



UNITED STATES
ADVISORY COMMISSION
ON PUBLIC DIPLOMACY

2015 COMPREHENSIVE ANNUAL REPORT ON PUBLIC DIPLOMACY & INTERNATIONAL BROADCASTING

FOCUS ON FY 2014 BUDGET DATA





UNITED STATES ADVISORY COMMISSION ON PUBLIC DIPLOMACY

2015 Comprehensive Annual Report on Public Diplomacy and International Broadcasting

Focus on Fiscal Year 2014 Budget Data

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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.

Transmittal Letter

September 22, 2015

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 2015 Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities.

ACPD is a bipartisan panel created by Congress in 1948 to formulate and recommend policies and programs to carry out the public diplomacy functions vested in U.S. government entities and to appraise the effectiveness of those activities. It was reauthorized in January 2013 to complete the Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities, and to produce other reports that support more effective efforts to understand, inform and influence foreign audiences.

This report itemizes major public diplomacy and international broadcasting activities conducted by the State Department and the Broadcasting Board of Governors (BBG). The report is based on data collected from every office at the State Department in the public diplomacy cone, six regional and 11 functional bureaus in the State Department, the Public Affairs Sections (PAS) of all U.S. embassies worldwide, and all BBG entities. It was researched, verified and written by ACPD staff with the close help and coordination of public diplomacy and BBG officials. The information focuses mainly on FY 2014 actual funds spent, as FY 2014 provided the most complete accounting of public diplomacy and broadcasting activity at the time this was compiled. Wherever possible, the report also examines FY 2015 planned spending, in addition to FY 2016 budget requests, strategy, and activities.

Due to the ACPD's very limited staffing and resources, this report is mainly a compilation and consolidation of program description and budget data. Using the 2014 report as a benchmark, it provides some early indications of budgeting and programming trends. This year's report also examines more closely three PD priorities for 2014/2015: the President's young leaders initiatives, countering violent extremism, and countering negative Russian influence in Europe and Central Asia. It also reinforces ACPD's work in the last year on research and evaluation for PD and broadcasting, the accessibility of American Spaces, and the career trajectories and education of State Department's public diplomacy professionals.

We greatly admire the tenacity and the talent of our public diplomats and international broadcasters and are encouraged by their reform-minded leaders at both agencies. The report includes a summary of the year's key findings and recommendations to support their ongoing work.

Respectfully Submitted,



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(Colorado)



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Acknowledgments

The U.S. Advisory Commission on Public Diplomacy (ACPD) is very grateful to State Department and Broadcasting Board of Governors (BBG) leadership who helped us with the collection of strategy document, budget data, and program descriptions. We are thankful for the help from Under Secretary for Public Diplomacy and Public Affairs Rick Stengel and the Policy, Planning and Resources Office (R/PPR) leadership who helped us access vital information. This leadership includes, but is not limited to, Susan Stevenson, Roxanne Cabral, John McIntyre, Patricia Kabra, and Rodney Reynolds. Many thanks also to Educational and Cultural Affairs Bureau (ECA) leadership: Evan Ryan, Kelly Keiderling, Rick Ruth and the rest of the team. David Plack and Britta Bjornlund in the Academics division of ECA spent much time with us in reviewing the President's Young Leaders Initiatives. The International Information Programs Bureau (IIP) continued to give ACPD much support in guiding this report's process, in addition to other publications ACPD has produced recently. Thank you to Macon Phillips and Jean Manes, and to the American Spaces Office, Christopher Dunnett, Jason Rebholz and Christopher Istrati. We thank Doug Frantz, Valerie Fowler and their Public Affairs (PA) Bureau team. And much thanks to Rashad Hussain, Daniel Kimmage and their colleagues in the Center for Strategic Counterterrorism Communications (CSCC).

We also appreciate the help from the many Deputy Assistant Secretaries and Directors of Public Diplomacy in the six regional bureaus at the State Department who reviewed foreign policy and public diplomacy strategies with us while also checking the reports' data. This includes, but is not limited to: Liza Davis, Robin Diallo, Elizabeth Fitzsimmons, Todd Haskell, Robert Hilton, Jake Jacanin, Adele Ruppe, Tania Chomiak-Salvi, Kathryn Schalow and Raymond Tripp. We're also grateful to Loretta Milburn, Javier Rodriguez, Rekio Benton, Reta Champion and Ashley Williams for their consistent executive support in completing this report and supporting ACPD operations writ-large.

At the Broadcasting Board of Governors (BBG), we very much appreciate the time Rob Bole, Suzie Carroll, Bruce Sherman, Sonja Gloecke and Kathryn Neeper gave to compiling the data on the BBG's services. At Radio Free Asia, thank you to Libby Liu and her team; at Radio Free Europe/Radio Liberty, thank you to Martins Zvaners and his colleagues; at Middle East Broadcast Network, thank you to Deirdre Klein; at the Office of Cuba Broadcasting, thank you to Irvin Rubenstein; and at Voice of America, thank you to Kelu Chao, Carol Prah, Kristy Hays and Scott Stearns. We also appreciate Frederick Wong's support in understanding the role of Development Outreach Coordinators in the field at the U.S. Agency for International Development.

ACPD had a small team to support this report's completion. Jasmine El Gamal from the Office of the Secretary of Defense interviewed two dozen experts on countering violent extremism for the analytical section of the report and worked efficiently during a tight summer deadline. We are grateful to the Department of Defense for loaning us her strong analytical mind and talent for juggling many tasks. In the spring, Hallie Gardner gave us part-time support with organizing early troves of data. Our summer analyst, Palak Bhandari, was so instrumental to compiling and sorting copious amounts of data for this report that she is featured as an editor. And we are ever grateful to ACPD's program support assistant, Michelle Bowen, who helps to keep our office running smoothly.

We're also grateful for the guidance we receive 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 Trey Hicks, Thomas Hill, Janice Kaguyutan, Morgan Vina, and Brandon Yoder.

ACPD visited five countries this past year to collect information for this report and see public diplomacy programs up close. Thank you very much to E.J. Monster, Melissa Ford, John Vance, and John Warner at the U.S. Mission in South Africa; to Michael Greenwald at the U.S. Mission in Kenya; to Kristi Roberts at the U.S. Mission in Algeria; to Elizabeth Webster at the U.S. Mission in Hungary; and to Stephen Labensky and Kate Bartlett at the U.S. Mission in Moldova. ACPD realizes the significant time and energy that goes into these official visits and we're grateful for your support in helping us understand how Washington-directed foreign policy translates on the ground.

Contents

Transmittal Letter.....	2
Acknowledgments.....	3
Methodology.....	8
How to Read This Report.....	9

EXECUTIVE SUMMARY

INTRODUCTION.....	12
U.S. PUBLIC DIPLOMACY IN 2014/2015.....	13
THE PUBLIC DIPLOMACY & INTERNATIONAL BROADCASTING BUDGETS.....	13
ACPD's TOP 10 OF 2015.....	22
2015 RECOMMENDATIONS LIST.....	24
U.S. Department of State Specific Recommendations.....	29
Broadcasting Board of Governors (BBG) Specific Recommendations.....	33
PUBLIC DIPLOMACY AND COUNTERING VIOLENT EXTREMISM.....	34
COUNTERING NEGATIVE RUSSIAN INFLUENCE IN EUROPE AND CENTRAL ASIA.....	40
YOUNG LEADERS INITIATIVES: AFRICA, SOUTHEAST ASIA, THE AMERICAS.....	44
Young African Leaders Initiative (YALI).....	43
Young Southeast Asian Leaders Initiative (YSEALI).....	46
Young Leaders of the Americas Initiative (YLAI).....	48
RESEARCH AND EVALUATION OF PUBLIC DIPLOMACY AND INTERNATIONAL BROADCASTING.....	51
STRENGTHENING PUBLIC DIPLOMACY PERSONNEL AT THE U.S. DEPARTMENT OF STATE.....	55
KEEPING AMERICAN SPACES OPEN AND ACCESSIBLE TO FOREIGN CITIZENS.....	58
VOICE OF AMERICA IN AFRICA.....	60

WASHINGTON DIRECTED ACTIVITIES

POLICY, PLANNING AND RESOURCES OFFICE OF THE UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS.....	64
EDUCATIONAL AND CULTURAL AFFAIRS BUREAU (ECA).....	70
Directorate of Policy.....	70
Cultural Heritage Center.....	72
Academic Programs Directorate.....	74
Fulbright Program.....	74
English Language Programming.....	89

Professional and Cultural Exchanges Directorate.....	91
Youth Programs Division.....	91
Professional Fellows Division.....	96
Cultural Programs Division.....	101
SportsUnited Division.....	106
International Visitor Leadership Program (IVLP).....	109
Private Sector Exchange.....	111
BUREAU OF PUBLIC AFFAIRS.....	116
Office of International Media Engagement (IME).....	117
Office of Digital Engagement (ODE).....	117
Rapid Response Unit (RRU).....	118
Foreign Press Centers (FPCs).....	118
Office of Video Services (OVS).....	119
Office of the Spokesperson (SPOX).....	119
Office of Press Relations (PRS).....	120
Office of Strategic Planning (OSP).....	121
BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP).....	124
Programs.....	124
Products.....	127
Platforms.....	129
CENTER FOR STRATEGIC COUNTERTERRORISM COMMUNICATIONS.....	136
FUNCTIONAL BUREAUS' PUBLIC DIPLOMACY OFFICES.....	142
Bureau of Conflict and Stabilization Operations (CSO).....	142
Bureau of Counterterrorism (CT).....	143
Bureau of Democracy, Human Rights, and Labor (DRL).....	143
Bureau of Economic and Business Affairs (EB).....	144
Bureau of International Narcotics and Law Enforcement (INL).....	144
Bureau of Intelligence and Research (INR).....	145
Bureau of International Organizations (IO).....	145
Bureau of International Security and Nonproliferation (ISN).....	146
Bureau of Oceans and International Environmental and Scientific Affairs (OES).....	147
Bureau of Political-Military Affairs (PM).....	147
Bureau of Population, Refugees, and Migration (PRM).....	148
BROADCASTING BOARD OF GOVERNORS.....	150
FY 2014 Actual Budget.....	150
Research and Evaluation.....	153
Counter-Censorship Efforts and RFA's Open Technology Fund.....	153

FIELD DIRECTED ACTIVITIES

U.S. PUBLIC DIPLOMACY IN THE AFRICA REGION	156
International Broadcasting in Sub-Saharan Africa.....	159
Africa Region Country by Country Profiles.....	163
Spotlight Country: Kenya.....	188
Spotlight Country: South Africa.....	194
U.S. PUBLIC DIPLOMACY IN THE EAST ASIA AND THE PACIFIC REGION	200
International Broadcasting in East Asia and the Pacific Region.....	202
East Asia and Pacific Region Country by Country Profiles.....	208
U.S. PUBLIC DIPLOMACY IN THE EUROPE AND EURASIA REGION	220
International Broadcasting in Europe.....	223
Europe and Eurasia Region Country by Country Profiles.....	230
Spotlight Country: Hungary.....	256
Spotlight Country: Moldova.....	260
U.S. PUBLIC DIPLOMACY IN THE NEAR EAST ASIA REGION	266
International Broadcasting in the Near East Asia Region	269
Near East Asia Region Country by Country Profiles.....	273
Spotlight Country Algeria.....	283
U.S. PUBLIC DIPLOMACY IN THE SOUTH AND CENTRAL ASIA REGION	288
International Broadcasting in South and Central Asia.....	295
South and Central Asia Region Country by Country Profiles.....	299
U.S. PUBLIC DIPLOMACY IN THE WESTERN HEMISPHERE REGION	308
International Broadcasting in the Western Hemisphere.....	311
Western Hemisphere Region Country by Country Profiles.....	312

APPENDICES AND INDEX

APPENDIX A – U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT: DEVELOPMENT OUTREACH COORDINATORS	328
APPENDIX B: DEPARTMENT OF DEFENSE: MILITARY INFORMATION SUPPORT OPERATIONS	330
APPENDIX C: ACRONYMS	331
INDEX	332

Methodology

This second Comprehensive Annual Report on Public Diplomacy and International Broadcasting was compiled with the support of State Department Public Diplomacy (PD) and Broadcasting Board of Governors (BBG) leaders who opened their databases for ACPD to compile and sort through copious amounts of budget data and program descriptions from Washington and the field. This year, we focused on streamlining the process of identifying, requesting, pulling, sorting, verifying, and organizing data. At the State Department, ACPD also conducted dozens of interviews with each public diplomacy bureau and the public diplomacy officers in the State Department's six regional and 11 of the functional bureaus to understand the purpose and value of their respective offices.

