. In addition, CSO officials gave interviews to the *Washington Post*, the Armed Forces Network, *BuzzFeed News*, JustTRAC Newsletter, Radio Free Asia, and the State Department’s Medium Blog, in addition to a number of other news outlets, podcasts, and academic institutions. Through media engagement, CSO strengthens strategic partnerships by enhancing conflict prevention and stabilization efforts.

Social Media

CSO maintains an active Twitter account (@CSOAsstSec) and Facebook page (www.facebook.com/stateCSO). As of May 2019, CSO had more than 8,000 followers on Twitter and 36,220 followers on Facebook.

Major Programs:

- **NGO Speaking Engagements:** Over the last year, CSO participated in three outreach engagements with the U.S. Global Leadership Coalition, a broad-based coalition of over 500 organizations. Through these events, CSO highlighted the Bureau’s mission to anticipate, prevent, and respond to conflict by creating partnerships and leveraging

data to influence policy decisions and programming. CSO's participation engaged prominent leaders in business, foreign policy, and the military. These events highlighted the importance of a strong partnership among defense, diplomacy, and development in strengthening national security.

- **Interactive Ukraine Story Map:** To commemorate the five-year anniversary of the conflict in Ukraine, CSO created an interactive map that depicts the story of the conflict. The map utilizes innovative satellite imagery, maps, and statistics to detail the impact of Russian aggression in Ukraine. The online site, accessible to the general public, received over 40,000 views minutes after it launched. CSO is in the process of planning two additional story maps to visualize the impact of conflict around the world.

BUREAU OF COUNTERTERRORISM AND COUNTERING VIOLENT EXTREMISM (CT/CVE)

OVERVIEW

The Bureau of Counterterrorism and Countering Violent Extremism (CT/CVE) leads the State Department in developing and implementing counterterrorism strategies, policies, operations, and programs through bilateral and multilateral efforts. The bureau supports U.S. counterterrorism diplomacy, seeks to strengthen domestic security, develops and coordinates efforts to counter CVE, and builds the capacity of partner nations to deal with terrorism effectively. The CT/CVE staff works with colleagues across the Department and the interagency community, serving as a hub for the State Department's CVE policy planning, assistance coordination and innovation, and external engagement. The office also facilitates strategic coordination outside the Department with USAID's CVE secretariat and the Department of Homeland Security's Office for Targeted Violence and Terrorism Prevention and Office for Civil Rights & Civil Liberties.

The Under Secretary for Public Diplomacy and Public Affairs provides funding support for one policy advisor position in CT to focus on CVE-related public diplomacy issues and to support the implementation of the Bureau's public diplomacy strategy. The policy advisor serves as the Bureau's lead for public diplomacy related efforts on countering violent extremism and oversees the implementation of programs supported with FY 2018 and FY 2019 appropriated Public Diplomacy (.7) funds. For example, CT transferred FY 2018 PD funds to Embassy Paris to support a workshop in April 2019 for alumni of the City Pair CVE Partnership Program from Belgium, France, Germany, the UK, and the United States, and intends to implement FY 2019 PD funds for speaker programs and local government exchanges.

Additionally CT's Office of Public Affairs has two Civil Service employees who engage domestic and international audiences, including media, academic organizations, non-governmental organizations, interest-based organizations, and the general public. The bureau's engagement builds support and deepens understanding for CT's objectives, policies, and initiatives.

Social Media

CT has a Twitter handle (@StateDeptCT) maintained by a social media manager, who publicizes CT efforts and engages with relevant CT audiences. As of June 2019, the account had more than 21,000 followers in 150 countries. CT uses the Bureau of Public Affairs' Facebook page to publicize high-profile events and programs. To amplify the rollout of the annual congressionally mandated Country Reports on Terrorism, CT works closely with IIP, the regional bureaus, and U.S. missions overseas.

BUREAU OF DEMOCRACY, HUMAN RIGHTS, AND LABOR (DRL)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Planned	FY 2020 Requested
\$77,000	\$155,000	\$155,000	\$155,000	\$155,000	\$155,000

OVERVIEW

The Bureau of Democracy, Human Rights, and Labor (DRL) champions American values, such as the rule of law, democratic institutions, individual rights, religious freedom, and labor rights around the world. The bureau works in concert with a broad range of stakeholders, including Congress, foreign governments, multilateral organizations, civil society, religious leaders, and the private sector to accomplish this mission. DRL complements bilateral and multilateral diplomacy by utilizing public affairs and public diplomacy tools to promote respect for internationally recognized human rights and fundamental freedoms. DRL also fulfills its congressionally mandated reporting requirements by producing the annual Country Reports on Human Rights Practices (the Human Rights Reports or HRR) and International Religious Freedom Report (IRFR), among others; promotes accountability and respect for human rights through U.S. security assistance programs; and supports peaceful human rights, labor, and democracy activists and organizations, including by providing approximately \$160 million in foreign program assistance (non Public Diplomacy .7 funding).

Two Foreign Service and six Civil Service employees and two contractors staff the bureau's Office of Policy Planning and Public Diplomacy (DRL/ PPD). The office focuses on four lines of effort: Media Engagement, Public Diplomacy, Congressional Affairs, and Strategic Planning and Budget.

Media Engagement

In 2018, DRL advanced key human rights issues by strategically pitching, coordinating, and preparing bureau principals for conference calls with journalists and one-on-one interviews with outlets such as *The Economist*, Al Jazeera, *The Financial Times*, and Voice of America (VOA), among others. Interviews covered such issues as the Administration's implementation of the Global Magnitsky Act, accountability for human rights abuses in Chechnya, and the administration's commitment to pressing for the release of political prisoners in Iran. DRL also shaped narratives with the public announcements of the HRR, the IRFR, and other reports and events, including the Cuban government's systematic repression of fundamental freedoms and holding of political prisoners. Additionally DRL drafted and cleared media notes and press statements from the Secretary and Spokesperson on breaking events and commemorative days. Finally, DRL regularly drafted and cleared routine press guidance for the Spokesperson and other Department principals.

Social Media

DRL's digital engagement includes one Facebook page and two Twitter accounts that collectively reach approximately 2.3 million individuals worldwide. The team also manages content on the Department of State website (state.gov) that offers information about U.S. policies and priorities on human rights and democracy. Additionally, DRL/PPD develops PD toolkits, infographics, and presentation materials for publication on these platforms.

Public Diplomacy Program Support

DRL's PD efforts support the Department's policy objectives, which include initiatives to promote national security, mitigate extremism and defeat global terrorist threats, advance prosperity, and support the role of civil society. To achieve policy goals, DRL/PPD engages civil society, academia and think tanks, youth, labor and trade unions, emerg-

ing opinion leaders, and governments. Key examples include:

- Promoting democracy and human rights through small PD grants, including IVLP On Demand programs connecting indigenous groups from Brazil and law enforcement members from Haiti with counterparts in the United States to share best practices and foster international collaboration. In FY 2018, small grants also supported the development of multimedia content on persons with disabilities in Chad, and labor rights programs in Venezuela and Bangladesh.
- Collaborating with the Bureau of Education and Cultural Affairs (ECA) to develop priority themes for visiting exchange groups and facilitating discussions with program participants to highlight the work of human rights defenders around the world. Working with the Bureau of International Information Programs (IIP), DRL hosts interactive digital dialogues and panel discussions that connected U.S. missions' Public Affairs Sections and foreign audiences with U.S. government officials and U.S. and international human rights and labor experts. These discussions are often translated into local languages using DRL's PD funds.
- Collaborating with the USAGM to produce video editorials—featuring DRL or Department principals—that explain the U.S. position on human rights principles. These videos are translated into multiple languages and released through Voice of America platforms.

Major Programs

- **Digital Storytelling:** DRL/PPD facilitated a Human Rights Heroes series on social media highlighting individuals and organizations collaborating with U.S. missions to advocate for human rights around the world.
- **HRR and IRFR:** DRL/PPD facilitated the rollout of the 2017 HRR and IRFR, including drafting the preface for the HRR, drafting and clearing the press guidance for the public rollouts, drafting and clearing media notes, coordinating the digital outreach, pitching and facilitating interviews for the DRL Senior Bureau Official (SBO) and Ambassador-at-Large for International Religious Freedom, respectively, and supporting the translations of the reports.
- **Ministerial to Advance Religious Freedom:** DRL/PPD amplified key messages and ensured thorough press coverage for the first ever Ministerial to Advance Religious Freedom. DRL/PPD coordinated press movements and overall media messaging for the event and facilitated a press conference for the Ambassador-at-Large for International Religious Freedom on key themes, including the promotion of religious freedom globally as a foreign policy priority for the Administration.
- **Highlighting Political Prisoners:** On the margins of the UNGA High Level Week, DRL implemented a major public messaging campaign to highlight the plight of political prisoners in Iran. DRL published profiles of Iranian political prisoners on its social media properties, hosted Facebook Live events, and featured IIP-produced video content. The campaign culminated in a press conference hosted by then-Spokesperson Heather Nauert and featured the DRL Senior Bureau Official and the Special Representative for Iran.

On the margins of the UNGA Third Committee, DRL implemented a second public messaging campaign to highlight political prisoners in Cuba. This campaign featured profiles of Cuban prisoners and hosted a Spanish-language Facebook Live event featuring the U.S. Ambassador to the Organization of American States. The campaign culminated in a panel discussion at the U.N. Economic and Social Council. This event, which garnered significant media attention when the Cuban delegation to the U.N. attempted to disrupt the event, underscored the need for sustained focus on this issue.

BUREAU OF ECONOMIC AND BUSINESS AFFAIRS (EB)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Requested
\$229,000	\$73,000	\$23,546	\$62,000	\$75,000

OVERVIEW

The Public Diplomacy team within the Office of Economic Policy Analysis and Public Diplomacy (EB/EPPD/PD) supports EB’s strategic goals, with a particular focus on the renewal of America’s competitive advantage for sustained economic growth and job creation. EB/EPPD/PD also supports the first pillar of the National Security Strategy (NSS) – to “Protect the American People” – through targeted messaging about combating terrorist financing and implementing economic sanctions. EB PD programs also uphold the second pillar of the NSS—to “Promote American Prosperity.” The EB PD team includes two Foreign Service Officers, one Civil Service employee, and one contractor.

Media Engagement

EB/EPPD/PD engages with foreign and domestic media and publics to provide context and help them understand the importance of the following bureau goals: to advocate for free, fair, and reciprocal trade; to enhance America’s security; to strengthen the global digital economy with an open, interoperable, and secure internet; and to strengthen broad-based economic growth and the economic empowerment of women in the United States and internationally.

Social Media

EB/EPPD/PD maintains a Twitter handle (@EconAtState) with over 10,200 followers as of May 2019 (an increase of almost 20 percent from 2018). The team also maintains a Facebook page with 54,000 friends.

Major Programs

- Close cooperation with the Bureau of Public Affairs on a strategic international and national media rollout on the United States Government stance on 5G, framing it as a national security issue. Also established a toolkit on 5G for economics officers and PAOs to use for consistent messaging in public diplomacy outreach. Continued to provide support to our 5G principal officer on strategy, booking, and coaching for numerous media interviews per week.
- Collaboration with the U.S. Organization for Economic Cooperation and Development (U.S. OECD) on an expanded public diplomacy program.
- Celebration of the Secretary’s Award for Corporate Excellence with two American company winners for the bureau’s priority categories of sustainability and women’s economic empowerment.
- Promotion of intellectual property (IP) rights with a campaign centered on World IP Day in April 2019, including an on-the-record media briefing, seven projects around the world, as well as a social media campaign.
- Support for the communications plan for the ninth annual Global Entrepreneurship Summit (GES), in The Hague, the Netherlands. Amplified messaging to underscore the United States’ commitment to accelerating entrepreneurship and innovation around the world. Explained to international audiences how entrepreneur-friendly business climates and broad access to finance promote stability, freedom, and prosperity.
- Collaboration with the Department of the Treasury on sanctions rollouts to the media, a top priority for an administration that uses sanctions as a major foreign policy tool.

BUREAU OF ENERGY RESOURCES (ENR)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Requested	FY 2020 Requested
\$28,000	\$23,000	\$40,000	\$40,000	\$40,000	\$40,000

OVERVIEW

ENR's Public Diplomacy team, located within the Office of Policy Analysis and Public Diplomacy (ENR/PAPD), supports the Bureau's efforts to develop and implement U.S. foreign policy on international energy issues. ENR/PAPD promotes U.S. interests globally on critical issues such as ensuring economic and energy security for the United States and its allies; removing barriers to energy development and trade; promoting U.S. best practices regarding transparency, good governance, and energy exports; and reviewing Presidential permits for cross-border pipelines. ENR/PPD also supports the Bureau's role as principal advisor to the Secretary of State on energy security, policy, operations, and programs. ENR's PD team is based in Washington, D.C., and includes two Foreign Service Officers.

Media Engagement

Broad messaging priorities in 2018 included the portrayal of the United States as an energy-rich nation; the emergence of the United States as a net energy exporting country; the importance of European energy security; the role of LNG as a vital option for a country's energy mix; the strategic importance of the Southern Gas Corridor; the rise of Eastern Mediterranean gas; and the Asia EDGE (Enhancing Development and Growth through Energy) initiative (part of the Secretary's broader Indo-Pacific Strategy).

ENR/PAPD provided direct support for the Secretary's delivery of the keynote speech on the U.S. energy diplomacy strategy at the CERA Energy Week conference in Houston in March 2018. ENR/PAPD also facilitated the Secretary's participation in a joint MSNBC appearance with the Secretary of Energy during the CERA event. ENR/PAPD played a major role in rolling out the announcement of the Secretary's decision on Iran oil sanctions.

ENR/PAPD also leveraged traditional media to advance U.S. energy interests, including television appearances by Bureau principals on specialized programming with Bloomberg, MSNBC, BBC, and CNBC, among others. ENR/PAPD successfully pitched and managed interviews by Bureau principals in major news outlets across the globe in multiple languages, including the New York Times, the Wall Street Journal, the Washington Post, Foreign Affairs, Thompson Reuters, and Bloomberg.

Social Media

ENR/PAPD maintains a Twitter handle (@EnergyAtState), which has nearly 5,682 followers as of May 2019. The Bureau captures presentations by Bureau principals on video and shares them via the Bureau's webpage and Twitter account.

Major Programs

The ENR/PAPD team supports thematic outreach opportunities, including events and other public speaking opportunities for the Bureau's Assistant Secretary, Deputy Assistant Secretaries and Directors, and action officers as appropriate. Key recent programs and events included:

- A series of short, targeted exchange visits enabled up-and-coming think-tank experts and energy officials from the Caribbean region to learn how the U.S. government approaches energy security.

- A June 2019 on demand IVLP brought energy business leaders from the Philippines to the United States to meet with U.S. businesses, U.S. government officials, and to speak at a think tank round table. The trip provided participants with opportunities to learn from the technological expertise of U.S. energy enterprises. The program also reinforced the ways in which America’s energy businesses can offer productive partnerships to meet growing energy sector needs in the Philippines.

BUREAU OF INTELLIGENCE AND RESEARCH (INR)

FY 2015	FY 2016	FY 2017	FY 2018 Actual	FY 2019 Requested
\$5.73 million	\$5.70 million	\$5.76 million	\$0*	\$0

*All former PD funding was transferred from the D&CP .7 account to INR’s base budget.

OVERVIEW

The Bureau of Intelligence and Research’s Office of Opinion Research (INR/OPN) supports U.S. Public Diplomacy by providing analyses of foreign public opinion to the Secretary of State, State Department and White House officials, and other policymakers across government. INR/OPN’s products offer a detailed, nuanced understanding of foreign public opinion. With this knowledge, PD practitioners can develop and implement programs designed to more effectively inform and influence intended audiences.

Research is carried out at the direction of INR’s Assistant Secretary in consultation with regional bureaus and posts. Each year, the office develops a global research plan that targets priority countries and issues and designs customized studies in response to urgent or emerging policy priorities. INR/OPN’s reports are distributed through electronic mailings as well as unclassified and classified websites. In 2018, INR/OPN produced more than 225 polls and qualitative research projects to support its research objectives and anticipates conducting at least as many in 2019.

INR/OPN’s team consists of regional and methodological experts who assess the impact of public opinion on the policies and actions of foreign leaders and identify opportunities and challenges for U.S. Public Diplomacy and strategic communication. Based in Washington, D.C., the office has 36 staff members in four polling divisions: Europe and Eurasia, the Near East and South Asia, East Asia, and Africa and the Americas. The staff also includes a global issues analyst and dedicated methodologists.

INR/OPN polling analysts manage all phases of quantitative and qualitative research projects, including methodology and sample design, questionnaire design, field firm oversight, translation, pretesting, and quality control. Polling analysts periodically travel to the region to meet with embassy personnel, evaluate public opinion research facilities, meet and train foreign researchers, and observe focus groups.

Social Media

INR/OPN does not maintain a social media presence.

Major Programs

- **Surveys:** In 2018, INR’s research throughout the East Asia and Pacific region materially contributed to EAP/ PD understanding of the perception of the U.S. and China in the region. INR-commissioned surveys and focus groups in East and Southeast Asia revealed a deep divide in public perceptions of China across the region, and disagreement about the roles that they see Beijing and Washington playing. This information continues to inform U.S. Public Diplomacy outreach strategies in 2018.

- **Specialized Products:** INR/OPN conducts strategic communications profiles for individual countries on particular issues to provide information on the public environment for strategic planning purposes. INR/OPN also carries out deep dives and briefings on topics of particular strategic interest and occasionally completes analysis that can be shared with key non-U.S. government stakeholders in the form of white papers.

BUREAU OF INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT AFFAIRS (INL)

INL receives no Public Diplomacy (.7) program funds.

OVERVIEW

The Public Affairs and Public Diplomacy (PAPD) unit of the Bureau of International Narcotics and Law Enforcement Affairs (INL) is housed within the Office of Policy, Planning and Coordination (INL/PC). INL/PAPD's efforts encompass foreign and domestic audiences and are divided into responsive press-related work as well as more proactive media and public outreach, which includes online video and social media efforts. The responsive outreach includes responding to foreign and U.S. media queries and crafting messaging guidance for the Bureau of Global Public Affairs (GPA).

In addition to advancing the U.S. international narcotics and law enforcement agenda through traditional press and digital engagement and public outreach events, INL/PAPD collaborates with the Bureau of Educational and Cultural Affairs (ECA) and GPA to generate online content and plan exchanges based around INL-related topics. When fully staffed, the Washington, D.C.-based team consists of three Civil Servants and one Foreign Service Officer.

Media Engagement

INL/PAPD works directly with U.S. embassies and Department of State media hubs worldwide to amplify engagement on INL topics to local audiences, particularly when INL principals travel overseas or INL is working with federal law enforcement to roll out a new announcement or action related to drugs or transnational crime.

Social Media

INL/PAPD maintains a Facebook page and a Twitter handle (@StateINL) for the bureau and uses these channels to disseminate a steady stream of content. The unit also produces regular online videos and is exploring new digital content based on data visualization techniques. PAPD coordinates with posts and GPA to amplify much of this content with overseas audiences, as applicable.

As of June 2019, the Twitter handle had approximately 12,200 followers. INL/PAPD works with GPA to create content to be shared on its social media platforms, including the DipNote (<https://blogs.state.gov>) and Medium (<https://medium.com/@StateDept>) blogs, the ShareAmerica website (<https://share.america.gov>), and the @StateDept Twitter platform.

BUREAU OF INTERNATIONAL SECURITY AND NONPROLIFERATION (ISN)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Requested
\$8,000	\$8,000	\$8,000	\$8,000	\$8,000

OVERVIEW

The Bureau of International Security and Nonproliferation manages a broad range of U.S. nonproliferation policies, programs, agreements, and initiatives. ISN's Strategic Communications and Outreach Office (SCO) manages press and social media activities as well as outreach to academia, the private sector, and the NGO community. The office also coordinates ISN's legislative affairs. When fully staffed, SCO comprises five Civil Service employees, two Foreign Service Officers, and one contractor.

Social Media

SCO maintains a Facebook page (@StateDepartment.ISNBureau) and a Twitter handle (@StateISN). As of May 2019, the Facebook audience numbered more than 47,000, and Twitter followers reached a total of 3,800. SCO's staff produces monthly analyses to identify the most effective ways to manage outreach on social media platforms. In general, content tied to major press headlines or high-level official visits generated the greatest reach and engagement. Staff continue to track hash tags and work toward more engaging photographs across platforms.

Major Programs

- **Democratic People's Republic of Korea (DPRK) Pressure Campaign:** The SCO team worked closely with other bureaus to promote the U.S. government objective of enhancing pressure on North Korea to stop its nuclear and missile programs.
- **2019 Nuclear Non Proliferation Treaty (NPT) Preparatory Committee:** The SCO team coordinated with other offices on an outreach plan that included media notes, blog postings and social media outreach deployed in conjunction with the NPT Preparatory Committee meeting.
- **2018 Chernobyl Expert Training:** Using ISN/SCO funds and in coordination with ISN's Office of Multilateral Nuclear and Security Affairs, the press team developed a training program for two experts from the State Agency of Ukraine on Exclusion Zone Management, which controls the Chernobyl nuclear disaster site. This program was designed to help Ukraine build capacities in nuclear nonproliferation, nuclear security, and procedural safeguards. Building on the success of this program, the ISN Bureau will again sponsor a Chernobyl Exclusion Zone participant in the program in June 2019, using end-of-year bureau funds.

BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS (OES)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Requested
\$1.136 million	\$816,000	\$430,000	\$5.19 million*	\$300,000	\$690,000

*Includes one-time funding for public outreach on mosquito-borne diseases, including Zika.

OVERVIEW

OES leads U.S. diplomacy on environmental, science, technology, and health (ESTH) related issues, promoting a healthier planet through American leadership in these areas. Boosting international public engagement and support is essential to building the broad and coordinated action required to protect U.S. citizens at home and abroad and promote U.S. national security and economic objectives. Public diplomacy efforts communicate policies that build global health security capacities to stop the spread of pandemic diseases, protect oceans and marine livelihoods, promote improved air and water quality, and ensure the peaceful use of outer space, among other priorities.

The Office of Policy and Public Outreach (OES/PPO) plans and coordinates the bureau's public diplomacy efforts, working with other relevant State Department offices and the interagency community. OES/PPO also leads public diplomacy programs through its 12 regional ESTH Hubs located around the world. These hubs, headed by regional ESTH officers, coordinate funding and support for the public diplomacy efforts of U.S. missions on the full range of OES issues.

Social Media

The OES Facebook account is one of the most popular in the State Department with more than 2.2 million followers. OES/PPO also maintains a Twitter handle (@StateDeptOES), which had more than 9,780 followers as of May 2019.

Major Programs

- Mosquito-borne Diseases:** OES/PPO leads international public diplomacy efforts on Zika and other mosquito-borne diseases, in close coordination with the Office of International Health and Biodefense (OES/IHB). This work contributes to the goals of the Global Health Security Agenda (GHSA), which seeks to improve international preparedness to prevent, detect, and respond to infectious disease threats. Public diplomacy projects have focused on engaging international publics in Zika-impacted countries through citizen science, professional exchanges, cultural outreach, science cooperation, and innovation-inspiring TechCamps. For example, OES funds an initiative to disseminate NASA's GLOBE Mosquito Habitat Mapper App to schools, universities, and community groups around the world, and tens of thousands of data points already populate the NASA database. The project also encourages community members to destroy mosquito-breeding sites and help control the spread of disease. Finally, GLOBE enables local public health officials to use the project's geo-mapped, internet-based data to target prevention efforts.
- Science Envoys Program:** The U.S. Science Envoys program leverages eminent U.S. scientists to expand international engagement in science, technology, and innovation. The program builds peer-to-peer connections between host country researchers and the U.S. scientific community; advocates for American scientific values, including openness, merit-based competition, transparency and research integrity; promotes science education and the role of science in society; and advises the U.S. government on programs and funding opportunities with collaborative potential. Since the program's inception, 23 prominent scientists and engineers, including Nobel laureates, have served as science envoys. The current group of science envoys focuses on air quality, health security, innovation, infectious disease, and use of outer space.

- **Public Outreach:** OES/PPO supports international public outreach on high-profile OES ESTH initiatives such as air quality, wildlife trafficking, and water security to encourage joint action and build international support for U.S. policies on these and other global environmental issues. In particular, OES/PPO worked with posts on the first international Air Quality Awareness week in 2017, providing social media, outreach materials and event concepts to support this program. Building on positive feedback and recognition by local partners, OES ran the program again in 2018 and 2019.
- **Zoohackathon:** In 2016, OES launched an annual tech competition to combat wildlife crimes. The “Zoohackathon,” which has grown exponentially in size and popularity, enables overseas missions to partner with local governments, environmental and wildlife conservation NGOs, and private sector technology companies to host events that raise awareness about wildlife trafficking. The competition has also resulted in the development of low-cost, easily promulgated IT solutions to combat this illegal activity.
- **U.S. Water Partnership:** To increase awareness of U.S. solutions that mitigate water stress, OES has worked with the U.S. Water Partnership to bring water experts and speakers to countries facing water security issues. OES/PPO supplements this speakers program with a small grants program to fund low-dollar, targeted, high-visibility water security projects implemented in partnership with host country organizations. This project achieves real and replicable results for local communities, building grass-roots support and recognition of U.S. priorities in the ESTH field.

BUREAU OF POLITICAL-MILITARY AFFAIRS (PM)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Requested
\$8,000	\$8,000	\$0	\$0	\$0

OVERVIEW

The Bureau of Political-Military Affairs’ (PM) Office of Congressional and Public Affairs (PM/CPA) is responsible for facilitating effective communication and interaction between PM and Congress, foreign and domestic journalists, industry leaders, the non-governmental organization (NGO) community and the general public. PM/CPA engages audiences both directly and via regional bureaus and embassies to highlight the State Department’s role in building strong partnerships through security assistance and programs that enhance human security in post-conflict environments, including international peacekeeping, security-sector reform, clearance of unexploded ordnance, and securing potentially at-risk small arms and munitions. PM/CPA has a staff of three Civil Service employees, one Foreign Service Officer, and a media monitoring position filled by a contractor.

Media Engagement

In 2018, PM/CPA fielded 1,154 inquiries from the full media spectrum, including major U.S. and international news outlets, defense industry press, bloggers, academics, and other leading opinion-shapers on military and international security issues. Substantive PM/CPA-led media campaigns focused on Administration policies on arms sales, announcements of major U.S. arms sales to partner nations, sustaining international attention and donor support for humanitarian landmine clearance, and securing advanced conventional arms in post-conflict countries. PM/CPA’s media outreach efforts also emphasized the State Department’s role in providing security assistance and capacity building to U.S. allies and partners through training programs and transfers of defense equipment. Finally, PM/CPA provided support to the Bureau of International Organizations in publicizing the UN Day of International Peacekeepers and the UN International Day of Mine Awareness and Assistance in Mine Action.

Social Media

PM has a Twitter handle (@StateDeptPM), which is updated daily and maintained by all PM/CPA members. As of April 2019, it had more than 14,000 followers.

BUREAU OF POPULATION, REFUGEES AND MIGRATION (PRM)

PRM receives no Public Diplomacy (.7) program funds.

OVERVIEW

The Bureau of Population, Refugees and Migration (PRM)'s public diplomacy efforts at home and abroad have two objectives: 1) to generate goodwill for the United States by increasing recognition of its role as the world's largest provider of humanitarian assistance, and 2) to advocate for displaced and vulnerable populations affected by conflict. PRM's Public Diplomacy and Press Team is staffed with two Foreign Service Officers and one Civil Service employee. They conduct public outreach via speeches, public events, traditional media relations, social and digital media, fact sheets, and pamphlets for public dissemination. They also encourage officers at U.S. embassies and consulates to include refugee and migration issues in their PD outreach efforts. The unit works closely with the new Global Public Affairs Bureau (GPA) and Educational and Cultural Affairs (ECA) to enhance press and Public Diplomacy objectives to build public support for U.S. policies and U.S.-funded programming through traditional media engagement, social media, and educational and cultural programs that include refugee audiences.

Media Engagement

PRM interacts daily with the media, and PRM principals often provide media interviews on high-profile issues, including, in the past year, the U.S. response to humanitarian crises in Burma, Bangladesh, and Venezuela. These efforts highlighted the Administration's leadership in providing assistance and diplomatic efforts to prevent and resolve humanitarian crises.

Social Media

PRM maintains a Facebook page with nearly 57,000 followers and a Twitter handle (@StatePRM) with approximately 12,600 followers as of May 2019. Individual Facebook posts reach an average of 4,200 users per day, and Tweets generated an average of nearly 70,000 unique impressions per month.

Major Programs

Venezuelan Humanitarian Crisis Response: Since 2017, crisis conditions have resulted in the forced displacement of 3.7 million Venezuelans to 16 countries in the region. In coordination with IIP, the Bureau of Western Hemisphere Affairs (WHA) and the U.S. Agency for International Development (USAID), PRM produced media content that called on the former Maduro regime to permit aid entry into Venezuela as well as to highlight U.S. humanitarian aid for Venezuelan citizens seeking refuge throughout the region. These PD outreach activities included multiple funding announcements throughout the year (several introduced by the Secretary and Vice President) and facilitation of Spanish-language press engagement on U.S. assistance measures. They also offered a wide range of social media support materials, including infographics, videos and human interest stories, to illustrate the depth and urgency of the humanitarian crisis as well as the nature of the U.S. crisis response.

U.S. AGENCY FOR GLOBAL MEDIA (USAGM)



Taping of Voice of America Kinyarwanda and Kirundi newscast for audiences in Burundi



U.S. AGENCY FOR GLOBAL MEDIA (USAGM)

FY 2015	FY 2016	FY 2017	FY 2017	FY 2018 Planned	FY 2019 Requested
\$743.9 million	\$752.9 million	\$794.0 million	\$803.5 million	\$807.7 million	\$628.1 million

Measured, unduplicated weekly audience (2018):

345 million (TV: 201 million; radio: 140 million; internet: 104 million)

OVERVIEW

The U.S. Agency for Global Media (USAGM), formerly known as the Broadcasting Board of Governors (BBG), is the federal government agency responsible for all civilian U.S. international media. The five media organizations that make up USAGM—the Voice of America (VOA), Office of Cuba Broadcasting (OCB), Radio Free Europe/Radio Liberty (RFE/RL), Middle East Broadcasting Networks (MBN), and Radio Free Asia (RFA)—aim to be a force multiplier in a shared mission that is vital to U.S. national interests: to inform, engage, and connect people around the world in support of freedom and democracy. Collectively, USAGM’s networks reach more than 345 million people across the globe each week, distributing programming in 61 languages to more than 100 countries via radio—shortwave, medium wave (AM), FM, and satellite—as well as terrestrial and satellite TV, the web (including livestreaming), mobile devices, and social media.

Consistent with the U.S. commitment to free speech and free expression, the USAGM’s networks advance American foreign policy and national security interests by providing accurate and compelling journalism and other content that informs the public and stimulates debate in closed societies or where free media is not yet fully established. The USAGM networks project to the world the values that reflect U.S. society: freedom, transparency, and democracy. Societies that embrace these values support U.S. interests because they are more likely to enjoy greater stability and prosperity, are less vulnerable to terrorism and extremism, and make better political allies and trade partners for the United States.

USAGM journalism serves as an antidote to disinformation, censorship, and extremist rhetoric, as well as a model of free media. Its professional journalists are committed to providing accurate, credible, and comprehensive news and information to audiences who lack access to objective news sources and are susceptible to disinformation. The USAGM networks pursue their shared mission through their own news and information programming, as well as through close cooperation with on-the-ground media partners to bring their content into local markets and establish valuable connections to critical institutions that can influence civil society and bolster democratic principles. USAGM’s networked structure ensures that its five media organizations can deliver quality content and share delivery channels, support resources, and other assets in a way that is cost effective for the American taxpayer.

USAGM networks also offer life-saving information during humanitarian emergencies. When events dictate, they quickly surge in broadcasting to ensure critical information is widely available. In addition, USAGM provides internet anti-censorship tools to help audiences break through government-imposed information firewalls and protect their online privacy. The five networks remain a source of accurate and reliable information for people around the globe, empowering people with critical data in moments of uncertainty as well as in their everyday lives.

Telling America’s story and explaining U.S. foreign policy is a significant part of USAGM’s mandate, as directed by the U.S. Congress. For example, VOA and MBN provide comprehensive regional and world news to their local audiences, while also covering the United States in all its complexity, so that people in countries whose democratic systems are at risk might find both inspiration and example in the U.S. model. RFE/RL, RFA, and OCB act as surrogate broadcasters, providing access to reliable and accurate regional and local news in countries subject to press restrictions.

The FY 2017 National Defense Authorization Act (NDAA) made major reforms to the International Broadcasting Act (IBA) of 1994 (P.L. 103-236, as amended). Designed to modernize the agency, these changes allow for the empowerment of a full-time Chief Executive Officer (CEO) and additional operational authorities. Recent efforts to leverage the new NDAA authorities include modernizing the agency’s name. Its new name, the U.S. Agency for Global Media, more accurately communicates to taxpayers, network affiliates and other partners the modern technology and media platforms used to achieve the agency’s mission, as well as the global scope of its work.

Today, USAGM operates on media far beyond traditional television and radio broadcasts, to include the internet, mobile devices, smart television applications, and digital radio. As an independent, U.S. international media organization, protected by a “firewall” that prohibits editorial interference, the agency will continue to put accurate, objective, and professional news and information to work on behalf of U.S. global interests and in the service of U.S. public diplomacy and national security.

USAGM’s 2018–2022 Strategic Plan, *Information Matters: Impact and Agility in U.S. International Media*, reinforces the agency’s mission with two overarching strategic goals: 1) expanding freedom of information and expression and 2) communicating America’s democratic experience and values. These strategic goals support the third and fourth pillars of the National Security Strategy (NSS)—“preserving peace through strength” and “advancing American influence.” They do so by using accurate, objective information to foster the American values of democracy and free expression and, as the NSS directs, “expose adversary propaganda and disinformation.”

The USAGM Chief Executive Officer (CEO) also outlined five strategic priorities, aligned with the 2018–2022 Strategic Plan, the NSS, and the Administration’s Management Reform Agenda, to guide USAGM’s work in the near term:

1. Maximizing program delivery agility;
2. Enhancing strategic cooperation between networks;
3. Focusing on key issues and audiences (including Russia and its periphery, China, the Democratic People’s Republic of Korea, Iran, and Cuba and nations threatened by extremist attacks);
4. Improving accountability and impact measurement; and
5. Targeted public/private partnerships on innovation and media reach.

USAGM OPERATIONAL OFFICES*

*Formerly known as the International Broadcasting Bureau (IBB)

FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$59.3 million	\$57.8 million	\$56.9 million	\$58.6 million	\$52.1 million

USAGM’s operational offices include the General Counsel; Chief Financial Officer; Technology, Services and Innovation; Public Affairs; Congressional Affairs; Policy and Research; Internet Freedom; Management Services (Contracts, Human Resources, Civil Rights, and Security); and Policy (Editorials). These offices support USAGM operations, providing the following functions: researching the reach and impact of content; strategic planning; financial services, such as payroll and invoice payment; awarding and administering contracts; supporting personnel; conducting relations with Congress, the media, and other interests; and ensuring physical security.

TECHNOLOGY, SERVICES, AND INNOVATION (TSI)

FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$171.5 million	\$177.1 million	\$177.1 million	\$181.8 million	\$152.0 million

USAGM's Office of Technology, Services, and Innovation (TSI) manages a broad range of technical and infrastructure functions, including 1) delivering program content for all USAGM networks through transmitting sites and an extensive system of leased satellite and digital circuits, and 2) providing information technology support to offices throughout USAGM. TSI strives to distribute USAGM's multimedia content in a cost-effective and efficient manner. It manages more than 100 transmitting sites worldwide that deliver shortwave, medium wave, FM, and TV broadcasts. TSI also oversees the Office of Business Development, which coordinates USAGM's relationships with a network of about 3,000 affiliate partner stations and trains thousands of journalists and independent media personnel in USAGM target markets.

BROADCASTING CAPITAL IMPROVEMENTS

FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$6.8 million	\$7.3 million	\$5.8 million	\$9.7 million	\$4.6 million

Broadcasting Capital Improvements (BCI) provides funding for large-scale capital projects as well as improvements to and maintenance of USAGM's global transmission network and digital multimedia infrastructure. TSI manages many of the BCI projects at USAGM. The BCI account also supports capital projects managed by USAGM's Office of Security, VOA, and OCB.

VOICE OF AMERICA (VOA)

FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$218.0 million	\$232.7 million	\$256.2 million	\$250.1 million	\$189.9 million

Languages: 46

Countries: 100+

Affiliates: 2,400 stations

Broadcast Hours: Approximately 2,100 per week

Measured Weekly Audience (2018): 275.2 million

The largest of USAGM's networks, VOA broadcasts in 46 languages, reaching a measured audience of 275.2 million people each week by radio, TV, and digital media. VOA's guiding charter, enshrined in law, mandates that its news be accurate, objective, and comprehensive. VOA programming engages audiences in discussions about the United States

and world events as they relate to target regions. Recognized as a leading broadcasting service in overseas markets, VOA reaches a significant part of its audience through its network of 2,400 affiliate stations abroad, for which it serves as a U.S. bureau.

For people living under strict censorship and saturated with state-driven disinformation, VOA remains a critical provider of balanced and objective reporting. Its new motto, “A Free Press Matters,” reinforces its longstanding role as a global model for independent, fact-based, and balanced journalism. As part of VOA’s rebranding process, a team in the News Center has been newly dedicated to covering stories about press freedom and coordinating projects with the language services.

VOA Division	# of Services	Programming Budget	Budget w/ Program Delivery
Africa	10	\$26.06 million	\$30.60 million
East Asia & Pacific	10	\$39.18 million	\$41.7 million
Eurasia	10	\$22.64 million	\$22.69 million
Latin America	2	\$4.174 million	\$4.174 million
South & Central Asia	5	\$21.01 million	\$26.211 million
Persian	1	\$16.26 million	\$18.04 million
Kurdish	1	\$3.61 million	\$3.64 million
News Center/English	N/A	\$30.33 million	\$30.75 million

40 Language Services: \$175.1 million (\$194.6 million with program delivery)

VOICE OF AMERICA’S NEWS CENTER/ENGLISH

Origin: 1942

Delivery Method: radio, TV, websites, mobile sites, social media, and apps

Description: VOA’s News Center provides content suitable for use on all platforms to the VOA language services through its Washington-based reporters and a network of U.S. and overseas bureaus. It also reports in English on current events and engages audiences in discussions via TV, radio, social media, apps, and VOAnews.com. Extended news programs are broadcast in the morning and evening. On the weekends, current affairs and music programming are available along with VOA’s 24/7 hourly, five-minute newscasts.

VOA News in English

Representative programs include:

- “Plugged In with Greta Van Susteren” is a weekly half-hour, English-language current affairs talk show hosted by cable news veteran Greta Van Susteren. Van Susteren has interviewed numerous top policy-makers for VOA, including Vice President Mike Pence and Assistant to the President and National Security Advisor John Bolton.
- “Displaced,” an original VOA documentary filmed in June 2018, has claimed five awards and remains a contender for several more. VOA’s Van Susteren and a camera crew went behind the walls of the Kutupalong refugee camp in Bangladesh to hear stories of murder and rape from some of the one million Rohingya Muslims forcibly evicted from Myanmar. Although “safe” in Bangladesh, the Rohingya are largely depressed, isolated, and marginalized, and they are often a target for violent extremists and human traffickers. As monsoon season hit, VOA’s crew documented potentially disastrous landslides and an infrastructure struggling to keep up with the refugees’ need for

food, supplies, and medicines. The film is making an impact. Well-attended public screenings in Washington and London have raised global awareness of the Rohingya’s plight, and VOA used connections made in the production of the film to arrange English-language learning sessions in the refugee camps with United Nations High Commissioner for Refugees (UNHCR).

- “VOA Connect” brings together stories of people across the United States, from a virtual reality brain surgeon ushering in a new age of medicine to a Vietnam War vet connecting to the daughter he never knew. It is a place to meet street artists and high tech innovators, and everyone in between.
- The hourly “English Radio Newsbriefs” feature the global news gathering resources of VOA. Each “Newsbrief” is audio-rich with stories from VOA reporters, actualities culled from Language Service interviews, and sound from AP and Reuters correspondents. With these resources, the Newsbriefs can cover the stories from ever-changing global hotspots as well as important U.S. news.
- “Border Crossings,” VOA’s perennial music program, features some of the biggest names in popular music. Taylor Swift, Tim McGraw, Adele, Katy Perry, Enrique Iglesias, Lady Gaga, Beyoncé, Charlie Puth, and Rihanna, among others, have joined host Larry London for live interviews and performances on the program.