The Office of Policy Planning and Resources (R/PPR) helped us with understanding the big picture of public diplomacy in the "R cone" and gave ACPD access to the PD-RAM database, which allows for the country-by-country breakdown of cost, program themes and program activities. The PD leadership at the regional and functional bureaus also gave ACPD access to bureau regional foreign policy and public diplomacy plans from FY 2014 and, when available, FY 2015.

For the Educational and Cultural Affairs Bureau (ECA), the information was taken from open source program descriptions, interviews, and ECE budget information that could be itemized by cost by program and, wherever possible, cost by participant. In some cases, we provide the "cost per day" of program participation to more easily compare the financial investment in programs that vary by duration (i.e. one week vs. one year). At the International Information Programs Bureau (IIP), open source information was also used, in addition to interviews, cables and budget data as it pertained to FY 2014 and FY 2015 programs. For the Public Affairs Bureau (PA), ACPD focused on activities that directly or indirectly engage with foreign audiences. The PA leadership provided their budget information and interviews were conducted to understand the division of labor in the bureau. For CSCC, unclassified material on programs and budget information was provided, and we also conducted interviews with various leaders within the unit. For the analytical section of the report, ACPD also interviewed a host of external experts on the topics of countering violent extremism and countering Russian influence.

At the BBG, interviews were conducted with the various entities -- Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Middle East Broadcasting Networks (MBN), and the Office of Cuba Broadcasting (OCB) -- and leadership gave ACPD access to program and budget information available through their database. This year, ACPD also began to explore U.S. foreign public engagement and information activities conducted by the U.S. Agency for International Development and the Department of Defense, and limited descriptions of their activities are included in the appendix of this year's report.

ACPD traveled to Algeria, Hungary, Kenya, Moldova and South Africa to conduct interviews with embassy officials and public diplomacy program beneficiaries. These countries were selected because of the strategic influence each has in their respective regions. ACPD focused intently on Africa this year due to the presidential focus Africa and the Young African Leaders Initiative. While in South Africa, ACPD was able to meet with nearly a dozen PAOs working in central, eastern and southern Africa who were participating in a workshop in Johannesburg. Their views illuminated the challenges that PD professionals face everyday in implementing this work.

How to Read This Report

The majority of this report is meant to be a reference guide and a point of inquiry for questions on public diplomacy and international broadcasting activities worldwide. It focuses on the most recent actual budget data available which is from Fiscal Year 2014 (FY 2014). Wherever possible, we also provide FY 2015 planned, and FY 2016 requested budget data. The bulk of the analysis can be found in the report's opening section.

When reviewing the numerical data, it is essential to not read it in a vacuum. Context varies by program and by country. The ranking of cost per mission, for instance, 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 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 a Mission Activity Tracker tool that is currently undergoing much-needed reforms. 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. Lastly, at the BBG, program delivery costs can be very high due to non-permissive environments they are reporting from.

Contextual data is largely drawn from The World Bank's online datasets. Refugee, poverty, urbanization, and age demographics are from *The World Factbook*. Additionally, media freedom ratings are drawn from Freedom House's (FH) *Freedom of the Press* report.

SAMPLE COUNTRY PROFILE

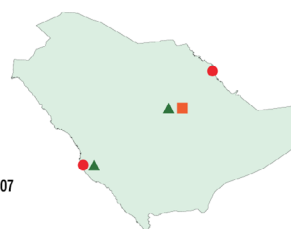
Saudi Arabia

DEMOGRAPHICS

Geographic area (sq. km.): 2149690
Population: 29369428
Below 24 yrs. old: 46.90%
Refugee population: 559
Urban population: 83%
GDP/capita: \$25,409
Unemployment: 6%
Below poverty line: NA% ()

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
Internet users/100 people: 60.5
Mobile phones/100 people: 184
Literacy: (2013) 94% (F: 91%, M: 97%)
Avg. years of education: 16 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,992,987 FY14 ACTUAL: \$2,053,954 FY15 PLANNED: \$2,156,707

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$564,239
Post-Generated Exchanges	\$416,620
Educational Advising & Promoting	\$244,554
Study in the U.S.	
Digital Outreach	\$134,797
Alumni Outreach	\$110,587

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

SAMPLE ECA PROGRAM PROFILE

U.S. CONGRESS-KOREA NATIONAL ASSEMBLY YOUTH EXCHANGE (1981)

Program Length: 4.5 Weeks

Avg. Cost per Day: \$339.08 (2014)

Geographic Reach: South Korea

Female/Male Split: 50%/50%

FY 2013 Spending: \$155,953.00

of Participants: 20

Cost per: \$7,797.65

FY 2014 Spending: \$155,975.00

of Participants: 20

Cost per: \$7,798.75

FY 2015 Planned: \$156,000.00

FY 2016 Requested: \$156,000.00

Description: U.S. Congress-Korea National Assembly Youth Exchange was formed in 1981, led by former Representative Benjamin Gilman. Congress and the Korea National Assembly initiated this exchange program, which introduces 10 university students and recent graduates from the United States and the Republic of Korea to the political process, society, and culture of the two countries. The Korean participants spend two and a half weeks in the U.S., and the American participants spend two weeks in the Republic of Korea. In FY 2013, ECA awarded Meridian International Center \$156,000 to implement the program.

EXECUTIVE SUMMARY



South African students and U.S. Mission to South Africa families cheer on the U.S. National Soccer team by waving American flags and playing vuvuzelas at the U.S. National Soccer Team's open practice session at the Pliditch Stadium in Pretoria, South Africa, on June 6, 2010. The U.S. National Soccer Team is preparing for the 2010 World Cup in South Africa. [State Department Photo/Public Domain]

Introduction

The 2015 Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities is part of the U.S. Advisory Commission on Public Diplomacy's mandate to provide Congress, the President, and the Secretary of State with a detailed list of all U.S.-government public diplomacy activities, describing their purpose, means, geographic scope, origin, and cost.

This 2015 report focuses on FY 2014 actual fiscal data. The first iteration of the report, which was delivered on Dec. 11, 2014, was based on FY 2013 fiscal data. It examines the main activities and budget for the Public Diplomacy and Public Affairs Bureaus at the U.S. Department of State as well as the news media services and budget for the Broadcasting Board of Governors (BBG). The report also breaks down the spending per country for roughly 180 U.S. missions worldwide, and itemizes the various exchange and cultural programs in the Educational and Cultural Exchange (ECE) budget. It uses the 2014 report as a benchmark for understanding budget and program changes.

The PD family of bureaus at the State Department was created in 1999 after the merger between the U.S. Information Agency (USIA) and the State Department. The PD mission is to “support the achievement of U.S. foreign policy goals and objectives, advance national interests, and enhance national security by 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 rest of the world.” The mission of the BBG is distinct from the State Department's public diplomacy activities. The BBG's primary objective is to “inform, engage and connect people around the world in support of freedom and democracy.” While it is not designed to influence foreign public opinion, its activities are strategically aligned with broader U.S. foreign policy goals. The appendix of this year's report also briefly describes U.S. Agency for International Development (USAID) and Department of Defense (DOD) foreign public engagement and information activities that supplement official public diplomacy and broadcasting activities abroad.

ACPD continues to witness, in the U.S. and abroad, how increasingly relevant public diplomacy is to U.S. foreign policy. Non-state actors are rapidly shaping the international system. We believe strongly that people, such as

civil society leaders, journalists, youth, and religious leaders, cannot be excluded from the conduct of international relations. Modern public diplomacy strategies and tools are consistently being implemented with larger national security objectives in mind. Digital tools are crucial, but only as a supplement to on-the-ground, in-person relationship-building work that has always been the foundation of effective public diplomacy. Forming relationships with critical foreign audiences requires commitment and patience, and the strategic investment of limited resources to inform, engage and influence foreign publics over the very long term.

The primary challenge continues to be in understanding the impact of this work and creating data to inform and drive strategies. At the State Department, less than one percent of public diplomacy and broadcasting budgets are allocated toward audience research, analytics, and process and impact evaluations; and there continues to be a deficit of research experts and methodologists on staff. ACPD continues to make it a priority to help advance the measurement and evaluation capacity at the State Department and the BBG so that understanding outcomes of their to become more systematic, and we can support Congress in understanding what is working and what is not.

Two-thirds of this report serves as a reference document for worldwide strategies and tactics to advance U.S. foreign policy through information and engagement programs, divided by agency and global region, the first section is an analysis, which includes more in-depth reviews of ACPD priority issues this past year (research and evaluation; openness and accessibility of American spaces; and the professional development of PD professionals; and the Voice of America in Africa) and priorities for U.S. foreign policy (countering violent extremism, countering negative Russian influence, and young leaders initiatives in Africa, Southeast Asia and the Western Hemisphere).

ACPD makes more than 20 recommendations, which are meant to iteratively strengthen and modernize public diplomacy and broadcasting strategy and tactics and support the many reform minded leaders in the State Department, BBG and in Congress with whom we have had the privilege to work with this last year.