VOA redistributed and consolidated resources related to English programming in FY 2018, driven by the need to focus on growth areas, particularly in television and digital.

Learning English

VOA Learning English programs teach American English and engage English learners worldwide with lessons and interactive content that meets a wide variety of audience needs and interests. As a window to America, the service now uses an expanding variety of audio, video, and digital products to present information about the United States, technology, health, science, culture, entertainment, and other important issues through a simplified form of English that emerging generations can easily understand.

Working in conjunction with VOA Language Services, VOA Learning English offers a variety of multilingual English teaching materials. Television and radio stations around the world use Learning English content as part of their broadcast offerings. Through partnership agreements, VOA Learning English also works with institutions and non-governmental organizations to reach vulnerable audiences, including those in refugee camps around the world.

MIDDLE EAST BROADCASTING NETWORKS (MBN)

FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$109.7 million	\$112.6 million	\$110.3 million	\$110.3 million	\$96.2 million

Language: 1

Countries: 22

Measured Weekly Audience (2018): 24.7 million

MBN is a non-profit news organization that operates Alhurra Television, Alhurra Iraq Television, Radio Sawa, and the digital initiatives Raise Your Voice-Iraq and Maghreb Voices. The media outlets aim to provide objective and relevant news and information about the United States, the Middle East region, and the world to 22 Arabic-speaking countries. MBN works to support democratic values by providing an open exchange of ideas and opinions.

MBN Division	# of Services	Programming Budget	Budget w/ Program Delivery
Alhurra, Alhurra Iraq, Radio Sawa, MBN Digital, Afia Darfur*	5	\$45.2 million	\$59.12 million

* Afia Darfur was broadcast into Darfur via shortwave and targeted all people in Darfur and eastern Chad. With a decade of tailored content already provided, coupled with no current research available to assess its effectiveness, this programming was eliminated in March 2018.

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$108.9 million	\$117.4 million	\$124.0 million	\$124.0 million	\$86.8 million

Languages: 25

Countries: 20

Measured Weekly Audience (2018): 33.9 million

RFE/RL journalists report the news in 22 countries where a free press is either banned by the government or not fully established, providing what many people cannot get locally: uncensored news, responsible discussion, and open debate. RFE/RL's programming focuses on local and regional developments in places where government intimidation, censorship, economic hardship, ethnic and religious intolerance, violent extremism, and other threats remain and where independent journalists often face great risk, including in Iran, Afghanistan, Pakistan, Ukraine, and Russia.

Division	# of Services	Programming Budget	Budget w/ Program Delivery
RFE/RL	20	\$63.507 million	\$71.126 million

RADIO FREE ASIA (RFA)

FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$42.68 million (plus \$8.35 million* for the Open Technology Fund, for a total of \$51.03 million)	\$43.1 million (RFA also received Internet Freedom Funds)	\$44.0 million	\$44.0 million	\$33.5 million

*Includes \$7.44 million in Internet Freedom funding.

Languages: 9

Countries: 6

Measured Weekly Audience (2018): 50.7 million

Radio Free Asia delivers uncensored, accurate domestic news and information to audiences in China, Vietnam, North Korea, Laos, Cambodia, and Burma (Myanmar), where free speech and press freedoms are heavily restricted. For residents of these countries, RFA's in-depth, unflinching journalism provides a lifeline to the truth and counters authoritarian disinformation narratives. RFA also offers a platform for ordinary people to voice opinions and share perspectives that would otherwise be censored or ignored by state-controlled media.

Issues addressed in features and programming among its nine language services include human rights abuses; religious, ethnic, and racial persecution; corruption; forced land confiscations; and health risks. RFA's investigative reporting on China's economy, environment, and human trafficking have earned awards from the Society of Professional Journalists, Radio & TV Digital News Association, Hong Kong Journalists Association, Alliance for Women in Media, Amnesty International, and the Society of Environmental Journalists, among others.

RFA uses multiple platforms, including short- and medium-wave radio, satellite transmissions, TV broadcasting, the internet, and social media to deliver content to its audiences. Because its content cannot be broadcast from low-cost U.S. government-owned and operated facilities in countries where host countries are unwilling to risk antagonizing China, RFA must use leased facilities, which require higher transmission costs per hour. As a result, RFA's broadcast expenditures are comparatively high.

Division	# of Services	Programming Budget	Budget w/ Program Delivery
RFA	9	\$22.91 million	\$26.76 million

OFFICE OF CUBA BROADCASTING (OCB)

FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$27.6 million	\$28.6 million	\$29.1 million	\$29.1 million	\$13.0 million

Language: 1

Country: 1

Measured Weekly Audience (2018): 1.0 million

The Office of Cuba Broadcasting (OCB), through Radio and TV Martí and its website (radiotelevisionmarti.com), offers a multimedia service of professional news and information to Cuba. Radio and TV Martí aim to inform and engage the people of Cuba by providing credible news and information and to encourage freedom and democracy through programs that focus on human rights, individual freedoms, entrepreneurship, and other democratic values. OCB uses shortwave, medium wave, direct-to-home satellite, satellite radio, internet, social media, flash drives, and DVDs to help reach audiences in Cuba.

To allow Radio and TV Martí to better target audiences based on their programming preferences, the first-ever US-AGM content/media preference poll was conducted in Cuba in 2017. Radio and TV Martí currently reach 11.1 percent of Cubans on a weekly basis with audio, video, and digital content delivered by radio, satellite TV, and the internet.

Division	# of Services	Programming Budget	Budget w/ Program Delivery
Radio/TV Marti	1	\$17.74 million	\$18.69 million

RESEARCH AND EVALUATION

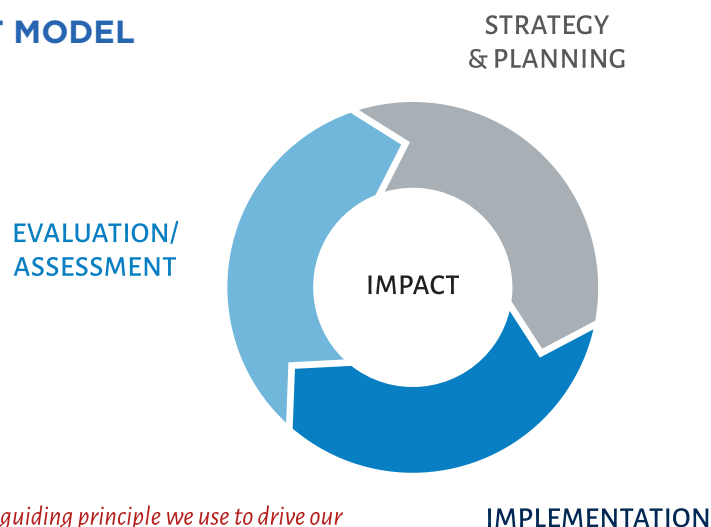
FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$7.32 million	\$5.85 million	\$4.94 million	\$3.62 million	\$5.45 million	\$5.98 million	\$4.15 million

An interagency leader in measurement and evaluation, USAGM's audience research program examines the underlying interests and preferences of target audiences to increase program impact. It also measures the extent to which programs meet desired objectives in target countries. Specifically, USAGM research measures effectiveness in terms of audience size; program quality and reliability; increases in audiences' understanding of current events and American society and policies; the willingness of audiences to share received information with others; and the extent to which information provided helps people to form opinions on important topics, among other factors.

USAGM research studies consist mainly of quantitative audience research (nationally representative surveys), qualitative research (focus groups, in-depth interviews, audience panels), and digital analytics. USAGM contracts with third-party research providers to conduct independent quantitative audience and market research and impact assessments.

In light of the fast-evolving world of digital and social media, research indicators require frequent adjustments to ensure that the most meaningful metrics are captured and used for assessment. In 2019, USAGM continues to fine tune its Impact Model, last overhauled in early 2016. The agency is also rolling out new tools that will allow it to connect web and social media metrics with data from detailed representative national surveys to gather new, real-time insights about the networks' impact on target audiences.

USAGM'S IMPACT MODEL



Impact is the guiding principle we use to drive our strategy, implementation and review cycle.

COUNTER-CENSORSHIP EFFORTS AND THE USAGM OFFICE OF INTERNET FREEDOM (OIF)

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Planned	FY 2020 Requested
\$25.5 million	\$17.5 million	\$15 million	\$13.9 million	\$13.8 million	\$13.8 million	\$9.5 million

Censorship denies international media the right to broadcast on radio and television, through interference with or jamming of shortwave radio or satellite broadcasts in violation of international agreements, blocking citizens from accessing websites, and other repressive actions. Through its counter-censorship programs, USAGM takes active measures to respond to aggressive foreign governments disrupting a free press and undermining efforts to foster and sustain free and democratic societies.

USAGM works to counter censorship through a variety of technical and political channels and promotes the rights of people worldwide to seek and receive information on all media platforms. Since 2002, USAGM has been involved in activities to circumvent internet censorship by foreign governments in order to distribute news content and provide a forum for free expression in closed countries.

Current USAGM initiatives include monitoring internet censorship in more than 70 locations worldwide, integrating censorship circumvention technologies directly into mobile applications, and deploying mobile applications to secure online communications for users in closed societies such as Iran. In 2016, USAGM established the Office of Internet Freedom (OIF) to conduct governance and oversight of USAGM internet freedom activities, including the selection and evaluation of USAGM-funded internet freedom projects carried out by USAGM grantees, offices, and others. OIF oversees and coordinates the efforts of USAGM-funded internet freedom projects, including grants to RFA's Open Technology Fund (OTF). In addition, USAGM partners with other international broadcasters and organizations to fight deliberate interference with satellite broadcasting signals, which silences independent media and prevents free access to information.

DISTRIBUTION

USAGM considers target audience preferences whenever media platforms are developed and utilized. At the same time, USAGM recognizes that some markets enjoy a much more diverse media landscape than others. The result is the widest global content distribution portfolio among all western media organizations. TSI oversees and manages a broad array of technologies and services to ensure that USAGM programming is available to audiences on their preferred platforms in the most cost-effective manner. In addition to operating USAGM's distribution network and managing contractual relationships with third-party distribution service providers, TSI handles partnership agreements with other media organizations (affiliates), which today provide USAGM up to two-thirds of its weekly global audience.

In recent years, USAGM has been moving away from traditional broadcasting technologies, such as cross-border radio transmissions over shortwave and medium wave (commonly known as AM in the United States), in regions where these platforms are no longer popular. In their place, USAGM is employing new delivery systems that are rapidly growing in effectiveness and often much less expensive to operate. These include FM radio, direct-to-home satellite, the internet, mobile devices, and social media. Some of these platforms also deliver USAGM programming to affiliate and partner stations.

For decades, USAGM has distributed TV and radio programs via satellite from its headquarters in Washington, D.C., and other production centers through satellite gateways at USAGM's major transmitting stations. These sites also operate very large, complex shortwave and medium wave transmitting facilities that target various regions with cross-border programs in dozens of languages. While reliable, this global network has been expensive to maintain and

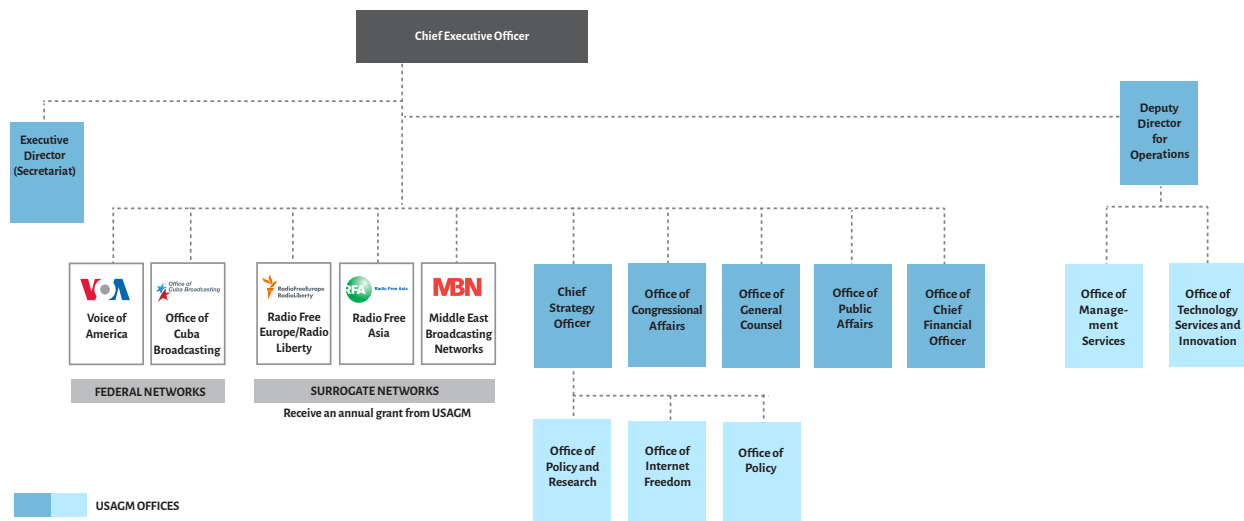
operate. To ameliorate these high costs, USAGM has successfully migrated much content delivery from satellites to more flexible and economical internet-based distribution. Using saved resources, USAGM has then contracted additional key regional satellites to place USAGM content on free-to-air, direct-to-home channels.

Radio remains a very popular platform in many USAGM markets, particularly Africa. USAGM global weekly radio audiences reached 140 million people in 2018. To serve these regions, USAGM is upgrading its Kuwait Transmitting Station, which enjoys a superior strategic location and relatively low operating costs. Following the upgrade, USAGM will be able to reach many legacy shortwave audiences in the most cost-effective manner possible from a single site at a lower cost than any other transmitting station. Although shortwave continues to be a relevant media platform in several African markets, in most countries rapid growth and competition in the media market have shifted radio habits almost entirely towards FM. Therefore, USAGM provides 24/7 FM radio programming in over 35 markets across the African continent. The USAGM FMs with the highest reach are in markets that are relatively underserved.




In the digital sphere, 104 million people access USAGM content online every week. Audiences on social media, particularly Facebook, drive a substantial portion of USAGM networks' digital traffic. One reason for this is Facebook's policy of subsidizing usage of its platform on mobile devices in many underdeveloped countries. In these economically vulnerable markets, people can stay in touch with their friends, access multimedia content, and follow the news without ever leaving Facebook, at a fraction of the costs they would incur by using multiple sites. Facebook recognizes and encourages this behavior, and, in recent years, has continued to add functions to make it ever easier for users to remain on the platform exclusively. As a consequence, media organizations that post links to their content on other sites or platforms are less likely to be seen. Facebook instead favors posts that allow users to remain on Facebook.

The rise of social media platforms is also connected to audiences' desire and expectation to engage interactively with the media they consume or with other consumers of those media. Like all media organizations, USAGM wrestles with how to increase audience program engagement beyond simply including audience comments or taking phone calls. USAGM has achieved its greatest gains in audience reach in recent years through affiliate partnerships with popular radio and TV stations in key markets. In some markets, virtually the entirety of USAGM's audience is affiliation based. At the same time, USAGM has continued to operate its own transmissions because of the risk that affiliates might discontinue carrying USAGM content if they are, or feel, threatened. While local governments may shut down local media organizations in a crisis, they may be less likely to shut down a USAGM-operated (i.e., U.S. government) transmitter.

U.S. AGENCY FOR GLOBAL MEDIA ORGANIZATIONAL CHART

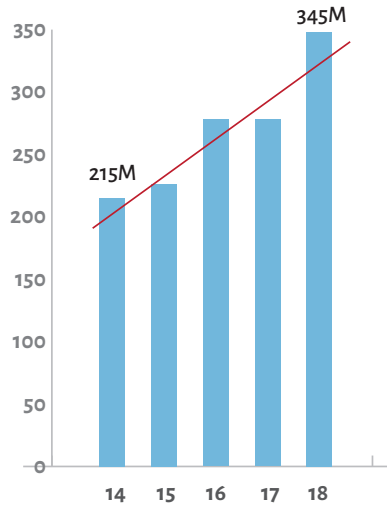


BY THE NUMBERS

 usagm.gov
 @USAGMgov
 @USAGMgov

ANNUAL BUDGET
\$807.7 million
EMPLOYEES
3,785
LANGUAGES
61
AUDIENCE
345 million

AUDIENCE GROWTH











AUDIENCE GROWTH 2014-2018



DIGITAL GROWTH
21 million
 Weekly Average
 Web & Mobile Visits

Social Media EXPANSION
 USAGM networks engage with audiences on:

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

WORLDWIDE OPERATIONS

50

Overseas bureaus and production centers

1,500
Stringers/reporters

Nearly
200

Operational transmitters for TV, FM, MW & SW at 100 transmission sites in over 40 countries worldwide

AFFILIATES

60

Number of USAGM affiliates with national reach that air custom or interactive segments during primetime



Over
3,000

television, radio and digital affiliates across the globe

U.S. PUBLIC DIPLOMACY IN AFRICA (AF)



Charge d'Affaires of the U.S. Mission to Nigeria, David Young, kicks off a polio immunization event in the Jikoko Community, Abuja.



U.S. PUBLIC DIPLOMACY IN AFRICA (AF)

AFRICA REGION PUBLIC DIPLOMACY SPENDING

BUREAU OF AFRICAN AFFAIRS (AF)

	D&CP	American Salaries	Supplemental	BBG/USAGM	Total
FY 2016	\$39.53 million	\$14.13 million	\$11.93 million	\$24.98 million	\$90.58 million
FY 2017	\$40.87 million	\$13.56 million	\$6.30 million	\$28.28 million	\$89.01 million
FY 2018	\$40.84 million	\$18.81 million	\$5.12 million	\$30.6 million	\$95.37 million

OVERVIEW

U.S. Public Diplomacy goals for the region are in alignment with U.S. foreign policy objectives and help foster mutually beneficial U.S.-Africa partnerships. U.S. policy priorities in Sub-Saharan Africa, established by the Administration in a new Africa Strategy announced in December 2018, include promoting prosperity, strengthening security, and striving for stability. The Office of Public Diplomacy and Public Affairs in the Bureau of African Affairs (AF/PDPA) provides policy guidance and program support to the Bureau and Public Affairs Sections in the field, staffed by 96 U.S. Foreign Service Officers and 458 locally employed staff in 50 U.S. embassies and consulates. Using traditional and social media to reach both mass and segmented audiences, they draw on a wide range of PD resources, tactics, and engagement activities to better understand, inform, and influence foreign audiences and public opinion, and to advance U.S. interests in the region.

U.S. FOREIGN POLICY GOALS

In September 2018, Assistant Secretary Tibor Nagy announced the following policy priorities for the Africa Bureau (AF):

- Promote stronger trade and commercial ties between the United States and Africa by establishing a level playing field across African markets.
- Harness the potential of Africa's tremendous youth bulge as a force for economic ingenuity and prosperity, which is a counter narrative to violent extremism and despair.
- Advance peace, security, and development through robust partnerships with African governments and regional mechanisms.
- Counter the Chinese narrative: set the record straight that the United States has an unwavering commitment to Africa.

The Administration's Africa strategy further underscores those priorities. In a December 2018 speech, National Security Advisor Ambassador John R. Bolton noted that "lasting stability, prosperity, independence, and security on the African continent are in the national security interest of the United States." Accordingly, United States diplomatic missions, through diplomacy, development, defense cooperation, and public diplomacy, continue to work with partners to end violent conflicts, promote the rule of law, expand trade and commercial ties, and support counter terrorism efforts in Sub-Saharan Africa.

The AF Bureau plays a significant role in U.S. efforts to advance Africa's development, economic growth, and stability, and supports transitions to democracy and policies that promote security and economic opportunity. Development in traditional areas such as agriculture and public health remain priorities to sustain growth, control the spread of disease, and address the demands of a growing population. Our effectiveness in a leadership role will require resources for programs that engage and empower the full spectrum of Africa's governments and civil society. As Assistant Secretary Nagy noted in his testimony to the House Foreign Affairs Committee in December 2018, "Africa is the continent of the future, but a future envisioned by Africans and not one seen as forced upon them, and success must ultimately come from developing African solutions to African problems. We must look at Africa through the windshield, NOT through the rear-view mirror."

CONTEXT AND KEY AUDIENCES

Africa is home to the world's youngest population and highest growth rate, with the United Nations projecting a median age of 21.2 on the continent by 2030 – 13.4 years younger than the next lowest region's median age (in South America and the Caribbean). Nearly 70 percent of Sub-Saharan Africa's population is under the age of 25, and half of overall global population growth in the next 30 years will occur in Africa. The prospects are good for advancing democratic governance, transparency, trade and investment, and economic growth with this young and dynamic audience, but progress is uneven across the continent. Therefore, key themes addressed through public diplomacy include youth and women's leadership and empowerment, democracy, good governance, freedom of information, entrepreneurship, education and technology. Violent extremist groups, civil conflict, health and humanitarian crises, and the demographic "youth bulge" pose growing challenges to development and stability across much of the region. Countering those factors remains a focus of PD programming and media outreach across the continent.

Despite increasing access to available technologies, radio remains the strongest and most dependable medium for reaching African audiences, especially in local languages, and many mobile devices are equipped with FM receivers. Mobile phone usage has leapfrogged past landlines and hardwired infrastructure: Sub-Saharan Africa's mobile subscription rate now exceeds 50 percent, although that varies widely among countries across the continent. The use of smart phones with internet capability is increasing dramatically as well, despite the higher costs. National internet penetration rates in Sub-Saharan Africa range from one to 90 percent, with usage concentrated in urban areas. User age, cost, government interference, and other factors also influence these rates. With well over 700 million cell phone service subscriptions in Sub-Saharan Africa, our Public Affairs Sections focus increasingly on social media management, complementing our embassies' public outreach via radio and other traditional media. The 70 social media managers in 50 U.S. diplomatic missions in Africa regularly analyze the local media environment and develop the most appropriate content to engage audiences, also drawing on policy-driven content on multiple AF Bureau social media platforms managed by AF/PDPA.

Our audiences remain largely open to our outreach activities. The Pew Global Indicators Database, for examples, shows Africans hold consistently favorable views of the United States. Among the six countries polled in 2018, favorability ranged from 57 percent in South Africa to 62 percent in Nigeria. Africans in general, and the youth generation in particular, respond favorably to PD programs on issues for which the United States has a comparative advantage, such as science, technology, higher education, youth leadership, popular culture, and women's empowerment. Leveraging such programming and communicating its value to the African people is important for reinforcing long-term U.S. attentiveness to the needs of Africans and support for development on the sub-continent.

Significant challenges remain to effective implementation of PD activities in Africa. Chief among them is the threat of terrorism. According to some estimates, Boko Haram, operating in Nigeria and neighboring countries, is responsible for more deaths than any other terrorist group in the world, including ISIS. Other issues include poor technology infrastructure in vulnerable areas, weak partner institutions, difficult working and living environments, and civil unrest.

These challenges are exacerbated by staffing constraints: 40 percent of Public Affairs Sections in AF's diplomatic missions are staffed by a single American officer, many of whom are serving in their first or second PD tour. To support them, and to enable them to meet prevailing challenges, AF/PDPA provides guidance, assistance, and temporary staffing support, holds sub-regional skills-building workshops, and sponsors a mentoring program that pairs less experienced officers with more seasoned ones.

U.S. PUBLIC DIPLOMACY PROGRAMS

The Bureau and officers in the field rely on 128 American Spaces in capital and regional cities, as well as EducationU-SA Centers, to engage priority audiences – with an emphasis on youth and women – and draw heavily on programs such as Fulbright academic and cultural exchanges, Humphrey Fellowships, International Visitor Leadership Program (IVLP) exchanges, U.S. Speakers, Sports United, and Cultural Envoy programs. Through English-language education, educational advising, and cultural programs, the embassies directly engage, inform, and influence audiences face-to-face. The Young African Leaders Initiative (YALI) has become an exciting forum to engage and support the rising generation of civil society, public service, and business leaders. Key audiences for our work in Africa include youth, women, elected officials, entrepreneurs, traditional and social media practitioners, teachers, and academics, as well as think-tanks and members of often-marginalized groups.

Promoting higher education in the U.S. and developing university exchanges and linkages between African and U.S. institutions of learning are PD priorities across Africa. As participants in educational, professional, and cultural exchange programs move into leadership positions in their own country, they are better prepared to support continued engagement in partnerships with the United States, not only at the government-to-government level, but also through the academic and private sector networks developed during their exchanges. Alumni of these programs return home to become advocates for expanding and solidifying ties with the United States within their local community and professional associations. Alumni are also essential in helping advance U.S. goals as they are more likely to understand the United States and be sympathetic to U.S. values and U.S. policy.

Educational and cultural exchange programs are high priorities for the AF Bureau as they help propagate American values, showcase American academic, cultural, and artistic traditions, and promote broader understanding. In addition, PD programming also seeks to foster and facilitate young Africans' participation in the global development of science, technology, and entrepreneurship to help grow their countries' economies.

REPRESENTATIVE PUBLIC DIPLOMACY PROGRAMS

Empowering Youth: YALI, the AF Bureau's flagship program, is a multifaceted initiative that develops leadership and entrepreneurship skills while connecting participants with their peers and with the American people. YALI is not a stand-alone exchange program, but rather a cross-cutting strategic policy tool supported by multiple bureaus and agencies. YALI directly supports the Administration's Africa Strategy and core priorities by specifically promoting business and entrepreneurship skills among Africa's youth, strengthening civil society, and providing positive alternatives to combat unemployment, underemployment, and violent extremism. YALI boasts more than 13,000 alumni of the Mandela Washington Fellowship (MWF) and the Regional Leadership Centers (RLC). The digital YALI Network, an online platform, enables its more than 525,000 members, many of whom are outside our normal range of embassy contacts, to benefit from networking and online training that are important to long-range U.S. and African interests.

Investing in youth is a global priority, and particularly urgent in Africa. AF youth programs include the English Access Microscholarship Program (Access), which provides English language skills through an "American lens" to talented 14-18 year-olds from disadvantaged sectors through after-school classes and intensive summer sessions. The Pan-Africa Youth Leadership Program (PAYLP) offers approximately 150 high school students (ages 15-18) and educators from over 40 African countries the opportunity to explore the themes of civic education, youth leadership development, community engagement, and respect for diversity through three-week, intensive exchanges in the United States.

Striving for Stability: Public Affairs sections at U.S. embassies across Africa are leading efforts to amplify moderate voices, provide counter narratives, and engage the most at-risk populations to counter the influence of violent extremist groups like Boko Haram in West Africa and al-Shabaab in East Africa. Working within the AF Bureau and with partners at the Department of Defense, the U.S. Agency for International Development, the Global Engagement Center, and others throughout the interagency community, AF/PDPA continues to support successful programs.

Current initiatives in Burkina Faso, Cameroon, Chad, Mali, Nigeria, Senegal, Ethiopia, and Kenya, as well as regional programs, focus on building resilience in fragile communities, engaging women and youth in the prevention of recruitment by extremist groups, promoting interfaith dialogue and religious tolerance, as well as providing local populations with tools to fight violent extremism through the promotion of civil society and youth capacity building. For example, the Intergovernmental Authority on Development (IGAD) Center of Excellence for Preventing and Countering Violent Extremism (ICEPCVE), headquartered in Djibouti, is a regional hub for integrated CVE and PVE activities in East Africa, and a U.S. partner on regional programs that develop the capacity of local leaders and credible voices to advance CVE efforts across the region.

In 2018, AF/PDPA supported a multi-national IVLP focused on CVE capacity building. The participants, selected by U.S. embassies across Africa, included nine women and represented a cross-section of African leaders on the front lines fighting violent extremism in their communities. Some of those participants later attended the second Annual CVE Week, hosted by the U.S. Mission to the African Union in collaboration with the African Union. More than 60 African CVE practitioners from 20 countries also met in Addis Ababa for a conference and two-day hands-on workshop on strategic communications.

Empowering Women and Fostering Economic Growth: In fulfillment of the 2019 Women's Global Development and Prosperity (W-GDP) Initiative, the first U.S. whole of government effort to advance global women's economic empowerment, AF/PDPA supported women entrepreneurs through exchange programs such as the IVLP, TechWomen, the Fortune - U.S. Department of State Global Women's Mentoring Partnership, YALI, and various small grants. Recently concluded initiatives such as the African Women's Entrepreneurship Program (AWEP), led to the growth of 22 women's business associations across Africa. Alumni of these programs will lead and help implement the Academy for Women Entrepreneurs (AWE) a new worldwide initiative launched in March 2019 by ECA to support women entrepreneurs. AWE will reach ten countries in Africa: Ghana, Kenya, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe.

U.S. PUBLIC DIPLOMACY SPENDING

Total PD funding for Africa in fiscal year (FY) 2018 was \$ 45.96 million. Of that amount, \$40.84 million was from Diplomatic and Consular Programs .7 funds, which included \$5.16 million in Nigeria; \$3.41 million in South Africa; \$2.34 million in the Democratic Republic of the Congo; \$1.91 million in Kenya; \$2.72 million in Ethiopia; and \$1.92 million in Zimbabwe.

AF POST SPENDING RANKED BY TOTAL SPENDING

Country Name	FY 2015		FY 2016		FY 2017		FY 2018	
	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental
1 Nigeria	\$3.52 million	\$2.69 million	\$6.28 million	\$1.20 million	\$4.10 million	\$491,654	\$4.11 million	\$1.05 million
2 Africa Regional Services	\$2.27 million	\$661,677	\$2.92 million	\$679,617	\$2.15 million	\$408,810	\$2.38 million	\$1.26 million
3 South Africa	\$3.16 million	\$9.87 million	\$3.22 million	\$604,777	\$2.52 million	\$1.72 million	\$2.67 million	\$736,871
4 Ethiopia	\$1.23 million	\$7.30 million	\$1.28 million	\$817,976	\$952,300	\$900,242	\$983,200	\$1.74 million
5 Democratic Republic of the Congo	\$1.59 million	\$3.47 million	\$2.02 million	\$1.78 million	\$114 million	\$129,900	\$1.19 million	\$115 million
6 Zimbabwe	\$1.38 million	\$2.08 million	\$1.34 million	\$191,016	\$1.30 million	\$221,498	\$1.34 million	\$587,481
7 Kenya	\$1.72 million	\$17.19 million	\$1.79 million	\$429,698	\$1.53 million	\$792,785	\$1.61 million	\$297,750
8 Cote d'Ivoire	\$1.02 million	\$641,459	\$1.12 million	\$72,429	\$891,400	\$211,063	\$1.04 million	\$304,012
9 Uganda	\$731,001	\$4.02 million	\$886,400	\$392,375	\$691,400	\$578,900	\$700,200	\$543,680
10 Cameroon	\$810,300	\$821,932	\$829,130	\$406,053	\$747,400	\$64,800	\$797,000	\$364,349
11 Ghana	\$1.02 million	\$576,571	\$1.28 million	\$95,544	\$1.03 million	\$47,940	\$1.12 million	\$18,777
12 Angola	\$718,135	\$81,219	\$806,125	\$7,120	\$784,900	\$110,100	\$837,600	\$259,480
13 Senegal	\$1.03 million	\$221,005	\$908,070	\$332,683	\$778,100	\$233,500	\$892,500	\$50,080
14 Mozambique	\$904,164	\$7.02 million	\$913,900	\$221,035	\$825,600	\$149,543	\$831,400	\$60,360
15 Sudan	\$688,513	\$41,891	\$710,400	\$10,144	\$694,600	\$31,100	\$707,000	\$175,540
16 Zambia	\$763,800	\$3.37 million	\$749,100	\$70,358	\$689,200	\$374,520	\$775,700	\$58,900
17 Niger	\$691,733	\$440,189	\$546,618	\$61,101	\$512,900	\$221,000	\$575,700	\$245,320
18 Togo	\$570,423	\$62,925	\$514,685	\$56,843	\$423,400	\$146,650	\$471,200	\$294,497
19 Tanzania	\$702,578	\$6.88 million	\$688,700	\$67,454	\$649,000	\$238,220	\$691,600	\$69,500
20 Burkina Faso	\$694,766	\$433,049	\$693,200	\$426,993	\$626,200	\$33,500	\$689,300	\$71,400
21 Rwanda	\$648,610	\$476,740	\$708,226	\$421,478	\$531,900	\$81,960	\$547,200	\$129,865
22 Namibia	\$400,004	\$806,792	\$533,561	\$85,496	437,600	175,650	\$458,900	\$173,000
23 Botswana	\$558,609	\$6.92 million	\$593,000	\$112,206	507,400	13,700	\$551,500	\$64,960
24 Mali	\$726,900	\$327,711	\$496,800	\$329,187	\$473,700	\$83,000	\$544,300	\$59,940

Country Name	FY 2015		FY 2016		FY 2017		FY 2018	
	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental
25 Benin	\$570,367	\$114,402	\$485,000	\$100,760	\$406,300	\$73,750	\$453,300	\$93,308
26 Guinea	\$556,496	\$288,110	\$548,000	\$71,802	461,500	58,000	\$506,800	\$5,300
27 Madagascar & Comoros	\$758,219	\$128,325	\$487,509	\$596,153	\$417,800	\$89,674	\$461,600	\$41,480
28 Liberia	\$534,665	\$131,685	\$530,500	\$104,403	462,100	55,800	\$476,100	\$7,560
29 Chad	\$378,595	\$579,676	\$457,615	\$106,460	\$382,100	\$8,897	\$436,900	\$34,060
30 Mauritania	\$331,112	\$192,600	\$389,400	\$416,288	\$393,600	\$88,727	\$405,600	\$36,860
31 Eritrea	\$305,546	\$2,970	\$400,080	\$2,440	\$340,400	\$43,000	\$383,000	\$57,000
32 Malawi	\$413,799	\$3.75 million	\$488,788	\$128,360	\$399,500	\$96,500	\$409,800	\$6,540
33 Sierra Leone	\$373,878	\$109,950	\$274,174	\$814,680	\$198,900	\$581,600	\$212,800	\$187,940
34 Mauritius & Seychelles	\$300,415	\$173,380	\$351,800	\$138,227	\$309,400	\$89,650	\$339,700	\$38,860
35 Central African Republic	\$179,600	\$2,050	\$501,900	\$32,692	\$187,600	\$95,200	\$210,400	\$159,720
36 Djibouti	\$187,814	\$100,300	\$210,465	\$37,600	\$216,800	\$146,600	\$221,000	\$116,040
37 Burundi	\$310,619	\$626,254	\$277,146	\$52,680	\$230,400	\$73,193	\$238,000	\$92,540
38 Swaziland	\$331,005	\$1,202,487	\$294,000	\$72,887	\$247,200	\$142,570	\$261,700	\$58,730
39 South Sudan	\$238,651	\$26,898	\$184,566	\$4,870	\$225,000	\$46,200	\$228,600	\$85,000
40 Republic of Congo	\$239,191	\$115,985	\$264,791	\$45,420	\$235,200	\$28,600	\$266,600	\$43,720
41 Gabon, Sao Tome & Principe	\$272,344	\$248,500	\$299,676	\$91,860	\$236,600	\$39,000	\$259,600	\$7,745
42 Somalia	\$432,487	\$20,075	\$364,200	\$1,800	\$251,500	\$1,710	\$259,400	\$400
43 Cabo Verde	\$195,700	\$70,494	\$191,956	\$41,720	\$169,500	\$1,760	\$184,900	\$50,720
44 Lesotho	\$202,681	\$888,283	\$223,900	\$68,680	\$158,700	\$82,675	\$176,400	\$55,340
45 Equatorial Guinea	\$186,500	\$57,470	\$194,500	\$41,000	\$185,400	\$23,000	\$198,900	\$4,280
46 Gambia	\$186,900	\$57,150	\$227,900	\$60,700	\$182,300	\$24,000	\$182,700	\$5,740
47 Guinea-Bissau	\$58,400	\$24,225	\$56,700	\$30,160	\$56,300	\$49,280	\$62,900	\$330

U.S. INTERNATIONAL MEDIA IN AFRICA

MIDDLE EAST BROADCASTING NETWORKS, INC. (MBN) (LANGUAGE: ARABIC)

MBN AFIA DARFUR (LANGUAGE: ARABIC) Discontinued 2018

FY 2018 Actual: \$138,000
FY 2018 Total: \$138,000

Origin: 2008
Delivery Method: Shortwave

Afia Darfur was broadcast into Darfur via shortwave to reach audiences in Darfur and eastern Chad. However, after a decade of tailored content provided and in the absence of current research to assess its effectiveness, this programming was discontinued in March 2018.

VOICE OF AMERICA (VOA)

Languages: Amharic, Afaan Oromo, Bambara, English, French, Hausa, Kinyarwanda, Kirundi, Lingala, Ndebele, Portuguese, Sango, Shona, Somali, Swahili, Tigrigna, and Wolof

VOA ENGLISH TO AFRICA SERVICE (LANGUAGE: ENGLISH)

FY 2018 Actual: \$6.394 million
FY 2018 Total: \$8.030 million

Origin: 1942
Delivery Method: Radio (shortwave, medium wave, USAGM and affiliate FM), TV (affiliate, satellite), website, social media, app, and SMS

Radio Original Programming: 57 hours/week
Radio Total Broadcast: 141 hours/week
TV Original Programming: 4 hours/week
TV Total Broadcast: 4 hours/week

English-language programming to Africa reaches audiences in strategic areas of the continent with multimedia programs that target 1) the educated (those who can speak English and have at least some formal schooling), 2) the urban or peri-urban (students, government officials, white-collar workers, and aspirational entrepreneurs), and 3) youth. VOA's English to Africa Service broadly seeks to report on critical developments and to engage audiences in discussions about current events to improve their understanding of, and participation in, those developments. The Service also aims to provide timely and accurate information on global, African, and U.S. events throughout the day and week. Finally, the Service provides in-depth discussion on issues ranging from politics and society, to health, lifestyle, youth issues, and sports.

English to Africa produces pan-African music shows not found on any competing local or international station, featuring a range of music from traditional to contemporary dance hits from all 54 countries in Africa. Representative programs include *Africa 54*, a television program that informs viewers about Africa, the United States, and the world; *Straight Talk Africa*, a call-in television program that examines topics of special interest to Africans; *Health Chat*, a live call-in program that addresses health issues of interest to Africa; *South Sudan in Focus*, a 30-minute weekday English-language program covering rapidly changing developments in South Sudan and the region; *Up Front*, a program with co-hosts in the United States and Africa that engages teens and young adults on politics, trends, lifestyles, health,

entertainment, and other issues touching listeners' lives; and *Our Voices*, an increasingly popular weekly 30-minute television program hosted by four women from across the continent who encourage African women to speak out about serious issues that impact their lives and their futures, including politics, business, and migration.

VOA FRENCH TO AFRICA (LANGUAGES: FRENCH, LINGALA, SANGO, WOLOF)

FY 2018 Actual: \$4.928 million

FY 2018 Total: \$6.256 million

Origin: 1960

Delivery Method: Radio [shortwave, medium wave, USAGM and affiliate FM], TV (affiliate), website, social media, and app

Radio Original Programming: 50.83 hours/week

Radio Total Broadcast: 170.5 hours/week

TV Original Programming: 3.5 hours/week

TV Total Broadcast: 3.5 hours/week

The VOA French to Africa Service targets audiences in the 24 Francophone African countries, particularly those in West and Central Africa. Despite the exponential increase in the number of local media outlets in Africa, VOA French to Africa aims to deliver the independent interviews, debates, and in-depth reporting otherwise absent from the local news landscape, including information on the United States and the American experience. More than 30 TV and over 130 radio affiliates partner actively with VOA French to Africa to share stories.

The Service seeks to reach people ages 18-27 through well-targeted music, talk, and magazine programs that address issues of importance to their generation. Each of the Service's magazine programs focuses on youth-related concerns with respect to gender, health, social issues, business and economics, and religion. The Service also produces short news updates in Sango for the Central African Republic and special programming, such as radio dramas and short features in Wolof for Senegal. For the 64 million Lingala-speakers, VOA is the first international broadcaster to reach them in their own language. In fact, Lingala is understood by 80 percent of the DRC population, twice the number of people who understand French.