U.S. Public Diplomacy in 2014/2015

U.S. public diplomacy (PD) strategy and practice is increasingly being integrated into U.S. foreign policy implementation. It is relevant to nearly all modern issues, not the least of which are countering violent extremism (CVE); countering negative Russian influence; promoting landmark trade agreements like Trans-Pacific Partnership Agreement (TPP) and Transatlantic Trade and Investment Partnership (TTIP) Agreement; and enduring efforts to support the advancement of democracy, human rights and civil society and protect the global environment. Guidance and strategic goals for American PD to support these policies come from the White House and National Security Council, Congress, the Secretary of State, the Under Secretary for Public Diplomacy and Public Affairs, and the Chiefs of Mission at roughly 180 U.S. embassies. Target audiences for these activities are varied, but mainly include youth, women and minorities, and the non-elite. To engage these publics, digital tools are becoming more prominent to target them, but traditional educational and cultural programs remain essential to forming enduring relationships to shape the conduct of international relations and U.S. national security. As the ACPD saw first-hand in five countries this year, the public diplomacy officers in the field work to find ways to promote these global objectives within their unique contexts.

PD and public affairs activities should not be siloed, but rather part of every element of U.S. foreign policy strategy

in Washington and relevant to every country team meeting overseas. ACPD's overarching and persistent concern, however, is whether or not the current structures and processes are in place to support the strategic and long-term application of public diplomacy and international broadcasting programs. This requires consistent and tireless investment in the details: databases that can help officers plan strategies and tactics, track their results, and use the feedback to course correct future activities; training programs to keep PD professionals sharp; and cutting-edge virtual and physical platforms to develop and maintain relationships with foreign citizens.

Due to reform-minded leaders at the BBG and the State Department, ACPD has seen an improvement in the conduct of PD and international broadcasting in the short eight months since we released the 2014 Comprehensive Annual Report on Public Diplomacy and International Broadcasting on Dec. 11, 2014. We identify some of these improvements below, along with a few enduring setbacks.

Lastly, in order to make a compelling argument to Congress and the American taxpayers for maintaining, if not increasing, investment in people for the sake of U.S. national security, ACPD feels strongly that State Department PD offices' and the BBG's communication with the Hill on both progress and setbacks must deepen and expand, as should the evidence that these activities matter.

The Public Diplomacy & International Broadcasting Budgets

OVERALL STATE DEPARTMENT PUBLIC DIPLOMACY & BBG BUDGETS: FY 2013 – FY 2016

Public Diplomacy and international broadcasting continues to operate on compact budgets, although an increase in the FY 2014 actual D&CP and ECE combined budget of roughly \$24 million from FY 2013 is welcome, as well as the \$20 million increase at the BBG. The changes were largely consistent with increases in the overall International Affairs Budget, however. The percentage increase of these funds to the overall International Affairs (IA) budget, which is just 1 percent of the overall U.S. federal government budget, bounced slightly from 3.4 percent to 3.5 percent.

FY 2013 Actual

Diplomatic and Consular Programs (D&CP) - Public Diplomacy:	\$341.632 million
Diplomatic and Consular Programs (D&CP) - PD American Salaries:	\$130.136 million
Educational and Cultural Exchange (ECE):	\$574.000 million
State Department PD Combined:	\$1.045 billion
PD Percentage of Total State/USAID Budget:	2.14% of \$48.906 billion
Broadcasting Board of Governors:	\$713.486 million
Total State Department PD & BBG:	\$1.759 billion
PD & BBG Percentage of International Affairs Budget:	3.38% of \$52.019 billion

FY 2014 Actual

Diplomatic and Consular Programs (D&CP) - Public Diplomacy:	\$364.179 million
Diplomatic and Consular Programs (D&CP) - PD American Salaries:	\$129.312 million
Educational and Cultural Exchange (ECE):	\$574.439 million
State Department PD Combined:	\$1.070 billion
PD Percentage of Total State/USAID Budget:	2.28% of \$46.853 billion
Broadcasting Board of Governors:	\$733.480 million
Total State Department PD & BBG:	\$1.803 billion
PD & BBG Percentage of International Affairs Budget:	3.53% of \$51.011 billion

FY 2015 Planned

Diplomatic and Consular Programs (D&CP) - Public Diplomacy:	\$368.273 million
Diplomatic and Consular Programs (D&CP) - PD American Salaries:	\$133.029 million
Educational and Cultural Exchange (ECE):	\$589.900 million
State Department PD Combined:	\$1.091 billion
PD Percentage of Total State/USAID Budget:	2.14% of \$47.480 billion
Broadcasting Board of Governors:	\$742.067 million
Total State Department PD & BBG:	\$1.833 billion
PD & BBG Percentage of International Affairs Budget:	3.59% of \$51.009 billion

FY 2016 Request

Diplomatic and Consular Programs (D&CP) - Public Diplomacy:	\$397.115 million
Diplomatic and Consular Programs (D&CP) - PD American Salaries:	\$134.634 million
Educational and Cultural Exchange (ECE):	\$623.079 million
State Department PD Combined:	\$1.155 billion
PD Percentage of Total State/USAID Budget:	2.30% of \$50.278 billion
Broadcasting Board of Governors:	\$751.500 million
Total State Department PD & BBG:	\$1.906 billion
PD & BBG Percentage of International Affairs Budget:	3.47% of \$54.954 billion

DIPLOMATIC AND CONSULAR PROGRAMS PUBLIC DIPLOMACY FY 2014 BUDGET - BY MISSION

Mean: \$1,935,019, Standard Deviation: \$1,538,425.64 (Excluding Afghanistan, Pakistan, and Iraq)

*Afghanistan, Pakistan and Iraq Budget Figures Include Overseas Contingency Operations (OCO) Funding

	Country Name	FY13 Actual	FY14 Actual			Country Name	FY13 Actual	FY14 Actual	
1	Afghanistan	\$65,133,000	\$56,482,000*	↓	16	Italy	\$3,532,444	\$3,899,000	↑
2	Pakistan	\$49,232,000	\$36,345,000*	↓	17	Palestinian Territories	\$3,446,156	\$3,757,000	↑
3	Iraq	\$10,713,000	\$10,713,000*	-	18	Turkey	\$3,525,448	\$3,637,000	↑
4	Japan	\$8,474,231	\$8,422,185	↓	19	Argentina	\$2,581,066	\$3,212,000	↑
5	India (and Bhutan)	\$6,573,156	\$8,409,687	↑	20	Colombia	\$2,812,654	\$3,135,000	↑
6	Brazil	\$7,656,695	\$8,105,000	↑	21	South Africa	\$3,215,838	\$3,127,100	↓
7	China	\$6,383,297	\$7,266,213	↑	22	Spain	\$2,815,531	\$2,986,000	↑
8	Germany	\$6,547,723	\$6,757,000	↑	23	Vietnam	\$1,528,531	\$2,867,814	↑
9	Mexico	\$4,910,982	\$5,327,000	↑	24	Africa Regional Services	\$2,504,000	\$2,782,986	↑
10	Indonesia	\$4,334,518	\$5,106,672	↑	25	Egypt	\$2,565,128	\$2,702,000	↑
11	Russia	\$4,864,143	\$4,938,000	↑	26	Canada	\$2,581,058	\$2,662,000	↑
12	France	\$3,703,605	\$4,279,000	↑	27	United Kingdom	\$2,273,662	\$2,570,000	↑
13	Israel	\$4,162,159	\$4,242,000	↑	28	Australia	\$2,522,642	\$2,540,844	↑
14	Nigeria	\$3,500,247	\$4,238,219	↑	29	Venezuela	\$2,509,315	\$2,512,000	↑
15	South Korea	\$3,748,614	\$4,145,021	↑	30	Peru	\$2,203,751	\$2,386,000	↑

	Country Name	FY13 Actual	FY14 Actual	
31	Poland	\$2,084,588	\$2,382,000	↑
32	Ukraine	\$1,923,829	\$2,364,000	↑
33	Chile	\$2,236,731	\$2,232,000	↓
34	Morocco	\$1,995,103	\$2,159,000	↑
35	Jordan	\$1,342,500	\$2,068,000	↑
36	Saudi Arabia	\$1,992,986	\$2,053,000	↑
37	Belgium	\$1,776,410	\$2,001,000	↑
38	Philippines	\$1,543,052	\$1,985,029	↑
39	Kazakhstan	\$1,728,773	\$1,953,582	↑
40	Greece	\$1,876,230	\$1,927,000	↑
41	Ecuador	\$1,689,950	\$1,863,000	↑
42	Thailand	\$1,689,950	\$1,858,466	↑
43	Bolivia	\$1,657,800	\$1,844,000	↑
44	Austria	\$1,707,231	\$1,836,000	↑
45	Malaysia	\$1,480,588	\$1,803,970	↑
46	Bangladesh	\$1,300,108	\$1,641,922	↑
47	Kenya	\$1,818,112	\$1,593,291	↓
48	USEU	\$1,133,000	\$1,534,000	↑
49	Czech Republic	\$1,566,636	\$1,501,000	↓
50	Lebanon	\$1,342,500	\$1,492,000	↑
51	Zimbabwe	\$1,439,994	\$1,485,807	↑
52	Burma	\$940,254	\$1,485,045	↑
53	United Arab Emirates	\$1,630,584	\$1,471,000	↓
54	Romania	\$1,417,266	\$1,453,000	↑
55	Serbia	N/A	\$1,432,000	
56	Slovakia	\$1,263,406	\$1,390,000	↑
57	Nepal	\$1,336,051	\$1,372,570	↑
58	Kyrgyzstan	\$1,343,827	\$1,364,517	↑
59	Hong Kong	\$1,295,000	\$1,361,110	↑
60	Netherlands	\$1,259,303	\$1,335,000	↑
61	Tajikistan	\$1,053,395	\$1,314,722	↑
62	Bosnia and Herzegovina	\$1,302,673	\$1,293,000	↓
63	Uruguay	\$1,183,900	\$1,264,000	↑
64	Croatia	\$1,182,321	\$1,220,000	↑
65	New Zealand	\$1,048,990	\$1,219,507	↑
66	Panama	\$1,049,613	\$1,214,000	↑
67	Haiti	\$1,207,992	\$1,203,000	↓
68	Cote d'Ivoire	\$1,008,744	\$1,183,040	↑

	Country Name	FY13 Actual	FY14 Actual	
69	Hungary	\$1,158,087	\$1,175,000	↑
70	Sweden	\$1,091,670	\$1,170,000	↑
71	Yemen	\$1,389,402	\$1,140,000	↓
72	Georgia	\$713,846	\$1,124,000	↑
73	Guatemala	\$1,004,160	\$1,121,000	↑
74	Singapore	\$784,315	\$1,100,916	↑
75	El Salvador	N/A	\$1,089,000	
76	Dominican Republic	\$1,113,932	\$1,077,000	↓
77	Costa Rica	\$948,499	\$1,056,000	↑
78	Dem. Republic of Congo	\$1,031,283	\$1,005,865	↓
79	Finland	\$946,752	\$997,132	↑
80	Portugal	\$939,381	\$993,247	↑
81	USNATO	\$875,101	\$974,734	↑
82	Turkmenistan	\$764,074	\$956,659	↑
83	Qatar	\$855,094	\$948,775	↑
84	Bulgaria	\$875,042	\$930,697	↑
85	Azerbaijan	\$586,881	\$922,108	↑
86	Ethiopia	\$926,938	\$921,465	↓
87	Mozambique	\$920,946	\$917,061	↓
88	Senegal	\$895,369	\$906,162	↑
89	Norway	\$1,259,303	\$905,006	↓
90	Denmark	\$850,355	\$902,589	↑
91	Tunisia	\$930,808	\$898,345	↓
92	Sri Lanka (& Maldives)	\$906,555	\$885,163	↓
93	Barbados	\$580,882	\$857,486	↑
94	Uganda	\$877,124	\$829,656	↓
95	Honduras	\$771,257	\$811,741	↑
96	Tanzania	\$812,275	\$798,761	↓
97	Paraguay	\$702,833	\$798,539	↑
98	Cameroon	\$833,807	\$794,960	↓
99	Macedonia	\$698,994	\$765,512	↑
100	Uzbekistan	\$659,339	\$761,374	↑
101	Estonia	\$713,846	\$753,179	↑
102	Slovenia	\$698,608	\$750,248	↑
103	Zambia	N/A	\$734,025	
104	Niger	\$717,253	\$716,308	↓
105	Cyprus	\$698,862	\$712,903	↑
106	Cambodia	\$570,349	\$711,001	↑

	Country Name	FY13 Actual	FY14 Actual	
107	Kuwait	\$655,089	\$690,598	↑
108	Algeria	\$612,426	\$689,955	↑
109	Bahrain	\$654,170	\$686,916	↑
110	Latvia	\$623,764	\$681,041	↑
111	Belarus	\$587,832	\$673,342	↑
112	Nicaragua	\$715,437	\$671,205	↓
113	Burkina Faso	\$777,039	\$661,880	↓
114	Angola	\$608,480	\$655,862	↑
115	Jamaica	\$809,045	\$642,682	↓
116	Lithuania	\$645,623	\$637,767	↓
117	Switzerland	\$532,065	\$636,656	↑
118	Guinea	\$383,700	\$632,527	↑
119	Sudan	\$613,938	\$629,270	↑
120	Madagascar	\$553,141	\$628,369	↑
121	Albania	\$639,921	\$626,758	↓
122	Kosovo	\$539,619	\$616,805	↑
123	Benin	\$539,619	\$607,578	↑
124	Rwanda	\$521,892	\$579,597	↑
125	Liberia	\$448,967	\$575,754	↑
126	Ireland	\$619,226	\$569,444	↓
127	Armenia	\$639,922	\$566,182	↓
128	Togo	\$517,645	\$559,213	↑
129	Ghana	\$736,701	\$549,873	↓
130	Botswana	\$368,977	\$536,318	↑
131	Trinidad and Tobago	\$506,893	\$534,360	↑
132	Mali	\$647,600	\$531,962	↓
133	Malawi	\$490,272	\$510,596	↑
134	Moldova	\$436,198	\$486,606	↑
135	Mongolia	\$442,539	\$473,808	↑
136	Oman	\$476,783	\$456,751	↓
137	Cuba	\$413,869	\$456,666	↑
138	Namibia	\$541,627	\$453,446	↓
139	Fiji	\$411,673	\$444,709	↑
140	Laos	\$412,347	\$442,800	↑
141	OSCE Vienna	\$390,624	\$414,588	↑
142	Montenegro	\$430,555	\$361,930	↓

	Country Name	FY13 Actual	FY14 Actual	
143	Chad	\$372,568	\$353,117	↓
144	Mauritius	\$358,564	\$347,528	↓
145	Swaziland	\$383,297	\$341,411	↓
146	Luxembourg	\$248,530	\$333,944	↑
147	Libya	\$507,234	\$330,517	↓
148	Iceland	\$266,768	\$325,774	↑
149	Eritrea	\$277,461	\$323,430	↑
150	Mauritania	\$416,595	\$318,901	↓
151	Papua New Guinea	N/A	\$315,686	
152	Somalia	\$637,646	\$249,889	↓
153	Brunei	\$202,030	\$243,650	↑
154	Sierra Leone	\$194,922	\$243,319	↑
155	Burundi	\$339,100	\$242,259	↓
156	Bahamas	\$237,292	\$241,077	↑
157	Republic of Congo	\$178,457	\$239,646	↑
158	Syria	\$280,992	\$214,050	↓
159	Gambia, The	\$136,200	\$208,850	↑
160	Djibouti	\$200,457	\$194,358	↓
161	Cabo Verde	\$161,733	\$187,597	↑
162	South Sudan	\$178,904	\$159,760	↓
163	Malta	\$170,730	\$159,484	↓
164	Gabon	\$184,688	\$158,500	↓
165	Suriname	\$119,009	\$153,552	↑
166	Equatorial Guinea	\$204,200	\$142,154	↓
167	Vatican City	\$123,600	\$136,815	↑
168	Timor-Leste	\$235,758	\$132,154	↓
169	Central African Republic	\$128,000	\$129,156	↑
170	Belize	\$94,916	\$119,590	↑
171	Lesotho	\$130,318	\$101,426	↓
172	Guyana	\$90,306	\$98,003	↑
173	Samoa	N/A	\$61,674	
174	Guinea-Bissau	\$62,400	\$59,095	↓
175	Marshall Islands	N/A	\$36,307	
176	Micronesia	N/A	\$33,816	
177	Palau	N/A	\$14,350	

EDUCATIONAL AND CULTURAL EXCHANGE PROGRAM BUDGET (ECE) – FY 2014 ACTUAL

Below is a list of the 84 ECA programs ranked by cost per participants or project. Also this year, we include rankings of estimated cost per day in an attempt to factor in program length when comparing program costs. **No individual metric can be used to accurately compare the costs of these diverse programs.** Programs are structured in a variety of ways, for example some require different levels of travel and logistics whereas other performance or speaker programs may have higher individual costs that do not reflect the impact the traveler is having on the foreign audience members they interact with. Also, many programs have varying lengths which can impact the costs significantly. Here we have used our best estimate of the average program length to calculate the average cost per participant day.

Top 10 Most Expensive Exchanges (Cost by Day)

		Cost per Day	Avg. Program Length in Weeks
1	International Visitor Leadership Program Division	\$1,137.98	3
2	Institute for Representative Government	\$1,098.42	1
3	TechWomen	\$894.66	5
4	Fortune/U.S. State Department Global Women's Mentoring Partnership	\$776.40	2
5	Congress-Bundestag Staff Exchange – Germany	\$727.27	2
6	Center Stage	\$628.93	4
7	TechGirls	\$582.01	3
8	IWP Between The Lines - The Writing Experience	\$563.91	2
9	Community College Administrator Program	\$539.68	6
10	Teaching Excellence and Achievement Program	\$512.26	6

Top 10 Least Expensive Exchanges (Cost by Day)

		Cost per Day	Avg. Program Length in Weeks
1	German-American Partnership Program (GAPP) - Germany	\$11.33	3
2	Fulbright Foreign Language Teaching Assistant (FLTA) Program	\$39.02	52
3	Congress-Bundestag Youth Exchange (CBYX) – Germany	\$50.08	39
4	Kennedy-Lugar Youth Exchange & Study (YES) Abroad -- U.S. Students	\$52.12	39
5	Tibetan Scholarship Program	\$65.23	78
6	U.S.-Timor-Leste Scholarship Program	\$66.21	235
7	Fulbright Regional Network for Applied Research (NEXUS) Program	\$75.34	52
8	Fulbright English Teaching Assistant Program (ETA)	\$77.78	39
9	American-Serbia & Montenegro Youth Leadership Exchange	\$80.36	39
10	Fulbright U.S. Student Program	\$80.37	39

PROGRAMS RANKED BY COST PER PARTICIPANT – FY 2014

Cost by participant rankings alone are not enough to compare the costs of various programs. Programs are structured in a variety of ways requiring different levels of travel and logistics, for performance and speaker programs the higher individual costs do not reflect the impact the speaker or performer is having on foreign audience members they interact with. Also, many programs have varying lengths which can impact the costs significantly. Here we have used our best estimate of the average program length to provide some context.

		Cost per Participant	Avg. Length of Program in Weeks			Cost per Participant	Avg. Length of Program in Weeks
1	Mike Mansfield Fellowship Program	\$151,800.00	52	25	Fulbright Regional Network for Applied Research (NEXUS) Program	\$27,500.00	52
2	U.S.-South Pacific Scholarship Program	\$108,750.00	156	26	Kennedy-Lugar Youth Exchange & Study (YES) -- Foreign Participants	\$26,659.29	39
3	U.S.-Timor-Leste Scholarship Program	\$108,750.00	235	27	Mandela Washington Fellowship for Young African Leaders	\$24,740.00	8
4	Cultural Antiquities Task Force (CATF)	\$99,500.00	52	28	Community Solutions	\$23,809.52	17
5	U.S. Ambassadors Fund for Cultural Preservation (AFCP)	\$92,741.94	52	29	Future Leaders Exchange (FLEX)	\$23,679.49	39
6	Hubert H. Humphrey Fellowship Program	\$75,342.00	52	30	Fulbright Program	\$23,137.50	39
7	American Arts Incubator	\$62,500.00	4	31	Fulbright-Fogarty Fellowships in Public Health	\$23,000.00	39
8	Community Engagement Through Mural Arts	\$62,500.00	4	32	Fulbright Foreign Student Program	\$23,000.00	39
9	Teachers of Critical Languages Program	\$56,591.00	39	33	Afghanistan Junior Faculty Development Program (AJFDP)	\$22,727.27	10
10	Community College Initiative Program	\$44,594.59	52	34	Community College Administrator Program	\$22,666.67	6
11	Tunisia Community College Scholarship Program	\$44,047.62	52	35	Iraqi Institute for the Conservation of Antiquities and Heritage	\$21,850.00	52
12	Fulbright Distinguished Awards in Teaching Program	\$42,267.00	17	36	Fulbright U.S. Student Program	\$21,700.00	39
13	Fulbright U.S. Scholar Program	\$40,000.00	30	37	American-Serbia & Montenegro Youth Leadership Exchange (A-SMYLE)	\$21,698.11	39
14	English Language Fellows and Specialists	\$40,000.00	43	38	Teaching Excellence and Achievement Program (TEA):	\$21,515.00	6
15	J. William Fulbright-Hillary Rodham Clinton Fellowship	\$39,000.00	43	39	Teachers for Global Classrooms Program	\$21,149.00	Varies
16	Tibetan Scholarship Program	\$35,714.00	78	40	IVLP Division (formerly known as the Regional Programs Division)	\$21,052.63	3
17	International Leaders in Education Program (ILEP)	\$33,648.00	17	41	Fulbright English Teaching Assistant Program (ETA)	\$21,000.00	39
18	TechWomen	\$31,313.13	5	42	Vietnam Economics Teaching Program/Fulbright Economics Teaching Program	\$19,000.00	104
19	Arts in Collaboration - Next Level	\$30,769.23	3	43	Center Stage	\$18,867.92	4
20	Global Undergraduate Exchange Program (UGRAD)	\$30,326.00	28	44	American Film Showcase	\$18,750.00	9
21	Fulbright-National Geographic Digital Storytelling Fellowship	\$30,000.00	39	45	American Overseas Research Centers (ORCs)	\$17,777.00	19
22	Fulbright Visiting Scholar Program	\$30,000.00	39	46	Critical Language Scholarship (CLS) Program	\$16,363.64	9
23	Fulbright mtvU Fellowship	\$28,178.00	39	47	Young South-East Asian Leaders Initiative (YSEALI)	\$15,625.00	5
24	Fulbright Short-Term Visiting Scholar Program	\$28,171.00	13				