Key programs in French include *Le Monde Aujourd'hui* (The World Today), a 30-minute news magazine that airs at key radio listening times every weekday morning and evening; *Washington Forum*, a weekly interactive TV/radio discussion show on the latest news and most important issues with experts and journalists; *L'Amérique et Vous* (America and You), an interactive radio program with experts and reporters who discuss American issues and U.S. foreign policy; and *Le Dialogue des Religions* (Dialogue of Religions), an interactive radio program with theologians and religious leaders discussing religious issues.

Popular news and entertainment programs include the *RM Show*, which links live callers with some of Africa's biggest celebrities and is simulcast across the continent and on Facebook Live. The weekly lifestyle show *Vous et Nous* (You and Us), a fast-paced, 30-minute TV program, features young Africans and young Americans working to make a difference in education and pop culture, health, technology, music, and fashion. *VOA Correspondent* delivers fully produced TV packages with on-camera VOA correspondent sign-offs from Washington, D.C., the U.S. campaign trail, and the United Nations to more than 20 African affiliates.

Leveraging the success of its popular radio franchise *Le Monde Aujourd'hui*, VOA French launched the daily television show *LMA TV* with U.S. and international news; correspondent reports from Congo, Mali, Guinea, South Africa, Benin, Togo, Niger, and Chad; and in-studio analysis of business, technology, social media, and sports. *LMA TV* airs Monday through Friday on television affiliates in Kinshasa, Lubumbashi, Brazzaville, Cotonou, Douala, Bamako, Niamey, and Lome.

VOA HAUSA SERVICE (LANGUAGE: HAUSA)

FY 2018 Actual: \$3.145 million
FY 2018 Total: \$3.527 million

Origin: 1979
Delivery Method: Radio (shortwave, medium wave, affiliate FM), TV, website, social media and app
Radio Original Programming: 16 hours/week
Radio Total Broadcast: 16 hours/week
TV Original Programming: 0.5 hours/week
TV Total Broadcast: 0.5 hours/week

Targeting Nigeria, Niger, and Ghana—with smaller audiences in Chad, Cameroon, Libya, Côte d'Ivoire, and Benin—VOA's Hausa Service focuses on content for young audiences and reaches approximately 12 million people every week. The Hausa Service relies mainly on a radio platform, delivering content via shortwave, medium wave, and 16 FM affiliate stations. The Service organizes roundtable discussions and events throughout Nigeria, where mobile users can join the discussion. VOA Hausa also sponsors town hall meetings that facilitate public discussions between experts, opinion leaders, and listeners on issues such as education and health.

Featured topics on the Service include health, education, agriculture, business entrepreneurship, women's issues, Americana, tourism, politics, youth issues, music, sports, religion, and peace resolutions. Representative programs include *Shirin Safe*, a 30-minute weekly program covering politics, democracy, corruption, business, family, health, music, and entertainment; *Shirin Hantsi*, a 30-minute daily morning news program looking at the role of women in Africa, educational development on the continent, and health; *Shirin Rana*, a 30-minute show on regional and international developments, along with feature programs; and *Shirin Dare*, a 30-minute interactive program on violent extremism and terrorism in West Africa.

Taskar VOA, a 30-minute weekly television show in Hausa, presents news and lifestyle features for 16 affiliates in Nigeria and Niger and now includes a regular music segment. *Yau Da Gobe*, a youth-centric, 30-minute radio program which airs five days a week, opens bold youth dialogue on topics hitherto considered taboo for discussion on air, such as forced early marriages, child labor and trafficking, sexually transmitted diseases, courtship, and managing homes. After obtaining exclusive footage shot by Boko Haram fighters showing the gruesome internal operations of the Nigeria-based extremist group, the Hausa Service helped to produce two full-length documentaries on the Boko Haram insurgency and its impact on civilians in Nigeria. The feature-length documentary, *Boko Haram: Journey from Evil*, (https://projects.voanews.com/boko-haram-journey-from-evil/?utm_source=voaprojects) won the Gold World Medal at the 2018 New York Festivals in Las Vegas.

VOA HORN OF AFRICA (LANGUAGES: AMHARIC, AFAAN OROMO, TIGRIGNA)

FY 2018 Actual: \$3.183 million
FY 2018 Total: \$3.337 million

Origin: 1982--Amharic; 1996--Tigrigna and Afaan Oromo
Delivery Method: Radio (shortwave, medium wave, satellite), website, social media, and app
Radio Original Programming: 16 hours/week
Radio Total Broadcast: 34.5 hours/week

VOA Horn of Africa targets the more than 100 million people who live in Ethiopia and Eritrea through the Amharic, Afaan Oromo, and Tigrigna languages. In addition to the Horn of Africa, VOA can be heard in surrounding East African countries as well as the Middle East. It also reaches diaspora communities worldwide through its broadcasts and digital-media platforms.

VOA Horn of Africa broadcasts local, regional, U.S., and international news, as well as an array of programming about Ethiopian, Eritrean, and American culture, politics, current affairs, economics, health, education, entertainment, and more. Longer features on Saturdays and Sundays highlight youth issues and feature modern music and extended interviews on crucial social and political issues for a wider audience. Weekday programming includes a daily two-and-a-half hour block of news and current affairs; 90 minutes of Amharic, including a separate 30-minute *Gabina* youth program; 30 minutes of Tigrigna; and 30 minutes of Afan Oromo. On Saturdays and Sundays, VOA offers 60 minutes of Amharic and program repeats, in addition to the “best of” Tigrigna, Afan Oromo, and *Gabina* broadcasts on satellite.

Since young people make up 70 percent of the population in Ethiopia and Eritrea, VOA launched a five-day a week Amharic youth program, *Gabina*, on shortwave, medium wave, satellite, and Facebook Live. *Gabina* addresses a range of issues, including Eritrean and Ethiopian migration, entrepreneurship, technology and innovation, local governance, health, music entertainment, and life in America. Other VOA Amharic programs include *Call-in Show*, a bi-weekly, 20-minute program featuring newsmakers and experts answering audience questions on a variety of topics of interest to Ethiopians; *Democracy in Action*, which focuses on issues of democracy and governance, social and economic development, the rule of law and human rights, and judicial and security issues; *Crossfire*, a two-sided debate on important and often controversial issues; and *Cultural Mosaic*, which features writers, artists, musicians, and actors working in Ethiopia and in the diaspora.

The Service has been at the forefront of covering ongoing political reforms in Ethiopia. For example, the state broadcaster ETV recently carried VOA’s live feed of Prime Minister Abiy Ahmed speaking to the diaspora in Washington. Just ten months previously, Ethiopia’s government had been jamming VOA broadcasts.

VOA SOMALI SERVICE (LANGUAGE: SOMALI)

FY 2018 Actual:	\$2.318 million
FY 2018 Total:	\$2.612 million
Origin:	2007
Delivery Method:	Radio (shortwave, medium wave, USAGM and affiliate FM), TV, website, social media, app, SMS, and the AudioNow telephone platform
Radio Original Programming:	21 hours/week
Radio Total Broadcast:	28 hours/week
TV Original Programming:	0.91 hours/week
TV Total Broadcast:	0.91 hours/week

VOA’s Somali Service aims to provide news and information about a wide range of Somali affairs, including political and social issues, health, development, music, and culture. Using the Service’s mobile site, Somalis can access breaking news stories throughout the day on their wireless devices. Program formats include panel discussions, debates, interviews with newsmakers, and call-in shows that encourage Somalis to express their opinion on topics of interest. Cultural, Islamic, and American affairs programming attract the most audience engagement. According to a 2016 USAGM survey, VOA’s Somali Service reaches 32.2 percent of adults in Somaliland and 22.4 percent of adults in Mogadishu.

VOA Somali broadcasts four radio programs daily: a 30-minute breakfast show; a 30-minute mid-day youth show; a one-hour afternoon program; and a one-hour evening program that is also repeated daily for affiliates. The weekly 10-minute women’s segment, *Women and Family Affairs*, tackles stories of particular interest to female audiences in the target area. *Investigative Dossier* covers corruption and other issues in Somalia and the wider African continent.

The weekly television show *Qubanaha* presents news and development features from Somalia and North America and is shown on Somali National Television as well as on affiliate stations in Kenya and in the self-declared independent region of Somaliland. VOA Somali also launched the Facebook Live show *Qubanaha Maanta* (Today’s Variety), anchored from Washington, D.C., to provide U.S. and international news, correspondent reports from Somalia, in-studio analysis of technology and sports, and viewer-contributed videos. *Qubanaha Maanta* live streams four days a week, filling out the daily coverage around *Qubanaha*.

VOA SWAHILI SERVICE (LANGUAGE: SWAHILI)

FY 2018 Actual: \$1.872 million
FY 2018 Total: \$2.000 million

Origin: 1962
Delivery Method: Radio (USAGM and affiliate FM), TV, website, social media, and app
Radio Original Programming: 13.2 hours/week
Radio Total Broadcast: 15.2 hours/week
TV Original Programming: 1.58 hours/week
TV Total Broadcast: 1.58 hours/week

VOA Swahili reaches just over 15 million people in Tanzania, Kenya, Uganda, Burundi, Rwanda, and the Democratic Republic of Congo (DRC). The Service broadcasts news and features, complemented by stringer reports from the target area on important international, regional, and U.S. stories.

Representative programs include *America Today*, which examines major social, cultural, and political issues in the United States; *Women's World*, which provides reports and interviews on various issues that affect women's development; *Ask the Doctor*, which delivers in-depth analysis of health and science issues and discussions of major health afflictions troubling Africa; and *Live Talk*, a call-in program that allows listeners to participate in discussions with experts and newsmakers on different subjects. *VOA Express*, a youth-oriented program, examines major social, security, youth, and political issues in Kenya and targeted areas. The show also highlights American lifestyle, trends, and issues that are of interest to youth in the target region.

In early 2016, the Swahili service launched *Kwa Undani* (In Depth), a 30-minute show that takes an in-depth look at major stories from the region and the United States. Washington Bureau delivers fully produced TV packages with on-camera VOA correspondent sign-offs from Washington, D.C., the U.S. campaign trail, and the United Nations to Swahili affiliates in Kenya and Tanzania. The *Red Carpet* entertainment show, which includes original television interviews with Swahili performers in the United States, is regularly linked in the popular Tanzania blog Bongo5.com. The 30-minute TV show *Duniani Leo* (The World Today) features U.S. and international news; correspondent reports from the DRC, Tanzania, and Kenya; and in-studio analysis of business, technology, social media, and sports. It airs Monday through Friday on television affiliates in Eldoret, Mombasa, Nairobi, and Meru, Kenya; Dar es Salaam, Tanzania; Kigali, Rwanda; and Goma, and the DRC.

VOA CENTRAL AFRICA SERVICE (LANGUAGES: KINYARWANDA, KIRUNDI)

FY 2018 Actual: \$1.484 million
FY 2018 Total: \$1.765 million

Origin: 1996
Delivery Method: Radio (shortwave, affiliate FM), website, social media, and app
Radio Original Programming: 21.55 hours/week
Radio Total Broadcast: 40.55 hours/week

VOA's Central Africa Service broadcasts radio programs in Kirundi and Kinyarwanda to Africa's Great Lakes region. Programming in Kirundi is especially relevant as it is the only language spoken by half of all Burundians. Over the years, the Central Africa Service's Washington-based broadcasters and local journalists have covered key stories such as Rwanda's post-genocide recovery, conflict in DRC, and Burundi's civil war and transition to a multi-ethnic democracy.

Kirundi- and Kinyarwanda-language broadcasters also host health, entertainment, and youth segments. Representative programs include *From the Provinces*, a 30-minute radio show airing Monday through Friday, that connects audiences from refugee camps and rural areas of Burundi. In addition, the Service's widely popular daily, one-hour call-in show, *Murisanga* gives listeners an opportunity to voice their opinions about current events.

Burundian authorities closed down VOA's FM transmitter in Bujumbura in May 2018 and, despite repeated diplomatic efforts, have not yet restored broadcasts.

VOA PORTUGUESE TO AFRICA SERVICE (LANGUAGE: PORTUGUESE)

FY 2018 Actual: \$1.127 million
FY 2018 Total: \$1.260 million

Origin: 1976
Delivery Method: Radio (shortwave, medium wave, FM affiliates), website, social media, and app
Radio Original Programming: 10 hours/week
Radio Total Broadcast: 10 hours/week
TV Original Programming: 0.25 hours/week
TV Total Broadcast: 0.25 hours/week

The VOA Portuguese to Africa Service broadcasts to Lusophone Africa, with a particular focus on Angola and Mozambique. The program line-up includes news, discussions, interviews, and a wide variety of music and arts features. The Service has affiliate stations in Mozambique, Cape Verde, and Guinea-Bissau and also broadcasts on shortwave and medium wave. Portuguese to Africa Service broadcasts can be listened to live or on demand.

Representative programs include *Angola Window*, which covers the daily lives of Angolans, current political issues, and social and cultural themes, and *Angola, Fala Só*, a live call-in show also broadcast via Facebook Live. The Service offers several daily videos, including *VOA60*, as well as the 15-minute entertainment show *Red Carpet*, which is aired on TV affiliates in Mozambique and Cape Verde. It also offers several Facebook Live programs, including a daily (Monday–Friday), 30-minute show, *Washington After Hours*, with news of the day, as well as videos produced locally or by the Service's stringers in the target area. Additionally, the Service produces Facebook Live interviews and entertainment news. Finally, VOA Portuguese produces a weekly TV Washington Forum feed for the national television broadcaster in Mozambique.

VOA ZIMBABWE SERVICE (LANGUAGES: NDEBELE, SHONA)

FY 2018 Actual: \$1.60 million
FY 2018 Total: \$1.726 million

Origin: 2003
Delivery Method: Radio (shortwave, medium wave, satellite, internet), website, social media, and app
Radio Original Programming: 17 hours/week
Radio Total Broadcast: 17 hours/week

The VOA Zimbabwe Service, which broadcasts in Shona and Ndebele, provides news and information 17 hours a week to targeted audiences in Zimbabwe and neighboring countries, including South Africa and Botswana. Popularly known as “Studio 7” in Zimbabwe, the Service has built a strong audience in the 15 years since its 2003 launch, owing to its objectivity, fairness, balance, and broad coverage of key issues. Programs offer in-depth stories on political and economic developments as well as issues of social concern such as democracy, peace and reconciliation, human rights, and governance.

Once labeled as a “pirate” radio station and jammed by the Zimbabwean government, which saw it as a USG propaganda tool, Studio 7 has of late experienced an increase in access to government officials. Indications include unprecedented opportunities for one-on-one phone or on-camera interviews with high level officials including the foreign affairs and finance ministers. The VOA Zimbabwe Service reaches audiences through various platforms, including twice-daily radio programs and the hour-long interactive, multi-lingual program, *LiveTalk*, simulcast Monday through Friday in Shona and Ndebele on radio, TV, and Facebook Live.

VOA BAMBARA SERVICE (LANGUAGE: BAMBARA)

FY 2018 Total:	\$75,000
Origin:	2013
Delivery Method:	Radio (FM), website, social media
Radio Original Programming:	4.5 hours/week
Radio Total Broadcast:	8 hours/week

VOA's Bambara Service to Mali, with transmitters in Bamako, Gao, and Timbuktu, produces a mix of news and interactive programming for radio and the internet. Considered as a reliable source of news for millions of Malians, VOA Bambara has become the primary source of independent news in the country, especially in the north, which is largely controlled by Tuareg separatists and Islamist groups. VOA now offers three programs in Bambara, which provide comprehensive news and information with an emphasis on "taboo" topics not reported in other media, as well as cultural programming, discussion, and opportunities for audience engagement.

Representative programs include *Mali Kura* ("New Mali"), a 30-minute daily news and current affairs program that features phone or face-to-face interviews as well as stringer and Facebook Live reports. *Farafina* (Music Time), a one-hour weekly interactive radio talk show, allows scholars, artists, theologians, politicians, and listeners from around the world to discuss social issues. *An Ba Fo* (Let's Say It), an hour-long weekly call-in show, features politicians, artists, and ordinary citizens discussing local issues of importance. The Service also publishes news about Mali and the region on its website at voabambara.com.

U.S. PUBLIC DIPLOMACY IN EAST ASIA AND THE PACIFIC (EAP)



Participants at the 2018 Young Southeast Asian Leaders Initiative (YSEALI)
Marine Debris Expedition in Jakarta, Indonesia, August 2018



U.S. PUBLIC DIPLOMACY IN EAST ASIA AND THE PACIFIC (EAP)

EAST ASIA AND THE PACIFIC PUBLIC DIPLOMACY SPENDING

BUREAU OF EAST ASIAN AND PACIFIC AFFAIRS (EAP)

	D&CP	American Salaries	Supplemental	BBG/USAGM	Total
FY 2016	\$50.65 million	\$14.98 million	\$5.79 million	\$60.13 million	\$131.55 million
FY 2017	\$52.60 million	\$14.30 million	\$5.35 million	\$63.95 million	\$136.20 million
FY 2018	\$49.60 million	\$19.97 million	\$6.63 million	\$68.49 million	\$144.69 million

OVERVIEW

The 46 embassies, consulates, and offices within the Bureau of East Asian and Pacific Affairs' (EAP) geographic region utilize Public Diplomacy (PD) tools and programs to achieve U.S. foreign policy goals and objectives by: understanding, informing, and influencing foreign publics, and by expanding and strengthening the relationship between the people and government of the United States and citizens of the East Asia and Pacific region.

U.S. FOREIGN POLICY GOALS

Consistent with the National Security Strategy, the Administration's vision for the Indo-Pacific, and the State/USAID Joint Strategic Plan, the EAP Bureau's foreign policy goals are:

- Increased political and economic pressure on North Korea to persuade it to abandon its nuclear weapons and ballistic-missile programs;
- A constructive results-oriented relationship with China that counters Beijing's revisionist ambitions and coercive actions that threaten continued stability of a rules-based order in the region;
- Enhanced security at home and abroad through strengthened U.S. ties with allies and partners;
- Sustained and inclusive economic growth and prosperity that is driven by open market economic policies; high-standard investment; increased connectivity; inclusive health and education systems; improved natural resource management; and free, fair and reciprocal trading relationships;
- A rules-based order in the Indo-Pacific supported by transparent and accountable governments that advances long-term democratic development and resolves disputes peacefully through international law and respect for national sovereignty.

The prosperity and security of the United States are inextricably linked to the development and future progress of the region. It is home to a third of the world's population and many of its fastest-growing economies. In the next decade, trade volume in Asia is expected to double, and by 2050, Asia's economies are projected to account for more than half of the world's gross domestic product.

The Indo-Pacific strategy guides the way forward. Economic success depends on a regional order in which national prosperity is respected, and open sea lanes facilitate growth and prosperity. The United States is expanding security cooperation with international partners to promote regional stability, advance maritime security and freedom of navigation, and address shared challenges throughout the region.

Along with economic prosperity and security, the United States promotes responsive governments, empowered citizens, and strong regional institutions. Through the Indo-Pacific Transparency Initiative announced by Vice President Pence in November 2018, the United States is working with governments and civil society to support their efforts on good governance, transparency, rule of law, protection of human rights, and expansion of opportunities for women and minority groups.

All of these efforts build on strong people-to-people ties, deeply rooted in trust and personal relationships. Public diplomacy programs work to strengthen these ties, and to engage governments, opinion leaders, media and civil society in support of our goals.

U.S. PUBLIC DIPLOMACY PROGRAMS

U.S. public diplomacy advances U.S. foreign policy priorities in the East Asia and Pacific region with a focus on the following goals:

- Strengthen international resolve to work towards the denuclearization of North Korea;
- Build a constructive, results-oriented relationship with China that serves the interest of the United States as well as our allies and partners in the region;
- Promote a free and open Indo-Pacific with a focus on:
 - advocating for economic growth through fair and reciprocal trade and investment;
 - supporting a rules-based order that advances democratic governance and resolves disputes peacefully; and
 - strengthening transnational ties to maintain security in the region and to counter violent extremism.

1. Strengthen international resolve to work towards the denuclearization of North Korea

At the historic June 2018 U.S.-DPRK Summit in Singapore, President Trump and DPRK Chairman Kim Jong Un committed to work toward the complete denuclearization of the Korean Peninsula and the establishment of new U.S.-DPRK relations in our joint interest in peace and prosperity. EAP's public diplomacy strategy focuses on helping to achieve these goals by presenting and preparing for a bright future with the DPRK should it denuclearize, and reinforcing international coordination to pressure the DPRK to act on its denuclearization commitment.

PD campaigns are educating key audiences on and raising general awareness of the ongoing security challenge North Korea poses to international peace and security. Reporting tours for journalists and digital media specialists provide them with access to subject matter experts — such as diplomats, U.S. military officials, academics, and non-governmental organization (NGO) representatives — who accurately explain U.S. policy toward North Korea and the threat North Korea poses. These tours generate print and broadcast stories that supply key audiences with factual information concerning North Korea and promote support for progress in the DPRK's denuclearization.

EAP is also collaborating with the Bureau of Democracy, Human Rights, and Labor to highlight the DPRK's egregious human rights record. North Korean defectors are among the most credible and effective spokespersons on the harsh realities within the country. Targeted research and digital programs highlight North Korea's human rights violations and abuses through the voices of those who have fled the country. As part of this effort, the U.S. Embassy in Seoul provides English-language training for North Korean defectors and U.S. travel opportunities on exchange programs to strengthen their English-language ability, job prospects, and understanding of U.S. society and values.

2. Build a constructive, results-oriented relationship with China that serves the interest of the United States as well as our allies and partners in the region

The U.S.-China relationship is one of the most important bilateral relationships in the world. The bilateral agenda is exceedingly broad and encompasses issues on a range of criteria that impact the global system: trade and investment, regional security, public health, climate and environment, and human rights and development. Public diplomacy programming in China involves engagement in all of these areas and can generally be categorized into one of the four following spheres:

- 1) Rebalance the U.S. trade and economic relationship with China for the benefit of American workers, farmers, innovators, and businesses.
- 2) Enhance U.S. leadership in the Indo-Pacific, and strengthen global and regional security.
- 3) Promote and protect the health, safety, and welfare of American citizens.
- 4) Promote fundamental freedoms and American values to enhance peace and prosperity.

Public Affairs Sections at the U.S. Embassy in Beijing and at the five U.S. Consulates in China (Chengdu, Guangzhou, Shanghai, Shenyang, and Wuhan) craft messages and develop programs that engage the Chinese public and counter Chinese government propaganda.

Public diplomacy efforts also support U.S. values such as democracy, open markets, and rule of law. We promote these values with the hope that U.S. companies are given a level playing field, intellectual property rights are protected, and human, religious, and minority rights are respected. For example, Mission China's flagship social media accounts regularly engage with Chinese citizens on human rights issues, including the repression and arbitrary detainment of Uighurs and other Muslim minorities in the Xinjiang region in northwest China.

3. Promote a free and open Indo-Pacific

The U.S. approach to advancing a free and open Indo-Pacific focuses on three pillars: economics, governance, and security. With the region stretching from the west coast of the United States to the west coast of India, the EAP Bureau and the Bureau of South Central Asia (SCA) work together to advance goals across all three of these pillars.

With economics at the forefront, public diplomacy programs aim to support the role of private investment as the primary way to improve livelihoods, and to highlight U.S. collaboration with partners to develop sustainable infrastructure that connects the region and promotes lasting growth. Programs in 2018 that supported these goals included: a Professional Fellow On-Demand Program on the impact of Internet connectivity on economic and social development; IVLPs on topics such as Infrastructure Investment in the Indo-Pacific and Smart Liquefied Natural Gas Policy Making; Speaker Programs on Entrepreneurship, Growth and Trade, and Sustainable Environment; and Fulbright grants on Natural Resource Management and International Business.

For long term, sustainable economic growth, governing structures must be open, transparent, and fair. Public diplomacy programs over the past year supported good governance and promoted freedom of the press and strong civil society organizations. These included a TechCamp for journalists in Burma and Speaker Programs across the region on Media Literacy, Journalism, and Media Ethics that promoted a free and responsible press. Programs on other topics included: IVLPs on Human and Civil Rights, Accountability in Government, and Developing Civil Society Organizations; Speaker Programs on Legislative Reform, Anti-Corruption, and Human Rights; and Fulbright grants on Public Policy Analysis and International Law.

In the security realm, public diplomacy activities focus on maritime domain awareness, humanitarian relief and disaster management, and peacekeeping operations. Sample programs included: IVLPs on ASEAN Security Challenges and Promoting Peace and Security; and Speaker Programs on Regional Security, Trafficking in Persons, and Security Foreign Policy. EAP and SCA together sponsored 30 security experts from across the Indo-Pacific region to participate in the Advanced Security Seminar at the Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) in Honolulu, Hawaii. The Public Affairs Section in Beijing supported the Indo-Pacific Regional Security Dialogue held at the East West Center in Honolulu, Hawaii, including 18 participants from nine countries. In addition, posts across the region used multiple ship visits to deepen military relationships and to expand security cooperation to promote a free, open, and rules-based order in the region.

REPRESENTATIVE PUBLIC DIPLOMACY PROGRAMS

In addition to the initiatives highlighted in the section above, embassies and consulates across the region used public diplomacy tools to reach local audiences through a broad range of outreach and exchange programs, digital media campaigns, media training and much more. Over 80 American Spaces provide venues for Asia-Pacific publics to access credible information about the United States and to meet with American experts to discuss a range of U.S. foreign

policy topics, such as the rule-of-law, cyber security, and detecting and combatting disinformation. Below are a few examples of regional and country-specific programs in support of U.S. policy goals.

Young Southeast Asian Leaders Initiative (YSEALI): Through YSEALI, the U.S. government is advancing a free and open Indo-Pacific by forging ties with emerging leaders in government, business, and civil society. Approximately 623 million people live in Southeast Asia and 65 percent of the population is under the age of 35. A core Public Diplomacy goal is to engage this critical demographic so the United States remains the partner of choice in business, education, and international cooperation, now and in the future. YSEALI achieves this goal by building a network of effective leaders throughout Southeast Asia, with a particular focus on developing the capabilities of young leaders, strengthening people-to-people ties between the United States and Southeast Asia, promoting regional collaboration on problems of mutual concern, and nurturing an ASEAN community. As of 2019, YSEALI's online membership had reached 152,000 youth across the region. The program features reciprocal professional and academic exchanges conducted by ECA and a host of regional programs that comprise workshops, grants competitions, an annual community service campaign, and digital engagement.

Young Pacific Leaders Initiative: Since 2013 the Young Pacific Leaders Initiative (YPLI) has been the flagship program for forging strong, positive ties between the United States and emerging leaders across 19 Pacific nations, including Papua New Guinea, Solomon Islands, Vanuatu, Fiji, Kiribati, Nauru, Tonga, Tuvalu, Samoa, Cook Islands, Niue, the Federated States of Micronesia, the Republic of Marshall Islands, Palau, French Polynesia, New Caledonia, Wallis & Futuna, Australia, and New Zealand. The program includes an annual leadership conference and a small grants program. YPLI now has more than 150 alumni with diverse backgrounds, including diplomats, government officials, teachers, NGO leaders, and journalists. In 2019, 13 alumni received a grant of \$10,000 each to implement projects in their country related to the program pillars of education, economic development, resource management, and good governance.

Global reporting tours on U.S. North Korea policy: In November 2018, EAP's Office of Public Diplomacy launched a series of reporting tours on U.S.-DPRK policy, in order to better inform global journalists of the current situation on the Korean peninsula, United States and partner countries' foreign policy toward the DPRK, and the threat posed by DPRK nuclear program to the region and the world. Six reporting tours of 10-12 journalists each focused on each of the Department's six regional divisions. Participants attended briefings with U.S. government and South Korean government representatives, think tanks, non-profits, and academic institutions, and were required to file 3-6 stories each.

Programs for North Korean defectors: The U.S. Embassy in Seoul launched the youth outreach initiative "NextGen Matters" in November 2018. The program seeks to engage 1,000 Korean youth to discuss their perspectives on key geopolitical issues. In addition, Embassy Seoul piloted an English Access Microscholarship Program (Access) for young North Korean defectors to help them to improve their English, introduce U.S. culture and democratic values, and develop their leadership skills. To reach a wider audience, a State Department English Language Fellow was placed at a local high school for defectors.

In September 2018, seven students and a guidance counselor from six defector high schools participated in a two-week study tour of the U.S. higher education system. In addition to visiting ten U.S. public and private universities and colleges, the group met with Department officials and academics; participated in a number of American cultural activities; and over the course of the program, began to open up and share stories of escape, survival, and their next challenge — seeking the knowledge and skills to pursue their ambitions.

Embassy Seoul counts over 9,000 alumni of U.S. government exchange programs, with the majority from the Fulbright, IVLP, and WEST programs. Notably, Post now counts over 150 North Korean defectors as alumni of Embassy exchange programs. Post is re-launching their alumni umbrella association in 2019 to better engage with this audience.

China - Engaging in online dialogue despite censorship: All media in China are subject to government censorship, and there are strict controls on online content and social media. Most major western social media platforms are blocked in China. At the same time, there are more than one billion social media users in China, most of them accessing the Internet on mobile devices. By remaining flexible, adaptable, and well-resourced in terms of funding, training, and staffing, the State Department maintains an online dialogue with China's citizens about U.S. values, policies, and priorities, largely through social media platforms that are nearly exclusively used in China such as Weibo and WeChat.

The U.S. Embassy in Beijing operates the most-followed Weibo account among foreign diplomatic missions in China, reaching more than 2.5 million followers daily. Across different social media platforms, messages from the U.S. diplomatic presence in China reach on average more than 3.5 million Chinese citizens each day. Perhaps even more noteworthy than high viewership, there is high engagement from the Chinese public online. Social media postings receive thousands of likes, comments, and shares each day, showing the Chinese public's eagerness to engage in discussion about U.S.-related topics.

Even with this success, the U.S. Embassy and consulates experience several instances of censorship from the Chinese government each week. Forms of censorship include: disabling share and comment functions on postings; blocking links shared in postings; preventing content from being uploaded to a platform; and deleting content after it has been uploaded and viewed. The deterioration in access to audiences and spaces, including online spaces, has worsened in recent years. This presents a challenge, but not an insurmountable one. The State Department has achieved considerable success in reaching ordinary Chinese citizens, in facilitating dialogue between our peoples, and in promoting American values.

Burma - Continuing engagement in difficult times: Since opening in March 2018 in a new building two blocks from the U.S. Embassy in Rangoon, American Center Yangon (ACY) has become the U.S. Embassy's flagship platform to reach and inform the next generation of leaders. Proximity to universities has provided access to key audiences. Since March 2018, ACY has hosted over 180,000 visitors, including emerging civil society leaders from across Burma participating in the Institute for Political and Civic Engagement (IPACE) program. Membership has doubled from 14,000 to over 28,000. Visitors to the ACY join in English classes, a monthly Youth Forum on current issues, research skills workshops, a MakerFest, clubs, EducationUSA advising services, and other public activities designed to encourage exploration of new ideas and dialogue among students, young professionals, and leaders across sectors.

Specific programs include the Diplomatic Simulations Series, which allows Burmese university students to role play challenging policy issues, including an International HIV/AIDS crisis, Peacebuilding in Darfur, and a hypothetical International Migration crisis. Large-scale events such as a YSEALI Regional Workshop and a TechCamp promoted media literacy, while the Federalism Symposium built bridges among civil society and government officials involved in peace efforts. American Center Yangon, which represents the largest single financial commitment by the U.S. government in an American Center anywhere in the world, demonstrates the strong U.S. support for peace, prosperity, democracy, and human rights in Burma.

Philippines - Magnifying longstanding people-to-people ties: The Embassy's #FriendsPartnersAllies social media campaign, a three-month Facebook-based initiative that reached more than 33.45 million people, highlighted people-to-people ties, the impact of collaboration in development, trade, and education, as well as the strength of our military-to-military cooperation. By the end of the campaign, Filipino government officials, media, and Facebook users were using the signature hash tag phrase themselves, demonstrating that messaging resonated with target audiences. The Embassy also highlighted the security and military alliance through programming coverage of four U.S. Navy ship visits and a video on USG programs that train Filipina women in law enforcement.

In FY 2018 PAS leveraged the 70th anniversary of the Fulbright Commission in the Philippines to promote the Embassy's 30-plus exchange programs and reinvigorate alumni engagement through a #USPHexchanges70 social media campaign. Celebratory events throughout the year also drew attention to the longstanding nature of the people-to-people ties between the United States and Philippines.

Indonesia - Connecting people to policy at @america: Now in its eighth year of operation, Mission Indonesia's priority American Space in Jakarta "@america" makes U.S. foreign policy accessible to a diverse range of Indonesians and citizens across ASEAN. In 2018, @america welcomed 150,000 people through its doors, reaching youth on key issues in their own language to promote an accurate view of America in the world's most populous Muslim nation. Programming in 2018 set the stage for commemorations of the 70th anniversary of U.S.-Indonesia ties under the theme "celebrating diversity, partnership and prosperity." Showcasing America's diversity, @america hosted courses on minority issues and human rights, shared the Muslim-American experience in the United States, and highlighted inclusive practices for persons with disabilities on the margins of the Asian Para Games. Advancing U.S. economic engagement with Indonesia, @america presented U.S. technology (from F-16 simulators to 3D printing), and host-

ed networking events for internships with local affiliates of American corporations. In 2018, @america served as a platform for law enforcement agency messaging on human trafficking and gender-based violence, and worked with USAID and NOAA to highlight USG support for sustainable management of marine resources and cooperation on Marine Protected Areas in the South China Sea.

Common Tides: Linking the People of the Asia Pacific and the United States: In November 2018, EAP/PD launched its new photo exhibit, “Common Tides: Linking the People of the Asia Pacific and the United States,” produced in cooperation with exhibit specialists at the Meridian International Center. The online exhibit highlights the multifaceted and enduring U.S.-Asia relationship through 75 compelling photographs taken over the last 75 years from around the Asia Pacific. These photos highlight engagement in trade, security, cultural exchanges, education, and science and technology. Beginning with the 2019 Summit in Fiji, the exhibit will become an integral part of YSEALI events.

Countering Disinformation: EAP provided support to bring more than 40 reporters to Singapore in June 2018 for hands-on training to fight disinformation across the Asia-Pacific region. Google, Facebook and Storyful ran the training at Google’s Asia-Pacific HQ in Singapore. During the two days of training, participants learned about a wide range of fact checking tools to verify eyewitness media as well as identify fabricated websites, visual memes and manipulated videos that emerge online. Trainers also provided tips for online security so that journalists can protect themselves and their families online from harassment and threats.

EAP POST SPENDING RANKED BY FY 2018 TOTAL SPENDING

Country Name	FY 2015		FY 2016I		FY 2017		FY 2018	
	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental
1 Japan*	\$8.58 million	\$307,505	\$9.68 million	\$0	\$9.36 million	\$0	\$9.36 million	\$88,000
2 China	\$7.39 million	\$487,509	\$7.93 million	\$200,000	\$7.95 million	\$43,713	\$7.91 million	\$61,465
3 Indonesia	\$5.26 million	\$404,961	\$6.66 million	\$360,206	\$5.67 million	\$383,635	\$6.62 million	\$678,396
4 South Korea	\$4.85 million	\$206,441	\$4.22 million	\$108,310	\$4.34 million	\$167,007	\$4.55 million	\$218,000
5 Australia	\$2.60 million	\$241,993	\$2.86 million	\$0	\$3.21 million	\$0	\$3.46 million	\$350,000
6 Thailand	\$2.44 million	\$682,008	\$2.37 million	\$498,363	\$2.10 million	\$470,565	\$1.91 million	\$747,087
7 Vietnam	\$2.78 million	\$1.24 million	\$2.10 million	\$1.30million	\$1.68 million	\$1.13 million	\$1.55 million	\$1.01 million
8 Philippines	\$1.64 million	\$671,013	\$2.73 million	\$329,305	\$2.84 million	\$197,807	\$1.85 million	\$521,000
9 Malaysia	\$2.65 million	\$233,463	\$2.09 million	\$237,296	\$1.76 million	\$107,828	\$1.77 million	\$117,610
10 Singapore	\$1.13 million	\$68,087	\$1.41 million	\$0	\$1.51 million	\$0	\$1.23 million	\$501,000
11 Hong Kong, (China)	\$1.48 million	\$79,158	\$1.50 million	\$0	\$1.50 million	\$0	\$1.66 million	\$0
12 New Zealand	\$1.33 million	\$103,592	\$1.61 million	\$0	\$1.67 million	\$0	\$1.39 million	\$0
13 Burma	\$1.48 million	\$1.80 million	\$1.36 million	\$1.70 million	\$1.17 million	\$1.37 million	\$975,818	\$296,194
14 Cambodia	\$881,854	\$5.09 million	\$1.07 million	\$458,755	\$630,917	\$460,810	\$642,492	\$614,914
15 Fiji, Kiribati, Nauru, Tonga, Tuvalu	\$588,563	\$328,644	\$492,153	\$153,000	\$450,496	\$166,800	\$681,335	\$27,448
16 Laos	\$345,854	\$167,460	\$1.05 million	\$75,946	\$484,161	\$314,241	\$450,739	\$238,646
17 Mongolia	\$653,504	\$67,207	\$492,400	\$52,116	\$439,112	\$77,334	\$451,875	\$197,038
18 Papua New Guinea, Solomon Islands, Vanuatu	\$363,806	\$1.11 million	\$388,027	\$243,779	\$341,654	\$224,292	\$346,670	\$161,900
19 Micronesia	\$31,345	\$10,000	\$51,088	\$0	\$40,815	\$0	\$94,409	\$379,688
20 Brunei	\$274,697	\$30,595	\$491,782	\$0	\$298,296	\$0	\$273,998	\$0
21 Timor-Leste	\$200,501	\$927,826	\$224,766	\$0	\$238,308	\$0	\$241,448	\$24,938
22 Samoa	\$77,343	\$153,000	\$71,663	\$0	\$90,433	\$0	\$115,693	\$1400
23 Marshall Islands	\$27,920	\$9,000	\$20,553	\$0	\$40,172	\$0	\$72,594	\$0
24 Palau	\$47,032	\$7,900	\$34,160	\$2,000	\$15,877	\$0	\$70,616	\$0

*Japan's ranking is driven by the country's high operational overhead costs.

Other posts

Taiwan		\$117,300	\$73,886	\$79,063	\$90,293	\$74,750	\$94,067
--------	--	-----------	----------	----------	----------	----------	----------

U.S. INTERNATIONAL MEDIA IN EAST ASIA PACIFIC

RADIO FREE ASIA (RFA)

Languages: Burmese, Cambodian, Lao, Vietnamese, Mandarin, Cantonese, Uyghur, Korean, and Tibetan

RFA'S MANDARIN SERVICE (LANGUAGE: MANDARIN)

FY 2018 Actual: \$4.936 million
FY 2018 Total: \$5.6810 million

Origin: 1996
Delivery Method: Radio (shortwave, medium wave, satellite), TV (satellite), video webcasts, website, social media, and apps
Radio Original Programming: 36.4 hours/week
Radio Total Broadcast: 84 hours/week
TV Original Programming: 3.5 hours/week
TV Total Broadcast: 3.5 hours/week

RFA's Mandarin Service breaks sensitive news stories, investigates corruption and abuse of power, provides a forum for open discussion, and presents analysis of news otherwise banned in China. RFA ensures the broadcast of censored content digitally and on radio and television. The Service aims to build Chinese civil society, provide a model of a free press, and increase coverage of the efforts and achievements of Chinese non-governmental organizations (NGOs). It also provides a forum for inter-ethnic understanding. The program *APR*, for example, focuses on breaking rights-related stories such as church demolitions, lawyer arrests, and land-grab clashes, as well as analysis of current events, and includes shows that take calls from listeners inside China. The Service also offers in-depth features on environmental, women's and children's issues, and historical events that have been intentionally covered up or ignored by the ruling Chinese Communist Party.

The Service's digital media team produces high-quality web videos on topics such as China's facial recognition technology, as well as features on the difficulties that Uyghurs and other Muslims face in Xinjiang. Its "709" Crackdown video won a National Murrow Award in 2019. In addition, the team is active on social media, promoting the Service's programming and interacting with audiences to incorporate their perspectives into programming.

RFA Mandarin's social media presence includes Facebook, Twitter, YouTube, and podcasts (with a store on iTunes). As of June 2019, the Service had more than 100,000 followers, a notable accomplishment given the challenge of reporting domestic news to a closed market. RFA Mandarin can also be accessed on Chinese social media platforms, including Sina, Weibo, and WeChat.

RFA'S TIBETAN SERVICE (LANGUAGE: TIBETAN)

FY 2018 Actual: \$4.351 million
FY 2018 Total: \$5.573 million

Origin: 1996
Delivery Method: Radio (shortwave, satellite), TV (satellite), website, social media, and apps
Radio Original Programming: 35 hours/week
Radio Total Broadcast: 70 hours/week
TV Original Programming: 2.5 hours/week
TV Total Broadcast: 7.5 hours/week

RFA provides uncensored Tibetan news in all three Tibetan dialects to the Tibet Autonomous Region and Tibetan-populated areas in Chinese provinces. It features breaking news on human rights abuses, dissent, protests, crackdowns, and detentions. Three years after launching its satellite television news broadcast into Tibet, RFA has expanded its programming to cover Tibetan concerns, including Beijing’s crackdown on monasteries and arrests of monks, dissidents, and language and cultural activists. In 2017, the Service expanded its daily TV programming from 30 minutes to one hour.

As an authoritative source of news about Tibet for Tibetans as well as the international media, RFA works to preserve Tibetan history, language, and culture through programming that educates young Tibetans and provides a forum for Tibetans worldwide to share their concerns. RFA strives to counter the isolation of Tibetans from one another and from their own historical culture, providing connections for disenfranchised Tibetans. The Service also plays a critical role in countering Chinese official propaganda on Tibetan issues that seek to downplay the unrest, arrests, and strife.

In addition, RFA provides a neutral forum for inter-ethnic dialogue through which Han Chinese, Tibetans, and Uyghurs can increase awareness about the issues facing China’s ethnic minorities. Sample programs include daily morning and evening news programs; talk shows; lectures by the Dalai Lama; columns by Tibetan writer and poet Woese; and regular weekly features on women’s issues, health, Hong Kong, Taiwan, and South Asia. The Service’s social media presence includes Facebook, Twitter, Instagram, YouTube, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA’S KOREAN SERVICE (LANGUAGE: KOREAN)

FY 2018 Actual: \$5.183 million
FY 2018 Total: \$6.506 million

Origin: 1997
Delivery Method: Radio (shortwave, medium wave, satellite), website, social media, and apps
Radio Original Programming: 24.5 hours/week
Radio Total Broadcast: 42 hours/week
TV Original Programming: 0.7 hours/week
TV Total Broadcast: 0.7 hours/week

RFA provides uncensored news and commentary about North Korea to the people of this tightly closed state and offers a platform for North Korean defectors to share their experiences of living in the hermit kingdom. RFA offers breaking news on key events inside North Korea, using North Korean voices as well as perspectives from the global North Korean diaspora. About 20 North Korean defectors contribute to the Korean Service’s programming to ensure its relevance and credibility. RFA also produces high-quality video programs to enhance information flow into the country and counter pervasive false narratives. RFA’s line-up of modern, relatable reality TV programs continues to focus on the lives of North Korean defectors in South Korea and provide authentic insight into life outside the Democratic People’s Republic of Korea (DPRK).

RFA’s Korean Service frequently features stories about the DPRK for external audiences. In August 2018, for example, RFA broke the news that North Korean coal exporters were routing exports through Russia in order to beat U.N. sanctions. The report prompted the Russian government to respond with a promise to investigate the case. The Service has also revealed Pyongyang’s violation of international sanctions over its illicit nuclear and missile program, the buildup of military assets close to nuclear sites, the expansion of a notorious political prison camp, and student defections. Additionally, the Service launched a global investigation into North Korean labor being sent overseas to further enrich the regime of Kim Jong Un. Finally, RFA’s Korean Service offers information about the cultural vibrancy of South Korea. Its social media presence includes Facebook, Twitter, YouTube, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA'S BURMESE SERVICE (LANGUAGE: BURMESE)

FY 2018 Actual: \$1.992 million
FY 2018 Total: \$2.135 million

Origin: 1997
Delivery Method: Radio (shortwave, medium wave, FM), TV (satellite), website, and apps
Radio Original Programming: 14 hours/week
Radio Total Broadcast: 21 hours/week
TV Original Programming: 3.5 hours/week
TV Total Broadcast: 4.5 hours/week

RFA plays a critical role reporting on political, economic, and social events in Burma (Myanmar), where some democratic reforms have stalled and the Aung San Suu Kyi government struggles to assert civilian control over the country's formidable military hierarchy. RFA's Burmese Service exposes sensitive developments such as land confiscation, tensions between the military and ethnic groups, environmental concerns, and labor issues, as well as increased attacks on freedom of speech and the press. RFA has also investigated the shortcomings of the Suu Kyi-led government and the impact of growing Chinese investment in the country.

RFA has provided extensive coverage of the ethnic cleansing in Rakhine State and the plight of minority Rohingya Muslims forced to flee to neighboring Bangladesh with little prospect of return. More recently, it has reported on fighting between ethnic Rakhine insurgents and the military in the same region of Burma. Stories have included exclusive interviews with rebel leaders and uncompromising coverage on reports of civilian deaths at the hands of the military.

RFA has recently resumed terrestrial television broadcasts on the Democratic Voice of Burma, including a weekly feature show, *Here & Now*, and a weekly talk show at the RFA studio in Yangon. RFA produces news bulletins by video webcast three times a day, in addition to its hour-long daily short-wave radio broadcasts, which include regular news stories in seven ethnic languages. RFA posts stand-alone news and feature video stories that appear on the RFA website, YouTube, and Facebook. As of June 2019, RFA Burmese has 4.6 million followers on Facebook, a significant source of news and information for Burmese citizens. RFA's most popular video stories have often racked up one million or more views on that platform.

RFA'S VIETNAMESE SERVICE (LANGUAGE: VIETNAMESE)

FY 2018 Actual: \$1.324 million
FY 2018 Total: \$1.324 million

Origin: 1997
Delivery Method: Video webcasts, website, social media, and apps
TV Original Programming: 3 hours/week
TV Total Broadcast: 3 hours/week

RFA provides an outlet for uncensored news on domestic issues in Vietnam, where the communist government suppresses virtually all forms of political dissent through a broad array of repressive measures. As Vietnam cracks down on dissidents, bloggers, religious minorities, and activists, RFA programming makes banned coverage available to the country's citizens through reporting, analysis, and re-postings of censored blogs and other material. RFA has also detailed increases in land grabbing, crackdowns on religious freedom, and the harassment of free speech advocates, including its own contributors such as Nguyen Van Hoa, who is serving a seven-year jail sentence for his coverage of environmental protests in 2017.

Because of the government's concerted effort to jam RFA's shortwave signal, the Vietnamese Service has shifted to online means to deliver its daily radio bulletin. RFA also issues two daily video webcasts with news and features and

produces standalone videos that are customized to reach smart phone users. This content varies from sophisticated infographic videos dissecting historical events, to viral news videos that can gain millions of views. The Service has been a trailblazer in using social media, particularly Facebook and YouTube, to attract a larger audience in Vietnam. It has 780,000 followers on Facebook as of June 2019 and typically exceeds more than 5.3 million monthly views on YouTube.

RFA'S UYGHUR SERVICE (LANGUAGE: UYGHUR)

FY 2018 Actual: \$1.278 million
FY 2018 Total: \$1.425 million

Origin: 1998
Delivery Method: Radio (shortwave, satellite), video webcasts, website, social media, and apps
Radio Original Programming: 7 hours/week
Radio Total Broadcast: 14 hours/week
TV Original Programming: 0.7 hours/week
TV Total Broadcast: 0.7 hours/week

RFA continues to be the sole source of uncensored local and international news in the Uyghur language inside China's Xinjiang Uyghur Autonomous Region. The Service features breaking news on Uyghur dissent, crackdowns, detentions, and human rights abuses, including Beijing's ongoing "strike hard" anti-terror campaign, which has left hundreds dead in recent years.

RFA was among the first media groups to break the news about the detention of Uyghurs in the internment camps in Xinjiang, with one to three million Uyghurs detained so far. The Chinese authorities have detained, among others, several close relatives of U.S.-based RFA reporters in an apparent attempt to intimidate or punish them for their coverage of rights abuses in the Muslim-majority Xinjiang region. Despite these challenges, the Service is excelling. Its investigative report on the Uyghur diaspora in Europe over the years won a prestigious Min magazine award for Best Multimedia Feature.

RFA's Uyghur Service also serves as a forum for Uyghurs throughout the world to share their concerns and experiences and to engage with the global community. The Service also reports on Uyghur history, language, and culture to target younger Uyghur audiences, and it provides a medium for inter-ethnic understanding for Han Chinese, Tibetans, and Uyghurs to foster stability and security in the region. Representative programs include daily news, news analysis, and features on women, health, the environment, human rights, exile communities, education, culture, history, and Uyghur literature. The Service's social media presence includes Facebook, Twitter, YouTube, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA'S LAO SERVICE (LANGUAGE: LAO)

FY 2018 Actual: \$1.255 million
FY 2018 Total: \$1.335 million

Origin: 1997
Delivery Method: Radio (shortwave, cross-border FM affiliates, satellite), website, social media, and apps
Radio Original Programming: 4.5 hours/week
Radio Total Broadcast: 9 hours/week
TV Original Programming: 0.1 hours/week
TV Total Broadcast: 0 hours/week

RFA provides Lao audiences with news on issues and events censored in the state-controlled domestic media. Because

the Lao government curbs freedom of expression and association, RFA reports on issues of growing importance to the Southeast Asian nation's people, such as land disputes and the impact of Chinese investment and infrastructure development. For example, the Service ran a story about a high-speed China-Lao railway link that has forced several thousand families to relocate with inadequate compensation for land lost. The Service has also covered disputes over China-funded banana plantations that are widely opposed in Laos because of heavy pesticide use. Another major theme has been the development of hydropower dams on the Mekong River that could have negative consequences for farming and fishing communities. RFA Lao has stepped up its production of standalone video content from inside Laos. As of June 2019 it has 170,000 followers on Facebook and also engages viewers via Twitter and YouTube.

RFA'S CANTONESE SERVICE (LANGUAGE: CANTONESE)

FY 2018 Actual: \$1.107 million

FY 2018 Total: \$1.146 million

Origin: 1998

Delivery Method: Radio (shortwave, satellite), video webcasts, website, social media, and apps

Radio Original Programming: 7 hours/week

Radio Total Broadcast: 7 hours/week

TV Original Programming: 3.5 hours/week

TV Total Broadcast: 3.5 hours/week

RFA Cantonese breaks sensitive news stories and focuses on issues of importance to Cantonese-speaking areas, including Hong Kong, where many of the territory's population continue to raise the contentious topic of political autonomy and independence from Beijing. RFA feature stories are often banned from local coverage or censored by the Chinese internet firewall. They include reports on China's rapid economic transformation, environmental problems, land grabs, public health issues, corruption, and regional factory labor issues. RFA's Cantonese Service also provided extensive and live coverage of the 2019 Hong Kong protests of the extradition law, reporting on the deterioration of human rights and free speech as authorities crack down on activists, booksellers, and publishers. Other examples of RFA Cantonese programming include coverage of a shortage of children's and infant vaccines and related demonstrations; news features on such issues as bird flu, food safety, and toxic waste; and talk shows on current affairs. The Service's social media presence includes Facebook, Twitter, YouTube, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA'S CAMBODIAN SERVICE (LANGUAGE: KHMER)

FY 2018 Actual: \$1.561 million

FY 2018 Total: \$1.635 million

Origin: 1997

Delivery Method: Radio (shortwave, FM affiliates), video webcast, website, social media, and apps

Radio Original Programming: 14 hours/week

Radio Total Broadcast: 17.5 hours/week

TV Original Programming: 7 hours/week

TV Total Broadcast: 7 hours/week

RFA's Cambodian Service serves as a watchdog for ordinary Cambodians and aims to provide a neutral voice on political issues while exposing abuses of power. As the government of Prime Minister Hun Sen has intensified its grip on the country – and the news media -- Cambodians increasingly rely on RFA to provide dependable information on events inside the country. RFA has managed to sustain this role and even increase its following on social media despite the forced closure of its bureau in Phnom Penh in September 2017. The Service has paid a price for its brave coverage. Two former RFA reporters, who were arrested in November 2017 and charged with espionage, are now on bail and await sentencing after trial proceedings held in July 2019.

As the crackdown on Hun Sen’s political opponents continues, RFA Khmer has continued to disseminate its radio, TV, and online content, daily two hours of radio and a half-hour of news via video webcast. This programming includes popular call-in shows, and regular features on international affairs, women’s issues, agriculture, religion, health, and technology. Reports grapple with issues such as land grabs, illegal logging, environmental degradation, corruption, labor disputes, and judicial and law enforcement actions targeting human rights defenders and the political opposition. The Service’s social media presence includes Facebook (with more than 6.3 million followers in June 2019), Twitter and YouTube.

VOICE OF AMERICA (VOA)

Languages: Burmese, Cantonese, English (to Asia), Indonesian, Khmer, Korean, Lao, Mandarin, Thai, Tibetan, and Vietnamese

VOA MANDARIN SERVICE (LANGUAGE: MANDARIN)

FY 2018 Actual: \$12.092 million
FY 2018 Total: \$12.558 million

Origin: 1941
Delivery Method: Radio (shortwave, medium wave, satellite), TV (satellite), website, social media, apps, and limited affiliate placement
Radio Original Programming: 29.18 hours/week
Radio Total Broadcast: 99.18 hours/week
TV Original Programming: 11.88 hours/week
TV Total Broadcast: 94.76 hours/week

VOA Mandarin broadcasts news and feature reports that provide Chinese audiences with an accurate understanding of the United States, its institutions, and the American way of life. It delivers fact-based reporting on events and a wide range of perspectives from the United States and Asia, including those of officials, experts, and news sources. By also covering news coming out of China without bias, it serves as an alternative to Chinese government propaganda on major issues affecting U.S.-China relations such as trade disputes and tensions in the South China Sea. In addition, VOA Mandarin offers audiences in China, Taiwan, Singapore, Hong Kong, and other parts of Asia a broad range of views otherwise unavailable on Chinese state media. Regular programs include *Issues and Opinions* and *Eye on America*, both hour-long daily television programs with segments that explain American society, U.S. institutions, and democratic ideals, as well as discussions about important issues in China. Other programs include *Pro & Con*, a 60-minute, live television debate show and *History’s Mysteries*, a 50-minute documentary series.

In 2018, VOA’s coverage included elections in Taiwan, separate White House summits with Korean and Chinese leaders, the U.S.-China trade war, and the 30th anniversary of the protests at Tiananmen Square. While China’s censorship attempted to erase public memory of the Tiananmen Square crackdown, VOA Mandarin provided comprehensive coverage for tens of thousands of Chinese “netizens,” who climbed over the firewall to seek out information. Audience members responded with messages of appreciation. According to one grateful reader, “inside the firewall are all self-directed lies.” Another reader lauded the first-person memories submitted to VOA, calling it “the best witness of June 4th massacre!”

Circumvention technology allows audiences on the internet and social media to access VOA Mandarin content blocked by the Chinese firewall. In all, VOA Mandarin reaches 40.6 million adults (aged 15+) each week in China or almost 4 percent of the adult population, according to a USAGM national survey conducted August–November 2017. Almost 30.3 million people use VOA content online, 11.9 million see it on TV, and 6.8 million hear it on radio. Some use VOA on more than one medium. In 2018, total engagement actions on VOA Mandarin Twitter -- 851,000 plus -- more than doubled from 2017. Twitter videos alone saw a 134 percent increase in likes and retweets. On the Mandarin Service YouTube channel, total views and minutes watched increased by 38 percent and 51.6 percent respectively.

While almost 40 percent of VOA's audience did not offer an opinion in the 2017 national survey, almost 90 percent of those who did said they trusted the news they got from VOA "somewhat" or "a great deal." Almost 60 percent said that VOA significantly increased their understanding of political, social, and current events in modern Chinese history, information that China censors heavily.

VOA INDONESIAN SERVICE (LANGUAGE: INDONESIAN)

FY 2018 Actual: \$5.674 million
FY 2018 Total: \$5.674 million

Origin: 1942
Delivery Method: Radio (FM affiliates), TV affiliates, website, social media, and app
Radio Original Programming: 36.55 hours/week
Radio Total Broadcast: 49.05 hours/week
TV Original Programming: 3.9 hours/week
TV Total Broadcast: 3.9 hours/week

The VOA Indonesian Service aims to provide trusted and credible news and information on Indonesia, the United States, and the world to help Indonesian audience members make informed decisions about the world they live in and to help them better understand diversity and tolerance. Representative programs include *Start Your Day* with VOA, a 30-minute morning news program for the Sindo-Trijaya Radio Network; *How are you, America?*, a chat about current affairs in America that parallel similar issues in Indonesia on one of the top national TV channels, TVOne; *Our World*, a weekly half-hour human interest TV magazine aired by Indonesia's first 24-hour news channel, Metro TV; and *Muslims in America*, a weekly feature report for various TV stations, including *Muslims Abroad*, a half-hour program aired on Indonesia's state TV, TVRI, as well as local stations during Ramadan. The Indonesian Service has also recently launched its very first women-focused programming, including *SH-E Magazine* for MYTV, Indonesia's brand new women's channel, and the first-for-the-Service YouTube series called *Amerikuy*, which explains various facets of life in the U.S. through the lens of Indonesians and Indonesian Americans.

According to a 2018 USAGM survey, VOA's Indonesian Service reaches roughly 39 million people, or 21.6 percent of the adult population. VOA's programs are carried by more than 400 FM/AM radio, TV and digital affiliates, as well as VOA's own website and social media accounts. The Service generates nearly 150,000 weekly page views on the website, over 200,000 weekly engagements actions on social media, 735,000 weekly video views on Facebook, 335,000 on YouTube, and more than 235,000 weekly video views on Instagram.

VOA KOREAN SERVICE (LANGUAGE: KOREAN)

FY 2018 Actual: \$6.793 million
FY 2018 Total: \$8.250 million

Origin: 1942
Delivery Method: Radio (shortwave, medium wave, satellite), TV (satellite), website, social media, and app
Radio Original Programming: 38.67 hours/week
Radio Total Broadcast: 48.25 hours/week
TV Original Programming: 1.21 hours/week
TV Total Broadcast: 1.46hours/week

VOA's Korean Service broadcasts news and information about North Korea, South Korea, the United States, and the world, including international reaction to human rights conditions in North Korea and North Korea's nuclear and missile programs. VOA Korean programming serves an audience in North Korea that has no freedom of speech, press, or assembly. The Service targets North Korean elites, informing them about U.S. policy toward North Korea and closely

covering North Korea-related behavior and the reactions of U.S. government officials. The Service also counters the systematic anti-American propaganda of the DPRK government.

Representative programs include *VOA News Today*, and *VOA Morning News*, daily newscasts on current events and trends affecting North Korea; *Washington Talk*, a weekly panel discussion that reviews the week's top news stories from the U.S. perspective; and *Global Report*, a weekly current affairs program that covers important stories from international headlines along with in-depth explainers on hot global issues of the week.

As part of ongoing efforts to diversify its platform, the Service launched TV programming for the first time in 2017. The programming is distributed via social media platforms, including YouTube, in addition to the Service's website and satellite network. Recently, the profile of VOA Korean television programming on its YouTube channel increased dramatically: as of June 2019, the number of subscribers has exceeded 80,000. In particular, YouTube viewership has grown in countries such as Russia, where many North Korean migrant workers and officials frequently travel.

VOA TIBETAN SERVICE (LANGUAGE: TIBETAN)

FY 2018 Actual: \$3.710 million
FY 2018 Total: \$3.900 million

Origin: 1991
Delivery Method: Radio (shortwave, satellite), TV (satellite), website, social media, and app
Radio Original Programming: 42 hours/week
Radio Total Broadcast: 168 hours/week
TV Original Programming: 2.67 hours/week
TV Total Broadcast: 40.34 hours/week

VOA Tibetan reaches out to audiences in the ethnic Tibetan regions of China in Qinghai, Sichuan, Gansu, and Yunnan; Bhutan; Nepal; and the southern slopes of the Himalayas in India, from Ladakh in the north to Arunachal Pradesh in the east; and in the steadily growing Tibetan community in Europe, North America and the Far East, including Australia. VOA Tibetan provides its target audiences with news and features unavailable to them through state-controlled Chinese media. VOA offers critical discussions on important issues and provides information and expertise that counter Chinese government propaganda and help support the development of civil society in accordance with U.S. policy on Tibet. VOA Tibetan also covers international and U.S. reaction to human rights and religious freedom conditions in China.

Representative programs include *Kunleng*, a twice-weekly, one-hour news and interview program highlighting social and cultural trends, economic and environmental concerns, and political developments in Tibet and China and important interviews and discussions with distinguished Tibetan leaders, scholars and activists; *Table Talk*, an audio interview program with newsmakers, writers, artists, entrepreneurs, educators, and politicians; *Phayul Lengthig*, a live show focused on cultural life inside Tibet; *Bhome – Women Transforming*, a program dedicated to the global changes regarding women in society; *Pelok*, a book review and discussion program about literature in Tibetan and other languages; *Cyber Tibet*, a fortnightly review of Tibet related developments in cyberspace; and *Khawai Mina—Person of the Week*, a 15-minute TV program that profiles successful, innovative, and creative Tibetans around the world who can serve as role models for young people in the target region.

VOA BURMESE SERVICE (LANGUAGE: BURMESE)

FY 2018 Actual: \$3.527 million
FY 2018 Total: \$3.788 million

Origin: 1943
Delivery Method: Radio (shortwave, AM, FM), TV (satellite, affiliate), website, social media, and apps
Radio Original Programming: 17.5 hours/week
Radio Total Broadcast: 38.5 hours/week
TV Original Programming: 3.5 hours/week
TV Total Broadcast: 20 hours/week

VOA Burmese broadcasts daily news inside Myanmar, which, despite the relaxation of military control in recent years, remains a restricted media environment. The Service covers a variety of topics, including the plight of Rohingya refugees and ethnic conflicts as well as U.S. politics, science, and technology. At the same time, the country is in a significant political transition toward democracy after decades of U.S.-led political and economic sanctions. VOA Burmese closely monitors and reports U.S. and international attention on and reaction to Burmese development, especially in the areas of human rights and press freedom.

VOA's Burmese Service targets Myanmar and Burmese communities in neighboring Thailand and Bangladesh. The Service also educates and engages audiences with lessons and features on English teaching, health, society, lifestyle, and entertainment. These programs are rebroadcast on state-run MRTV, Army-run Myawaddy TV, independent DVB (Democratic Voice of Burma) TV, and commercial stations such as SkyNet TV, Mizzima TV, City FM, Cherry FM, and Shwe FM. The popular weekly *7-Days News Journal* offers reprints of VOA English lessons.

USAGM research shows that in 2018, VOA Burmese broadcasts reached 10.4 percent of the total population. According to Socialbakers, an independent social media analytics tool, the VOA Burmese Facebook page is the sixth most popular Facebook page among media organizations in Burma, generating 418 million video views and 120 million engagement actions in 2018.

VOA KHMER SERVICE (LANGUAGE: KHMER)

FY 2018 Actual: \$2.564 million
FY 2018 Total: \$2.645 million

Origin: 1962 (also on air 1955-1957)
Delivery Method: Radio (shortwave, AM), TV (affiliates), website, social media, apps, and web affiliates
Radio Original Programming: 10.5 hours/week
Radio Total Broadcast: 10.5 hours/week
TV Original Programming: 1 hours/week
TV Total Broadcast: 1 hours/week

Through war and turmoil, VOA Khmer has built and sustained trust with Cambodians, who have been listening to the Service's twice-daily radio broadcasts for more than 60 years. Cambodia's most-trusted Khmer-language source of news about U.S. foreign policy and American trends and culture, VOA Khmer also delivers international news and covers Cambodian issues. The Service's target audiences—students, young to mid-career professionals, and bureaucrats—constitute the future leadership of Cambodian institutions, businesses, NGOs, villages, and other communities.

VOA Khmer's digital presence has become increasingly important following a severe crackdown by Cambodian authorities in the second half of 2017 against independent media, civil society organizations, and the opposition party. Widespread government repression efforts included an order to VOA's affiliate FM radio stations in Cambodia to stop

carrying twice-daily live VOA Khmer radio broadcasts. Other independent media outlets were closed down. VOA Khmer maintains a news bureau in Phnom Penh, which, in June 2019, had to be registered with the Information Ministry for the first time ever. It is now one of the only news outlets with independent reporters working in Cambodia. With the support of USAGM, VOA continues efforts to get back on FM radio affiliates.

VOA Khmer TV programs air on two of the main TV networks in Cambodia, Cambodia Broadcasting System and TV5. New programs include *Reporter's Notes*, an explanatory journalism video broadcast about trending topics of interest to Cambodians; a dynamic *Press Freedom 2019* webpage and digital destination; and *Creative Cambodia*, a digital video interview series that features artists, independent musicians and tech entrepreneurs. Representative programs include *Washington Today*, a regular TV news segment covering U.S. news; *English with Mani & Mori*, two 13-episode seasons each year for TV5; and *Hello VOA*, a 30-minute live radio call-in talk show, airing Monday and Thursday evenings, featuring guests from NGOs, the government, businesses, and universities.

VOA's Khmer Service targets audiences in Cambodia between the ages of 16 and 45. According to USAGM research, in 2017 VOA Khmer reached 16.5 percent of the population across all platforms—11.7 percent via radio on AM, shortwave and FM affiliate stations (prior to their loss), 7.5 percent via television, and 4.7 percent on the internet. VOA Khmer also connects with a new generation of Cambodians via social media including Facebook. The Service boasts the most popular Facebook page in Cambodia, generating over 700,000 engagement actions and over 1.2 million video views per week in June 2019. VOA Khmer also has the largest Cambodian audience on Twitter.

VOA VIETNAMESE SERVICE (LANGUAGE: VIETNAMESE)

FY 2018 Actual: \$2.179 million
FY 2018 Total: \$2.192 million

Origin: 1951 (also on air 1943–1946)
Delivery Method: Radio (medium wave, satellite, podcasts), TV (satellite), website, social media, and app
Radio Original Programming: 7 hours/week
Radio Total Broadcast: 10.5 hours/week
TV Original Programming: 2.5 hours/week
TV Total Broadcast: 2.5 hours/week

VOA Vietnamese provides professional news about Vietnam, the United States, and the world in a country whose media are state-owned and tightly controlled. VOA journalists engage with audience members through live streaming discussions, social media, blogs, and newsletters. VOA Vietnamese also provides proxies to its website, social media sites, and other activist and dissident websites that are blocked by the government.

Representative programs include *Vietnam in Focus*, a Monday-to-Friday program featuring interviews with newsmakers about Vietnam issues; *Eye on Vietnam*, focusing on the Vietnamese diaspora; and *VOA Express*, a daily TV show, aired five times a week on satellite and the internet, that features original reporting on news in Vietnam and around the world and interviews and footage obtained from on-the-ground sources. VOA Vietnamese also produces interactive live shows on social media including one about immigration in America and another called *Study in the U.S.*, a platform for Vietnamese youth around the world to discuss higher education opportunities in America.

Despite government efforts to block it, the Service's website receives 580,000 visits per week. With almost 2.8 million views and 230,000 engagements per week, the VOA Vietnamese YouTube channel is currently one of the top 10 media channels in the Vietnamese market. VOA's Vietnamese Facebook page generates over 8.5 million video views per week.

VOA CANTONESE SERVICE (LANGUAGE: CANTONESE)

FY 2018 Actual: \$883,000 million
FY 2018 Total: \$913,000 million

Origin: 1987 (also on air 1941–1945 and 1949–1963)
Delivery Method: Radio (shortwave, affiliates), website, social media, and app
Radio Original Programming: 14 hours/week
Radio Total Broadcast: 54 hours/week
TV Original Programming: 0.17 hours/week
TV Total Broadcast: 0.67 hours/week

The VOA Cantonese Service offers audiences news and information with a broad range of views otherwise unavailable on Chinese state media and provides content that the average Chinese citizen can use to build civil society institutions. VOA Cantonese reaches an audience of elites, including entrepreneurs, businesspeople, soldiers, and students, as well as rural residents in southern China, who either do not understand Mandarin well or prefer their native dialect of Cantonese. VOA also serves Cantonese speakers in Hong Kong, Macau, Vietnam, Australia, and other Chinese communities where Cantonese predominates over Mandarin. As China tightens control of Hong Kong, its citizens also turn to VOA for information about U.S. reactions.

The VOA Cantonese Service currently maintains two hours of radio broadcasting per day. The radio program also airs on D100.net, a Hong Kong-based internet radio station. VOA Cantonese Service occasionally participates in programs with the Hong Kong public broadcaster RTHK. When major news stories occur, such as the U.S. presidential election, RTHK invites VOA Cantonese reporters to participate in the live or pre-recorded program to explain what happened in America, as well as to provide American points of view. The Service also offers a popular English-language learning program to Cantonese speakers.

VOA LAO SERVICE (LANGUAGE: LAO)

FY 2018 Actual: \$1.255 million
FY 2018 Total: \$1.335 million

Origin: 1962
Delivery Method: Radio (medium wave, affiliate FM), TV (affiliate), website, social media, and apps
Radio Original Programming: 4.5 hours/week
Radio Total Broadcast: 9 hours/week
TV Original Programming: 0.1 hours/week
TV Total Broadcast: 0 hours/week

VOA Lao serves as a reliable source for news and information about the world to this landlocked communist country. The Service reports on events and developments in Laos not otherwise provided on government-controlled media, to include government inefficiency, lack of accountability, and corruption. The Service also tells the story of America through the experience of the Lao diaspora in the United States. The Service closely covers developments related to U.S. and Lao relations, especially on such issues as U.S. assistance in removing unexploded ordinances from the Indochina War and USAID's work in developing better governance in the country. VOA provides information on education for isolated minority audiences in remote areas of the country. Lao National Radio and Lao National Television also broadcast VOA Lao's English-teaching programs.

VOA THAI SERVICE (LANGUAGE: THAI)

FY 2018 Actual: \$855,000
FY 2018 Total: \$859,000

Origin: 1962 (also on air 1942–1958)
Delivery Method: Radio (FM affiliates), TV (affiliates), website, social media, apps, and SMS
Radio Original Programming: 8.5 hours/week
Radio Total Broadcast: 9 hours/week
TV Original Programming: 0.8 hours/week
TV Total Broadcast: 0.8 hours/week

The VOA Thai Service operates on an affiliate-based strategy, which places programs on local FM radio and TV affiliates. Some Thai Service affiliates broadcast in the predominantly Muslim south, where nearly 7,000 people have been killed since 2004 by separatists who want to establish an Islamic state. VOA Thai also has been a principal source for critical stories on press freedom, especially following the 2014 military coup that led to the detention of several high-profile critics of the junta government.

VOA Thai has become an authoritative source on Thai politics at a crucial time. During his five-year leadership of the junta from 2014–2019, Prime Minister General Prayut Chan-o-cha gave VOA Thai three exclusive interviews. On one occasion, he told VOA he would not return to power. However, in the national elections in March 2019, Prayut plotted a comeback. His remark to VOA about his lack of political ambition came back to haunt him in a parliamentary debate, when a high-profile politician sought to hold him accountable to his promise.

Representative programs include *Hotline News from VOA Washington*, a live news program covering world events, U.S. government policies, U.S. relations with Asian countries, business, science and medicine, and social issues; *Weekend with VOA*, a 30-minute talk show summarizing important events of the week; and *Learning English with VOA*, a Sunday show that teaches American idioms.

ENGLISH TO ASIA (LANGUAGE: ENGLISH)

Origin: 2018 (Team moved from English Division and became a Service in EAP)
Delivery Method: Radio affiliates, podcast, iTunes, TV affiliates and social media

VOA English to Asia broadcasts news and information to English-speaking populations in the East, Southeast, and South Asian regions. With a focus on university students, the Service produces a daily radio Asia news program and multiple daily and weekly feature programs on everything from business, technology, health, and sports to education, including a weekly sports podcast available on VOA's podcast and iTunes channels. Many university radio stations in the Philippines, Thailand, Malaysia, Indonesia, Taiwan, Singapore, and South Korea air these programs. In addition, the Service produces English language video series, also versioned into different languages, which are distributed through affiliates in Asia and social media platforms such as Facebook.

U.S. PUBLIC DIPLOMACY IN EUROPE AND EURASIA (EUR)



Diplomacy has many forms and venues, but sometimes the gift of laughter may be the best way to transcend cultural barriers. Congress-Bundestag Youth Exchange Program to Germany (CBYX) alumnus, James Roldan, is greeted by Chancellor Angela Merkel at the German Chancellery after presenting “The Great Exchange” musical, about a year in the life of an American exchange student in Germany.



U.S. PUBLIC DIPLOMACY IN EUROPE AND EURASIA (EUR)

EUROPE AND EURASIA PUBLIC DIPLOMACY SPENDING

BUREAU OF EUROPEAN AND EUROASIAN AFFAIRS (EUR)

(in millions)	D&CP	American Salaries	Supplemental	BBG/USAGM	Total
FY 2016	\$67.74 million	\$23.59 million	\$26.99 million	\$52.34 million	\$170.66 million
FY 2017	\$62.78 million	\$22.35 million	\$46.33 million	\$61.03 million	\$192.49 million
FY 2018	\$66.73 million	\$30.03 million	\$33.67 million	\$62.84 million	\$193.27 million

OVERVIEW

U.S. Public Diplomacy in Europe strengthens the United States' strategic partnerships with its closest and most capable allies and builds mutual understanding and receptivity to U.S. policy objectives among the region's 743 million people, including in countries that stand as strident opponents of U.S. foreign policy goals. The Bureau of European and Eurasian Affairs (EUR) advances American prosperity and security through the recognition of European countries and publics as force multipliers on issues of bilateral, regional, and international importance. Engagement with Europe's public and reinforcement of bilateral and multilateral partnerships directly impact the United States' ability to enhance international stability, counter state aggression and subversion, gain access to European markets, and confront global challenges such as nuclear proliferation, terrorism, and organized crime. These partnerships promote shared interests of freedom, democracy, and rule of law that undergird U.S. national security.

EUR PD programs enable the United States to analyze, engage, inform, and influence European audiences in support of U.S. foreign policy goals. To mobilize its Public Diplomacy assets, EUR deploys a team of 177 Foreign Service Officers and 596 locally employed staff across 49 missions (75 U.S. embassies, consulates, and branches) and operates 178 American Spaces (libraries, cultural centers, and information resource centers), which feature a variety of public U.S.-sponsored programs and speakers.

U.S. Public Diplomacy funding in Europe amounted to approximately \$100 million in 2018. This included \$66.73 million in D&CP .7 funds and \$33.67 million in supplemental funds, including Assistance for Europe, Eurasia, and Central Asia (AEECA) funds, of which programming with Russia received approximately \$11.24 million, Ukraine received \$8.38 million, and Germany received \$6.33 million.

U.S. FOREIGN POLICY GOALS

According to the 2017 National Security Strategy, U.S. foreign policy goals in Europe include:

- A strong and free Europe to advance American prosperity and security;
- A capable NATO in support of a strong global security community;
- Economic openness and growth in support of the foundations of the transatlantic economy;
- Defense and promotion of universal values, democracy, and human rights where they are threatened; and
- Cooperation with Russia in areas of mutual interest and opposition to Russian aggression and disinformation.

U.S. PUBLIC DIPLOMACY PROGRAMS

EUR PD programs support U.S. foreign policy goals, focusing on the following priorities:

- Combatting Russian Malign Influence and Disinformation
- Supporting Ukrainian Control Over Its Borders and Maintaining Transatlantic Unity
- Defending U.S. National Security
- Creating Economic Opportunities
- Fighting Corruption
- Promoting Digital Media Outreach and Strengthening Media Credibility

Combatting Russian Malign Influence and Disinformation

The Russian government sponsors a sophisticated \$1.4 billion-a-year propaganda apparatus at home and abroad, which reaches an estimated 700 million people across 130 countries in more than 30 languages. This disinformation mechanism funds think tanks and other outside organizations in neighboring states to promote false narratives, portrays the West as a threat, and undermines trust in independent media, Western institutions, and universal values. To counter Russian disinformation, the United States government works with a broad array of partners, including multilateral institutions, allied governments, and non-governmental organizations (NGOs). In 2018, EUR conducted a range of counter-disinformation initiatives throughout the Russian periphery and wider Europe. In addition to awarding numerous grants to implementing partners to address Russian malign influence, EUR posts received funding from the Global Engagement Center (GEC) to support 18 programs in 15 countries to build resilience to state-sponsored disinformation campaigns. Other efforts included strategic use of resources to monitor and respond to propaganda, debunk myths, and convey policy messages to key audiences; strengthening of independent, credible media; and support for pro-democracy civil society groups. Finally, EUR PD-sponsored people-to-people exchanges helped to create a more positive narrative about the United States.

Supporting Ukrainian Control Over Its Borders and Maintaining Transatlantic Unity

In 2017, Ukraine marked the fifth anniversary of the Euromaidan movement, the surge of public activism that pressured the government to resist Russian influence in Ukrainian politics and led to political reforms. EUR PD programs continued to build and maintain European support for Ukraine, including sustained backing for sanctions against Russia for its aggression in Crimea and eastern Ukraine. Along with allies France and Germany, EUR worked to strengthen public support for full implementation of the 2015 Minsk agreements to bring a stable peace. PD programs also highlighted the importance of voting in the presidential election and encouraged Ukraine to make progress on reform efforts that strengthen its political and judicial systems, encourage free and open expression, and spur innovation and entrepreneurship. Finally, Public Affairs Sections in every EUR embassy played an important role in overall efforts to counter disinformation efforts in Ukraine by conducting English language programs, teaching media literacy to students, teachers, and journalists, and assisting independent media outlets.

Defending U.S. National Security

Given the return of foreign fighters from the Islamic State of Iraq and Syria (ISIS) and marginalized populations in Europe, countering radicalization remains a top EUR PD priority. U.S. missions in Europe support a variety of PD programs through which European audiences, including vulnerable youth, learn to reduce and mitigate conditions that give rise to extremist views in their communities. USG PD programs in Europe reinforce respect for religious and ethnic diversity and the extent to which respect for diversity strengthens democratic societies. Additionally, EUR partners with the GEC and local civil society and religious leaders to engage vulnerable populations and counter the influence of foreign extremists. Robust city exchange programs and workshops and International Visitor Leadership Program (IVLP)-sponsored conferences also build networks and strengthen city-to-city relationships.

Creating Economic Opportunities

Europe continues to be the United States' foremost economic partner, generating over \$1.3 trillion in 2018 in trade in goods and services, and supporting approximately 2.6 million American jobs in 2015 (latest data available). The success of the transatlantic relationship directly impacts the U.S. economy and has global implications. EUR Public Diplomacy programs directly contribute to increased trade and economic partnership for the American people and encourage innovation, entrepreneurship, the free flow of data, and youth empowerment. For instance, a Swiss alumnus of EUR's Young Transatlantic Innovation Leaders Initiative was inspired by his experience at Google in California to visit a refugee camp upon his return to Switzerland, and, subsequently, to launch *Powercoders* to train refugees in IT/coding skills. *Powercoders* combines classroom-based instruction with a professional internship to prepare participants for permanent employment in the IT sector. At the end of the first program, 18 Swiss companies offered positions to 15 *Powercoders* trainees, and, in March 2019, *Powercoders* opened a new school in Istanbul, Turkey.

Fighting Corruption

Given that corruption threatens democratic institutions, economic growth, and regional security, USG PD programming supports the anti-corruption action plans of 23 EUR embassies with particular focus on Central, Eastern, and Southeastern Europe. In Slovenia, for example, EUR worked with investigative journalists and a local advocacy group to support reporting on systematic corruption in the economic sector, in order to spur cooperation between civil society and the media, and propose legislative changes aimed at greater transparency.

Promoting Digital Media Outreach and Strengthening Media Credibility

At 86 percent, Europe boasts one of the highest regional Internet penetration rates in the world. On the one hand, the proliferation of internet-connected devices has afforded Europeans immediate access to information through news portals and social media. However, Europe's record on media freedom is complex; individuals in the Baltics, Nordics, and Western Europe enjoy some of the freest media environments in the world, while press in Eastern Europe, the Western Balkans, and former Soviet satellite states are more restricted. In these regions, the wide array of digital media resources does not necessarily mean unrestricted access to information, thanks to increasing government controls on their use. The spread of digital disinformation also remains an issue in these areas owing to singular entity-controlled networks of news portals, structural restrictions on journalists, and demographic differences in media literacy. Finally there is a growing divide between the digital communications capacities of credible messengers, including governments, journalists, and civil society figures and the actual digital consumption habits of the general population. EUR continues to promote digital connectivity and media credibility through programs like the European Digital Diplomacy Exchange and the Digital Communication Network, which empower European content producers, and programs like TechCamps, which empower European media consumers.