		Cost per Participant	Avg. Length of Program in Weeks
48	Future of Babylon Project	\$15,279.17	52
49	Sport(s) for Community	\$14,814.81	5
50	National Security Language Initiative for Youth (NSLI-Y)	\$14,516.13	26
51	Study of the U.S. Institutes for Student Leaders and Scholars	\$14,285.00	6
52	Fulbright Foreign Language Teaching Assistant (FLTA) Program	\$14,243.00	52
53	Kennedy-Lugar Youth Exchange & Study (YES) Abroad -- U.S. Student	\$14,073.00	39
54	Congress-Bundestag Youth Exchange (CBYX) - Germany	\$13,521.13	39
55	Sports Envoy Program	\$13,374.56	7
56	The Ngwang Choephel Fellows Program	\$13,372.09	5
57	Summer Institutes for European Student Leaders	\$12,500.00	5
58	Professional Fellows Program	\$12,329.03	5
59	TechGirls	\$12,222.22	3
60	Institute for Representative Government	\$10,984.23	1
61	American Center for International Labor Solidarity	\$10,928.57	2
62	Fortune/U.S. State Department Global Women's Mentoring Partnership	\$10,869.57	2
63	Professional Fellows "On Demand" Program	\$10,526.32	3
64	Empowering Women and Girls through Sports Initiative	\$9,758.06	1
65	American Youth Leadership Program	\$9,724.41	4
66	Youth Leadership Programs	\$9,368.93	4
67	National Youth Science Foundation/ National Youth Science Camp	\$8,125.00	4
68	Congress-Bundestag Staff Exchange - Germany	\$8,000.00	2
69	IVLP On Demand Division (formerly the Voluntary Visitors Division)	\$7,997.87	3
70	IWP Between The Lines - The Writing Experience (BTL)	\$7,894.74	2
71	U.S. Congress-Korea National Assembly Youth Exchange	\$7,798.75	5
72	International Sports Programming Initiative	\$7,288.21	3
73	Youth Ambassadors	\$7,100.94	3

		Cost per Participant	Avg. Length of Program in Weeks
74	Partners of the Americas	\$6,118.50	3
75	American Council of Young Political Leaders (ACYPL)	\$5,914.66	2
76	Fulbright Specialists Program	\$5,000.00	4
77	International Writing Program (IWP)	\$5,000.00	Varies
78	Benjamin A. Gilman International Scholarship Program	\$4,458.00	Varies
79	Center for Cultural & Technical Interchange (East-West Center)	\$4,085.00	Varies
80	Arts Envoy Program	\$3,846.15	4
81	Sports Visitor Program	\$2,934.59	2
82	English Access Microscholarship Program	\$1,646.00	77
83	E-Teacher Scholarship Program	\$1,309.00	39
84	German-American Partnership Program (GAPP) - Germany	\$11.33	3

BBG LANGUAGE SERVICES RANKED BY FY 2014 BUDGETS

	Service Name	FY13 Actual	FY14 Actual	
1	MBN Alhurra	\$28.580 million	\$29.089 million	↑
2	OCB Radio/Television Marti	\$26.881 million	\$26.706 million	↑
3	VOA Persian Service	\$21.459 million	\$19.821 million	↓
4	MBN Radio Sawa (Arabic)	\$19.309 million	\$18.758 million	↓
5	VOA Mandarin Service	\$13.060 million	\$14.310 million	↑
6	VOA Global English	\$12.955 million	\$16.916 million	↑
7	RFE/RL Radio Farda (Persian)	\$11.242 million	\$10.857 million	↓
8	RFE/RL Radio Svoboda (Russian)	\$8.529 million	\$7.269 million	↓
9	VOA Afghan Service	\$7.398 million	\$6.232 million	↓
10	RFE/RL Radio Azadi	\$6.272 million	\$6.204 million	↓
11	RFA Mandarin Service	\$6.241 million	\$6.072 million	↓
12	VOA Urdu Service	\$8.001 million	\$5.939 million	↓
13	MBN Al Hurra Iraq	\$6.054 million	\$5.903 million	↓
14	RFA's Tibetan Service	\$5.518 million	\$5.665 million	↑
15	VOA Indonesian Service	\$5.486 million	\$5.591 million	↑
16	VOA English to Africa	\$5.136 million	\$5.124 million	↓
17	RFE/RL Balkan Service	\$4.616 million	\$4.685 million	↑
18	VOA Radio deewa	\$3.641 million	\$4.024 million	↑
19	VOA Russian Service	\$3.040 million	\$3.844 million	↑
20	RFE/RL Radio Mashaal	\$3.672 million	\$3.723 million	↑
21	RFE/RL Radio Svoboda (Ukrainian)	\$2.663 million	\$3.644 million	↑
22	VOA Korean Service	\$3.956 million	\$3.611 million	↓
23	VOA French to Africa	\$3.096 million	\$3.572 million	↑
24	VOA Tibetan Service	\$3.507 million	\$3.430 million	↓
25	RFA Korean Service	\$4.044 million	\$3.342 million	↓
26	VOA Spanish Service	\$2.757 million	\$3.027 million	↑
27	VOA Burmese Service	\$2.501 million	\$2.690 million	↑
28	VOA Horn of Africa	\$2.388 million	\$2.543 million	↑
29	VOA Hausa Service	\$1.752 million	\$2.505 million	↑
30	RFE/RL Radio Svoboda (Belarusian)	\$2.724 million	\$2.494 million	↓
31	RFE/RL Radio Tavisupleba (Georgian)	\$2.537 million	\$2.463 million	↓
32	RFA Burmese Service	\$2.318 million	\$2.136 million	↓
33	RFE/RL Radio Azattyk (Kyrgyz)	\$2.020 million	\$2.123 million	↑
34	RFE/RL Radio Free Iraq* (Arabic)	\$2.225 million	\$2.119 million	↓
35	VOA Khmer Service (Cambodia)	\$2.006 million	\$2.069 million	↑
36	RFE/RL Radio Azadliq (Azerbaijani)	\$1.886 million	\$1.939 million	↑
37	VOA Albanian Service	\$1.799 million	\$1.930 million	↑

	Service Name	FY13 Actual	FY14 Actual	
38	RFE/RL Radio Azatutyun (Armenian)	\$1.926 million	\$1.897 million	↓
39	RFA Vietnamese Service	\$2.033 million	\$1.792 million	↓
40	VOA Kurdish Service	\$1.635 million	\$1.738 million	↑
41	VOA Somalia Service	\$1.560 million	\$1.720 million	↑
42	VOA Ukrainian Service	\$1.709 million	\$1.685 million	↓
43	RFE/RL Radio Ozodi (Tajik)	\$1.599 million	\$1.684 million	↑
44	RFE/RL Radio Azattyq (Kazakh)	\$1.602 million	\$1.676 million	↑
45	VOA Central Africa Service (Kinyarwanda, Kirundi)	\$1.104 million	\$1.697 million	↑
46	RFA's Uyghur Service	\$1.706 million	\$1.659 million	↓
47	RFE/RL Radio Ozodlik (Uzbek)	\$1.516 million	\$1.540 million	↑
48	VOA Zimbabwe Service (Ndebele, Shona, English)	\$873,000	\$1.530 million	↑
49	VOA Vietnamese Service	\$1.612 million	\$1.544 million	↓
50	VOA Swahili Service	\$1.193 million	\$1.468 million	↑
51	VOA Serbian Service	\$1.537 million	\$1.472 million	↓
52	VOA Turkish Service	\$1.024 million	\$1.325 million	↑
53	RFE/RL North Caucasus Languages Services (Avar, Chechen, Circassian)	\$1.342 million	\$1.300 million	↓
54	RFA Lao Service	\$1.508 million	\$1.214 million	↑
55	VOA Creole Service	\$1.204 million	\$1.199 million	↓
56	VOA Portuguese to Africa Service	\$1.196 million	\$1.169 million	↓
57	VOA Bangla Service	\$1.104 million	\$1.235 million	↑
58	RFA Cantonese Service	\$1.063 million	\$1.060 million	↓
59	VOA Cantonese Service	\$1.053 million	\$1.006 million	↓
60	RFA Cambodian Service (Khmer)	\$1.202 million	\$964,000	↓
61	VOA Bosnian Service	\$810,000	\$956,000	↑
62	RFE/RL Radio Azatliq (Tatar, Bashkir, Crimean Tatar)	\$885,000	\$783,000	↓
63	RFE/RL Radio Azatlyk (Turkmen)	\$836,000	\$746,000	↓
64	VOA Lao Service	\$707,000	\$725,000	↑
65	VOA Uzbek Service	\$700,000	\$708,000	↑
66	VOA Thai Service	\$639,000	\$683,000	↑
67	VOA Azerbaijani Service	\$569,000	\$646,000	↑
68	VOA Georgian Service	\$722,000	\$603,000	↓
69	VOA Macedonian Service	\$480,000	\$603,000	↑
70	MBN Afia darfur	\$495,000	\$548,000	↑
71	VOA Armenian Service	\$400,000	\$528,000	↑
72	VOA Bambara Service	\$198,000	\$150,000	↓

ACPD's Top 10 of 2015

ACPD applauds several areas of progress in the last few months at the State Department and the Broadcasting Board of Governors. We start with the field, where public diplomacy's effectiveness is ultimately determined.

1. PD Officers on the Frontlines: ACPD was privileged to visit five U.S. Missions this year: Algeria; ♦ Kenya and South Africa; Hungary and Moldova. Each visit was informative, and we left in admiration of the PD professionals' work and grateful for the time they gave us. We were struck particularly, however, with the more under-resourced embassies facing considerable challenges with their local political environments. The PD professionals based in Algeria, Moldova, and central African countries (i.e. Rwanda, Congo, DRC) discussed with us the daily dilemmas they face in balancing copious administrative work with actually engaging local publics. We repeat our recommendation from the 2014 report to review PD staffing levels – Foreign Service and Locally Employed Staff – worldwide, but in Africa especially. In Algeria, where curiosity about America is increasing and the demand for English is overwhelming, the PAS has augmented its small base budget of \$400,000 with several supplemental funds. Yet base funding closer to the worldwide median of \$1.94 million would go very far in a country where the potential for PD is ripe, and alleviate the administrative work the PAS needs to conduct to apply for extra money. Our visit to Moldova stuck with us in particular because of the relatively easy fixes that could be made to support a small staff trying to counter endless Russian media narratives and to keep Moldovan youth pro-Europe. This includes a renewal of at least \$1 million in ESF funds to support Moldovan independent media and civil society; a finalization of the lease for the new American Center across the street from Moldova State University; and the addition of a permanent Information Officer to meet the increasing demand from local media to hear America's views on issues in Moldova and eastern Europe.