REPRESENTATIVE PUBLIC DIPLOMACY PROGRAMS

EUR's PD programs include post-led outreach that supports a variety of U.S. foreign policy objectives. The following are examples of exemplary regional and single-country programs:

Young Transatlantic Innovation Leaders Initiative (YTILI): In its third year, YTILI is a youth entrepreneurship program that builds relationships with a key and increasingly influential European audience. The program offers young European entrepreneurs and innovators the opportunity to expand their contacts and skill sets through training, exchanges, and access to a transatlantic network. The program encourages the growth of a cadre of talented and Western-leaning youth who contribute to the promotion of Euro-Atlantic integration and prosperity across the region. In 2018, 68 young professionals from 41 countries in Europe and 16 young American entrepreneurs participated in a transatlantic exchange program implemented by the German Marshall Fund. Regional programs such as start-up boot camps, speakers, and meet-ups also connect YTILI participants and alumni across Europe with one another.

EUR/PD Strategic Communications (StratComm) Unit: Established shortly after the Russian invasion of Ukraine, the StratComm unit ramped up its focus on Russian disinformation throughout Europe in 2018. Working together with EUR's Russia desk, StratComm helped consolidate and expand the work of the Russian Influence Group, which is co-chaired by EUR and the U.S. European Command (EUCOM) and implements a whole-of-government response to disinformation, aligning interagency interests and resources with priority lines of effort. StratComm also produced resources to counter disinformation and organized five senior-level meetings of the Steering Board, led by the Bureau's Assistant Secretary of State and EUCOM's Commanding General. With a series of cables to posts, as well as two workshops in the field for officers, the StratComm unit assisted embassies in formulating action plans at post for pushing back on disinformation. Specific initiatives included the dissemination of positive narratives about the United States and its allies and partners, the refutation of specific false narratives, and the development of resilience to disinformation effects among foreign audiences. StratComm coordinated all of its efforts with the Global Engagement Center, which offered significant support to EUR efforts in 2018.

European Digital Diplomacy Exchange (EDDE) Network: EUR launched EDDE in 2016 to bolster the strategic digital communications capacities of key allies across Europe, and to train these allies to use these skills proactively and collaboratively in battling the spread of disinformation. This intergovernmental network of mid- and high-level governmental communications officials collaboratively developed best practices and exchange information in order to ensure that members are equipped to produce informative, credible, and engaging messaging in a manner responsive to audience consumption behaviors. Since its founding, EDDE programs have trained over 250 government representatives from the Baltics, Central Europe, Eastern Europe, and the Western Balkans, as well as engaged members from the tech sector, journalism, civil society, and academia. Through this network, the United States has assisted foreign governments in developing counter-disinformation cells and offices, facilitating foreign government contacts with leading U.S.-based tech companies, and assisting foreign governments in developing digital communication policies and procedures. EUR plans to continue to use EDDE to improve collaboration between governments across the region as they tackle the shared goal of combating disinformation through improved digital engagement with citizens.

Ukraine – Building Resilience to Disinformation through Media Literacy Education

Embassy Kyiv funded a nationwide media literacy program in Ukraine's public schools to bolster youth resilience to Russian disinformation. Entitled "Learn to Discern," the program was implemented by the International Research & Exchanges Board (IREX) with co-funding from the United Kingdom and in-kind support from the Ukrainian Ministry of Education and Science. The results of a one-semester pilot program in 50 secondary schools demonstrate how the program effectively increased students' ability to identify false stories and hate speech, discern fact from opinion, and crosscheck facts and sources. After one semester of instruction, IREX surveyed and tested participating students, as well as control groups of students who were not exposed to the new curricula, to analyze the impact of the program. After three months of classes, Learn to Discern participants showed better performance than the control groups in all types of practical media analysis tasks, including identifying false stories and discerning facts from opinions. The embassy used foreign assistance resources to fund the nationwide rollout of the project and will establish media literacy as a core competency in Ukraine's national secondary education program by 2021.

Ireland – Strengthening U.S. and Irish Economic Partnerships

Embassy Dublin's September economic conference, "Racing toward a Trillion: the Future of U.S.-Irish Business," crowned a successful year-long effort to spur Irish investment in the United States, create jobs in all 50 states, and help U.S. companies in Ireland prepare for the looming uncertainties around Brexit and cyber security. The event attracted more than 400 Irish executives, entrepreneurs, policymakers, and members of the media. Speakers included Prime Minister Leo Varadkar, Kevin Hassett, Chairman of the White House Council of Economic Advisers, plus a wide range of experts from the public and private sectors. The conference advanced messaging on several policy priorities through extensive traditional and social media coverage, including a front-page interview with Chairman Hassett about the conference in *The Independent*, Ireland's largest daily. The conference resulted in the opening of a strategic economic dialogue between the U.S. and Irish governments focused on new areas for trade and investment. As a result of the exchange, Northern Irish participants reported that they are now in talks with the state of Maryland to establish a formal collaboration agreement on cyber information to improve the security infrastructure on both sides of the Atlantic, with a signing event planned for late 2019.

Moldova – Promoting Independent Media and Original Content

The U.S. government continues to invest in independent media in Moldova by building capacity within local media production companies to produce and distribute high-quality programming and formats. Embassy Chisinau partnered with the International Research & Exchanges Board to implement the “TV Content Fund” program, which enables the production of local content and the broadcast of Western formats as an alternative to inexpensive, Russian-made entertainment material. The program consists of three primary lines of effort: the funding and production of locally produced television series pilots, the licensing and distribution of American television entertainment programs, and the dubbing of American and European entertainment content into Romanian for broadcast in Moldova. To improve the sustainability and competitiveness of the Moldovan media industry, the Embassy sent several delegations of Moldovan media specialists to U.S. and European trade shows, including LA Screenings and Kyiv Media Week 2018. Finally, to expand the skills of Moldova’s independent studios, the embassy organized training programs for content producers and media specialists.

Spain – Driving Social Inclusion to Counter Extreme Radicalization

Inspired by a participant in an IVLP on tolerance and co-existence among diverse communities, Embassy Madrid supported the Azahara Accelerator project to counter radicalization in Málaga and Marbella. The project featured two introductory workshops to create fusion spaces in southern Spain, and brought together entrepreneurs, local government authorities, IVLP alumni, and members of the Muslim community to promote social inclusion and civic engagement. With collaboration from the city governments of both Málaga and Marbella, the project offered eight months of training and mentorship in support of five social start-up projects. The initial workshops included 50 participants, who identified entrepreneurs to implement projects in other towns and neighborhoods around Spain, and to raise awareness of the project’s goals. The Azahara Accelerator has created a network of Spanish Muslims who now promote the integration and stability of the Spanish Muslim community through interactive mapping, theater productions, poetry, culinary arts, and design.

United Kingdom – Countering Negative and Poorly Informed Reporting about U.S. Agricultural Practices

To deepen understanding of the U.S. food eco-system and promote U.S. agricultural exports, Embassy London organized an exchange program for influential journalists and opinion makers featuring American agricultural practices. In the months leading up to the exchange, twice as many UK residents said they had heard negative news about food produced in the United States (46 percent) as opposed to positive news (24 percent). Almost half of the poll responders (48 percent) were unaware of the USDA or its food safety programs. Participants traveled to the United States for one week to explore varieties of small, medium, and large farms representing certification standards (organic, natural, conventional), research institutions supporting science-based agricultural practices, government agencies, and other relevant institutions connected to American farming. With their firsthand observation of U.S. farming practices, family farms, food production standards, and innovations in agriculture, Embassy London believes the program will lead to more balance in British reporting and commentary on the U.S. agricultural industry.

EUR POST SPENDING RANKED BY FY 2018 TOTAL SPENDING

Country Name	FY 2015		FY 2016		FY 2017		FY 2018	
	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental
1 Russia	\$4.73 million	\$220,135	\$4.99 million	\$4.76 million	\$5.80 million	\$8.68 million	\$4.91 million	\$6.326 million
2 Ukraine	\$3.08 million	\$73,689	\$2.63 million	\$4.39 million	\$1.82 million	\$9.78 million	\$1.81 million	\$6.566 million
3 Germany	\$6.25 million	\$216,108	\$5.96 million	\$214,281	\$5.95 million	\$173,514	\$6.18 million	\$150,320
4 Bosnia and Herzegovina	\$1.24 million	\$34,152	\$1.16 million	\$2.54 million	\$1.04 million	\$4,128,530	\$1.07 million	\$3,299 million
5 Moldova	\$552,854	\$20,000	\$552,870	\$1.71 million	\$545,550	\$5.80 million	\$527,000	\$3.832 million
6 Georgia	\$1.34 million	\$79,077	\$1.25 million	\$3.78 million	\$956,650	\$6.30 million	\$890,000	\$3,444 million
7 Serbia	\$1.31 million	\$94,831	\$1.17 million	\$1.31 million	\$1.13 million	\$2.39 million	\$1.14 million	\$2,497 million
8 France and Monaco	\$3.64 million	\$194,218	\$3.73 million	\$206,014	\$3.51 million	0	\$3.60 million	0
9 Italy and San Marino	\$3.38 million	\$207,389	\$3.40 million	\$237,303	\$3.42 million	\$39,900	\$3.50 million	\$39,070
10 Turkey	\$3.55 million	\$91,690	\$3.90 million	\$137,611	\$3.61 million	0	\$3.33 million	0
11 Spain and Andorra	\$2.62 million	\$132,015	\$2.71 million	\$189,681	\$2.65 million	\$54,645	\$2.71 million	\$56,350
12 United Kingdom	\$2.37 million	\$156,593	\$2.61 million	\$210,277	\$2.26 million	0	\$2.33 million	0
13 Kosovo	\$607,134	\$27,873	\$564,858	\$1.18 million	\$411,950	\$2.88 million	\$516,000	\$1,801 million
14 Poland	\$2.02 million	\$131,699	\$2.61 million	\$246,144	\$1.97 million	\$226,030	\$2.02 million	\$293,600
15 Armenia	\$669,775	\$70,662	\$741,310	\$1.20 million	\$795,750	\$1.46 million	\$634,000	\$1,599 million
16 North Macedonia	\$780,410	\$25,638	\$760,150	\$643,314	\$746,850	\$648,272	\$738,000	\$1,320 million
17 Albania	\$570,960	\$22,261	\$594,726	\$605,900	\$567,450	\$589,510	\$581,000	\$1,291 million
18 Greece	\$1.70 million	\$64,300	\$1.92 million	\$100,156	\$1.72 million	\$131,985	\$1.71 million	\$148,060
19 Belgium	\$1.64 million	\$68,663	\$1.66 million	\$64,522	\$1.78 million	0	\$1.76 million	0
20 Azerbaijan	\$880,953	\$38,200	\$957,180	\$604,122	\$1.05 million	\$818,000	\$939,000	\$796,140
21 Austria	\$1.67 million	\$669,133	\$1.60 million	\$575,234	\$1.62 million	\$14,000	\$1.64 million	0
22 Montenegro	\$316,981	\$17,000	\$357,080	\$23,876	\$333,350	\$832,950	\$317,000	\$1,240 million
23 Czech Republic	\$1.46 million	\$56,571	\$1.31 million	\$76,339	\$1.56 million	\$32,957	\$1.42 million	\$38,380
24 Belarus	\$641,392	\$11,100	\$637,171	\$524,614	\$655,050	\$685,985	\$669,000	\$622,645
25 Romania	\$1.23 million	\$59,513	\$1.26 million	\$122,758	\$1.24 million	\$87,645	\$1.22 million	\$69,860
26 Slovakia	\$1.19 million	\$41,099	\$1.21 million	\$64,659	\$1.33 million	0	\$1.24 million	0

Country Name	FY 2015		FY 2016		FY 2017		FY 2018	
	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental
27 Netherlands	\$1.16 million	\$97,387	\$1.33 million	\$68,419	\$1.20 million	0	\$1.22 million	0
28 Croatia	\$1.08 million	\$62,664	\$1.24 million	\$34,100	\$1.14 million	\$62,300	\$1.13 million	\$65,610
29 European Union	\$1.09 million	\$52,800	\$1.90 million	\$65,600	\$918,500	\$65,000	\$1.059 million	\$67,600
30 Sweden	\$1,188,285	\$38,800	\$958,200	\$57,079	\$989,750	0	\$1.01 million	0
31 Hungary	\$941,580	\$65,332	\$903,380	\$79,044	\$953,850	\$39,100	\$956,000	\$42,860
32 Portugal	\$1,023,007	\$68,065	\$962,230	\$87,901	\$844,450	\$166,550	\$843,000	\$117,295
33 Finland	\$863,062	\$44,691	\$868,300	\$77,940	\$909,150	\$14,000	\$930,000	\$12,990
34 Bulgaria	\$840,917	\$47,731	\$1,045,770	\$66,450	\$900,950	\$14,500	\$910,000	\$10,535
35 NATO	\$1.11 million	\$45,300	\$848,890	\$58,100	\$862,900	0	\$863,000	0
36 Denmark	\$796,040	\$48,217	\$838,305	\$51,706	\$831,850	0	\$830,000	0
37 Norway	\$748,949	\$53,725	\$735,280	\$77,494	\$821,450	0	\$798,000	0
38 Estonia	\$664,792	\$37,547	\$722,371	\$57,047	\$638,250	\$160,885	\$659,000	\$65,615
39 Slovenia	\$661,440	\$45,572	\$766,280	\$44,314	\$957,050	0	\$699,000	0
40 Cyprus	\$672,878	\$36,300	\$680,440	\$56,202	\$680,550	\$54,960	\$631,000	\$34,630
41 Latvia	\$948,354	\$34,598	\$601,060	\$41,956	\$876,850	\$33,357	\$618,000	\$30,015
42 Lithuania	\$617,926	\$44,984	\$579,330	\$76,540	\$584,850	\$27,550	\$581,000	\$37,440
43 Switzerland and Liechtenstein	\$601,712	\$39,848	\$621,280	\$52,480	\$594,250	0	\$559,000	0
44 Ireland	\$532,824	\$53,747	\$532,520	\$70,883	\$653,750	0	\$542,000	0
45 Iceland	\$336,873	\$19,000	\$391,380	\$36,077	\$508,250	0	\$504,000	0
46 OSCE	\$372,177	\$35,100	\$364,580	\$38,000	\$372,500	0	\$383,000	0
47 Luxembourg	\$349,671	\$35,052	\$354,680	\$38,967	\$389,250	0	\$373,000	0
48 Malta	\$137,739	\$28,153	\$140,390	\$44,329	\$177,850	0	\$150,000	0
49 Holy See	\$114,210	\$22,900	\$118,160	\$28,800	\$116,600	0	\$120,000	0

U.S. INTERNATIONAL MEDIA IN EUROPE AND EURASIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Languages: Albanian, Armenian, Azerbaijani, Bashkir, Belarusian, Bosnian, Bulgarian, Chechen, Crimean Tatar, Georgian, Macedonian, Montenegrin, Romanian, Russian, Serbian, Tatar, and Ukrainian

RFE/RL'S RADIO SVOBODA (LANGUAGE: RUSSIAN)

FY 2018 Actual: \$8.001 million
FY 2018 Total: \$8.367 million

Origin: 1953
Delivery Method: Radio (medium wave, satellite), website, social media, and app
Radio Original Programming: 38.7 hours/week
Radio Total Broadcast: 168 hours/week

RFE/RL's Russian Service, Radio Svboda, delivers professional news on Russia and the region. Owing to political pressures within Russia, RFE/RL is restricted from local radio and TV rebroadcasting and therefore primarily relies on digital distribution platforms as well as rebroadcasts on AM from facilities in Lithuania for three hours daily. Radio Svboda has historically been a trusted source of balanced information about political, social, civic, cultural, and human rights issues that are unreported or under-reported in Russia. It also provides a forum for discussion and debate on these topics.

With this enduring mission, Radio Svboda focuses on producing a range of integrated multimedia content—audio, video, and social media—that connects target audiences across Russia and enhances the impact of its journalism. The Service provides in-depth public discussion and facilitates the flow of information between different national regions and social strata by producing engaging foreign coverage, regionally based content, and a variety of discussion programs. According to results from a nationwide survey commissioned by USAGM in 2018, 3.8 percent of adults in Russia consume Radio Svboda content each week.

About one in five weekly users of Svboda is under 25 years of age, and about 45 percent are under 35—younger than the Russian average population as a whole. To further penetrate target audiences inside Russia, Svboda now operates on nine different global and regional social media platforms and posts attractive web features. Representative programs include “Face the Event,” a live talk show about the most important news story of the day, and “Signs of Life,” the Service’s short-form documentary series, which focuses on pressing current events within Russian society. The Service also runs a regional reporting project, *Siberia.Realities* (sibreal.org), targeting residents of the trans-Urals region of Russia and addressing Siberian life objectively and comprehensively.

RFE/RL'S CURRENT TIME (LANGUAGE: RUSSIAN)

FY 2018 Actual: \$8.473 million
FY 2018 Total: \$9.081 million

Origin: 2014
Delivery Method: TV (affiliates), website, social media, and apps
TV Original Programming: 32 hours/week
TV Total Broadcast: 158 hours/week

The Current Time TV and digital network – led by RFE/RL in cooperation with VOA – provides Russian speakers across Russia, Ukraine, Central Asia, the Caucasus, the Baltics, Eastern Europe, and as far away as Israel with access

to factual, accurate, topical, and trustworthy information. Current Time also serves as a much-needed reality check on disinformation narratives that drive conflict in the region.

Current Time aims to depoliticize the Russian media space by serving as a bias-free news source for all Russian speakers, who are often limited to Kremlin-controlled news and information options even when living far beyond Russia's borders. Current Time places a premium on live news coverage that allows skeptical audiences numbed by disinformation and Kremlin narratives to judge events for themselves. Notable live coverage from Current Time includes on-location reporting from the Russian presidential election and opposition protests, the Trump-Putin summit in Helsinki, the 2018 World Cup, the Skripal poisoning in England, Ukraine's Azov Sea crisis, the ongoing war in Donbas, and other major news events.

Current Time also covers social and political protests that state media ignore and reports extensively on corruption and the ongoing war in eastern Ukraine. Its feature programs have cast a more intimate light on life in Russia, Ukraine, and beyond, telling the untold stories of ordinary residents in unheralded places whose efforts are improving life for their neighbors and communities. Finally, the network's documentary series has opened a wider world of experience to its audiences by screening more than 100 films that are often barred from mainstream distribution in Russia because of their political content.

Current Time programming produced or commissioned by RFE/RL includes:

- **Current Time.Newsday** – a daily half-hour news program that offers the top international and regional stories of the day. With dozens of correspondents in Russia, Ukraine, Belarus, the Baltics, the Caucasus, Central Asia, and Western Europe, Newsday provides accurate, balanced and fact-based information, gives voice to all sides of a debate or conflict, and offers a full range of opinions and insight on contentious issues. Newsday strives to stand out from local media options by covering topics that official media in a number of countries frequently seek to bypass.
- **Current Time.Asia** – produced daily from RFE/RL's Bishkek reporting hub, featuring a daily review of major events in Central Asia. The program offers exclusive reports and investigations from Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan, and Turkmenistan, with an emphasis on issues of cross-regional interest and live interviews with civil activists, politicians, independent journalists, and human rights activists. With fact-based reporting and context that puts stories into perspective, the program offers a critical alternative to the region's saturated diet of Russian state TV.
- **Current Time.Evening** – a nightly analytical talk show, featuring deep-dive coverage of key news events as well as exclusive interviews, unexpected guests, riveting debate, and a wide range of views on the vital issues of the day.
- **Footage vs. Footage** – juxtaposes footage from Western and Russian news programming to demonstrate how a single news story can be told in a variety of ways. The program compares reporting of key news stories from country to country and channel to channel. In deconstructing lies, half-truths and disinformation, the program teaches viewers how to identify factual errors as well as manipulations and improves media literacy across the region.
- **Unknown Russia** – hosted by award-winning Russian journalist Vadim Kondakov, explores extraordinary places and people in Russia rarely seen on mainstream television. Each episode takes the viewer on a journey of discovery, to include a visit to Russia's westernmost border, in Kaliningrad, where a man has spent years without electricity, water, or family comforts in order to pursue his passion of painstakingly preserving an abandoned 19th-century fortress; a trip to a virtual ghost town on the remote Kurile Islands in Russia's Far East, where residents say they have been all but forgotten on the mainland; a story about the mysterious signal from space recorded at an astrophysical observatory deep in the North Caucasus; and finding out whether it is possible to become a traffic cop when you're raised in a city of long-haul truckers. Unknown Russia reveals a side of this vast and fascinating country that's new even to Russians themselves.
- **Person on the Map** – offers a rare encounter with Russians living in the country's modern-day outback, far from the relative prosperity of Moscow and St. Petersburg. Each episode focuses on a person—a teacher, a handicapped farmer, an inventor—who has opted for the provincial life and is eager to build a better world without leaving home.
- **Baltic Weekly** — takes a look at some of the most interesting news stories coming out of Latvia, Lithuania, and Estonia—three countries with three distinct languages and cultures whose citizens, nonetheless, often share common issues and concerns. The show taps into political developments, soliciting a wide range of voices for balance

and clarity. No topic goes unexplored, and no voice goes unheard. Baltic Weekly’s goal is to unite its audience around issues that are important regardless of the country they live in.

- **Asia 360** – a weekly program that aims to dispel the most common myths about Central Asia, as well as to talk about traditions and customs in the region that would otherwise be unknown to those outside the area.
- **#InUkraine** – a weekly program focused on life in Ukraine, introducing viewers to unique people, and showcasing places and events that are little known even in the country itself.
- **Come Visit!** – explores different places around the world on a weekly basis and offers an in-depth look at local sights, history, people, and traditions.
- **Business Plan** – a joint project between Current Time and the independent Ukrainian channel Hromadske.ua, profiles unique new businesses in Ukraine and provides reporting and analysis of similar business models in other countries worldwide.
- **Open Lesson** – features programming that looks at modern education systems, trends in learning, and future educational needs. The show, which has now ended, travelled to countries where governments have made education a national priority – and to those where progressive forms of teaching are still decades away.
- Content produced by other RFE/RL language services, including talk shows, documentaries, and live news briefs by RFE/RL’s Russian Service, Radio Svaboda; programming on both Crimea and Donbas as well as the investigative TV program *Schemes* from the Ukrainian Service; Armenian Service documentaries; and a Moldovan Service program, *Moldova Explorer*, which educates audiences about Moldova’s past and present.

In addition to its success in reaching Russian-speaking populations throughout the region, the Current Time network has been able to achieve limited distribution within Russia. Current Time TV is now seen in 20 countries via 92 distributors (cable, digital streaming, or satellite companies which take the entire channel) and more than 51 affiliates (stations which carry one or more Current Time programs). Nine Current Time affiliates are within Russia itself. Nationwide polling conducted in 2018 reveals that 4.1 percent of Russian adults aged 15 and older watched Current Time weekly.

In addition to its TV operation, RFE/RL houses Current Time’s digital arm, Current Time Digital, which is responsible for all Current Time branded digital engagement and original content production for digital platforms. Current Time Digital also produces several distinct products, to include: short videos designed for social media, which tell impactful stories in the course of a few minutes; explainer videos, which provide context for major news stories in a way that makes them accessible and easily understandable; and in-depth digital reporting via the Current Time website. In 2018, Current Time’s videos received more than 500 million views online and across social media platforms, with more than half coming from inside of Russia. Current Time now has more than 2 million followers across its social media platforms.

RFE/RL BALKAN SERVICE (LANGUAGES: ALBANIAN TO KOSOVO, BOSNIAN, MACEDONIAN, MONTENEGRIN, SERBIAN)

FY 2018 Actual: \$4.467 million

FY 2018 Total: \$4.741 million

Origin: Bosnian, Croatian, Serbian—1994; Albanian to Kosovo—1999; Montenegrin—2005; Macedonia—2001

Delivery Method: Radio (FM, satellite), TV, websites, social media, and apps

Radio Original Broadcast: 37.5 hours/week

Radio Total Broadcast: 72.5 hours/week

TV Original Broadcast: 1.3 hours/week

TV Total Broadcast: 1.3 hours/week

RFE/RL’s Balkan Service, one of the only news outlets in the region that engages all sides in its coverage, encourages constructive debate in Bosnia, Serbia, Montenegro, Macedonia, and Kosovo. It promotes a civil society that defines people by their actions, beliefs, and civic identity, rather than their ethnicity. By giving a voice to minorities and airing perspectives otherwise missing from the region, the Service helps to build trust among people and increase regional

stability. The Balkan Service also works to unmask Russian disinformation narratives to counterbalance Russia's growing political and economic influence in the region.

More than 150 affiliate stations broadcast the Balkan Service's programming. In addition to daily shows targeting individual markets in each country, the service produces a daily 30-minute regional show through affiliates in Bosnia, Montenegro, and Serbia focusing on stories of regional interest. The Balkan Service also provides critical coverage of breaking news events, including the ongoing refugee crisis and ISIS recruitment of foreign fighters in the region. As part of its reporting efforts on countering violent extremism, the service boosted digital operations with a social media campaign called "Not in My Name" for Bosnia and Kosovo that directly engaged audiences in responsible dialogue about extremism in their countries.

RFE/RL RADIO SVOBODA (LANGUAGES: UKRAINIAN, RUSSIAN, CRIMEAN TATAR)

FY 2018 Actual: \$4.467 million

FY 2018 Total: \$4.372 million

Origin: 1954

Delivery Method: Radio (FM, medium wave, satellite), TV (affiliate), website, social media, and apps

Radio Original Broadcast: 28.5 hours/week

Radio Total Broadcast: 31 hours/week

TV Original Broadcast: 10.3 hours/week

TV Total Broadcast: 13.3 hours/week

RFE/RL's Ukrainian Service, Radio Svoboda, strives to help Ukrainians define the country's path toward a more mature democracy by enabling them to learn from one another, to understand the range of different cultures and outlooks within Ukraine, and to integrate more constructively into European organizations and structures. Svoboda also plays an important role in countering Russian disinformation by providing relevant, reliable, and objective analysis of current issues and events. Svoboda's reporting serves Ukraine's three distinct media markets: the greater territory of Ukraine, Russian-occupied Crimea, and territories in eastern Ukraine controlled by Russia-backed separatists. "Schemes," Svoboda's award-winning investigative TV program provides high-impact reporting on corruption among Ukraine's political elites that has informed official investigations, resulted in high-level dismissals, and promoted greater public accountability in Ukraine.

Svoboda partners with numerous TV and radio affiliates in the country to expand the reach and impact of its programming. A 2016 USAGM-commissioned nationwide poll showed that in 2016, 10 percent of Ukrainian adults tuned in to Svoboda's live international reports on local Ukrainian TV channels every week. The service also produces radio, TV, and digital products branded as "Crimea.Realities" for Russian-annexed Crimea and "Donbas.Realities" for audiences in the Russian-controlled territories of eastern Ukraine. These news and information programs offer a vital alternative to extensive Kremlin-controlled disinformation efforts in both regions.

RFE/RL RADIO SVABODA (LANGUAGE: BELARUSIAN)

FY 2018 Actual: \$2.387 million

FY 2018 Total: \$2.43 million

Origin: 1954

Delivery Method: Radio (AM, satellite), TV (Belsat), website, social media, and app

Radio Original Broadcast: 3.5 hours/week

Radio Total Broadcast: 168 hours/week

TV Original Broadcast: 0.6 hours/week

TV Total Broadcast: 1.8 hours/week

RFE/RL's Belarusian Service, Radio Svaboda, provides uncensored news, analysis, and feature programming in Belarusian about events in Belarus and the world to a closed, authoritarian-ruled society. In addition, Radio Svaboda offers fact-based reporting on and analysis of events in Ukraine to counter pervasive Russian propaganda. The service also provides live, online multimedia reporting of protests, public trials, and other unfolding events, with a focus on human rights, social inequities, and political prisoners. Svaboda's weekly TV roundtable, "Zona Svobody," has become the most popular analytical news program on the Belarusian-language satellite channel Belsat TV, watched by almost 20 percent of its viewers, according to Belast-provided data. Svaboda prioritizes connecting with younger generations in Belarus with high-speed internet access. It consistently experiments with new platforms and formats to engage online audiences, which has been proven successful by the high levels of engagement across its news products.

RFE/RL RADIO TAVISUPLEBA (LANGUAGE: GEORGIAN), EKHO KAVKAZA (LANGUAGE: RUSSIAN)

FY 2018 Actual: \$2.437 million
FY 2018 Total: \$2.448 million

Origin: 1953
Delivery Method: Radio (FM, satellite), TV, website, mobile site, social media, and apps
Radio Original Broadcast: 14.5 hours/week
Radio Total Broadcast: 17.5 hours/week
TV Original Broadcast: 3.5 hours/week
TV Total Broadcast: 4 hours/week

RFE/RL's Georgian Service, Radio Tavisupleba, serves as a rare source of balanced journalism in a country where much of the press openly supports, both editorially and through the selection of news, either the government or the opposition. As a trusted surrogate broadcaster, Radio Tavisupleba delivers professional news across multiple media platforms and serves as a bridge between people and current events affecting Georgian politics and society. The service's popular weekly TV show "Reflections" offers audiences alternative views on topics that are ignored by Georgian media, uncovering problems either considered as taboo or neglected due to self-censorship. In October 2018, Radio Tavisupleba debuted "Liberty Monitor," a new, biweekly investigative show on the Rustavi 2 TV network that has quickly become one of Georgia's most popular and influential programs. Radio Tavisupleba's "Perspective" TV program looks at Georgia from a Western viewpoint, including what is hindering and what is helping Georgia on the road to democracy.

Tavisupleba's radio programs focus on news, current affairs, and cultural issues. In addition, they cover Georgia's breakaway regions of Abkhazia and South Ossetia through "Ekho Kavkaza" ("Echo of the Caucasus"), a reputable daily, one-hour Russian-language radio program and website that provides impartial reporting as way to overcome mistrust between ethnic groups in these conflict zones. Taking into account the growing importance of digital media, Tavisupleba offers dual language content on Facebook, Twitter, YouTube, and Instagram, and covers important events via live blogs and Facebook Live video.

RFE/RL RADIO AZADLIQ (LANGUAGE: AZERBAIJANI)

FY 2018 Actual: \$1.928 million
FY 2018 Total: \$1.928 million

Origin: 1953
Delivery Method: Radio (satellite), TV (satellites), website, social media, and app
Radio Original Broadcast: 0.5 hours/week
Radio Total Broadcast: 73.1 hours/week

RFE/RL's Azerbaijani Service provides uncensored and reliable news and information to promote transparency, accountability, and pluralism in Azerbaijan. Radio Azadliq also serves as a role model for aspiring journalists and independent journalism. The service's investigative reporting addresses issues not covered by official media. Moreover, in a country where the government controls the flow of information, Azadliq is viewed as the only remaining source of uncensored and balanced news.

Significant challenges remain in that operating environment. In 2014, Azerbaijani authorities forcibly shuttered RFE/RL's news bureau in Baku, and Azadliq's website remains under a formal government ban imposed in May 2017. Current and former bureau staff have been continuously harassed, threatened, and interrogated by authorities. Nevertheless, Azadliq has leveraged social media and mobile applications to provide critical regional news to audiences in Azerbaijan. Azadliq also produces a daily 15-minute TV show, "Azadliq A-LIVE," which airs on Facebook, YouTube, mobile, smart TV apps, and the service's website.

RFE/RL RADIO EUROPA LIBERA (LANGUAGES: ROMANIAN, RUSSIAN)

FY 2018 Actual: \$1.918 million
FY 2018 Total: \$2.043 million

Origin: 1950 (to Romania, ended in 2008, restarted in 2019; Moldova-focused programs since 1998)
Delivery Method: Radio (FM, affiliate, satellite), TV, website, social media, and app
Radio Original Broadcast: 10.5 hours/week
Radio Total Broadcast: 12.5 hours/week
TV Original Broadcast: 3.0 hours/week
TV Total Broadcast: 4.0 hours/week

RFE/RL's Moldovan Service, Radio Europa Libera, provides credible and impartial news, information, and analysis as well as a forum for debate on major themes related to Moldova, the region, and the world. The only Western international media source with programs designed to serve a Moldovan audience, Radio Europa Libera promotes democratic values, including free speech, tolerance, and respect for human rights and minorities. USAGM research shows that the Moldovan Service's programming is consumed by nearly one-third of Moldovans weekly.

The Moldovan Service produces a 10-minute, weekday television program called "Clear and Simple," which airs first in Romanian and then is dubbed into Russian on the national public TV channel Moldova 1. Other TV projects include roundtable discussions, programs on political and social issues in the country, and talk shows. In addition to its standard daily radio news offerings, the service also offers special programs in Romanian and Russian to the separatist region of Transnistria, which are designed to build bridges between peoples living in a divided society.

After a decade-long closure, RFE/RL's Romanian Service, Europa Libera, has been relaunched on digital platforms to help address declining media independence in Romania and the spread of disinformation. The service provides audiences with local, regional, and international news, expert analysis and original features, while serving as a platform for informed discussion and debate.

RFE/RL RADIO AZATUTYUN (LANGUAGE: ARMENIAN, RUSSIAN, ENGLISH)

FY 2018 Actual: \$1.885 million
FY 2018 Total: \$2.063 million

Origin: 1953
Delivery Method: Radio (FM, satellite), TV (affiliates), websites, social media, and app
Radio Original Broadcast: 13 hours/week
Radio Total Broadcast: 17 hours/week

TV Original Broadcast: 7 hours/week
TV Total Broadcast: 9.5 hours/week

RFE/RL's Armenian Service, Radio Azatutyun, serves as a surrogate media source for independent news and information about events in Armenia. Azatutyun facilitates peer-to-peer dialogue and works to serve as a link between the government and its citizens. Uncensored political talk shows such as Azatutyun's "Sunday Analytical" are not otherwise available in the local market. Thanks to investment in internet streaming technology, the Armenian Service has the capacity to cover news without censorship and control (unlike its competitors); as a consequence, it has emerged as the primary source of information on key political and social developments in the country.

During times of crisis, millions of viewers turn to Azatutyun's 24/7 live video coverage of current events in Armenia. Azatutyun broke records in 2018 with its coverage of the political developments in April and May that year that forced former President Serge Sarkisian from office and brought opposition leader Nicol Pashinian to power. Numerous Western media outlets, including Reuters, CNN, BBC, AFP, and France 24, relied on the Service's live-stream and videos to cover the events. Despite the threat of censorship, leading local broadcasters rebroadcast Radio Azatutyun reports.

RFE/RL NORTH CAUCASUS SERVICE (LANGUAGES: CHECHEN, RUSSIAN)

FY 2018 Actual: \$1.201 million
FY 2018 Total: \$1.201 million

Origin: 2002
Delivery Method: Websites, social media, and app

RFE/RL's North Caucasus Languages Service reports news in a violent region where media freedom and journalists remain under severe threat. RFE/RL, the sole international broadcaster to provide objective news and analysis to the North Caucasus in Chechen, provides in-depth coverage of human rights abuses by the police and security forces, social taboos, and the ongoing efforts by Chechnya's current leader to rewrite the history of the past two decades. The service also produces the "Caucasus.Realities" website, which provides local news in Russian about the North Caucasus region. In addition to serving as a news portal for the region, the website focuses on violent extremism, political and economic disenfranchisement, corruption, and police brutality—concerns that unite all of the region's ethnic groups.

RFE/RL TATAR-BASHKIR SERVICE (LANGUAGES: TATAR, BASHKIR, CRIMEAN TATAR, RUSSIAN)

FY 2018 Actual: \$1.447 million
FY 2018 Total: \$1.479 million

Origin: 1953
Delivery Method: Radio (FM, affiliate, satellite), TV, website, social media, and app

The only major international news provider in the Tatar and Bashkir languages, the Tatar-Bashkir Service covers religious, sectarian, ethnic, cultural, historical, and identity issues in an environment heavily dominated by the Russian press. The Service aims to serve as a conduit between Tatar communities in Russia, Crimea, and the world. Using its website as its primary delivery platform, it targets people living in Tatarstan and Bashkortostan as well as in neighboring areas. The Tatar-Bashkir Service reports primarily in the Tatar language, which is vital to a region in the midst of a new wave of Kremlin-launched Russification. The service also produces a Russian-language regional website called "Idel.Realities," targeting the wider Volga-Ural region of the Russian Federation. Finally, the Tatar-Bashkir Service provides a platform for free discussion of issues such as identity and the peaceful coexistence of various ethnic and religious communities, topics essential to the development and nourishment of civil society and democratic institutions in the region.

RFE/RL BULGARIAN SERVICE (LANGUAGES: BULGARIAN)

Origin: 1950 (ended in 2004, restarted in 2019)
Delivery Method: Digital only: website, social media, app

Relaunched after a 15-year hiatus, RFE/RL's Bulgarian Service, known locally as Svobodna Evropa, now provides independent news and original analysis to help strengthen a media landscape weakened by the monopolization of ownership and corruption. Since resuming operations in January 2019, the Bulgarian Service has broken major stories. For example, it worked with local media outlets and anti-corruption groups to expose a massive real estate scandal involving ruling party members. It has been harshly attacked by one far-right political party, which accused RFE/RL of "working to destroy the Bulgarian state." The new Svobodnaevropa.bg website quickly attracted an audience. Over the months of April-June 2019, the website and app have averaged nearly 690,000 visits a month.

VOICE OF AMERICA (VOA)

Languages: Azerbaijani, Albanian, Armenian, Bosnian, Georgian, Macedonian, Russian, Serbian, Turkish, and Ukrainian

VOA RUSSIAN SERVICE (LANGUAGE: RUSSIAN)

FY 2018 Actual: \$9.937million
FY 2018 Total: \$9.937 million

Origin: 1947
Delivery Method: TV, website, mobile site, social media, and apps
TV Original Broadcast: 8.58 hours/week
TV Total Broadcast: 8.58 hours/week

VOA's Russian Service employs a digital-first, cross-platform strategy to inform, engage, and connect information-denied Russian-speaking audiences and to offer fact-based alternatives to Kremlin-backed disinformation campaigns designed to fan anti-U.S. and anti-Western sentiments in Russia and globally. VOA Russian's interactive multimedia content includes video streaming on desktop and mobile platforms, social media native products, expert blogs, and user-generated content and feedback. It engages audiences in conversations about America and its values while offering insights into U.S. policy, life, and institutions, including U.S.-Russia relations and American reactions to developments influencing Russian democracy. According to the results of the 2018 USAGM nationwide survey of Russia, VOA Russian reaches 2.9 percent of adults (3 million) weekly.

VOA Russian's audience on digital platforms is active and engaged. Between June 2018 and June 2019, the service's website registered an average of about 2 million monthly visits and 2.5 million monthly article views. During the same period, videos on VOA Russian digital platforms garnered 147 million views on Facebook and 12.7 million views on YouTube. On Facebook, VOA Russian's most active social media outreach platform, original content, which includes live reporting by VOA correspondents and immersive formats such as 360 panoramic videos, attracts about 1 million post engagements daily. VOA Russian's Instagram account, currently the fastest growing of its social media platforms, drew 199,000 subscribers in 2018, up by 69 percent from the previous year, and now gets between two to four million impressions per week. In March 2019, VOA Russian launched its website newsletter, "VOA Express," and joined Telegram, an encrypted instant messenger platform. This enhanced digital presence, along with increased television programming, will significantly improve access to objective news and information for Russian speakers, on television, the dominant media platform for news among Russian speakers.

In February 2017, VOA Russian and RFE/RL, in partnership with public and private broadcasters in the region, launched Current Time, a 24/7 Russian-language digital network available to viewers on a variety of television, digital, social, and mobile platforms. VOA programming for the Current Time network includes:

- **Current Time America** – A one-hour, Monday-to-Friday television newscast that airs from Washington, D.C., and New York. The show offers content not otherwise available on state-controlled Russian media and provides a “reality check” on various political, economic, social, and cultural issues. It features live interviews with newsmakers and the latest in business, science and technology, medical, and entertainment news. A stringer network across the United States provides news and feature programming from major American cities.
- **Current Time Itogi** – A weekly (Saturday) 30-minute analytical television magazine program offering alternative viewpoints on relevant developments in the United States and in the target area not available in Russia’s state-controlled media. The program provides a “reality check” on various political, economic, social, and cultural issues.
- **Current Time Nedelya** – A live, weekly (Sunday) 30-minute TV talk show featuring a live panel discussion with high-profile experts examining U.S.-Russian relations and offering unique perspectives regarding major news stories of the week.
- **Current Time Detali** – A weekly (Saturday) 30-minute science and technology magazine program that explores headlines in the area of space exploration, tech innovations, and breakthroughs in science and medicine.
- **New York, New York** – A weekly (Sunday) 30-minute magazine program produced by the VOA Russian team in the Big Apple. The fast-paced program showcases the heart and soul of New York, taking viewers out of the studio and onto the streets of the city that never sleeps. The show features New Yorkers and their way of life and explains the historic significance and importance of iconic New York locations.
- **Great American Road Trip** – A 20-episode travel series explores the character of different American states and cities through stories about their people, history, culture, and food. The series of 24-minute episodes showcases the uniqueness of each place and strives to break down Russian stereotypes about American society. VOA Russian journalists take viewers beyond major tourist routes and destinations and introduce them to people who best represent the American character – self-made problem-solvers, innovators, thinkers, and role models.
- **America Live Coverage Desk** – VOA’s live, unfiltered coverage of events in America, streamed on the Current Time Channel and VOA-branded digital and social media properties. The programming focuses primarily on U.S. policy issues, U.S.-Russia relations, and the Kremlin’s malicious influence in the Eurasia region. America Live Coverage Desk engages highly active audiences with real-time analysis by U.S.-based experts and simultaneously translated presidential addresses, major policy pronouncements and speeches, debates, and congressional hearings.
- **Our American Story: Voices of Russians in America** – A 26-episode documentary series built around families of strong characters whose stories demonstrate the appeal of free-market capitalism and the role of citizens in a democracy, offering a counterpoint to everyday life in Russia. Produced in 2017, the series was distributed via the Current Time Channel, social media, and video-sharing sites. An additional 26 episodes are being produced for distribution in FY 2019.

Digital Programming:

- **Briefing** – A three-minute daily digital digest of short video reports hosted by an anchor and distributed via social media. Available on desktop and mobile devices, this digital-first product is designed to generate user engagement around news and subjects that are trending in the United States, Russia, and globally, including topics often mis-reported by Russian media outlets.
- **US News in 60 Seconds** – A video product that provides quick daily updates on the latest U.S. news.
- **Context** – A program hosted by a journalist who provides a weekly analysis of deliberate misinterpretations of domestic and foreign events by Russian officials and state media outlets.
- **American Myths** – A New-York based reporter explores widespread Russian stereotypes about America—from the “fake” American smile to “all Americans are wealthy.” The weekly series features vox-pops, (short interviews with members of the public) with Americans discussing what they think about Russian perceptions of their lives.
- **What on Earth?** – A 45-minute Sunday webcast also streamed live on Facebook and YouTube. The host, a prominent Russian TV journalist, takes viewers out onto the streets of Miami, his adopted hometown, to discuss hot topics of the week with experts and neighbors.
- **Small-town America** – Original video reports depicting the culture of small American towns, each with its own unique atmosphere, history, and local features. Each piece relates the story of one particular small town, focusing on the local people and their perception of life, telling an important story about American life outside the big cities and their densely populated suburbs.
- **Once Upon a Time** – A weekly five-minute digital video series about Russian-speaking denizens of the Big Apple that focuses on people who change the city—and are changed by it.

- **Coffee** – A digital-first video program targeting Russian-speaking youth. Two dynamic hosts explore both the fun and the complexity of the modern world using a hands-on approach—showing various controversial workplace scenarios, testing a sensory-deprivation tank, or blind-testing cheap and expensive products to determine whether choosing brands makes sense.
- **Sapiens** – VOA Russian’s e-learning series of up to 10-minute-long lectures focusing on American business, culture, art, politics, and history – from American impressionists to U.S.-Russia relations.
- **Artifact** – A weekly five-minute digital video program that focuses on what specific objects can tell us about American history. A VOA Russian journalist explores important events using artifacts such as a firefighter’s badge, Reagan-era postcards, and an Eisenhower election campaign pin.
- **Hi, Tech!** – A five-minute weekly technology and innovation digital video product targeting a young and technology-savvy audience. The host introduces new tech developments and gadgets, analyzes Russian authorities’ crackdown on the free internet, and test-drives new cars with unique and interesting features.

VOA UKRAINIAN SERVICE (LANGUAGE: UKRANIAN)

FY 2018 Actual: \$2.337 million

FY 2018 Total: \$2.597 million

Origin: 1949

Delivery Method: TV (affiliates), website, mobile site, social media, and apps

TV Original Broadcast: 2.83 hours/week

TV Total Broadcast: 2.83 hours/week

The leading international broadcaster in Ukraine, VOA Ukrainian acts as a *de facto* Washington bureau for four major national television channels—Channel 5, First National TV, ICTV, and Channel 24. With a weekly audience of 14.6 percent of Ukrainian adults (estimated by a USAGM national survey in mid-2016), VOA Ukrainian earns consistently high ratings as a credible, trustworthy, and influential source of news, information, and analysis regarding U.S.-Ukraine relations, U.S. policy, and American life. The programming also offers an important counter-narrative for Ukrainian audiences in the country, who have been targeted by an aggressive, Kremlin sponsored anti-Western disinformation campaign.

VOA Ukrainian’s TV programming, carried by 29 national and regional affiliates across Ukraine, attracts 5.5 million adult TV viewers weekly. Representative programs include “Chas-Time,” a daily, 15-minute TV news and information program; “Studio Washington,” a five-minute, daily TV news segment; and “Window on America,” a weekly 20-minute magazine show. The Ukrainian Service also produces special reports and live interactives on a variety of subjects for Ukraine’s top-rated networks: ICTV, First National, Hromadske TV, Channel 112, RFE/RL, and 1+1 TV, and live streams of important events with simultaneous translation.

In addition to its TV presence, VOA Ukrainian caters to a very active and engaged audience through its online and social media presence. In FY2018, the service registered 66 million video views across social media and 7 million website articles read, along with 3.5 million engagement actions on Facebook – an increase of 90 percent from 2017. As of February 2019, the Ukrainian Service had 212,000 followers on Facebook, 136,000 on Twitter, and 16,000 on Instagram. Major Ukrainian news sites, including pravda.com.ua, ukr.net, and maidan.org.ua, often republish the service’s digital content, which is also syndicated to major news portals such as ukr.net and Novoye Vremya.

VOA Ukrainian journalists regularly rely on social media, particularly Facebook and Twitter, to engage key audiences, especially youth. In 2018, VOA Ukrainian launched several digital-first, social media projects, including the Facebook Live digital program, “In the Spotlight,” and an Instagram-based project, “English for Everyone.” The latter engages younger audiences on English idioms, popular phrases and American expressions with original illustrations and animated, entertaining explanations.

VOA TURKISH SERVICE (LANGUAGE: TURKISH)

FY 2018 Actual: \$2.206 million
FY 2018 Total: \$2.231 million

Origin: 1942 (closed in 1945, reopened in 1948)
Delivery Method: TV (affiliates), website, mobile site, and social media
TV Original Broadcast: 5 hours/week
TV Total Broadcast: 12.5 hours/week

At a time when Turkey's media freedom is significantly at risk, VOA Turkish serves as a credible, objective source of news and information. In July 2018, Turkey established a "presidential system," which gave sweeping powers to President Erdogan, and the 2018 purchase of Turkey's largest media conglomerate by a pro-Erdogan businessman brought nearly all media organizations under the government's control. According to *Reporters Without Borders' 2019 World Press Freedom Index*, which ranks Turkey #157 of 180 countries, Turkey is currently "the world's biggest jailer of professional journalists." Since 2016, the Turkish government, using enhanced powers under a state of emergency, has carried out a massive purge of media outlets accused of links to an attempted military coup. Today, the government continues to press charges against journalists, accusing them of supporting the coup attempt or the Kurdistan Workers' Party (PKK), which is a U.S.-designated foreign terrorist organization.

The only foreign broadcaster on Turkish TV, the VOA Turkish Service's programming appears on two national channels. The news and business station EkoTurk carries five live, 30-minute VOA Turkish newscasts, Monday through Friday, and a 30-minute weekly magazine program on Saturdays. Ege TURK TV, meanwhile, offers the Service's popular 30-minute "Studio Washington" broadcast Monday through Friday, which is repeated four times during the day. VOA Turkish staff frequently provide commentary, analysis, and background information on major Washington news events for Turkish media outlets, including Bloomberg TV, Fox TV Turkey, HALK TV, NTV, CNN TURK, Haber Global, Eko Turk, TGRT Haber, and HABER Turk.

VOA Turkish's digital presence includes a website, mobile app, Facebook page, and Twitter, YouTube, and Instagram accounts. It also sends a daily newsletter to nearly 3,000 subscribers and maintains two blogs. Additionally, VOA Turkish has an affiliation agreement with Mynet, one of the top three most popular news and entertainment portals in Turkey with more than 6.5 million registered members, and a partnership agreement with Daily Motion, a popular European video site. Digital measures for VOA Turkish from FY 2018 include a weekly digital audience of 76,847 (a 26 percent increase over 2017); weekly post engagement actions of 58,933 (an 8 percent increase over 2017) and weekly video views of 2.1 million (an 83.8 percent increase over 2017). According to a USAGM survey conducted in 2016, VOA reaches 7.8 percent of Turkey's adult population (15 years or older) on any platform and in any language, but primarily in Turkish (6.4 percent).

In April 2019, VOA Turkish launched a Deutsche Welle sponsored You Tube channel for Turkey with content from BBC and France 24. It is the first time DW, BBC, VOA, and France 24 have joined forces in a media project of this scope. In less than two months, the number of subscribers to the +90 You Tube Channel exceeded 85,000, with some VOA Turkish video views reaching 65,000 in one week. Pro-Erdogan Turkish media called this joint effort for Turkey "an invasion by international media organizations."

VOA ALBANIAN SERVICE (LANGUAGE: ALBANIAN)

FY 2018 Actual: \$1.924 million
FY 2018 Total: \$1.924 million

Origin: 1943 (closed in 1945, reopened in 1951)
Delivery Method: TV (affiliates), website, mobile site, social media and apps
TV Original Broadcast: 3.67 hours/week
TV Total Broadcast: 3.67 hours/week

Successfully leveraging television and digital media platforms, VOA's Albanian Service continues to inform, engage, and influence far more people than any other international broadcaster in Albania, Kosovo, and the Albanian-speaking areas of Macedonia, Serbia, and Montenegro, according to USAGM research. The service plays a crucial role in bringing unbiased, objective, and comprehensive news about the world and the region to Albanian speakers. VOA's Albanian Service also communicates America's democratic experience and U.S. foreign policy objectives in a region still vulnerable to internal and external destabilizing forces, including Russian influence, pervasive corruption, and violent extremism.

The Albanian Service's exceptional access to key leaders and newsmakers in the region and wide republication of VOA interviews in local media demonstrate both the credibility and popularity of VOA as a news source in the region. In 2019, the service interviewed the presidents and prime ministers of Albania and Kosovo, parliamentarians and cabinet members, and opposition leaders from the region. The Albanian Service has also partnered with the reputable Balkan Investigative Reporting Network to coproduce high impact and original investigative stories focusing on corruption. VOA Albania also serves as a model for media behavior in a region affected by corruption, ethnic and political polarization, and increasing self-censorship. In January 2019, for example, VOA Albanian aired an investigative report that exposed cooperation on an alleged vote-buying scheme between an organized crime group and the mayor of Albania's second largest city. The report caused a huge political uproar, and, a few months later, the opposition launched a series of countrywide rallies accusing the government of election stealing.

VOA Albania's signature TV daily news program, "Ditari," is carried by 19 TV affiliates in Albania, 11 in Macedonia, nine in Kosovo, two in Montenegro, and one in Serbia. The Service also provides special reports for two top-rated affiliates in Albania, News24 and Top Channel, which largely focus on U.S. perspectives on developments affecting the region. A 2016 national survey (commissioned from Gallup by USAGM) estimated that, each week, VOA Albanian Service content on all platforms reaches an estimated 60.5 percent of adults (15 years or older) in Albania, 64 percent in Kosovo, and 9.3 percent in Macedonia. Four out of five regular viewers said VOA's programming is "very trustworthy."

While focusing on television, the news medium of choice for Albanian-speaking audiences, VOA Albanian journalists also interact with engaged digital audiences. In FY 2018, the Albania Service's website recorded more than 1.42 million visits. Its Facebook page remains among the top news brands in the Albanian language with more than 323,000 active and engaged followers. In FY 2018, VOA Albanian Facebook users viewed more than 87 million video clips. The service's YouTube channel is among the five largest Albanian-language media brands on the network. It recorded some 4.7 million video views in FY 2018. VOA Albania also runs one of the top five Twitter channels among Albanian media, followed by more than 18,500 Twitter users.

VOA SERBIAN SERVICE (LANGUAGE: SERBIAN)

FY 2018 Actual:	\$1.684 million
FY 2018 Total:	\$1.711 million
Origin:	1943
Delivery Method:	TV (affiliates), website, mobile site, social media and apps
TV Original Broadcast:	2.75 hours/week
TV Total Broadcast:	2.75 hours/week

VOA's Serbian Service, the leading international broadcaster in the region, provides an important source of free, accurate, and objective reporting to Serbia and other Serbian-speaking areas in the Balkans. The service interviews U.S. policymakers, regional experts, the presidents and prime ministers of Serbia and Montenegro, parliamentarians and cabinet ministers, and opposition and NGO leaders. The Serbian Service's unprecedented access to key newsmakers in the target area, as well as wide citation and republication of its coverage in local media, highlights both the credibility and impact of VOA on the regional news agenda.

According to data from a 2016 USAGM national survey, VOA Serbian Service content, distributed via more than 50 national and regional affiliates and online, reaches 12 percent of adults (15 and older) in Serbia and 26.5 percent of adults in Montenegro weekly. Six in 10 (59 percent) of VOA's weekly users in Serbia say that its content has increased ("somewhat" or "a great deal") their understanding of U.S. foreign policies (54 percent), and about as many (56 percent) say VOA content increased their understanding of American society.

"Open Studio," the Serbian Service's primary program, consists of a daily 30-minute TV news and information program airing five days a week. It offers newsmaker interviews and wide-ranging coverage of American affairs and global and regional developments. The service also responds weekly to requests for TV content regarding U.S. events and views on significant global developments from top local broadcasters such as N1 TV in Serbia and Montenegrin public service broadcaster TV Montenegro. It also provides five regular weekly special reports or live interactives on current developments in U.S. politics and society, medicine, science, and technology—two for N1 TV, two for TV Montenegro, and one for Serbian public service broadcaster RTS.

VOA Serbian's TV programs and digital content, distributed across desktop, mobile, and social platforms, engage Serbian and other South Slavic diasporas in Europe and worldwide. Facebook users viewed VOA Serbian video 456,000 times weekly on average in 2019, while its YouTube channel has almost 10 million video views. In 2018, the Service produced a seven-part documentary series on various aspects of the media scene in Serbia, to include attacks on independent media and journalists, media ownership and privatization, Russian influence, the status of local media, and the role of investigative journalists. Among the most popular on the Service's website, the series also generated around 700,000 views on Facebook.

VOA BOSNIAN SERVICE (LANGUAGE: BOSNIAN)

FY 2018 Actual:	\$1.149 million
FY 2018 Total:	\$1.149 million
Origin:	1996
Delivery Method:	TV (affiliates), website, mobile site, social media and apps
TV Original Broadcast:	2.58 hours/week
TV Total Broadcast:	2.58 hours/week

Through its cross-platform, multimedia programming, VOA's Bosnian Service aims to meet the informational needs of a sophisticated audience. VOA Bosnian communicates America's democratic experience, explains U.S. foreign policy interests, and strives to influence political discourse in an area that has been increasingly targeted by violent extremism and negative Russian influences. VOA Bosnian is also consistently recognized as a trusted and reliable source of news and information in a politically and ethnically divided country with an extremely polarized, biased media environment. According to a 2016 USAGM national survey, VOA reaches 13.4 percent of adults (15 or older) in Bosnia weekly.

VOA Bosnian's TV programming is carried on several popular national TV networks. VOA's "Studio Washington," a live half-hour news and current affairs television program, airs Monday through Friday via satellite and affiliate stations throughout Bosnia-Herzegovina, including nationwide Face TV. VOA Bosnian also conducts a weekly interactive program with BHT1, Bosnia's public broadcasting station. This program focuses on major political, social, and cultural issues and events in the United States, as well as U.S. perspectives on developments affecting the target audience. In addition, the service partners with reputable regional outlets like the Center for Investigative Journalism (CIN) and the Balkan Investigative Reporting Network (BIRN), offering its presence on national TV to amplify investigative reporting about corruption. In 2018, VOA aired more than 15 influential and frequently cited investigative reports produced by BIRN and CIN journalists.

VOA Bosnian has significantly expanded its digital media footprint. Its website has become a highly cited source of news about American life, thought and institutions, U.S. bilateral relations with Bosnia, issues of violent extremism, and anti-corruption initiatives. Most of the Service's digital efforts now focus on Facebook thanks to its dominance of the local social media scene; as of February 2019, it logged 127,000 active followers. In FY 2018, users viewed some

16 million video reports on the Service’s Facebook page—an increase of 152 percent in comparison with FY 2017. The number of digital engagement actions rose to more than 675,000.

VOA AZERBAIJANI SERVICE (LANGUAGE: AZERBAIJANI)

FY 2018 Actual:	\$919,000
FY 2018 Total:	\$919,000
Origin:	1982
Delivery Method:	Radio, TV, website, mobile site, and social media
Radio Original Broadcast:	1.75 hours/week
Radio Total Broadcast:	24.50 hours/week
TV Original Broadcast:	1.25 hours/week
TV Total Broadcast:	3.75 hours/week

Amid the dwindling number of independent media organizations and the blockage of access to the news websites inside the country, VOA’s Azerbaijani Service stands out as one of the remaining reliable and objective news outlets for the Azerbaijani-speaking audience. The Service seeks to retain and strengthen its role in the Azerbaijani media as a full-service multimedia news agency that provides news in a variety of formats and on subjects that include political, social, economic, medical, technological, and cultural developments otherwise ignored by the state-controlled media in Azerbaijan.

VOA Azerbaijani Service television content features “American Review” and “World View,” two programs that present balanced and comprehensive coverage of issues of interest to target audiences. Other programs include a daily 15-minute audio package of two interviews or reports and a summary of top world news; a daily five to six-minute video news program; a weekly six to eight minute “Showbiz” program; and original internet video reports and interviews on human rights and democracy issues in Azerbaijan.

With over 300,000 followers on Facebook and over 50,000 followers on Instagram, the Service also engages intensively with the audience on social media platforms via Facebook Live reports, surveys, and proactive content sharing. In addition, thanks to its regular coverage of the developments inside the Azerbaijani-populated areas of Iran, VOA Azerbaijani serves as a major source of news for Iranian Azeris and those interested in the plight of the largest ethnic minority group in the Islamic Republic.

VOA GEORGIAN SERVICE (GEORGIAN)

FY 2018 Actual:	\$897,000
FY 2018 Total:	\$905,000
Origin:	1951
Delivery Method:	TV (affiliates), website, mobile site, social media and apps
TV Original Broadcast:	1.08 hours/week
TV Total Broadcast:	1.08 hours/week

The VOA Georgian Service employs an interactive mix of television and digital programming to inform, engage, and connect with audiences that have become increasingly vulnerable to Russian strategies of malign influence. The service provides insights into American life, thought, and institutions, as well as analysis of Georgia’s democratic evolution and its prospects for Euro-Atlantic integration.

“Washington Today,” a weekly 20-minute magazine aired on Georgian public TV, focuses on developments in the United States, American life and traditions, American perspectives on major developments in the target area, the Georgian diaspora, social issues, medicine, science, technology, and culture. VOA Georgian also provides weekly TV

interactives and special reports for regional and national networks, including TV Pirveli, Maestro TV, and the public TV broadcaster's nightly newscast "Moambe," as well as Business Media Georgia and Achara TV. These programs analyze U.S. views on Georgia and the region as well as aspects of the American democratic experience.

The success of its TV programming has significantly expanded VOA's Georgia's audience base. According to a March 2016 USAGM national survey, VOA reached 8.1 percent of adults (15 and older) in Georgia weekly. Nearly nine in ten (86.7 percent) of users found VOA Georgian content trustworthy, eight in ten (78.7 percent) said it had increased their understanding of current events, and seven in ten said it had increased their understanding of U.S. foreign policy.

On digital platforms, VOA's Georgian Service engages a growing population of social media users, particularly on Facebook, the dominant social media platform in the country. As of February 2019, the Service had some 200,000 Facebook followers. In FY 2018, audiences viewed more than 18 million VOA video reports – an increase of about 100 percent in comparison with FY 2017. VOA's Facebook audience is among the five most engaged media audiences in Georgia, with more than 670,000 comments, likes, and shares. The Service's Twitter account attracts one of the top ten media audiences in the country. In FY 2018, viewers consumed more than 750,000 video reports on the VOA Georgian Service's YouTube channel, while its website attracted more than 1.5 million visitors.

VOA ARMENIAN SERVICE (LANGUAGE: ARMENIAN)

FY 2018 Actual: \$669,000

FY 2018 Total: \$669,000

Origin: 1951

Delivery Method: TV (affiliates), website, mobile site, social media and apps

TV Original Broadcast: 1.58 hours/week

TV Total Broadcast: 1.58 hours/week

VOA's Armenian Service provides reliable, objective, and comprehensive news and information, serving as a vital source of insights about the United States, its society and institutions, and its policies toward Armenia and other former Soviet republics. Armenia's leading media outlets regularly republish the Service's America-focused reports, which often dominate the local news agenda.

VOA Armenia broadcasts the "Armenian Daily Report," a 15-minute television feed covering U.S. and world events, U.S. foreign policy, business, science, and U.S.-Armenian relations. On Sundays, Armenia TV airs the Service's "View from America," which tells America's story, emphasizing features about the Armenian American diaspora, and reports on science, technology, health, business, and entertainment. Armenia TV also broadcasts VOA Armenian's "Good Morning," a five-minute, Monday-through-Friday program focusing on American life. The Armenian Service's cross-platform programming, distributed via national TV affiliate Armenia TV and on digital platforms, has a weekly reach of 37.4 percent of Armenian adults (15 and older), according to a 2018 USAGM national survey.

In addition to its television programming, VOA Armenian engages a growing population of online and social media users across desktop and mobile platforms, including Facebook, Twitter, YouTube, and Instagram. In FY 2018, the Service's website recorded more than 450,000 visitors. As of February 2019, it had more than 150,000 Facebook followers. In FY 2018, users viewed some 47 million Armenian Service video reports – an increase of more than 150 percent in comparison with FY 2017. VOA's Facebook audience, among the five most engaged audiences in Armenia, earned more than 2.4 million comments, likes and shares. In FY 2018, users also consumed more than 2.6 million video reports on the service's YouTube channel.

VOA MACEDONIAN SERVICE (LANGAUGE: MACEDONIAN)

FY 2018 Actual: \$645,000

FY 2018 Total: \$645,000

Origin: 1999

Delivery Method: TV (affiliates), website, mobile site, social media and apps

TV Original Broadcast: 1.05 hours/week

TV Total Broadcast: 1.05 hours/week

The VOA Macedonian Service is the most widely distributed source of news, information, and analysis on U.S. foreign policy, U.S. interests, and American life available to Macedonian-speaking television audiences in the Balkans. The service adds value to the Macedonian language media scene in North Macedonia in the form of original and exclusive reporting that provides a comprehensive view of U.S. policies and expert opinions on North Macedonia's Euro-Atlantic prospects.

VOA Macedonian's flagship TV program, the 10-minute "Newsflash," airs on weekdays nationwide on Telma TV (a nationwide network), 24 Vesti, 1TV, and on a number of regional and local TV stations throughout the country. The program focuses on pertinent news from the United States, including coverage of the Macedonian diaspora community. In addition, the VOA Macedonian Service provides weekly live remotes to Telma.

A 2016 USAGM national survey of Macedonia estimated that VOA Macedonian content, distributed via TV affiliates and online, reaches more than one in five adults (15 and older) in North Macedonia every week (22 percent). Fifty-nine percent of VOA Macedonian users report that the service increased their understanding of U.S. foreign policies in the heavily politicized media market, which is exposed to aggressive, pro-Kremlin propaganda.

VOA Macedonia maintains a website that expands its TV coverage with in-depth and feature reporting. In FY 2018, the Service's website had some 860,000 visitors. During the same period, it earned more than 13.4 million video views across digital platforms. VOA Macedonian operates one of the 10 most popular YouTube media channels in the Macedonian language. As of February 2019, it had 105,000 followers on Facebook, which is the dominant digital platform in the region.

U.S. PUBLIC DIPLOMACY THROUGH INTERNATIONAL ORGANIZATIONS (IO)



A woman walks home with her monthly ration of corn soy blend, provided through a USAID-funded World Food Program project in Bambasi refugee camp, Ethiopia. (Photo credit: Kiyori Ueno, World Food Program)



U.S. PUBLIC DIPLOMACY THROUGH INTERNATIONAL ORGANIZATIONS (IO)

BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS

	D&CP	American Salaries	Supplemental	BBG/USAGM	Total
FY 2016	\$1.74 million	\$1.46 million	\$179,900	\$0	\$3.37 million
FY 2017	\$1.58 million	\$0	\$0	\$0	\$1.58 million
FY 2018	\$1.60 million	\$0	\$0	\$0	\$1.60 million

OVERVIEW

The Bureau of International Organization Affairs (IO) and its six missions in New York, Geneva, Vienna, Rome, Montreal, and Nairobi play a central role in efforts to advance U.S. national interests, goals, and policies through engagement in the multilateral arena. Multilateral diplomacy offers unique opportunities to drive global action on transnational issues. The IO bureau ensures that the United Nations (UN) and other international organizations continue to demonstrate relevance grounded in efficiency and accountability, measured in services delivered, progress accelerated, and lives saved and improved.

Originally IO's public diplomacy (PD) programs focused on strengthening relationships with the professional staff of the UN and other international organizations. However, the proliferation of global threats and transnational challenges, coupled with the evolution of communication technologies, resulted in a significant expansion of IO PD activities. The Bureau's Office of Public Affairs, Planning, and Coordination (IO/PPC) now advances U.S. interests by communicating with global publics to highlight continuing U.S. leadership on the global stage, rally international support for urgently needed UN reform, reinforce U.S. calls for increased burden-sharing, and develop and expand engagement with youth audiences on U.S. multilateral priorities. IO/PPC employs new media tools to extend U.S. messages on peace and security, human rights, development, and food security, and uses evaluation and planning tools to strengthen the bureau's strategic vision and planning process.

IO/PPC currently has six staff members based in Washington, D.C., including two Foreign Service and four Civil Service (CS) employees organized into three teams: press, public diplomacy, and congressional outreach. Foreign Service Officers serve as Public Affairs Officers (PAOs) and Deputy PAOs at the U.S. missions to the UN in Geneva, Vienna, Rome, and New York. IO/PPC supports the Public Diplomacy needs of the U.S. missions to the UN in Montreal and Nairobi from Washington, D.C. Vienna, Paris, and Rome coordinate closely with their tri-mission counterparts and other relevant missions. At the U.S. Mission to the UN in New York a mixture of Foreign Service, Civil Service, and politically appointed staff members collectively manage active press and social media operations. New York's PAO contributes to messaging efforts and complements them with targeted outreach and events design and support.

U.S. FOREIGN POLICY GOALS

The IO bureau and its missions work in concert to advance key U.S. national interests and priorities. IO also uses coordinated multilateral action to address and manage varied and complex challenges to international peace and security. These challenges include conflicts and instability in Syria, Libya, Central African Republic, and beyond as well

as continued nuclear threats posted by the Democratic People's Republic of Korea, the malign activities of Iran in the Middle East, the resurgence of Chinese influence in international organizations, and the continued humanitarian crisis in Venezuela.

In addition, the IO bureau supports responses to active conflicts, post-conflict environments, threats to global health, violent extremism, and other dangers to international stability as led by the UN Security Council, the International Atomic Energy Agency, the World Food Program, and the World Health Organization. Other initiatives include peacekeeping and peace-building missions, robust humanitarian action, and efforts to address threats to airline safety and security through the International Civil Aviation Organization.

The United States is committed to ensuring international organizations are efficient, effective, and evolving to meet 21st century challenges. In this context, IO promotes the urgent need for meaningful reforms to the UN system in order to reduce costs, improve performance, maximize transparency and accountability, tackle the drivers of budget growth such as staff costs, and minimize increases in U.S. assessed contributions.

U.S. PUBLIC DIPLOMACY PROGRAMS

IO and its missions use public diplomacy activities to highlight U.S. priorities and leadership in multilateral fora and advocate continuously for U.S. objectives through proactive press engagement, side events, educational exchanges, and speaker programs. Active use of digital engagement platforms also plays an important role in these efforts, with each IO mission maintaining Facebook, Twitter, Instagram and/or Flickr accounts. IO continually works to assess the impact of these outreach tools and refine targets and messages to advance specific policy goals.

REPRESENTATIVE PUBLIC DIPLOMACY PROGRAMS

UNGA: The launch of the annual UN General Assembly (UNGA)—marked by a high-level week featuring the U.S. President and other world leaders—dominates IO's program calendar. Planning for UNGA activities commences in June and occupies significant IO and New York resources through September.

U.S. Youth Observer to the United Nations: In 2013, IO launched a partnership with the United Nations Association to create an annual position for an American youth (aged 19–25 years) to serve as the U.S. Youth Observer to the United Nations. This position creates a useful linkage between U.S. multilateral priorities and young people worldwide. The Youth Observer participates in events at UNGA, youth conferences throughout the year, and relevant UN gatherings that benefit from the voice of American youth. The popular program boasts a growing number of applicants each year and has generated significant new discussion among U.S. youth about global issues such as good governance, entrepreneurship, civil engagement, and active leadership. In 2018, the Youth Observer represented American youth at the UN Economic and Social Council Youth Forum, the Global Entrepreneurship Summit in the Netherlands, and at the Young Southeast Asian Leaders Initiative (YSEALI) conference in Singapore.

Space Camp: Highlighting American Innovation and Leadership in Space: The U.S. Mission to International Organizations in Vienna developed a program series combining delegate outreach, youth outreach, and science and technology that emphasizes American leadership in space and American support for the UN Office for Outer Space Affairs (UNOOSA). The yearlong series, which corresponds with the 50th anniversary of the Apollo 11 Mission, will culminate in 2020 when the Mission will send 12 participants from strategically important countries to Space Camp in Huntsville, AL.

Media Tours: Each year the U.S. Mission to Rome conducts a media tour that enables international journalists to report on U.S. involvement in development and agricultural projects globally and deepen their understanding of the root causes of food insecurity and efforts to combat it. The FY 2018 media tour focused on the impact of the Venezuelan crisis on Colombia and how the United States worked with the Rome-based UN agencies to promote food security, health, and economic opportunities.

POST PROFILES

U.S. MISSION TO THE UNITED NATIONS IN NEW YORK (USUN NEW YORK)

USUN New York serves as the United States' delegation to the United Nations headquarters and leads the U.S. government's participation in the world body. In 1947, the United States Mission was created by an act of Congress to assist the President and the Department of State in conducting United States policy at the United Nations.

USUN New York plays a prominent role in defining and pursuing U.S. foreign policy priorities. The U.S. UN Ambassador's profile and advocacy on issues—such as international peace and security, UN reform and accountability, and human rights—create valuable public diplomacy opportunities.

Domestic and foreign media follow Security Council deliberations and actions closely, creating an important global platform for U.S. interests and diplomacy. The mission, in partnership with IO/PPC, amplifies those themes as an indication of renewed U.S. leadership designed to ensure that the UN contributes to U.S. national security and to commit the UN to improved performance and effectiveness.

U.S. MISSION TO THE UNITED NATIONS AND OTHER INTERNATIONAL ORGANIZATIONS IN GENEVA (USUN GENEVA)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
D&CP	\$1.01 million	\$1.06 million	\$1.04 million	\$1.06 million	\$1.06 million	\$1.44 million
Supplemental	\$84,955	\$7,700	\$82,000	\$92,800	\$36,500	\$37,000

USUN Geneva advances U.S. policy within over 100 international organizations and manages U.S. relations with permanent missions representing over 160 different countries. Key partners include the International Committee of the Red Cross, UN High Commissioner on Refugees, the UN Human Rights Council, the World Health Organization, the World Trade Organization, CERN, the International Telecommunications Union, the World Intellectual Property Organization, and the International Organization for Migration, and some of the world's biggest non-governmental groups (NGOs).

Additionally, USUN Geneva supports Ambassador-level senior officials as representatives to the Conference on Disarmament and U.S. Special Representative for Biological and Toxin Weapons and the U.S. Permanent Representative to the World Trade Organization and Deputy U.S. Trade Representative. The mission also hosts U.S. government representatives from the Centers for Disease Control and Prevention (CDC), the Office of the U.S. Trade Representative, the Department of Health and Human Services (HHS), as well as an office of lawyers from the State Department's Office of Legal Affairs (L) to track and to shape evolving international laws and agreements.

USUN Geneva's Public Affairs Section creates programs around priority issues, highlighting U.S. commitment to human rights, gender equality, assistance to refugees, and UN reform. Panel events held on the margins of important meetings and discussions are particularly successful in promoting press coverage and dialogue on policy priorities such as the human rights abuses of the Chinese government against the Uighurs and the humanitarian crisis in Nicaragua. To reach its widely dispersed audiences, the mission also relies heavily on social media to distribute its messages and content to the world.

U.S. MISSION TO THE UNITED NATIONS AGENCIES IN ROME (USUN ROME)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
D&CP	\$135,300	\$144,600	\$138,400	\$131,300	\$134,800	\$147,500

At the center of international efforts to promote sustainable development and combat world hunger, USUN Rome serves as a vital link between Rome-based international food and agriculture organizations and the U.S. government. As the largest contributor to the UN system worldwide, the United States has a large stake in ensuring that the organizations are well run and that their activities complement and enhance U.S. national and foreign policy objectives. With staff representing the Departments of State and Agriculture and the U.S. Agency for International Development (USAID), the mission works to advance UN efforts in the areas of emergency food aid, food safety standards, agriculture, fisheries, forests, and financing for rural development. USUN Rome also promotes the efficient functioning of the UN organizations.

U.S. MISSION TO THE INTERNATIONAL ORGANIZATIONS IN VIENNA (UNVIE)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
D&CP	\$164,453	\$166,289	\$141,444	\$162,700	\$180,500	\$219,200
Supplemental	\$36,302	\$6,600	\$39,700	\$34,700	\$37,100	\$37,100

UNVIE advances the President's commitment to reduce global threats while creating opportunities for international cooperation in the peaceful use of nuclear and other advanced technologies. UNVIE also monitors the use of more than \$200 million in U.S. contributions to international organizations in Vienna. UNVIE's staff includes representatives from the Department of State, the Department of Energy, Brookhaven National Laboratory, and the Nuclear Regulatory Commission. UNVIE receives over 1,000 U.S. government and national laboratory visitors per year, from Cabinet members to working-level colleagues who participate in the work of Vienna-based international organizations or consult with UNVIE staff. UNVIE supports over 100 major policy meetings annually ranging in length from one day to two weeks.

In support of UNVIE's mission, the Public Affairs Section creates programs highlighting the U.S. commitment to combatting crime and corruption and championing gender equality and space exploration. Because the mission's audiences are geographically dispersed, UNVIE regularly reaches beyond international missions in Vienna to engage influential publics in their home countries, often partnering with bilateral missions to convey U.S. policy on issues ranging from outer space to peaceful uses of nuclear technology.

U.S. MISSION TO THE INTERNATIONAL CIVIL AVIATION ORGANIZATION IN MONTREAL (ICAO)

Created in 1944, the International Civil Aviation Organization (ICAO) promotes the safe and orderly development of civil aviation around the world. ICAO sets standards and regulations necessary for aviation safety, security, efficiency, and regularity, as well as for aviation environmental protection. Headquartered in Montreal, the organization has regional and sub-regional offices spread around the world, including in Bangkok, Dakar, Lima, Mexico City, and Paris.

The U.S. Mission to ICAO focuses on improving the safety, security, and sustainability of civil aviation through the establishment of internationally applicable standards in key civil aviation sectors. Chief among these efforts is helping developing countries to improve their national civil aviation systems and thus to meet international standards. The U.S. actively promotes continued reform at ICAO to ensure whistleblower protection, efficient use of resources, and a renewed focus on key security standards.

U.S. MISSION TO THE UNITED NATIONS IN NAIROBI (USUN NAIROBI)

USUN Nairobi supports the U.S. representatives to the United States Permanent Mission to the UN Environment Program (UNEP) and UN Human Settlements Program (UN-HABITAT), both Nairobi-based organizations. The mission works cooperatively to advance environmental protections while reducing poverty and promoting sustainable economic growth, as well as to find sustainable solutions to the phenomenon of rapid urbanization. USUN Nairobi carries out this work through participation in the Committees of Permanent Representatives of UNEP and HABITAT, through informal consultations, and by serving as a link between these two Nairobi-based UN programs and the various parts of the U.S. government that engage with them. In addition, the mission contributes to the U.S. government's efforts to improve the overall efficiency and effectiveness of the UN through these two programs.

U.S. PUBLIC DIPLOMACY IN NEAR EAST ASIA (NEA)



English Access Microscholarship Program students at U.S. Embassy Tunis



U.S. PUBLIC DIPLOMACY IN NEAR EAST ASIA (NEA)

BUREAU OF NEAR EASTERN AFFAIRS (NEA)

	D&CP	American Salaries	Supplemental	BBG/USAGM	Total
FY 2016	\$31.45 million	\$15.34 million	\$17.97 million	\$90.33 million	\$155.10 million
FY 2017	\$32.09 million	\$18.99 million	\$16.91 million	\$93.12 million	\$161.11 million
FY 2018 Actual	\$33.84 million	\$24.31 million	\$21.93 million	\$92.50 million	\$172.58 million

OVERVIEW

The Bureau of Near Eastern Affairs (NEA) strategically employs the full range of Public Diplomacy (PD) programs to address the significant national security challenges facing the United States in the Middle East and North Africa. PD officers in the field, in collaboration with their embassy and D.C.-based colleagues, safeguard American interests and values in the region by engaging audiences across the political and economic spectrum, identifying and strengthening ties with future leaders, and developing networks around mutual interests.

Young people between the ages of 15 and 29 make up more than 28 percent of the region's population, but job opportunities for this demographic are scarce. This dynamic makes U.S. exchange and study opportunities particularly attractive to young people—especially programs focused on educational opportunity, economic growth, English-language learning, and entrepreneurial skills. As evidence, the 2018 Open Doors report indicates that more than 91,000 students from the region studied in the United States during the 2017-2018 academic year.

Press officers at U.S. missions abroad work extensively—in Arabic, Hebrew, French, Persian, Kurdish, and English—with traditional media and social media platforms to present an accurate account of U.S. foreign policy and underscore shared values of peace, security, and prosperity. Through media and targeted education and outreach programs, PD officers also provide people vulnerable to radicalization with an alternative message of hope and opportunity.

NEA's PD efforts face serious challenges, namely suspicion of U.S. intentions, high-threat security environments, and weakened civil society. Opinion polling in nearly every NEA country reveals a deep mistrust of U.S. policy and widespread differences with many fundamental U.S. values. Of the four countries polled for the 2017 Pew Research Center's Global Indicators Database, favorable views of the United States ranged from 15 percent in Jordan to 34 percent in Lebanon, with only Israel exhibiting a majority favorability rating at 81 percent.

U.S. FOREIGN POLICY GOALS

Long-festering issues of political legitimacy, a lack of effective democratic institutions, economic stagnation, and sectarian differences have led to violent insurgencies, conflict, and instability in the region. U.S. policy priorities in the region are to:

- Highlight America's role as a force for good in the Middle East;
- Counter threats to the United States and regional security from violent extremist groups, especially the Islamic State of Iraq and Syria (ISIS) and Al Qaeda;

- Work with international allies and regional partners to isolate the Iranian regime, support Iranians seeking change, neutralize Iranian threats, and roll back Iranian influence;
- Work with partners to counter state disinformation and malign influence stemming from China and Russia;
- Promote U.S. commercial engagement and trade and support private sector-led economic growth and job creation to address the region's persistent high unemployment, providing young people in the region opportunities for the future;
- Support reforms across the Middle East and North Africa that enhance the rule of law, protections for human dignity, the professionalization of military and security services, and an open and free media;
- Strengthen civil society and nascent civil society groups and encourage governments to allow them to operate independent of government influence; and
- Advance Middle East peace negotiations while ensuring the long-term security of Israel.