2. Progress in Research & Evaluation at the State Department: ACPD is pleased to see PD leadership ♦ begin to focus more on front-end audience identification and research, digital analytics, and process and impact evaluations of various activities. The National Security Council (NSC) and Office of Management and Budget (OMB) noted the significance of this work in their budget guidance for FY 2017, and the State Department's Quadrennial Diplomacy and Development Review (QDDR) also stressed the need for data-driven policy throughout the department. The Office of Policy, Planning and Resources (R/PPR) has started work on expanding and reforming its Evaluation and Measurement Unit (EMU) and established a new Director of Research and Evaluation to help support the R family advance in this area. ACPD was also happy to provide technical support to the Public Affairs Bureau, which is considering how to design and outfit its research office. A data scientist hired at CSCC was also a positive improvement, as is the expansion

of the analytics team in IIP. However, persistent challenges remain in reforming this space, not the least of which are the restrictions placed by the Privacy Act of 1974, the Paperwork Reduction Act of 1980, the Office of Acquisitions Management, and the stalled hiring process to expand the amount of trained methodologists on staff. Overcoming these hurdles and accelerating progress will take persistent, high-level support from State Department leadership and Congress.

3. Advancement In Strategic Planning Processes & Databases: Consistent with the above focus on ♦ research and evaluation tools, there has been movement in at least two offices in the State Department to improve how officials plan strategically for public diplomacy and stay in touch with alumni. This includes R/PPR's plans to overhaul the Mission Activity Tracker.

4. Commitment to Opening Access to American Spaces: IIP has made considerable progress in the ♦ last two years itemizing and prioritizing the more than 700 American Spaces worldwide. What was once a "let a thousand flowers bloom" approach is increasingly becoming more strategic with the establishment of a tier system to determine funding; a handbook for program operations; a model design created with the Smithsonian Institution; more robust training for American officers, local staff and partner organizations running the spaces; and a dashboard to track the development of priority spaces more consistently. Now, IIP is in a place to work constructively and regularly with the Overseas Building Operations (OBO) Bureau and the Bureau of Diplomatic Security (DS), which are responsible for the architectural design and security, respectively, of U.S. government-owned or leased American Spaces. As ACPD wrote in its May 2015 white paper, "Public Diplomacy at Risk: Keeping American Centers Open and Accessible," 21 of the remaining 32 free-standing, urban-located American Centers are at risk for being colocated in a New Embassy Compound (NEC). While OBO has always worked very closely with Public Affairs Sections overseas, until now there was no mechanism to coordinate public diplomacy facilities' needs with Washington-based stakeholders, including R/PPR, IIP, ECA, and the regional bureaus. This dialogue will hopefully create a systemic approach to handle American Centers on a case-by-case basis, in addition to discussing the implementation of open access principles in the spaces that have already been or will become colocated with a NEC or New Consulate Compound (NCC).

5. Advancing PD Professionals' Training: ACPD and the Meridian International Center's June 2015 report, ♦ "Getting the People Part Right II: The Human Resources Dimension of Public Diplomacy in 2015," authored by Ambassador Laurence Wohlers, goes through details of how we can improve greater recruitment, selection, training and advancement of our PD professionals. R/PPR is currently making some incremental changes to play a more robust role

in the professional development of Foreign Service Officers and Civil Servants, including the addition of a distinct position to oversee and coordinate these efforts.

6. The ECA Collaboratory: ACPD has found the young, zero cost office in the ECA Bureau to be particularly refreshing this last year. It designs and pilots new ways for furthering educational and cultural diplomacy, like the Massive Open Online Courses (MOOC) Camp initiative, and cultivates best practices for the use of technology in exchanges. The Collaboratory also works to advance new work methods, like human-centered design, that allow State Department teams to better perform in today's networked world. In the past year, the Collaboratory worked on a student-centered approach to countering violent extremism, called "Peer to Peer (P2P): Challenging Extremism," with partners from the Department of Defense and the firm Edventure Partners. And in August 2015, the Collaboratory helped to implement a design-thinking course at the Rhode Island School of Design (RISD) for several members of the State Department and interagency community. The course received high praise from many participants for helping them build new skills for more efficient program design. We look forward to seeing what the Collaboratory does in its next year to modernize how ECA approaches global educational and cultural exchanges.

7. Presidential Attention to Academic & Professional Exchanges: The oldest and most iconic PD tools involve in-person engagement and robust follow-up platforms. The Young Leaders Initiatives, which are focused primarily on professional development of emerging leaders in areas critical for U.S. foreign policy, have energized such programs by bestowing them with presidential attention. A skeptical ACPD became increasingly convinced of the value of the Young African Leaders Initiative (YALI) and its Mandela Washington Fellowship after meeting with alumni in Africa and reviewing several process and early impact evaluations completed by ECA's implementing partner, IREX. In order for YALI, the Young Southeast Asian Leaders Initiative (YSEALI) and the Young Leaders of the Americas (YLAIA) to have long-term impact, however, it is essential that they receive sustained attention and consistent evaluations to measure their progress and relevance to changing foreign policy priorities. Future presidential initiatives should always include pertinent State Department professionals, as well as input from other departments and agencies across the government, from the outset of program planning to make sure that they can succeed with existing personnel resources and infrastructures.

8. Voice of America's Role in Sub-Saharan Africa: This year, ACPD was reminded of the importance of Voice of America's local reporting in Africa, especially given the lack of a BBG surrogate station on the continent (with the exception of MBN's Radio Sawa and Afia Darfur's reach into some areas). VOA helped to fill a critical, transnational void in reporting on the Ebola crisis in western Africa, joining forces with the BBC to advance public service

announcements. Of the 50 countries in sub-Saharan Africa, Freedom House has determined just 3 percent to have a free media. VOA reporting in Burundi, Rwanda, Central African Republic, the Democratic Republic of the Congo and South Sudan, to name a few, has provided professional local news, while also educating African audiences about the United States and its policies. We support increases in the budget for VOA's FM expansion and launching a service in the Lingala language for the Democratic Republic of the Congo, in addition to delivering more original programming in areas where Gallup has found listenership to be particularly significant.

9. Encouraging Risk-Taking: A common refrain in the Under Secretary for Public Diplomacy and Public Affairs' communication with PD professionals is the need to "get caught trying." In such an incredibly and traditionally risk-averse environment as the State Department, we agree that this is a message that needs to be repeated regularly. We applaud a changing culture where calculated risk taking is supported and the demand signal for it that the Under Secretary is personally sending.

10. PA's Media Hubs: While traveling in both Africa and Eastern Europe, ACPD consistently heard praise for the Media Hub directors from PAOs and journalists alike. These hubs—in Brussels, Johannesburg, Dubai, London, and Miami—amplify U.S. foreign policy messages to regional media as well as organize media tours and trainings with a regional focus. This fills a need that PAOs, who are focused on bilateral issues, cannot. Examples include coordinating media messaging and supporting journalists understanding of the Ebola crisis; coordinating media tours for Eastern European journalists of NATO and the EU to discuss TTIP; and organizing advanced foreign language spokesperson training in Arabic and Russian. These Hubs are not another bureaucratic layer; they offer a valuable platform to augment post programs and regional efforts.

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ACPD looks forward to tracking progress in FY 2016. Next, we offer a full list of recommendations, followed by more in-depth analysis of ACPD priorities—research and evaluation; supporting public diplomacy professionals; and how to keep American Spaces open and accessible—and presidential priorities—Young Leaders Initiatives in Africa, Southeast Asia and the Americas; countering violent extremism; and countering negative Russian influence in Europe and Central Asia; and Voice of America in Africa.

2015 RECOMMENDATIONS LIST

This is a list of all the major recommendations that the U.S. Advisory Commission on Public Diplomacy is making based on data it has collected and analysis it has conducted in the last year. The recommendations are first categorized by the major areas of the report where ACPD put emphasis: research and evaluation; supporting public diplomacy professionals; and how to keep American Spaces open and accessible. It also includes recommendations on the President's Young Leaders Initiatives in Africa, Southeast Asia and the Americas; countering violent extremism; and countering negative Russian influence in Europe and Central Asia. The suggestions are then broken out by specific agencies, offices and U.S. missions abroad. In 2015, ACPD officially visited Public Affairs Sections in Algeria; Hungary and Moldova; and Kenya and South Africa.

Most of the recommendations are repeated throughout the report, and there is some overlap in recommendations that fall under multiple categories—especially emphasis on strategic planning and database improvement; audience identification and research; and process and impact evaluations. There are also several repeat recommendations from the 2014 report, which indicates the enduring need to work steadily toward improving the quality of foreign public engagement and information activities to support U.S. foreign policy.

RESEARCH AND EVALUATION OF PUBLIC DIPLOMACY AND INTERNATIONAL BROADCASTING ACTIVITIES

*Also see “Data-Driven Public Diplomacy: Progress Toward Measuring the Effectiveness of Public Diplomacy and International Broadcasting”: <http://www.state.gov/pdcommission>

- **Increase State Department and BBG Research and Evaluation Budgets Closer to 3 percent of Overall Budget:** This vital work remains greatly underfunded at the State Department and the BBG. While a small bump in funding for this was requested in FY 2016 at the State Department, it is still under 1 percent of the total public diplomacy budget. Public Diplomacy bureaus at the State Department should move toward 3 percent of the overall PD budget over the next few years, which is the percentage that US-AID uses to review its programs and the standard for U.S.-based philanthropies and foundations. We recommend that the BBG move toward 3 percent as well. In the FY 2016 budget request, the BBG decreased its combined funding request for the Office of Performance Review and Office of Research Assessment from \$8.533 million in FY 2015 to \$8.334 million, which is a drop to 1.1 percent of the total BBG budget.
- **Expand the Office of Policy, Planning and Resources (R/PPR)'s Evaluation and Measurement Unit Under New Director:** This year, R/PPR established a new Director of Research and Evaluation to provide more strategic leadership for audience research and understanding program impact. This position and the team that the Director will lead will take time to develop, but it is a positive step forward to give more organizational legitimacy and authority to research, advocate for researchers' needs, and prioritize research activities in ways that reflect strategic short-, middle-, and long-term objectives.
- **Review Privacy Act and Paperwork Reduction Act Restrictions:** The Privacy Act of 1974 contains restrictions that may impact certain types of digital audience research and analytics in the International Information Programs Bureau (IIP) and Center for Strategic Counterterrorism Communications (CSCC) as they relate to the identification of influential figures online. Further, the Paperwork Reduction Act of 1980 limits the State Department's ability to conduct measurement research in a timely fashion as research officials must, with limited exceptions, submit each study involving requests for information from the public to OMB for its approval. These statutory restrictions hinder the ability to assess the impact of the Department's public diplomacy initiatives impact over time. ACPD recommends that the State Department join its efforts to work with Congress to update the law.

STRENGTHENING PUBLIC DIPLOMACY PERSONNEL AT THE U.S. DEPARTMENT OF STATE

*Also see “Getting the People Part Right II: The Human Resources Dimension of Public Diplomacy in 2015”: <http://www.state.gov/pdcommission>

- **Strengthen the Office of Policy, Planning and Resources (R/PPR) for Public Diplomacy's Role in Strategic Professional Development:** Public Diplomacy practice at the State Department needs a functional core. R/PPR provides much guidance already in strategic planning and budgeting, but it could also help direct how the department recruits, selects and advances public diplomacy professionals in both the Foreign and Civil Service. This involves supporting the development of PD officers and identifying the skill sets they will increasingly need to merge digital fluency with traditional in-person engagement.

- **Be more Involved with Recruitment and Selection Processes:** While the Department spends roughly \$60,000 on recruitment per successful applicant, it does not recruit for PD skills, and other skills specific to cones. Recruitment should not be an exclusive activity for the Bureau of Human Resources or Diplomats in Residence, and PD leadership should actively engage in recruitment throughout the year. R/PPR should also identify questions for the written and oral exams to ensure PD skills are evaluated, and that PD officers participate on the Board of Examiners to better assess Foreign Service candidates.
- **Improve Training and Education of PD Professionals:** The generalist nature of the hiring process places a considerable responsibility on the training and mentoring capacities of the State Department to prepare new entrants to function effectively. Education reform begins with establishing a meaningful standard for professional competency in public diplomacy positions, working closely with the Foreign Service Institute (FSI) to support entry-level practicums, ongoing coursework for Foreign and Civil Service professionals, and developing modules on public diplomacy for non-PD courses and seminars.
- **Further Examine Public Diplomacy Advancement at State Department:** In the last seven years, no PD-coned officer has been promoted to Career Minister or Career Ambassador, while 22 Political-coned officers have been promoted to that level. In addition, only 4 percent of FSOs serving as Ambassadors are PD-coned, an increase from 3 percent in 2008. Yet this may change soon as 13 percent of Deputy Chiefs of Missions are PD-coned. R/PPR should continue to examine these numbers closely to identify opportunities where advancement can occur, while also exploring potential pathways for Civil Service officers working in PD to progress in their careers and contributions.

KEEPING AMERICAN SPACES OPEN AND ACCESSIBLE

*Also see “Public Diplomacy at Risk: Keeping American Centers and Open and Accessible”: <http://www.state.gov/pdcommission>

- **Conduct a Study of the Impact of American Spaces:** A study on the value and impact of these spaces—American Centers, IRCs, Binational Centers and American Corners—for U.S. foreign policy goals, especially in the “top tier” spaces. The appraisals should link their efforts to mission goals and develop a research-based strategic plan for each space, identifying key publics and the public diplomacy impact objectives for those publics.
- **Continue Dialogue Between Public Diplomacy, Office of Overseas Building Operations and the Bureau of Diplomatic Security Leadership:** We are encouraged by the regular dialogue between public diplomacy leadership, the Bureau of Overseas Building Operations (OBO) and the Bureau of Diplomatic Security (DS) through the new permanent working group to address several policy, planning and funding concerns with the remaining free-standing American Centers and the IRCs. We hope that these conversations will continue to be constructive and tackle the accessibility of these spaces on a case-by-case basis.
- **Aim to Make Existing IRCs Open and Accessible Through a New Policy:** A policy for open access to IRCs that applies to worldwide posts is necessary. This would lift “by appointment only” restrictions where they exist; create a separate security screening from the main chancery; permit unescorted access; and allow use of personal electronic devices and wireless internet access.
- **Communication from Congress:** A new “Sense of Congress” from Congress would communicate to Diplomatic Security and OBO that the Secretary of State should exercise his/her waiver authority under section 606(a)(2)(B) of the Secure Embassy Construction and Counterterrorism Act of 1999 (22 U.S.C. 4865(a)(2)(B)) in order to permit these spaces to remain separate from U.S. embassies abroad and to also ensure that IRCs on U.S. embassy, consulate and annex compounds remain open and accessible. This would help to simplify co-location waiver requests at the State Department and emphasize the need for a flexible, case-by-case approach that takes into consideration the centrality of public diplomacy to fulfilling U.S. policy objectives.

THE YOUNG LEADERS INITIATIVES IN AFRICA (YALI), SOUTHEAST ASIA (YSEALI) AND THE AMERICAS (YLAII)

- **Prioritize Process Evaluations and Long-Term Impact Studies:** Initial impact studies, process evaluations and a host of anecdotes all indicate that the Mandela Washington Fellowship for Young African Leaders under the Young African Leaders Initiative (YALI) has been successful in its first two years. The Young Southeast Asian Leaders Initiative (YSEALI) would also benefit from central in-depth process evaluations to examine how the Fellows program, the regional workshops, “Seeds for the Future,” and

the YSEALI network facilitated in the region are progressing. Long-term impact studies will also help determine how the Fellows continue to – or do not continue to – apply their educational experiences to their everyday lives, and how their relationship and impressions of the United States change. Attention should focus on how the programs advance U.S. foreign policy priorities in the targeted regions. R/PPR is in the process of designing an impact study for YALI, including for its Mandela Washington Fellowship, and USAID gathered baseline data from YALI Fellows on their views on selected issues affecting Africa, which ACPD strongly supports. The need for continued process evaluations incorporating the Fellows, host institutions, and U.S. embassies for all of the Young Leaders Initiatives should continue their iterative approach over time and assess the continued relevance of the programs to U.S. foreign policy priorities. As much as possible, process and impact evaluations should be expanded to include the programs' several components, such as the YALI Network, YALI Spaces and the YALI Regional Leadership Centers in Africa, USADF entrepreneurship grants, and the YSEALI virtual network in Southeast Asia.

- **Increase YALI-dedicated Department of State Staff for U.S. Missions in Africa and in Washington:** New educational and cultural affairs and leadership development programs can support presidential priorities and reflect modern foreign policy goals. Yet each time a new program is created, rarely is an older program eliminated. While Washington is forced to juggle staffing in the short term to manage these programs, posts have not been able to increase their staff to properly manage them and maintain the relationships with an ever-increasing and diverse alumni. This is especially acute in Africa, where Public Affairs Sections are sometimes under-staffed and under-resourced. ACPD strongly supports the increase of roughly 20 full-time employees to handle the increase in Mandela Washington Fellows in PAS's, in addition to TDY support from Washington and the Africa Regional Services Office in Paris. It is also important that the exchanges' support budget is maintained for staffing in the Bureau of Educational and Cultural Affairs for its lead role in administering the Fellowship.
- **Communicate more directly how targeted recruits fit into YALI Mandela Washington Fellowship:** The three tracks of the Fellowship -- public management, civic leadership and business and entrepreneurship -- are central to the character of the program and are meant to be all-encompassing themes. Yet it is not always immediately obvious to targeted recruits how their skillsets may fit within those themes. People who define themselves by traditional careers -- education, agriculture, medicine, law, journalism -- may be uncertain about where they fit. During the recruitment process, we suggest that more efforts be made to explain the all-encompassing themes and how they are relevant to young leaders.

PUBLIC DIPLOMACY AND COUNTERING VIOLENT EXTREMISM

- **Create a “Center of Gravity” for Public Diplomacy (PD) to Support CVE Strategy:** For public diplomacy professionals to effectively advance U.S. foreign policy efforts to counter violent extremism, there needs to be clear CVE strategy across the U.S. government. Once that is clearly established, we recommend a cell that provides a “center of gravity” at the State Department to coordinate short-term messaging and communications with longer-term PD activities. This group would work to provide clear guidance and support to the field. To ensure that PD tactics are in synch with and advancing the larger CVE strategy, the working group should include representatives from the Office of the Under Secretary of State for Civilian Security, Democracy, and Human Rights (J); the Office of the Special Presidential Envoy for the Global Coalition to Counter ISIL; and the Office of the Under Secretary for Public Diplomacy and offices in the “R” family, including the Center for Strategic Counterterrorism Communications (CSCC); and the regional bureaus. The Broadcasting Board of Governors and USAID should also be included, and it would work closely with the National Security Council. Currently, CSCC runs a whole-of-government strategic messaging coordination cell, which is important. But research, best practices for on-the-ground programming, guidance to embassies, and clear lines of funding for CVE efforts must also be established.
- **Broaden the Congressional View of CVE to Understand How PD Is -- Or Is Not -- Supporting It:** In order for Congress to understand where and how public diplomacy and international broadcasting activities fit within the larger CVE strategy for the U.S. government, we recommend that professional staff members from the House Foreign Affairs and Senate Foreign Relations committees, work with their counterparts in the Armed Services, Select Intelligence and Homeland Security committees to examine interagency collective efforts to counter violent extremism. There is some precedent for this on the House side with the now-retired Caucus for Strategic Communication and Public Diplomacy, which was launched in 2010 by Republican and Democratic members of the House Armed Services Committee. The caucus worked to understand how the State Department, Defense Department and NSC were working together on a joint, global strategic communications plan. A hearing on this issue with interagency leaders would also be of significant value.

- **Leverage External and Internal Expertise:** The administration should consider pulling together a small advisory group— composed of former CVE-focused government officials, social scientists, tech industry representatives and non-governmental CVE experts—with whom current officials responsible for CVE strategy and tactics can interact and consult with on a regular basis. Additionally, State Department public diplomacy and BBG officials need to better leverage the expertise within the government, utilizing reporting from the intelligence community and matching local trends with appropriate on-the-ground programs. Embassies should also continue to work with outside organizations that can tap into local networks of community leaders, teachers and public figures who are more likely to resonate with intended audiences.
- **Establish a Foundation of Knowledge for CVE:** A core challenge to current CVE efforts is that a solid foundation of knowledge about extremism and its root causes, in addition to past effective and ineffective efforts, has not been fully established. While the threat has morphed based on new environments, there is much to learn from previous attempts to counter extremism on- and off-line, both inside the United States and internationally. A comprehensive review from an external partner, such as a think tank, working with critical offices such as CSO, CSCC and the CT bureau, would support leadership in making decisions based on feedback loops of history and research. This would include not just information activities online, but educational and cultural programs, and connections with program alumni. ACPD is happy to support this effort.
- **Provide Personnel with the Technology to Understand CVE Trends:** Currently, CSCC is working to develop an electronic “dashboard,” which will function as a real-time social media monitoring device to allow analysts to track trends and developments. This will help CSCC counter disinformation. But it is important that such a platform be expanded to support CVE practitioners globally to use real-time data to understand trends and plan programming accordingly. For example, if there was a growing number of people in a given city who were talking about joining ISIL because they had no other economic opportunity, a PAO in that country could implement an entrepreneurship program that was directed at the targeted population. ACPD believes such a tool would be instrumental in giving officers the tools to build effective CVE programs.
- **Add CVE Expertise to Critical Missions Abroad:** As the State Department recognizes, CVE efforts on-the-ground are critical. Every city presents distinct challenges that only local leaders can influence, which requires officials who can carry out global policy directives in local contexts. Ideally, missions in critical countries should have CVE experts who work from Public Affairs Sections or Political Sections with each other and USAID missions to decentralize and tailor local CVE efforts.
- **Acknowledge that Both Responsibility and Success with CVE Ultimately Lie with Local Actors:** The U.S. government has unique convening power in bringing international players to the table, but local actors -- community and religious leaders, parents and families, and educators -- are essential to CVE efforts. Support and attention from heads of state and international government officials alone is insufficient. Sometimes foreign leaders can use their attendance at U.S.-organized events to “check the box” on working with the U.S. to counter extremism. This is especially important to remember as the administration convenes additional high-level international summits. If additional ones are to be held on this issue, it is critical to include ground-level working groups with the people who will ultimately carry out the work.