Many countries in the region suffer from violence and unrest. For example, Yemen is experiencing instability and a humanitarian crisis as a Saudi-led military coalition attempts to protect the country's unity, sovereignty, and territorial integrity from an Iran-backed rebel group. In Libya dozens of militias are fighting for power and territory, even as the U.N. Special Representative, the United States, and allied governments work toward political negotiations and a political solution to unify the country and provide a plan for security, stability, and prosperity for all Libyans. In Syria, the civil war has led to the deaths of more than 400,000 people and the displacement of an additional 11 million Syrians, many to neighboring countries or Europe. The United States remains committed to the enduring defeat of ISIS and al-Qa'ida, an irreversible political solution to the Syrian conflict in line with UNSCR 2254, and the removal of all Iranian-backed forces from Syria.

Despite ongoing challenges, success stories have emerged, to include Tunisia's democratic transition, Morocco's relatively stable path to reform, and Jordan's economic and political progress even while hosting a large number of displaced Syrians and maintaining a front line in the fight against ISIS. Israel remains the United States' closest regional ally and exemplifies how a pluralistic democracy can function amidst ongoing threats to its security.

U.S. PUBLIC DIPLOMACY PROGRAMS

NEA's PD teams in Washington, D.C., and at embassies in the region integrate fully into the Department of State's efforts to support security, stability, and economic engagement in the Near East and North Africa. Specific programs aim to:

- Articulate U.S. foreign policy objectives clearly and persuasively;
- Counter extremist recruitment efforts, messaging, and ideology;
- Promote and support U.S. political, security, and economic interests with key audiences, underscoring economic opportunity and business ties; and
- Build on areas of shared values to strengthen people-to-people ties between the region and the United States, with a special focus on educational engagement.

REPRESENTATIVE PUBLIC DIPLOMACY PROGRAMS

Countering ISIS and Terrorist Ideology: Communications and people-to-people exchanges are critical aspects of the broader fight against ISIS and terrorist ideologies. NEA has organized exchange programs for leaders from anti-ISIS coalition countries, training for government spokespersons to sharpen anti-extremist messaging, and social media workshops to coordinate anti-ISIS messaging and amplify narratives of tolerance and coexistence. Direct engagement takes many forms, from English-language instruction to sports, science, and cultural outreach programs for populations vulnerable to radicalization. For example, the Sawab Center, a joint U.S.-United Arab Emirates (UAE) messaging platform in Abu Dhabi, works to counter ISIS's appeal to young people across the region. Founded in 2015, the center, with an embedded Arabic-speaking PD officer, has over 6 million total followers on Twitter, Facebook, Instagram, YouTube, and Vimeo.

Egypt – Countering Russian Disinformation: In April 2019, eight Arab journalists from the NEA region participated in a 10-day press tour focusing on efforts by Latvia and the Czech Republic to counter state disinformation (CSD) from Russia. The tour resulted in dozens of news articles appearing in Arab print and online media describing the threat Russian disinformation poses to regional and global stability, and describing best practices and positive security cooperation between the United States and European allies in the realm of CSD.

Jordan – Teaching and Administering English Language: A regional program implemented by the Texas International Education Consortium in February 2019 delivered intensive training and U.S. classroom visits for several dozen English language instructors and administrators from the NEA region. The teachers’ seminar examined foundational language learning theories and methodologies in addition to general learning theories that affect language acquisition. The administrators’ program focused on developing the skills necessary to build and sustain positive, collaborative classroom cultures and curricula. With exposure to English language teaching and administration practices in the United States, to include the latest in American methodologies, participants can influence positive change in English language instruction in their home countries.

Morocco – Moonshot Morocco: The U.S. Mission in Morocco used the 50th anniversary of NASA’s historic Apollo 11 mission as the catalyst for a branded series of PD activities entitled “Moonshot Morocco.” Through speakers, social media campaigns, traditional media pitches, virtual exchanges, and cultural activities, the program reinforces the perception of the United States as a leader in science and technology. The program also has the potential to boost young Moroccans’ views of the U.S. as committed to their economic and educational futures, introduce Moroccan youth to advances in science, technology, and entrepreneurship, and improve their confidence and ability to undertake innovative and creative new projects.

Saudi Arabia – Middle East Media Initiative: Started in 2017, the Middle East Media Initiative (MEMI) is a regional innovative professional exchange implemented by the University of Southern California (USC) School of Cinematic Arts in partnership with the U.S. Department of State’s NEA and ECA Bureaus, and Middle Eastern TV industry partners. MEMI supports and trains the current generation of Arab TV screenwriters and content creators. This two-year program includes intensive television writing workshops, job shadowing opportunities, and mentorships with American TV writers, show runners and executives, and cross-industry dialogues both in the United States and in the Arab world. Program participants will be better equipped to pitch and sell their projects to broadcasting or streaming outlets in the Middle East as well as global media outlets.

Syria – Cultural Heritage Accountability and Interdiction: Throughout the last two years NEA/PPD has supported a grant program to monitor and report on the destruction and looting of precious cultural heritage and archeological sites in support of the UN’s International Impartial and Independent Mechanism (IIIM) prosecution of these attacks as war crimes. Thanks to the NEA/PPD-funded database detailing cultural heritage site destruction, vandalism and looting incidents, IIIM was able to develop cases against ISIS, the Syrian regime and other perpetrators of cultural heritage destruction. The Cultural Heritage Accountability and Interdiction project also deepened cooperation with international law enforcement agencies to stop the sale of trafficked artifacts used to fund terrorist activities and transnational crime.

U.S. PUBLIC DIPLOMACY SPENDING

The largest Public Diplomacy programs in fiscal year FY 2018 were in Iraq (\$2.30 million), Israel (\$4.944 million), the West Bank and Gaza covered by Embassy Jerusalem’s Palestinian Affairs Unit (\$3.579 million), Egypt (\$4.014 million), and Saudi Arabia (\$2.907 million). Congress funded activities in Iraq through the separate Overseas Contingency Operations supplemental appropriation.

NEAR EAST REGION PUBLIC DIPLOMACY SPENDING

Country Name	FY 2015		FY 2016		FY 2017		FY 2018	
	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental
Iraq	\$1.35 million	\$10.83 million	\$1.65 million	\$10.91 million	\$2.72 million	\$10.38 million	\$2.3 million	\$15.31 million
Egypt	\$3.21 million	\$265,134	\$3.03 million	\$258,450	\$3.29 million	n/a	\$4.014 million	\$1.4 million
Israel	\$3.93 million	\$392,367	\$4.23 million	\$469,849	\$5.03 million	n/a	\$4.944 million	\$463,884
Palestinian Affairs Unit	\$3.15 million	\$75,259	\$3.94 million	\$89,928	\$4.02 million	\$611,060	\$3.579 million	\$131,326
Morocco	\$2.80 million	\$5.39 million	\$2.27 million	\$157,781	\$2.65 million	\$164,514	\$2.871 million	\$287,514
Saudi Arabia	\$2.22 million	\$93,719	\$2.51 million	\$56,077	\$3.24 million	\$14,731	\$2.907 million	\$116,614
Jordan	\$1.59 million	\$916,149	\$2.07 million	\$115 million	\$2.08 million	\$537,555	\$2.383 million	\$517,046
United Arab Emirates	\$1.79 million	\$136,219	\$1.76 million	\$548,474	\$1.99 million	\$53,592	\$2.303 million	\$569,536
Syria	\$175,361	\$3,000	\$281,782	\$95,553	\$292,889	n/a	\$429,076	\$2.1 million
Tunisia	\$1.59 million	\$1.10 million	\$1.99 million	\$196,125	\$1.06 million	\$86,170	\$1.442 million	\$110,408
Algeria	\$1.36 million	\$96,832	\$1.40 million	\$19,650	\$1.41 million	\$41,282	\$1.304 million	\$147,671
Qatar	\$945,160	\$59,844	\$1.19 million	\$112,214	\$1.20 million	\$91,770	\$1.184 million	\$89,463
Lebanon	\$1.98 million	\$630,527	\$1.97 million	\$656,391	\$2.27 million	\$114,000	\$1.172 million	\$11,257
Yemen	\$670,797	\$47,566	\$576,157	\$14,520	\$791,570	n/a	\$1.05 million	n/a
Bahrain	\$719,824	\$16,319	\$866,557	\$31,225	\$897,131	\$16,300	\$884,483	\$32,669
Kuwait	\$619,496	\$3.19 million	\$779,047	\$76,391	\$763,095	\$51,703	\$853,835	\$45,463
Libya	\$620,600	\$41,747	\$567,146	\$106,473	\$698,214	n/a	\$672,885	\$27,065
Oman	\$492,136	\$11,460	\$534,028	\$112,225	\$566,747	\$62,632	\$583,305	\$45,083

U.S. INTERNATIONAL MEDIA IN NEAR EAST ASIA

MIDDLE EAST BROADCASTING NETWORKS, INC. (MBN)

Language: Arabic

MBN ALHURRA TV (LANGUAGE: ARABIC)

FY 2018 Actual: \$31.233 million

FY 2018 Total: \$35.557 million

Origin: 2004

Delivery Method: HD satellite TV (Eutelsat, Nilesat and Arabsat), website, mobile site, app, and social media

TV Original Programming: 89 hours/week

TV Total Broadcast: 168 hours/week

MBN's Alhurra (Arabic for "The Free One") reaches all 22 countries in the Arabic-speaking world, from the Atlantic Ocean to the Persian Gulf. In addition to reporting on world events, Alhurra provides context and analysis to give viewers a broader understanding of U.S. foreign policy impacting the pan-Arab region. The network highlights reporting from the United States to give viewers a better understanding of American culture and the American people. Alhurra also ramped up its investigative reporting to uncover issues not found in the mainstream Arabic media, including the military capabilities of Iran, violence against domestic servants in the region, and an inquiry into the identities of those killing protestors in Sudan.

Headquartered just outside of Washington, D.C., in Springfield, Virginia, Alhurra has bureaus and production centers in Baghdad, Dubai, Beirut, Cairo, Jerusalem, Rabat, Erbil, and Washington, D.C. MBN's Alhurra correspondents and stringers are located throughout the Middle East, as well as in Europe and the United States. Most recently, Alhurra has turned its focus towards bringing fresh independent and liberal opinions on-air to address some of the most marginalized topics in the region.

In late 2018, Alhurra Television began the largest transformation in its 14-year history with an overhaul that changed the look and feel of the entire network. Alhurra more than doubled the number of newscasts to a total of 12 hours per day. Expanded newscasts now include reports from throughout the Middle East and North Africa region, the United States, and around the world. Alhurra now has daily newscasts dedicated to North Africa and a daily newscast focused on stories from the United States.

In addition to extensive news coverage, Alhurra introduced an entirely revamped programming schedule that includes new programs featuring extensive reporting from across the region and providing in-depth analysis focusing on topics not found in other Arab media outlets, such as social, cultural and religious challenges. In addition to stronger content, the relaunch included new graphics for its programs. Overall, the changes to MBN's Alhurra seek to make its voice more distinctive in the crowded media marketplace.

MBN ALHURRA IRAQ (LANGUAGE: ARABIC)

FY 2018 Actual: N/A

FY 2018 Total: N/A

Origin: 2004

Delivery Method: Satellite TV (Nilesat and Arabsat), terrestrial transmitters, website, mobile site, and social media

Broadcast via satellite as well as via terrestrial transmitters in five Iraqi cities, Alhurra-Iraq television's news and current affairs programs concentrate on issues and challenges important to Iraqi viewers. Alhurra-Iraq also gives the United States a voice in the midst of the overwhelming anti-U.S. rhetoric found on the other Iraqi channels. As part of its recent transformation, MBN's Alhurra-Iraq significantly increased its Iraq-specific newscasts from a single hour per day to three daily hour-long newscasts.

In addition to increased pan-Arab newscasts, Alhurra-Iraq offers a mix of current affairs and political and news programs that cover a variety of topics, including health, technology, business, democracy, sports, gender issues, culture, economics, and science. Produced in Alhurra's Baghdad bureau and in Springfield, Virginia, and featuring the work of a team of correspondents and freelancers across the country, Alhurra's reports also feature Iraqi news, provide analysis of Iraqi issues, and highlight Iraq's rich cultural history. Representative Iraq-specific programs include *Youth Talk*, *Investigative Report-Iraq*, *From Irbil*, *Light Among Us*, and *Sports Studio*. Alhurra-Iraq has a weekly reach of 32 percent and is one of the leading television networks in the country.

MBN RADIO SAWA (LANGUAGE: ARABIC)

FY 2018 Actual: \$6.570 million
FY 2018 Total: \$16.169 million

Origin: 2002
Delivery Method: Radio (AM, FM), website, mobile site, and social media
Radio Original Programming: 167 hours/week
Radio Total Broadcast: 168 hours/week

Sawa has two distinct 24/7 broadcast streams, one of which targets Iraq and one that focuses on the Eastern Mediterranean region of the Middle East, also known as the Levant. Both streams have extensive newscasts targeting their region, as well as a mix of Western and Arabic music.

Sawa Iraq offers approximately 15 hours a day of Iraq-specific news and information to Iraqis. Representative programs on Sawa Iraq include a daily call in program *Sheno Rayak*, a morning magazine *Morning Papers*, and an evening wrap-up *Al Iraq Al Leyla*. Recent surveys indicate that Sawa Iraq reaches 15 percent of the country every week.

In 2019, MBN relaunched its broadcast stream targeting the Eastern Mediterranean countries including Syria, Jordan, Lebanon, the Palestinian Territories, and the Arabic-speaking populations of Israel. Programs on the new stream include *Jawlat Assabah*, a three-hour morning program; *Sawa Alharwa*, a daily call-in show; *Boukra Afda*, a daily program that targets youth; and *Sawa Alleyla*, a daily long-form program that interviews newsmakers and wraps up the news of the day.

RAISE YOUR VOICE INITIATIVE

Origin: 2015
Delivery Method: Satellite TV (Nilesat Eutelsat and Arabsat), terrestrial transmitters, radio, website, mobile site, and social media

To establish an alternative to extremist narratives, MBN launched the *Raise Your Voice-Iraq* multimedia campaign. *Raise Your Voice-Iraq* encourages Iraqi citizens to speak out about extremist rhetoric and the underlying causes of terrorism. By asking thought-provoking questions, the campaign encourages Iraqis to propose solutions that undermine extremist narratives. The social media properties, call-in radio, and television programming enable activists, youth, and others to share their ideas on topics such as sectarian relationships, religious freedom, and freedom of expression.

MBN DIGITAL (LANGUAGE: ARABIC)

FY 2018 Actual: \$7.256 million
FY 2018 Total: \$7.256 million

Origin: 2016
Delivery Method: Websites, mobile sites, apps, and social media

MBN Digital includes five responsive websites and more than 20 social media accounts on platforms including Facebook, Twitter, YouTube, Instagram, and WhatsApp. The Alhurra and Radio Sawa websites (Alhurra.com and RadioSawa.com) offer news and information from across the region, the United States, and the world. These websites launch topical campaigns for special events, such as elections, and seek conversation and engagement with consumers. Alhurra and Radio Sawa's websites also address topics not found in more traditional media outlets, such as human rights, freedom of expression, and freedom of religion.

In 2018, Alhurra.com created an op-ed section, *From A Different Angle*, that brings together some of the most noted and outspoken journalists, intellectuals, and human rights advocates from the Middle East and the United States. They share their thoughts on political, social, and cultural issues without limits, bringing a distinct perspective to the region and provoking discussion and debate on reformist topics. In addition to offering original reporting, Alhurra.com live streams Alhurra and Alhurra-Iraq, and RadioSawa.com live streams all Sawa programs.

MBN's *Raise Your Voice-Iraq* (irfaasawtak.com) and *Maghreb Voices* (maghrebvoices.com) websites encourage audiences in Iraq and the Maghreb (Libya, Morocco, Algeria, Tunisia, and Mauritania), respectively, to engage and interact with each other on issues specific to the region, helping to foster a more informed and engaged citizenry. The two sites and their Facebook pages employ community managers who encourage and facilitate discussions among the audience and focus on solutions to the most pressing problems. In 2018, MBN launched ElSaha.com, a new website featuring short video reports highlighting Egyptian news and information. The 2019 Webby Awards honored one such report, a story about an Egyptian woman who forgave the boys who killed her son.

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Language: Persian

RFE/RL RADIO FARDA (LANGUAGE: PERSIAN, ENGLISH)

FY 2018 Actual: \$8.182 million
FY 2018 Total: \$11.7 million

Origin: 2002
Delivery Method: Radio (shortwave, medium wave, satellite), satellite TV, website, social media, and app
Radio Original Programming: 135 hours/week
Radio Total Broadcast: 157.5 hours/week
TV Original Programming: 10.5 hours/week
TV Total Broadcast: 10.5 hours/week

RFE/RL's Iranian Service, known as Radio Farda, offers a Persian-language alternative to government-controlled media in Iran, reporting on local, national and world events. Radio Farda breaks through government censorship, providing accurate news and a platform for informed discussion and debate to audiences in Iran. The Service stands out for its coverage of human rights and political and societal issues otherwise underreported or taboo in Iran. This reportage has included documentaries profiling Iran's political prisoners; reports challenging official narratives of historic events; and coverage of social movements, minority issues, and political protests. Despite a government ban blocking Facebook

and YouTube in Iran, Radio Farda logged a monthly average of 12.2 million visits to its website and almost 22 million page views in 2018, and attracted 800,000 followers on Instagram. According to a 2018 USAGM national survey of Iran, 15.7 percent of Iranian adults use Radio Farda weekly.

VOICE OF AMERICA (VOA)

Languages: Persian and Kurdish

VOA PERSIAN SERVICE (LANGUAGE: FARSI)

FY 2018 Actual: \$16.264 million

FY 2018 Total: \$18.039 million

Origin: 1979 (also 1942–1945; 1949–1960; and 1964–1966).

TV network replaced radio in 2007.

Delivery Method: Satellite TV, website, app, and social media

TV Original Programming: 39 hours/week

TV Total Broadcast: 168 hours/week

VOA365 (2018)

VOA365, USAGM's newest 24/7 Farsi-language global network, offers expanded programming to confront the disinformation efforts of the Iranian regime. Operating in a government-controlled media environment, VOA365 provides timely and essential information to the people of Iran. It also enhances U.S. efforts to speak directly to the Iranian people during a pivotal time in U.S.-Iran relations.

Working in cooperation with RFE/RL's Radio Farda, VOA365 builds on the USAGM's existing Farsi-language brand, which boasts a total weekly audience of 23 percent of Iranian adults. Sixteen percent of the adult population in Iran already relies on VOA Persian weekly TV/Internet for coverage of American, Iranian, regional, and international developments. VOA365 expands this reach, engaging with Persian speakers in Iran and around the world, including large Persian diaspora groups, to meet the market demand among Farsi-language audiences for dynamic linear TV and digital programming

VOA365 programs can be accessed on direct-to-home satellite, streaming sites, and a host of social media sites. VOA365's comprehensive website offers content available in text, audio, video, live streaming, and video-on-demand; three YouTube channels that average almost one million weekly video views combined; one of the top Facebook pages in Iran, with over 2.8 million video views per week; and an engaging Instagram account that receives 5.2 million video views and over 3.3 million likes and comments each week.

VOA365 highlights U.S. policies and critical issues within Iran, including anti-government protests, human rights, minorities, women's empowerment, and democracy. The Service also features reporting on U.S. values, culture, and society to provide a comprehensive view of life in America and foster understanding of U.S. interests and policies. Additionally, VOA365 focuses on dispelling bias and distortions about the United States and Israel in Iranian media.

Representative programs include the daily *Early News* and *Late News* newscasts that feature top stories from around the world; *9 News*, a flagship primetime news program that delves into the top stories of the day; and *Straight Talk*, an audience engagement show driven by social media. VOA365 has diversified its commissioned and original programs, including collaboration and versioning of award-winning programs from the Smithsonian Channel, National Geographic, and ABC, in addition to VOA's U.S. current affairs program, *Plugged In with Greta van Susteren*. This diversification provides Farsi-speaking audiences with unique perspectives on world and regional affairs, science, technology, music, art, and more.

Some of VOA365's new programming includes:

VOA Tek: A weekly original news magazine program exploring the world's challenges with cutting-edge solutions, medical breakthroughs, and high tech discoveries in the United States;

Citizen Watch: A weekly program focusing on exposing corruption and wrong doing by the regime in Tehran; and

Chess: A weekly roundtable discussion on Iran's issues, focusing on the violations by the regime in Tehran in social-political, economic, and social spheres.

VOA KURDISH SERVICE (LANGUAGE: KURDISH)

FY 2018 Actual: \$3.606 million

FY 2018 Total: \$3.639 million

Origin: 1992

Delivery Method: Radio (shortwave, medium wave, FM), TV, website, mobile site, and social media

Radio Original Programming: 62 hours/week

Radio Total Broadcast: 62 hours/week

TV Original Programming: 2.1 hours/week

TV Total Broadcast: 2.1 hours/week

Although the VOA Kurdish Service focuses primarily on Iraqi Kurds, it also produces special programming relevant to Kurdish-speaking populations in Turkey, Syria, Iran, and Eurasia, as well as the approximately one million Kurds in Europe and North America. It is the only international broadcaster that speaks to the Kurds of the Middle East in their principle dialects--Sorani and Kurmanji. USAGM research from 2017 shows that 8.5 percent of Iraqi Kurds consume content from the Kurdish Service every week.

With newly expanded staff in Washington and stringer networks in the region, Kurdish Service programming focuses on extremism, ISIS activities, and U.S. policies toward the region and ISIS. The VOA Kurdish Service also expanded its coverage inside the United States to bring more original American stories to Kurdish audiences. The Kurdish Service's FM transmitters in Erbil, Sulaimania, Kirkuk, Mosul, Baghdad, and Basra broadcast VOA content, and its website streams video reports.

VOA Kurdish offers regional and international news coverage, interviews with experts and newsmakers, stringer reports, panel discussions with Kurds in the greater Middle East and in the diaspora, and call-in shows that link listeners with guests who discuss topics of interest. Representative programs include call-in shows on current affairs with expert guests taking calls from the Middle East and other areas of the world; *Kurd Connection*, a 30-minute, twice-weekly TV and web program, which includes a roundup of news and features of interest to the Kurdish region and airs on affiliate NRT TV in Sulaimania; *Washington Eye*, a weekly 40-minute TV show airing on Fridays through affiliate NRT in Northern Iraq; and *Kurd Vision*, a weekly, 30-minute program in Kurmanji dialects that airs on web and other social media platforms.

VOA Kurdish also produces video content for its website offerings, including *Mêvan û Mijar* (Guest and Topic), a 30-minute current affairs and news magazine show on world topics for audiences in the Kurdish region and the United States; and *Rojev* (Agenda), a 30-minute current affairs and news magazine show related to Iran and its minorities (e.g., Kurds, Arabs, Baluchis). The VOA Kurdish Service has also launched two 30-minute cultural programs, *Zalylay Dabenan* and *Hefireng*, to be aired weekly by Affiliate NRT2.

U.S. PUBLIC DIPLOMACY IN SOUTH AND CENTRAL ASIA (SCA)



Youth athletes and coaches from Kazakhstan and Thailand participate alongside American peers in the University of Illinois Champaign-Urbana wheelchair basketball camp through the Sports Visitor Program.



U.S. PUBLIC DIPLOMACY IN SOUTH AND CENTRAL ASIA (SCA)

BUREAU OF SOUTH AND CENTRAL ASIAN AFFAIRS (SCA)

	D&CP	American Salaries	Supplemental	BBG/USAGM	Total
FY 2016	\$21.68 million	\$14.43 million	\$54.12 million	\$40.10 million	\$130.33 million
FY 2017	\$25.76 million	\$15.41 million	\$66.12 million	\$44.87 million	\$152.16 million
FY 2018	\$21.68 million	\$14.43 million	\$54.12 million	\$45.48 million	\$135.71 million

OVERVIEW

The South and Central Asia region is poised to become an important driver of global prosperity over the coming decades. The region lies at the crossroads of Asia, Europe, and the Middle East, spanning vital sea lanes to the south and burgeoning trade routes and energy flows to the north. Economies in South and Central Asia have the potential to make up as much as 50 percent of the global gross domestic product, with about 500 million people throughout South and Central Asia projected to enter the middle class. Home to nearly a quarter of the world's population, more than half of which is under the age of 25, the region also hosts more than one third of the global Muslim population.

Yet the region also grapples with serious challenges, including foreign terrorist fighters, violent extremism, and Russian and Chinese influence strategies that may undermine regional prosperity and challenge U.S. national interests. Democratic institutions are fragile in a number of countries. Poverty is widespread. Pervasive corruption, a lack of economic opportunity, and vulnerability to natural disasters, terrorism, narcotics trafficking, and a host of other malign influences undermine security and stability throughout the region.

U.S. FOREIGN POLICY GOALS

The Bureau of South and Central Asia Affairs (SCA) advances the objectives of the Administration's South Asia and Indo-Pacific regional strategies by prioritizing:

- A sustainable political settlement in Afghanistan;
- A rules-based economic and political order;
- India's rise as a global power that contributes to stability and development in the region;
- National self-reliance; and
- Resilience to Russian and Chinese coercive pressure.

In alignment with these objectives, the conditions-based South Asia strategy aims to bolster stability and reassurance of continued U.S. support and commitment to the region. The centerpiece of the South Asia Strategy is a stable, peaceful, and reconciled Afghanistan, which requires increased pressure on Pakistan to take action against militant groups operating from its territory, and close engagement with India to take a larger role in Afghanistan's development. Ultimately, the SCA strategy supports the establishment of the conditions for a political settlement that will end the war in Afghanistan.

During his November 2017 trip to Asia, President Trump reaffirmed U.S. leadership by promoting a "free and open

Indo-Pacific region,” in which all nations are sovereign, economic growth is private sector-led, and good governance protects human rights and ensures that economies are open, transparent, and rules-based.

Other bureau measures in support of South Asia and Indo-Pacific Strategies include acting against violent extremism, countering disinformation, and promoting increased regional connectivity. Additionally the bureau emphasizes engaging women, disenfranchised youth, and other underserved or at-risk audiences. Each initiative emphasizes the U.S. commitment to the region and provides a framework through which the United States supports regional efforts.

U.S. PUBLIC DIPLOMACY PROGRAMS

SCA’s Office of Press and Public Diplomacy (SCA/PPD) informs, guides, and advances U.S. foreign policy objectives in the region through PD resources and expertise based on the following strategic priorities:

- Strengthening democratic, inclusive, and secure societies;
- Improving access to accurate information; and
- Increasing educational and economic opportunities for the people of South and Central Asia in ways that are consistent with U.S. national interests.

SCA’s PD efforts prioritize multi-country programming that increases cooperation among SCA countries on shared regional and global challenges. English-language programs are in high demand by governments, professionals (particularly in media and journalism), and students. Owing to the tight control wielded by political leaders in Central Asia, Public Affairs Sections at U.S. embassies in the region heavily rely on English-teaching programs to reach, engage, and impact citizens, as these programs are widely embraced by even the most authoritarian governments. In South Asia, English programming is important for increasing student and professional ties to the United States.

SCA’s 100 American Spaces provide vital outreach platforms throughout the region, offering English-language programs, cultural initiatives, increased access to information, and programs to encourage conflict resolution and reconciliation. Recent speaker programs have focused on disaster management, entrepreneurship and innovation, and tolerance and inclusion.

Youth and educational exchanges such as the Future Leaders Exchange Program, the Kennedy-Lugar Youth Exchange and Study Program, the International Visitor Leadership Program (IVLP), and the Fulbright and Humphrey Fellowships help to develop enduring relationships with emerging leaders that build long-term influence. Recent IVLPs, for example, have focused on themes such as cyber security promotion, women and entrepreneurship, and accountability and transparency in government. Additionally, SCA and EAP together sponsored 30 security experts from across the Indo-Pacific region to participate in the Advanced Security Seminar at the Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) in Honolulu, Hawaii.

The more than 76,000 U.S.-sponsored exchange program alumni in the region foster increasing receptivity to U.S. policy. Pakistan has the largest alumni cohort, with more than 29,000 people in the Pakistan-U.S. Alumni Network, which has become an active, self-sustaining organization that strengthens civil society by promoting civic engagement, community service, and youth involvement in local affairs.

REPRESENTATIVE PUBLIC DIPLOMACY PROGRAMS

Programs that are helping to achieve the bureau’s PD priorities include:

South and Central Asia Model United Nations (SCA MUN): The SCA MUN conference addressed key global U.S. government policy concerns—including narcotics trafficking, nuclear proliferation, radicalism, and the degradation of human rights—by assembling 200 talented youth leaders from 15 countries in the region. In addition to building a network of young people interested in working collaboratively on regional issues, the SCA MUN strengthened participants’ advocacy skills and policy knowledge. Conference delegates debated current U.S. policy issues and reached

consensus on several priority areas, including countering violent extremism, reducing poverty, and advancing nuclear non-proliferation. Other conference sessions featured expert policy briefings by U.S. government officials as well as targeted networking events that allowed the diverse group of youth leaders to build both personal and professional networks. The conference received extensive positive coverage in both traditional and social media.

Study with US – Central Asia: This low-cost pilot program offers skills training to approximately 500 top-tier Central Asian students to make them competitive for admission to U.S. institutions of higher education. Implemented in Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan in partnership with EducationUSA, the program includes one year of counseling on U.S. university admission procedures, standardized test preparation, and study skills. The program supports SCA's efforts to increase the number of Central Asian students studying in the United States, with the potential to boost American jobs tied to one of America's leading exports (\$39.4 billion in 2017).

Central Asian 48-Hour Film Race Network (48hfr): Currently in its fourth year, this project supports the growth and development of emerging filmmakers, content creators, and the creative community across the five Central Asian nations. Workshops, events, and the signature 48-hour film race itself inspire videographers and filmmakers at all levels of experience to learn, network, and create. The Race itself challenges participants to create a 4-minute movie, incorporating mandatory elements like a prop or a line of dialogue, in just 48 hours. Completed films are then screened in theatres across the region, and compete in a juried selection for prizes. In past years, films have been screened at major regional and international film festivals and events. This year, with the support of R Innovation Funds, the Race expanded into a true network, featuring meetings and educational events with well-known regional and American Film Showcase experts.

Kazakhstan's Go Viral Festival: To inspire Kazakhstani youth to look to the United States as a hub for innovation, entrepreneurship, and progressive thought, the U.S. Consulate in Almaty hosted over 1,000 creative young influencers at a South by Southwest-inspired three-day festival entitled "Go Viral." The festival featured talks on the latest trends in social media and innovation by speakers from the United States, Kazakhstan, and eight other countries from around the region.

Tajikistan's Growing Partnerships: With well over 500,000 visits a year and over 8,000 programs, the eight American Spaces in Tajikistan provide free Internet and cutting-edge technology to all comers. By leveraging partnerships with international and local organizations, PAS Dushanbe has transformed these spaces into platforms for hundreds of joint programs that help Tajik citizen participants find jobs, improve journalism skills, and access English language information.

American Spaces in Turkmenistan: Turkmenistan remains one of the world's most challenging environments for conducting public diplomacy owing to the government's pervasive control of all aspects of society. Therefore, the four American Spaces, with a total of approximately 220,000 visits each year, represent the Embassy's only unfettered opportunity to reach the Turkmen people directly with programs related to information access and literacy, educational counseling, and American culture and values. Additionally, the American Center in Ashgabat, among the top 10 most visited American Spaces in the world, provides the only free, uncensored internet access in Turkmenistan, as well as English language classes, educational and career development seminars, STEM programming, and resources to apply for study in the United States.

Uzbekistan, English Speaking Nation: A new MOU in 2018 between the Uzbek and U.S. governments generated an unprecedented expansion of English language training programs in Uzbekistan. The Embassy has since launched the Fulbright English Teaching Assistant program—a first for Uzbekistan—and enabled conferences and training sessions for more than 1,000 local English language instructors. Additionally, an Embassy sponsored English Language Specialist developed a new textbook on teacher retraining that has been adopted in the national curriculum and that will be distributed widely with Embassy support. Finally, with Embassy funding, English for STEM programs is now being taught at six sites across the country to an average of 300 students per year, while U.S. exchange program alumni have launched English language courses, serving more than 200 students in Tashkent and the region.

Youth Programming in Kyrgyzstan: To counter and prevent violent extremism among vulnerable youth, Embassy Bishkek has, since 2014, supported a vocational education program for madrassa students. Now active in 41 religious

training schools throughout the country, the program has provided over 800 students with life skills training and vocational education, offering a viable alternative for gainful employment among vulnerable youth. To promote regional stability, the Embassy sponsors the regional C5+1 Youth Council at the American University of Central Asia, which supports regional integration and cooperation via leadership activities, joint projects, and debate. The Embassy’s “English for Young Professionals” program, which targets about 700 young professionals in the public sector, enables them to improve their English language skills, gain access to reliable information, and increase their professional ties to the United States.

Promoting Peace and Reconciliation in Afghanistan: Embassy Kabul’s primary focus is fostering peace and reconciliation and promoting intra-Afghan dialogue in support of the peace process. To advance this key strategic goal, the Embassy Kabul PD team engages in robust outreach through 25 Lincoln Learning Centers and 11 Education and Computer Learning Centers, offers an extensive range of programming and grants to women and civil society, and has developed a scholarship program that enables deserving Afghan students—especially women—to complete courses of study at universities both in Afghanistan and the surrounding region. Other key PD programs include a Fulbright program, numerous IVLP professional exchange projects, English-language learning opportunities for disadvantaged youth, and grants to promote cultural heritage and preservation in Afghanistan.

Empowering Pakistani Youth and Professionals: The PD component of the U.S. Embassy in Pakistan generates influence and support for U.S. foreign policy among key Pakistani audiences and leaders. Notable programs include competitive small grants, national conferences, and other activities for the 29,000 members of the Pakistan-U.S. Alumni Network; a strong U.S.-funded Fulbright program and one of the world’s largest English-language programs; a master’s degree program and other training for Pakistani journalists at the Center for Excellence in Journalism in Karachi; the Start Up Cup entrepreneurship competition, which promoted and provided training and seed funding for promising entrepreneurs from throughout Pakistan; a partnership between Mobility International USA and Pakistan’s Special Talent Exchange Program to empower Pakistani people to advocate for disability rights; the Summer Sisters exchange program for gifted low-to-middle income female high school students; tech and sports camps to empower women and girls; and several academic linkages between U.S. and Pakistani universities to support capacity building for Pakistani faculty and institutions.

Engaging Bangladeshi Youth through American Spaces and Social Media: The Edward M. Kennedy Center for Public Service and the Arts (EMK Center) is an Embassy sponsored platform for dialogue with Bangladeshi youth strategically located in Dhaka’s university district. With a monthly average of 59 programs and 5,000 visitors, the EMK also provides digital media training, promotes arts and cultural events, conducts civil society capacity building, promotes community service, and connects with young entrepreneurs. Meanwhile, the American Center in Dhaka, which attracts approximately 2,500 visitors per month, features an active library and substantive programming space, and hosts the EducationUSA advising center. Four additional American Corners operate in key regional centers. Embassy Dhaka’s Facebook page boasts the second highest number of followers of all DOS pages, with more than 6.2 million fans. Of the over 500,000 people who engage weekly, most are in the critical 18- to 24- year-old demographic.

U.S.-India Higher Education Partnership 2020: SCA/PPD has provided \$1.15 million to the U.S.-India Education Partnership 2020 to strengthen the bilateral strategic relationship through university-level research in areas such as public health, sustainable agriculture, advanced engineering, life sciences, artificial intelligence, renewable energy, financial technology, water management, business and innovation, and regional security. Deliverables will include a searchable database of U.S.-India university partnerships, policy recommendations on enhancing U.S.-India university partnerships, a practical guide to successful partnerships, and sub-grants to eligible U.S. universities to enhance or create new partnerships with Indian universities. PAS Mission India will also use Partnership 2020 to help local universities to establish partnerships with U.S. counterparts and further promote U.S.-India higher education collaboration.

Highlighting the U.S. – Nepal Partnership through Social Media: Embassy Nepal’s April 2019 #CloseWhereIt Counts social media campaign on Twitter generated a significant increase in audience attention with a video introduction that challenged Nepalis to re-define “neighbor” while highlighting 72 years of U.S.-Nepal partnership. The four initial policy focused tweets generated nearly 100,000 impressions and averaged 1,200 follow-on engagements. The campaign will continue throughout the year to highlight the work the U.S. does with Nepal on promoting sustainable economic development, disaster preparedness, strengthening rule of law, and cultural preservation.

Sri Lanka - Promoting Sustainable and Equitable Economic Growth and Development: Because English language acquisition can assist disadvantaged students to compete effectively in the job market, English teaching has become a key component of Embassy Colombo's support for economic growth. PAS has provided direct or online training to more than 1,400 English as a Second Language teachers to encourage interactive, student-centered methodologies. Additionally, the English Access Micro-Scholarship Program, with more than 360 grantees, offers educational opportunities to disadvantaged youth. Finally, in the past year, 19 American and Sri Lankan scholars, researchers, and students participated in the Fulbright program, which, since its inception in 1952, has supported a total of 2,222 senior researchers and students (1,339 American and 883 Sri Lankan) in academic/scholarly exchanges. Within the setting of Sri Lanka's four American Spaces, English language learning is a priority as well. Serving more than 30,000 program participants annually, the majority of whom are 18-25 year old students and early career professionals, the spaces routinely offer English for Business, English for Entrepreneurs, online language instruction via DynEd, and weekly conversation hours.

U.S. PUBLIC DIPLOMACY SPENDING

FY 2018 PD funding in the region focused primarily on Pakistan (\$16.8 million excluding Overseas Contingency Operations [OCO] funding), Afghanistan (\$11.1 million excluding OCO), and India (\$7.45 million). Kazakhstan was the highest-funded Central Asian mission at \$1.8 million, followed by Kyrgyzstan (\$1.2 million), Tajikistan (\$752,000), Turkmenistan (\$659,700) and Uzbekistan (\$627,700).

SCA POST SPENDING RANKED BY FY 2018 TOTAL SPENDING

Country Name	FY 2015		FY 2016		FY 2017		FY 2018	
	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental
Afghanistan	\$2,263,836	\$43,038,876	\$11,117,000	\$28,300,000	\$11,279,000	\$27,450,000	\$11,167,000	\$27,000,000
Pakistan	\$2,066,644	\$47,604,767	\$16,816,000	\$15,000,000	\$16,840,000	\$17,000,000	\$16,840,000	\$17,500,000
India	\$7,974,716	\$1,414,529	\$8,303,495	\$222,945	\$7,345,788	\$295,575	\$7,453,900	\$325,557
Tajikistan	\$988,312	\$906,724	\$688,800	\$1,516,603	\$872,000	\$1,309,811	\$752,000	\$4,604,730
Kyrgyzstan	\$1,381,852	\$839,511	\$1,063,579	\$1,759,063	\$641,400	\$1,043,590	\$1,152,000	\$3,522,555
Kazakhstan	\$2,889,127	\$476,132	\$1,005,714	\$1,999,412	\$1,005,713	\$1,042,547	\$1,796,900	\$2,431,248
Uzbekistan	\$697,448	\$383,030	\$742,959	\$522,295	\$841,500	\$535,000	\$627,700	\$1,902,600
Bangladesh	\$1,878,464	\$61,070	\$1,841,845	\$644,465	\$1,841,845	\$145,500	\$1,883,600	\$222,548
Turkmenistan	\$953,170	\$881,291	\$564,725	\$688,077	\$659,700	\$1,186,623	\$659,700	\$1,387,095
Nepal	\$1,495,930	\$367,503	\$717,384	\$706,758	\$900,700	\$816,085	\$900,700	\$583,000
Sri Lanka & Maldives	\$1,762,009	\$263,298	\$677,920	\$754,736	\$728,400	\$240,067	\$728,700	\$399,430

U.S. INTERNATIONAL MEDIA IN SOUTH AND CENTRAL ASIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Languages: Dari, Pashto, Kazakh, Kyrgyz, Tajik, Turkmen, and Uzbek

RFE/RL RADIO AZADI (LANGUAGES: PASHTO, DARI)

FY 2018 Actual: \$5.222 million

FY 2018 Total: \$6.766 million

Origin: Dari 1985–1993, resumed 2002–present; Pashto 1987–1993, resumed 2002–present.

Delivery Method: Radio (FM, medium wave, shortwave, satellite), TV, website, social media, and apps

Radio Original Programming: 74.9 hours/week

Radio Total Broadcast: 84 hours/week

As a surrogate national public broadcaster that reaches 25 percent of the Afghan population across the country with its programs, RFE/RL's Afghan Service, Radio Azadi, provides in-depth coverage of local issues and events affecting the Afghan people's daily lives. While powerful individuals or interest groups own most local media outlets, Radio Azadi is a symbol of fair and objective journalism in Afghanistan. Senior Afghan officials, including cabinet and parliament members, have stated that Radio Azadi helps to set their meetings' agenda and topics of discussion. More than 85 percent of its weekly users trust news and information from Radio Azadi.

The Service's programming includes call-in shows on topics such as current affairs, health, and socioeconomic issues in which listeners participate directly and ask questions of authorities and analysts. A leader in online video journalism, Radio Azadi documents major events in the lives of the country's women, youth, and internally displaced people. Programs like *New Thoughts*, *Female Leaders*, and *Fresh Air* appeal to the country's near-majority youth population. In addition, Radio Azadi's call-in shows and roundtables promote a culture of discussion and debate on political, economic, and social issues. Finally, the noted call-in program *In Search of Loved Ones* has helped reunite families who have been dislocated in the wake of violence or war.

Radio Azadi also regularly produces reports that have a direct impact on people's lives. Stories profiling a young boy who labored to send his sisters to school, a woman beaten to death over religious mores, and a family whose nine children were enslaved to repay their father's debt have prompted societal attention, judicial action, and even public donations of support. Thanks to a grant from the State Department's Bureau of International Narcotics and Law Enforcement Affairs, Radio Azadi has undertaken an anti-narcotics reporting project called *Caravan of Poison* in cooperation with VOA.

Journalists in Afghanistan remain under constant threat of violence and intimidation from warlords, religious leaders, the Taliban, and other extremist groups. The Service's reporting puts them at risk for conflict and attack while on assignment. Tragically, a suicide bombing attack in Kabul on April 30, 2018 claimed the lives of three Radio Azadi journalists.

RFE/RL RADIO MASHAAL (LANGUAGE: PASHTO)

FY 2018 Actual: \$3.324 million
FY 2018 Total: \$3.756 million

Origin: 2010
Delivery Method: Radio (medium wave, shortwave), website, social media, and app
Radio Original Programming: 56 hours/week
Radio Total Broadcast: 63 hours/week

A public service broadcaster, Radio Mashaal provides a powerful alternative to extremist propaganda in Pakistan's remote tribal regions along the border with Afghanistan. Since 2010, Mashaal has worked to engage Pashto-speaking audiences, primarily youth, who have been targeted by the "mullah" radio of the Taliban and the recruitment efforts of militant groups. These groups have a monopoly on information in Pakistan's Federally Administered Tribal Areas, to include the Khyber Pakhtunkhwa province.

Radio Mashaal provides balanced news reporting in the region and, through its call-in shows and other programs, helps mitigate audience isolation by providing a bridge between to their political representatives. Mashaal relies primarily on radio to reach its target audience, and despite low internet penetration in its target region, attracts sizeable audiences and high engagement on digital platforms. In 2018, the Service registered 115 million active users and 100 million video views on Facebook alone.

In January 2018, Pakistan's Interior Ministry cleared and sealed Radio Mashaal's offices in Islamabad on orders from the country's Inter-Services Intelligence agency; however, RFE/RL continues to report from the country despite interference from both the Pakistani government and extremist militants.

RFE/RL RADIO AZATTYK (LANGUAGE: KYRGYZ)

FY 2018 Actual: \$2.239 million
FY 2018 Total: \$2.572 million

Origin: 1953
Delivery Method: Radio (nationwide FM, satellite), TV (affiliates), website, social media, and apps
Radio Original Programming: 41 hours/week
Radio Total Broadcast: 58 hours/week
TV Original Programming: 4.8 hours/week
TV Total Broadcast: 4.8 hours/week

RFE/RL's Kyrgyz Service, Radio Azattyk, connects Kyrgyz society with informed reporting and debate on topics collectively neglected in Kyrgyzstan, such as interethnic tolerance, minority rights, abuse and torture within the justice system, Islamic radicalism, and corruption in the government. Azattyk has access to the main state and private TV channels and radio stations, as well as affiliate relations with a dozen leading online media. Its measured weekly audience is 43 percent of the population.

Radio Azattyk operates in a media landscape dominated by Russian disinformation narratives promoting the Kremlin's account of domestic and foreign policy, as well as the rising influence of radical Islam in the region. Nevertheless, Azattyk remains a trustworthy and balanced journalistic organization, providing audiences with unbiased, in-depth, and factual reporting. The Service now produces five weekly TV programs from its new Bishkek TV studio and news bureau, which also serves as a reporting hub for RFE/RL's Central Asian language services. Signature Kyrgyz Service TV programs include the political talk show *Inconvenient Questions* and youth-oriented *Azattyk+*. The Service's TV programs regularly feature government officials and politicians who serve as the subject of discussion and debate in Parliament and among the public.

RFE/RL RADIO AZATLYK (LANGUAGE: TURKMEN)

FY 2018 Actual: \$0.819 million
FY 2018 Total: 0.893 million

Origin: 1953
Delivery Method: Radio (shortwave, satellite), website, social media, and app
Radio Original Programming: 3.5 hours/week
Radio Total Broadcast: 56 hours/week

RFE/RL's Turkmen Service, Radio Azatlyk, offers Turkmen-speaking audiences professional and locally sourced information about current affairs within their society. The only international media broadcaster operating in Turkmenistan, Azatlyk provides news from inside the country, with original video reporting and photojournalism on key developments and topics concerning human rights, civil society, freedom of the press and expression, and the status of religious and ethnic minorities.

RFE/RL has neither a bureau nor accredited journalists in Turkmenistan, but through its local network, manages to provide authoritative reporting and original video and photojournalism from inside the country. Azatlyk's coverage of food shortages, wage arrears, forced labor, homelessness, housing conditions, and travel restrictions on Turkmen citizens has on several occasions prompted government action to improve facilities and social services. As Azatlyk's popularity has grown, however, authorities have intensified their pressure on the Service's local correspondents.

RFE/RL RADIO OZODI (LANGUAGE: TAJIK)

FY 2018 Actual: \$1.872 million
FY 2018 Total: \$1.919 million

Origin: 1953
Delivery Method: Radio (shortwave, satellite), website, social media, and apps
Radio Original Programming: 10.8 hours/week
Radio Total Broadcast: 38 hours/week

RFE/RL's Tajik Service, operating out of its Dushanbe bureau, is the only Tajik-language media to consistently challenge the state's tightly controlled press and propaganda. It does so through high-impact reporting shared on the most popular digital platforms about local politics and economics, societal issues, and human rights. Radio Ozodi's local network inside the country affords it unique reporting opportunities, including coverage of the fatal attack against foreign cyclists in 2018 that appeared in BBC, NPR, ABC, Fox News, Russian channel 1, *The Guardian*, *The New York Times*, *Washington Post*, *USA Today*, and other major international media. International agencies and monitoring groups also rely on the Service's local reporting on issues such as religious freedom, Islamic State recruiting, law enforcement, family reunification, and women's and minority rights. The International Red Cross, The UN Committee on Women's Rights, and the U.S. Commission on International Religious Freedom have commended Radio Ozodi for its ability to connect citizens with their political and civil society leaders in support of greater pluralism and better governance.

RFE/RL RADIO AZATTYQ (LANGUAGE: KAZAKH)

FY 2018 Actual: \$1.603 million
FY 2018 Total: \$1.603 million

Origin: 1953
Delivery Method: TV, website, social media, and app
TV Original Programming: 1.8 hours/week
TV Total Broadcast: 1.8 hours/week

RFE/RL's Kazakh Service, Radio Azattyq, serves as an independent, alternative source of local, regional, and national news for millions of residents in a country where the government overwhelmingly seeks to control the press. Targeting young, educated, and engaged people in the country, the Service delivers multimedia content digitally via its Kazakh- and Russian-language websites, YouTube channel, mobile platforms, and social media. The Service seeks to set the information agenda, offering objective news and perspectives in both the Kazakh and Russian languages. The Service puts special emphasis on visual elements and audience interaction. Each weekday, the Service produces a 15-minute live TV news program, *AzatNEWS*, on Kazakhstan and world events. Additionally, partnerships with local and international rights organizations and media watchdogs have enabled the Service to launch influential online projects, including *Young Faces of Rights Activism in Kazakhstan*, and *After Us*, stories about the parents of mentally disabled children.

RFE/RL RADIO OZODLIK (LANGUAGE: UZBEK)

Origin: 1953
Delivery Method: Radio (shortwave, satellite), website, social media, and apps
FY 2018 Actual: \$1.750 million
FY 2018 Total: \$1.764 million

Origin: 1953
Delivery Method: Radio (shortwave, satellite), website, social media, and apps
Radio Original Programming: 9.8 hours/week
Radio Total Broadcast: 168 hours/week

Well known as a trustworthy news and information source in Uzbekistan, RFE/RL's Uzbek Service, known locally as Radio Ozodlik, has a wide network of local contacts and sources as well as a professional reporting team in Prague. In contrast to domestic media outlets, Radio Ozodlik provides uncensored news and analysis that delves into the government's policies, creates an atmosphere of open debate, and provides an accurate account of world affairs. With a strategic focus on innovation and new media, Ozodlik is unique in the market in practicing "accountability journalism" to counter Uzbek government disinformation and Russian propaganda efforts. Ozodlik's investigative reporting has resulted in changes to Uzbek state policies and the dismissals of several top officials, among them the vice premier and the Tashkent chief of police.

VOICE OF AMERICA (VOA)

Languages: Bangla, Dari, Pashto, Urdu, and Uzbek

VOA AFGHAN SERVICE (LANGUAGES: DARI AND PASHTO)

FY 2018 Actual: \$7.821 million
FY 2018 Total: \$9.456 million

Origin: Dari–1980; Pashto–1982.
Delivery Method: Radio (shortwave, medium wave, FM), TV, website, mobile site, and social media
Radio Original Programming: 42.58 hours/week
Radio Total Broadcast: 56.58 hours/week
TV Original Programming: 6.76 hours/week
TV Total Broadcast: 6.76 hours/week

VOA Afghan, known locally as Ashna, is one of the country’s leading daily news and information sources on the web and social media for Dari- and Pashto-speaking audiences. With media freedoms uncertain in Afghanistan, VOA aims to provide consistent, professional local and international content to keep Afghans informed about the pace of reform and reconstruction efforts, women’s and youth issues, business, agriculture, technology, health, education, security, human rights, and Western culture.

The Service reaches more than nine million weekly users in Afghanistan (six in 10 adults according to a USAGM national survey in July 2018) and also targets Dari and Pashto populations in Pakistan, Iran, and the diaspora in the Middle East and Europe. VOA Afghan averages 1.4 million website visits a day (790,000 Pashto, 570,000 Dari), and the VOA Dari and VOA Pashto Facebook pages have a combined total of 7.4 million “likes” as of July 2018. VOA Ashna is among the media outlets most trusted by weekly users in Afghanistan: in 2018 eight in ten said they trust its news and noted that its reporting has increased their understanding of current events overall and in Afghanistan.

Representative programs include *TV Ashna*, a dual-language broadcast offering interviews with Afghan and American policymakers, news, features, and reports from Afghanistan and other cities worldwide; *Karwan*, a weekly science and technology TV magazine; and *Radio Ashna*, which provides original news reports from Afghanistan, world news round-ups, business and economic features, and topics of interest to Afghan women and youth. *TV Ashna* airs six days a week on Afghanistan’s national TV network, RTA, and the weekly eight-minute *Health Box* program airs on Tolo TV.

VOA URDU SERVICE (LANGUAGE: URDU)

FY 2018 Actual: \$5.917 million
FY 2018 Total: \$8.344 million

Origin: 1951
Delivery Method: Radio (medium wave, FM), TV, website, mobile site, and social media
Radio Original Programming: 22.10 hours/week
Radio Total Broadcast: 75.50 hours/week
TV Original Programming: 2.08 hours/week
TV Total Broadcast: 6.24 hours/week

Targeting audiences within Pakistan, the Urdu-speaking population in India, and the Pakistani diaspora in the Middle East and Europe, VOA Urdu reaches 2.5 percent of adults in Pakistan (3.2 million people), according to a 2016 US-AGM national survey. Its TV program *View 360* on AAJ News reaches an urban Pakistani audience with cable access and provides them with news on U.S.-Pakistan relations and current events, politics, education, health, and women’s and human rights with an American perspective.

VOA RADIO DEEWA (LANGUAGE: PASHTO)

FY 2018 Actual: \$4.557 million
FY 2018 Total: \$5.524 million

Origin: 2006
Delivery Method: Radio (shortwave, medium wave, satellite), TV, website, mobile site, and social media
Radio Original Programming: 35 hours/week
Radio Total Broadcast: 35 hours/week
TV Original Programming: 28.33 hours/week
TV Total Broadcast: 28.33 hours/week

The presence of more than 20 UN-declared terrorist groups in the border regions near Afghanistan—including ISIS, Al Qaida, Lashkar-e-Tayyeba, and the Taliban—represents a major foreign policy concern for the United States. Terrorist organization sanctuaries in the target region pose a significant threat to U.S. interests across the world as well as to stability in Afghanistan, Pakistan, and India. VOA programming in the border areas offers a unique and objective perspective on U.S. foreign policy, the regional political paradigm, and national and local developments.

VOA Deewa (“Light” in Pashto) provides news and information to nearly 50 million Pashtuns, the second largest ethnic group in Pakistan, living in the tribal regions formerly part of the Federally Administered Tribal Areas (FATA), as well as Baluchistan and Karachi. Military narratives, jihadist agendas, and extremist groups’ propaganda dominate local, state, and private media in the FATA region, and there are no other local independent sources of information on regional, international, and U.S. politics. Using digital platforms, direct-to-home satellite, internet, and radio, VOA Deewa informs and engages a critical audience on democracy, peace, and the challenges of extremism.

Every week, Deewa reaches more than one in five adults (21.6 percent). Deewa’s listenership is higher than any other international or local broadcaster (except Pakistan state-run radio) in the FATA region and enjoys the trust of 90 percent of its users, according to a 2015 USAGM survey of the region.

Bibi Shereena, a daily women’s radio-on-TV show, is VOA Deewa’s flagship program, featuring women’s struggles in conservative Pakistani and Afghan societies. Other representative programs include *NewsHour*, a daily radio-on-TV program providing updates and U.S. perspectives on events in the region; *Loya Khyber Pakhtunkhwa*, a daily radio-on-TV program tracking critical developments in the Pashtun belt near Afghanistan; *Washington to Khyber*, a weekly TV magazine show profiling top issues of the week with U.S. perspectives on regional developments; *Bazaar*, a weekly show engaging economists, agriculturalists, and merchants on the latest market trends and farming trends; and health programming that is frequently considered as a virtual health clinic in the region.

VOA BANGLA SERVICE (LANGUAGE: BANGLA)

FY 2018 Actual: \$1.680 million
FY 2018 Total: \$1.797 million

Origin: 1958
Delivery Method: Radio (medium wave, FM affiliates), TV (affiliates), website, mobile site, and social media
Radio Original Programming: 8.1 hours/week
Radio Total Broadcast: 8.1 hours/week
TV Original Programming: 0.42 hours/week
TV Total Broadcast: 0.42 hours/week

VOA's Bangla Service delivers news and information on radio, television, the internet, and social media to 5.3 million listeners weekly, according to a 2017 USAGM survey. The Service's principal broadcasts reach Bangladesh and the Bangla-speaking Indian states of West Bengal, Assam, and Tripura, as well as several Arab and Muslim countries in the Middle East, North Africa, and Southeast Asia where Bangladeshi workers live.

Representative programs include *Hello America*, which provides analysis of major social and political issues in the United States, Bangladesh, South Asia, and the world; *Straight from America*, a weekly video magazine program; *VOA 60 News*, a four-times-per-week video feature on U.S. politics and news; *Hello Washington*, a call-in show on radio and Facebook Live; *ALAPON* ("Let's Talk"), a call-in show on current affairs, sports, arts and entertainment weekly radio, web and Facebook features on women's voices; and the radio-on-TV program *Learning English*.

VOA Bangla plans to launch a new 30-minute Rohingya-language broadcast on SW radio daily, Monday through Friday, which will include news and current affairs coverage, stringer reports from the refugee camps, and music. Another 15-minute weekly TV show, *News from the U.S.*, is in development. This program will cover U.S. current affairs, world news, and news analysis on its affiliate TV channel.

VOA UZBEK SERVICE (LANGUAGE: UZBEK)

FY 2018 Actual: \$1.038 million
FY 2018 Total: \$1.088 million

Origin: 1972
Delivery Method: Radio (affiliates in Kyrgyzstan and Northern Afghanistan),
 TV (affiliates in Kyrgyzstan and Northern Afghanistan), website,
 mobile site, and social media

Radio Original Programming: 3.5 hours/week
Radio Total Broadcast: 7 hours/week
TV Original Programming: 1 hours/week
TV Total Broadcast: 4.5 hours/week

Targeting audiences in Uzbekistan, Kyrgyzstan, Tajikistan, and ethnic Uzbek populations in Afghanistan and China, VOA Uzbek aims to provide professional news on political, economic, and social issues in an area where access to free media is limited. It also intends to offer a platform for reconciliation among Uzbek, Kyrgyz, and Tajik communities in the region, frequently producing special programs on issues relevant to ethnic Uzbeks in northern Afghanistan and western China.

Representative programs include *Exploring America–Amerika Manzaralari*, which covers U.S. foreign policy, U.S. relations with Uzbekistan and the rest of Central Asia, and American life, education, and culture. The program *America Ovozi* offers a daily television news brief looking at the latest global developments with headline news. *Washington Choyxonasi* (Washington Tea House) consists of a weekly web TV talk show about Uzbek immigrants' lives in the United States and their success stories as Uzbek-Americans. These programs provide an objective perspective on U.S. culture and policy interests.

The new Uzbek administration has promised social and economic reforms, and seeks foreign assistance to improve media in Uzbekistan. During the official visit of Uzbek President Shavkat Mirziyoyev to the United States in 2018, a journalist from VOA Uzbek received, for the first time, official accreditation to work as foreign media correspondent inside Uzbekistan. Since then, official and independent media have been picking up more and more of VOA Uzbek's reporting from Washington D.C.

U.S. PUBLIC DIPLOMACY IN THE WESTERN HEMISPHERE (WHA)



Through the Community Engagement through the Mural Arts Program, young people from the comunidade of Água Branca in São Paulo, Brazil work together with local graffiti artist Alex Kaleb Romano on the mural “Construtores de Pontes dos Sonhos — Builders of Dream Bridges,” in which they reimagine a nearby bridge as a pathway to achieving one’s dreams.



U.S. PUBLIC DIPLOMACY IN THE WESTERN HEMISPHERE

BUREAU OF WESTERN HEMISPHERE AFFAIRS

	D&CP	American Salaries	Supplemental	BBG/USAGM	Total
FY 2016	\$46.95 million	\$14.82 million	\$1.84 million	\$25.38 million	\$88.98 million
FY 2017	\$49.31 million	\$14.18 million	\$1.39 million	\$22.95 million	\$87.83 million
FY 2018	\$47.40 million	\$14.82 million	\$3.47 million	\$22.86 million	\$88.55 million

OVERVIEW

U.S. diplomatic missions in the bureau of Western Hemisphere Affairs (WHA) engage with governments, people, and institutions across the Americas and the Caribbean to ensure the safety of U.S. citizens and the advancement of U.S. interests in the region. U.S. public diplomacy activities are designed to engage local populations and promote extensive and constructive dialogues, building on the strong ties that exist in the region founded on common values, interests, and mutual respect.

Canadian, Latin American, and Caribbean audiences are tech-savvy and active on the web. U.S. PD officers take advantage of the benefits of increased connectivity, building upon the common interests, shared values, and strong ties that exist in the region. U.S. missions leverage professional and student exchanges to maintain a strong collaborative dialogue. Public Diplomacy activities can also mitigate negative perceptions, especially those viewed through the prism of policies dealing with immigration and drugs.

The Office of Public Diplomacy and Public Affairs in WHA (WHA/PDA) supports and guides 116 American and 427 locally employed staff at U.S. embassies and consulates in 28 countries in the Western Hemisphere. WHA PD budgets for programs and staff, as well as the allocation of Educational and Cultural Affairs (ECA) and International Information Programs (IIP) resources, remain constrained, with some programs experiencing cuts.

U.S. FOREIGN POLICY GOALS

As outlined in the National Security Strategy, USG policy in the WHA region aims to work with regional partners to build a stable and peaceful hemisphere that increases economic opportunities for all, improves governance, reduces the power of criminal organizations, and limits the malign influences of non-hemispheric forces.

The United States is committed to maintaining law and order in the hemisphere, including along U.S. borders, dismantling transnational criminal networks, and combatting terrorism. U.S. diplomats collaborate with regional partners to reduce illegal migration and address the underlying economic, human rights, and security conditions driving widespread migration. U.S. programs in the region work to deter criminal activity, strengthen law enforcement and the rule of law, and provide alternatives to delinquency and gang involvement.

U.S. diplomatic missions seek to enhance economic opportunity and prosperity by engaging youth and women entrepreneurs and expanding educational partnerships. After decades of stability and democracy that supported economic growth throughout most of the Americas, some leaders in the region are challenging democratic values through governance that is autocratic, opaque, or corrupt. The United States continues to support free, fair, timely, and transparent

elections across the hemisphere. At the same time, the USG opposes practices that threaten press freedom, including censorship, closures of media outlets, threats to journalists, unnecessarily burdensome regulations, arbitrary allocations of state advertising, and politically motivated legal challenges. Respect for universal human rights is an enduring national interest.

U.S. PUBLIC DIPLOMACY PROGRAMS

WHA's public diplomacy efforts focus on strategic communications and audience engagement to advance U.S. national security, expand economic prosperity, and promote democracy in the region. Peace, stability, prosperity, and democracy throughout the Western Hemisphere are essential to U.S. national security. WHA PD programs support a secure and democratic future for all citizens, expanded economic opportunity and prosperity, social inclusion, and clean and secure energy.

The United States uses an integrated approach to build the capacity of institutions and individuals and encourage economic inclusion for the most vulnerable and at risk. Community-based partnerships and approaches enable efforts to address transnational organized crime and the lack of economic and educational opportunity, which pose serious threats to citizens' safety and regional stability. The United States also cooperates with its regional partners on workforce development, sustainable business practices, and small business development to sustain economic expansion. Programs that connect young entrepreneurs, including women, with U.S. businesses and non-governmental organizations (NGOs), and educational partnerships targeting U.S. academic and industry needs, advance this effort.

In El Salvador, Guatemala, and Honduras (the Northern Triangle countries), PD programs support those countries' efforts to address the drivers of illegal immigration, illicit trafficking, and transnational crime by increasing economic prosperity, enhancing security, and improving governance. PD programming helps to strengthen Salvadoran, Guatemalan, and Honduran institutions, communities, and networks critical to promoting prosperity and citizen security—key factors for preventing illegal immigration to the United States. PD programs also support the commitment of Northern Triangle governments to education, with a particular emphasis on exchange programs, English Access, and effective use of the Binational Centers. Overall, PD programs work not just to dissuade would-be illegal migrants but also to help build the capacity of Salvadorans, Guatemalans, and Hondurans so they can envision a fulfilling future at home.

PD efforts in Bogota support broader USG initiatives to assist the Government of Colombia (GOC) in its implementation of the peace process and to work with the GOC in its efforts to decrease coca cultivation. Education and English language programs build capacity and increase bilateral cooperation in peace building and agriculture: the "Bilingual Colombia" initiative in particular seeks to make Colombia a Spanish-English bilingual country by 2025. Embassy Public Affairs programs empower ethnic minorities, women and other vulnerable populations for greater socioeconomic and political participation. Finally, PAS Bogota promotes entrepreneurship to build economic capacity.

Operations at Embassy Caracas have been suspended as of March 2019 owing to deteriorating economic and political conditions in Venezuela. PD programming continues on a limited basis, with officers in Washington and Miami providing oversight of the locally engaged PAS staff working remotely and WHA/PDA providing additional support from Washington, D.C. Ongoing PD activities include updates to Virtual U.S. Embassy Venezuela, daily news summaries and reports about the media environment; ongoing contact with journalists, program partners, alumni, future grantees, and program participants; continued activities at American Spaces and other program venues; and monitoring of current grant outcomes.

China's economic engagement in Latin America and the Caribbean has the potential to undermine the sovereignty and national security of both the United States and its democratic partners in the Americas. When China plays by international standards, it can play an important role in helping countries develop their own potential, but its frequent departure from these international standards results in opaque practices that enable corruption, erode good governance, and challenge state sovereignty. To ensure that our partners consider the risks inherent in closer ties with China, PD activities in the region work to counteract these tendencies by supporting transparency and the application of internationally recognized business practices in countries targeted by Chinese investment or assistance.

REPRESENTATIVE PUBLIC DIPLOMACY PROGRAMS

Young Leaders of the Americas Initiative (YLAI): The region's flagship entrepreneurship professional exchange program expands ties between emerging entrepreneurs in the Western Hemisphere and their U.S. counterparts to support job creation and economic growth. The third YLAI cohort of 250 professional fellows connected U.S. businesses with fledgling entrepreneurs whose projects have included developing software that enables more coordinated municipal responses to emergencies; opening the U.S. and Colombian honey markets to the others' products and methods; and producing earthquake-resistant, affordable and eco-friendly bamboo construction materials. Program alumni and U.S. business hosts are actively working across borders on ways to expand linkages between U.S. and regional organizations to spur trade and job creation. The YLAI Network, an open digital platform for entrepreneurship resources, now reaches nearly 40,000 members throughout the region and serves as a professional networking and information-sharing venue. Members participate in campaigns linked with core U.S. policy priorities, from transparency and accountability to women's empowerment.

100,000 Strong: 100,000 Strong in the Americas, WHA's signature education diplomacy initiative, advances U.S. policy goals of promoting regional security and economic prosperity, while also creating dynamic partnerships among governments, the private sector, and foundations that enable U.S. academic institutions to develop innovative new exchange and training programs. Since 2013, the 100,000 Strong Innovation Fund has awarded 187 grants supporting research collaboration, academic mobility, and workforce development to over 350 teams of higher education institutions in 25 countries and 42 U.S. states. For example, Georgia Southern University (U.S.) and Universidade de Brasilia (Brazil) are collaborating to create a new, bilateral study abroad experience that will provide students with innovative, hands-on and experiential learning activities and enable them to reflect on their new cultural and technical knowledge in the fields of political science, sociology, and chemistry.

Youth Ambassadors: The State Department's flagship youth exchange in WHA promotes mutual understanding, increases leadership skills, and prepares youth to make a difference in their communities. Since its 2001 launch in Brazil, the Youth Ambassador program has brought outstanding, underprivileged foreign high school students to the United States for a three-week program of leadership development, English study, homestays, and community service. More than 400 students and adult mentors from 25 countries across the Americas participate in the program annually. All Brazilian alumni of the Youth Ambassadors program have completed high school and enrolled in university, compared to only 16 percent of their peers, an impressive demonstration of the program's impact. The program's popularity has led to successful spinoff programs across the region. Youth Ambassadors alumni have become community influencers with whom U.S. embassies and consulates collaborate to achieve strategic policy goals.

English Education: Developing bilingualism for workforce development and social inclusion is a top strategic priority for a majority of the governments in the WHA region, which makes the range of State Department-sponsored English-language teaching and learning programs a key PD tool. Building English capacity in the region also serves U.S. policy interests by opening markets and creating new business opportunities, as well as enhancing digital literacy and access to information to counter disinformation in countries where democracy is under siege. In 2018 alone, Binational Centers, the premiere platform for delivering English-language training, attracted over 55 million visitors. The English Access Microscholarship Program, currently underway in 19 countries in WHA, also provides a foundation of English-language skills to talented at-risk young people from economically disadvantaged communities, equipping them with skills that open doors for educational and workforce opportunities.

Tech Camps: WHA posts are using technology across sub-regions to connect diverse audiences interested in particular subjects. Tech Camps leverage digital technologies to tackle key issues in the region, bringing together relevant subject matter experts with technologists to identify platforms that can educate publics and facilitate timely and efficient information exchange. In 2018 Tech Camps took place in Guatemala on transparency and in Peru on combatting transnational crime.

WESTERN HEMISPHERE REGION PUBLIC DIPLOMACY SPENDING

Owing to their strategic importance as regional powers and population centers, the U.S. missions in Brazil and Mexico received the highest Public Diplomacy funding in the Western Hemisphere in FY 2018, at \$6.93 million and \$4.47

million, respectively. Argentina, Venezuela, Canada, Peru, Colombia, Ecuador, Bolivia, and Chile ranged from \$3.78 million to \$1.79 million. Uruguay, Haiti, Guatemala, Panama, Dominican Republic, Costa Rica and Honduras ranged from \$1.48 million to \$1 million.

WHA POST SPENDING RANKED BY FY 2018 TOTAL SPENDING

Country Name	FY 2015		FY 2016		FY 2017		FY 2018	
	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental
1 Brazil	\$5.93 million	\$727,273	\$6.63 million	\$239,031	\$7.51 million	\$31,526	\$6.93 million	\$789,231
2 Mexico	\$4.63 million	\$201,743	\$4.31 million	\$76,985	\$4.55 million	\$540,596	\$4.47 million	\$492,535
3 Argentina	\$2.92 million	\$260,966	\$3.58 million	\$73,792	\$4.02 million	\$12,703	\$3.78 million	\$174,068
4 Venezuela	\$3.07 million	\$493,077	\$3.34 million	\$22,721	\$3.89 million	10,222	\$3.35 million	\$105,552
5 Peru	\$2.35 million	\$205,913	\$2.46 million	\$166,284	\$2.49 million	\$188,878	\$2.44 million	\$312,677
6 Canada	\$2.31 million	\$42,653	\$2.48 million	\$36,463	\$2.54 million	15,343	\$2.67 million	\$0
7 Colombia	\$2.55 million	\$331,414	\$2.77 million	\$115,282	\$2.99 million	\$17,675	\$2.36 million	\$75,160
8 Ecuador	\$2.05 million	\$364,749	\$1.86 million	\$82,867	\$1.97 million	\$80,258	\$1.99 million	\$154,084
9 Bolivia	\$2.19 million	\$169,616	\$2.38 million	\$110,279	\$1.91 million	\$157,781	\$1.90 million	\$157,681
10 Chile	\$2.39 million	\$739,063	\$1.80 million	\$59,495	\$1.77 million	\$10,102	\$1.79 million	\$112,620
11 Haiti	\$1.22 million	\$41,673	\$1.27 million	\$9,433	\$1.36 million	\$31,367	\$1.43 million	\$220,177
12 Uruguay	\$1.26 million	\$62,122	\$1.22 million	\$41,971	\$1.43 million	\$6,745	\$1.48 million	\$38,900
13 Guatemala	\$1,024,772	\$13,201	\$1.15 million	\$25,959	\$1.12 million	\$5,587	\$1.35 million	\$150,000
14 El Salvador	\$989,020	\$99,960	\$1.02 million	\$251,959	\$1.22 million	\$6,032	\$964,100	\$283,267
15 Panama	\$1.19 million	\$29,731	\$1.16 million	\$17,456	\$1.25 million	\$11,007	\$1.23 million	\$11,007
16 Dominican Republic	\$1.05 million	\$22,223	\$1.14 million	\$27,008	\$1.20 million	\$9,644	\$1.11 million	\$0
17 Costa Rica	\$1.03 million	\$93,778	\$1.44 million	\$27,070	\$1.03 million	\$47,341	\$1.07 million	\$29,135
18 Honduras	\$864,612	\$186,566	\$1.3 million	\$18,568	1.15 million	\$4,455	\$1 million	\$68,500
19 Jamaica	\$861,861	\$26,151	\$840,476	\$65,177	\$837,013	\$4,504	\$939,400	\$108,831
20 Paraguay	\$750,455	\$71,457	\$819,277	\$139,273	\$719,625	\$7,194	\$744,009	\$52,335
21 Barbados & Eastern Caribbean	\$641,146	\$30,405	\$657,004	\$20,512	\$668,711	\$73,319	\$676,814	\$74,700
22 Trinidad and Tobago	\$567,108	\$39,299	\$714,552	\$47,139	\$921,961	\$41,165	\$695,280	\$26,555
23 Nicaragua	\$895,144	\$283,007	\$1.08 million	\$89,710	\$947,331	\$67,871	\$553,230	\$19,856
24 Cuba	\$479,360	\$33,582	\$1.24 million	\$19,299	\$926,114	\$2,284	\$468,000	\$0
25 The Bahamas	\$226,391	\$2,501	\$244,140	\$6,743	\$240,599	\$1,301	\$250,200	\$12,950
26 Belize	\$99,748	\$40,173	\$100,500	\$2,900	\$110,288	\$2,300	\$159,972	\$0
27 Suriname	\$133,765	\$16,374	\$150,262	\$7,422	\$165,115	\$800	\$128,000	\$14,660
28 Guyana	\$101,504	\$1,300	\$109,381	\$42,250	\$95,300	\$800	\$66,500	\$0
29 Curacao							\$2,000	\$0

U.S. INTERNATIONAL MEDIA IN THE WESTERN HEMISPHERE

OFFICE OF CUBA BROADCASTING (OCB)

Language: Spanish

RADIO/TELEVISION MARTÍ (LANGUAGE: SPANISH)

FY 2018 Actual: \$17.735 million
FY 2018 Total: \$18.685 million

Origin: 1985
Delivery Method: Radio (medium wave, shortwave), satellite TV, website, mobile site, social media, DVDs, and flash drives
Radio Original Programming: 131.5 hours/week
Radio Total Broadcast: 168 hours/week
TV Original Programming: 42 hours/week
TV Total Broadcast: 168 hours/week

Radio and TV Martí offer multiple channels of access to uncensored information and entertainment from within Cuba and from the United States, Latin America, and around the world. Under the Martí brand and its video, audio, and online products and services, the Office of Cuba Broadcasting (OCB) offers information not otherwise available to Cubans through the government-controlled media and empowers Cubans to participate in the exchange of information and perspectives. The Miami-based OCB also helps to develop journalistic professionalism inside Cuba.

Despite some advances, Cuba continues to have some of the most restrictive internet access in the world. Internet penetration estimates vary widely from five percent to 30 percent on the island. According to the last Cuban government census (March 1, 2018), Cuba has 4.5 million internet users; however, the Cuban government counts access to the national intranet as internet access. The International Telecommunications Union ranks Cuba 166th of 176 countries in terms of access and second to last in Latin America, where only Haiti is ranked lower.

Although the country now has more than 500 Wi-Fi zones at a cost of CUC\$1 (in Cuban Convertible Pesos) per hour, that cost is still prohibitively high compared to the average salary in Cuba. In addition, the Cuban intranet has limited content, and users may only use internal Nauta email. Even more worrisome, the communist government routinely censors sites critical of its agenda. This limited access to information in Cuba highlights the need for Radio and TV Martí service.

VOICE OF AMERICA (VOA)

Languages: Creole and Spanish

VOA SPANISH SERVICE (LANGUAGE: SPANISH)

FY 2018 Actual: \$3.012 million
FY 2018 Total: \$3.012 million

Origin: 1960
Delivery Method: Radio, TV, website, mobile site, and social media
Radio Original Programming: 17.33 hours/week
Radio Total Broadcast: 51.33 hours/week
TV Original Programming: 14.5 hours/week
TV Total Broadcast: 37 hours/week

The VOA Spanish Service targets audiences in 17 Spanish-speaking countries of Latin America. USAGM surveys show VOA Spanish has a weekly reach of more than 60 million adults, primarily through its affiliate network of more than 600 media partners. The Service's affiliate-based U.S. bureau model provides high-reach media partners with customized content that includes news and contextual information about the United States and the region.

VOA Spanish has become a go-to media source for major networks in the Americas looking for objective and comprehensive news and information about the United States and U.S. relations with the region, as well as local, national, and international news and information. Programming also highlights U.S. culture, diaspora groups, business, and innovation. In addition to standalone television and radio programs, the Service produces numerous television and radio packages each day for use in affiliate stations' newscasts, as well as daily live reporting on television and radio stations.

In an effort to promote the dissemination of information in constrained media environments, the Service has increased its focus on Venezuela, Nicaragua, and the rest of Central America. Programming for these countries addresses issues of national importance, such as security, governance challenges, citizen security, trade, and immigration in addition to offering extensive coverage of diaspora communities in the United States.

In Venezuela, the Spanish Service has played a dual role in reporting the political and social unrest and humanitarian crisis while also broadcasting to Venezuelan audiences the way their story is being reported in the United States. Service coverage for Nicaragua provides information from the United States as well as a focus on issues such as human rights, governance, and corruption. For the rest of Central America, VOA Spanish has heightened its focus on immigration, social, and economic issues, coupled with coverage of governance and corruption challenges in the region.

Digital audiences, whose media consumption habits have been evolving, remain a primary focus, and the Service has increased its partnerships with digital media outlets. In addition, VOA Spanish sponsors journalist training programs for the region in digital design, journalism security, news management, and multimedia storytelling techniques, among other topics. This past year additional digital media outlets in Venezuela, Nicaragua, and other parts of Central America became VOA partners, adding to the footprint and distribution of content. VOA Spanish's own digital platforms also have grown given the added focus on contextual and explanatory reporting on issues that affect the region.

VOA CREOLE SERVICE (LANGUAGE: CREOLE)

FY 2018 Actual: \$1.162 million
FY 2018 Total: \$1.162 million

Origin: 1987
Delivery Method: Radio (FM affiliates), radio on TV (affiliates), website, mobile site, and social media
Radio Original Programming: 11.47 hours/week
Radio Total Broadcast: 13.55 hours/week
TV Original Programming: 2.08 hours/week
TV Total Broadcast: 2.08 hours/week

The VOA Creole Service fills a critical need for information about local and international issues in a country with limited resources and infrastructure. It provides news and other programs about the United States and the world to Haitian audiences through partnerships with local affiliate stations that could not otherwise afford to acquire such materials on their own.

In addition, the Service has developed a more robust social media presence as a way to expand its media footprint and more effectively engage Haiti's youth audience, especially given that almost half of Haiti's population is under the age of 25. Finally, in partnership with USAGM's Office of Business Development and the U.S. Embassy in Port-Au-Prince, VOA organizes training sessions for journalists in Haiti.

The VOA Creole Service remains the most reliable and trustworthy source of news and information for Creole speakers in Haiti. USAGM survey research from 2016 shows that the Service reaches 24.2 percent of the adult population in Haiti weekly and that 91 percent of weekly listeners trust the Creole-language news and information from VOA.



U.S. Advisory Commission on Public Diplomacy Celebrating 70 Years of Reporting: 1949-2019

Recommendations from the Advisory Commission on Information's First Report (1949)

- Recommendation 1: The Commission believes that the most important step to make the program effective at home is the closing of gaps in policy between the other parts of the Department and the information area.
- Recommendation 2: ...a realistic approach requires that we provide a budget better balanced between the three-pronged program of military, economic, and information policy...
- Recommendation 3: It is the opinion, however...that information about the United States is not yet effectively reaching farmers, industrial workers, owners of small businesses, restaurants, etc...
- Recommendation 4: To improve the effectiveness of information by radio we should increase its physical facilities...and provide more medium-wave relay bases; increase the number of broadcasts; improve the attractiveness of American radio programs; increase the number of radio officers in countries that have large national networks. Wherever possible we should endeavor to buy time on local radio stations.
- Recommendation 5: Visual materials (motion pictures, displays, and exhibits) should be carried to the small towns, villages, and rural areas, and this can be done most effectively and efficiently with mobile units. The Commission recommends that the number be increased.
- Recommendation 6: There is a great need for more motion pictures of a documentary and information character, and the procurement of language adaptation of films should be rapidly and substantially increased.
- Recommendation 7: Funds for travel and entertainment are very limited, and an increase in these funds may very well be one of the best investments that could be made. (USIS officers) should have more time for travel and for the establishment of contacts.
- Recommendation 8: In most European countries there are no American books for sale and few American magazines on the newsstands. This is due to blocked currencies...Something should be done to satisfy demand (among professional people—and important people—for American books and periodicals).
- Recommendation 9: ...there are serious problems of coordination and possible conflicts between information programs carried on by various governmental departments...We recommend that Congress give serious consideration to the best means of retaining present advantages.