COUNTERING NEGATIVE RUSSIAN INFLUENCE IN EUROPE AND CENTRAL ASIA

- **Develop a Strategy to Counter all Forms of Negative Russian Influence in Europe and Central Asia:** Russia’s efforts go far beyond media propaganda and U.S. efforts to reach Russian-speaking populations should go well beyond messaging. A strong public diplomacy strategy from Washington should be rooted in a broader Department strategy to use security, diplomatic, economic tools alongside informational, educational, and cultural tools. The development of a strategy in Washington should include all relevant regional and functional bureaus and interagency representatives with policy interests related to the impact of harmful Russian activities. It will also highlight where U.S. embassies can work together in the region. A multilateral approach to enlist the help of U.S. allies is also essential, especially since external state and non-state actors may have more credible voices in countering Russian influence in the media, civil society and political spaces. To localize efforts and make sure they resonate with local audiences, it is also vital that affected embassies produce an annual, integrated strategy to employ simultaneous informational, educational and cultural tools to counter negative Russian influence as embassies promote U.S. policies and values.

- **Expand Current Messaging Efforts to Reflect at Least Three Major Audience Segments:** Currently, U.S. messages focus largely on Russia's incursion into Ukraine. While this messaging is well suited to audiences in frontline states, other European and Central Asian audiences may dismiss the same messages. Instead, the State Department should begin to tailor its messaging to reflect at least three audience segments including: frontline populations, and both supportive and skeptical populations in partner nations.
- **Review PD Programs in Frontline States to Increase Program Participation Among Key Audience Segments, Especially Russian Minorities:** Ethnic Russians in frontline states largely feel that they have been excluded and ignored by their capitals. Though some countries have taken admirable steps to connect and engage these populations, the United States should play its role to provide beneficial programming to them, such as English-language activities and opportunities to participate in cultural, educational and professional development exchanges, such as IVLP. Treating them as an integral part of U.S. programming will send a strong signal to host governments that they should also treat these segments as an integral part of their populations.
- **Provide Additional Support to Countries in Crisis:** The management of limited staffing resources in Public Affairs Sections is challenging worldwide. Yet critical threat posts especially need adequate staffing to deliver effective messaging and programming. For instance, as stated elsewhere in this report, given the significance of influencing the media environment in Moldova, the Public Affairs Section needs an additional, permanent FSO, an Information Officer.
- **Posts with Increased U.S. Military Operations Need Appropriate Support from the Military to Support their Public Affairs Requirements:** Increased military training exercises, equipment movements, and other operations are critical to showing U.S. support for NATO allies. However, some of the frontline posts that U.S. military teams visit, for example Latvia and Estonia, are staffed with only one or two public diplomacy officers. Even at larger posts it is near impossible for PD officers to provide quality support to their own missions as well as to visiting military officers, whose public affairs officers have varying degrees of experience in the field. The department should work with regional military commands to develop a regional military media support cell that can help support the increased tempo of military activity in the region. [Note: This is a separate issue from Military Information Support Operation units that work closely with some Public Affairs Sections worldwide.]
- **Retain a PD Footprint in Russia:** The Kremlin has closed almost all American public diplomacy facilities in the country and it actively prevents their reopening. To continue to show U.S. commitment to the Russian people, the United States should ensure that public diplomacy programs sustain in spite of these attempts to block them. This includes maintaining the current PD funding level for the U.S. mission in Moscow at \$4.55 million in addition to the still functioning exchange programs, such as Fulbright scholarship and the International Visitor Leadership Program.
- **Continue to Expand RFE/RL and VOA Coverage in Response to Russia's Expanding Negative Influence in Europe and Central Asia:** ACPD continues to understand that the RFE/RL and VOA staff in Eastern Europe and Central Asia face numerous constraints to produce daily content. Despite this, there have been rapid expansions to RFE/RL coverage in response to the crisis in Ukraine. The Under Secretary of State for Public Diplomacy and Public Affairs has made countering Russian disinformation a priority and given seed money to RFE/RL and Voice of America for expanded programming, which has resulted in the joint RFE/RL and VOA program Current Time. In Central Asia specifically, expanded programming in local languages would provide a compelling alternative source of information to the flood of Russian language content dominating the media space. To maximize the impact of their work, we strongly recommend that RFE/RL and VOA continue to increase their reach to key audiences. In particular, RFE/RL should continue to build on its new Digital Media Response Team (DIGIM) platform, continue to seek new distribution streams for the Current Time project, and expand research on the best practices for getting their content to the impacted zones.

U.S. DEPARTMENT OF STATE SPECIFIC RECOMMENDATIONS

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

- **Continue Course on Strategic Planning to Connect PD to Foreign Policy:** R/PPR has a great opportunity to become more of a support hub for public diplomacy offices in Washington and the field. ACPD is supportive of the various databases and encourages R/PPR to further integrate its tools such as Public Diplomacy Implementation Plan (PDIP), Public Diplomacy Resource Allocation Module (PD-RAM), Public Diplomacy Country Context (PDCC), Public Diplomacy Resource Profile (PDRP) and Mission Activity Tracker (MAT). By further integrating systems, officers may have less of a data entry burden and may be able to quantify more of their impact. Its movement toward also helping the functional bureaus develop their public diplomacy and public affairs plans is a welcome development.
- **Guide Washington-directed Activities to be Responsive to Field Needs:** Given the copious administrative tasks the Public Affairs Section (PAS) needs to complete, and that the effectiveness of PD is ultimately determined in the field, R/PPR should keep in mind and constantly remind ECA, IIP, PA, CSCC and the regional and the functional bureaus to think about how their priorities fit into the PAS's local context and priorities.
- **Protect Public Diplomacy Funds:** Public Diplomacy at the State Department is funded primarily between two different buckets of funding: the Educational and Cultural Exchange (ECE) budget and the .7 funds in the Diplomatic and Consular Programs (D&CP) budget. In order to have a holistic look at how ECE funds affect .7 funds, and vice versa, it is imperative that the Director of Resources and the Budget Director have full access to data in both buckets. Since .7 funds are essential to implementing ECE programs, it is also important that these funds get the same kind of protection in the appropriations process as ECE does and/or that the Under Secretary for Management protects the public diplomacy budget line so that it matches the original budget request.
- **Close Examination of Overseas Staffing Model:** R/PPR has recently completed a comprehensive review of the criteria the department uses to analyze staffing models for public diplomacy operations. They expect to make significant changes and clarifications in the baseline services public diplomacy will provide an embassy in each category and, most significantly, the specific resources that investment will require. ACPD strongly recommends that this pay special attention to Africa, where PAS are greatly understaffed and managing an increasing load of ECA and countering violent extremism programs.
- **Continue to Encourage PD Professionals to Embrace Risk And Leadership to Tolerate Mistakes:** The Under Secretary for Public Diplomacy and Public Affairs regularly reminds PD professionals to “get caught trying.” As is the case with almost all bureaucracies, suggestions of limited or negative outcomes may inhibit future funding and administrative support. This creates a climate that inhibits risk-taking and inhibits honesty about setbacks when they arise. Such a culture stifles creativity and also keeps activities from successfully adjusting to rapidly changing environments.

BUREAU OF PUBLIC AFFAIRS (PA)

- **Continue to Move toward Research, Analytics, and Evaluations Office:** Presently, the PA Bureau does not have a central office to systematically collect metrics on its information activities and programs. We recommend that the bureau, with support from the Under Secretary and R/PPR, develop its own capacity to better collect data on the reach of and reaction to PA messaging activities.
- **Condense Media Monitoring Activities:** PA's Rapid Response Unit (RRU) produces very quick turnaround reports with narratives that enable officials to confirm and enhance their effectiveness in responding to foreign audiences. IIP and Open Source Center (OSC) both produce longer-term, but deeper, analytic documents, often on similar topics. Posts and regional bureaus also produce their own media summaries. The department needs to better coordinate media monitoring and analysis across bureaus and between Washington and the field. This includes coordination with IIP in the area of social media and strengthening its relations with the Open Source Center to look for ways to increase capacity for media analysis, make more efficient use of resources, and avoid duplication of effort.

BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP)

- **Conduct a Study of the Impact of American Spaces:** A study on the value and impact of these spaces—American Centers, IRCs, Binational Centers and American Corners— for U.S. foreign policy goals, especially in the IIP-determined “top tier” spaces. The appraisals should link their efforts to mission goals and develop a research-based strategic plan for each space, identifying key publics and the public diplomacy impact objectives for these publics.
- **Raise Congressional Cap for an IIP Assistant Secretary:** Due to the congressional cap on the number of assistant secretaries, a coordinator leads IIP. The lack of an assistant secretary rank in IIP continues to limit the coordinator’s effectiveness and the State Department’s perceptions and inclusion of the bureau, which is especially inopportune given that the State Department as a whole is increasingly focusing on digital strategies to reach foreign publics and counter violent extremism. The ACPD agrees with multiple Office of Inspector General reports and strongly supports raising the legislative cap to allow for an Assistant Secretary for International Information Programs. We encourage the Under Secretary for Management, the Bureau of Legislative Affairs, and the Under Secretary for Public Diplomacy and Public Affairs, to actively push for raising the cap.
- **Further Increase Capacity for Analytics Office:** IIP’s Analytics Office has made considerable strides this last year in supporting audience research and strategic planning and evaluations for IIP products and campaigns. ACPD supports an increase in staff support and funding to expand the amount of analytics that can realistically be done given current legal restrictions.

BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA)

- **Conduct a Thorough Review of ECA Programs:** There are currently 84 ECA programs. The norm is for programs to be added as the deliverables of various administrations, yet rarely do they replace other programs. Sometimes, new brands are created for existing program models. But the proliferation of programming can put added administrative strain on ECA, and especially the Public Affairs Sections at U.S. embassies who work to implement ECA-directed programs in the field. We recommend that the Policy Office complete an assessment of the brands and models of the current academic, professional and cultural programs to assess those that do/do not connect with foreign policy objectives. This involves making sure that programs are meeting the needs of critical foreign audiences and resonate with them, while also cutting back on duplicative overhead costs.
- **Focus on U .S. Mission Needs:** To meet local mission goals, it is essential that Public Affairs Sections have access to ECA programs that meet the needs of their local audiences. U.S. embassies consistently ask for more funding for English teaching and teacher training, youth exchanges, alumni engagement, culture and sports while keeping core programs such as Fulbright and the International Visitor Leadership Program strong. ACPD recommends that ECA continue to serve posts’ various needs depending on their local environments and that Washington-directed ECA activities remain responsive to the field.
- **Link Alumni Affairs Closely to PD Program Evaluation:** Alumni are a valuable constituency for understanding the long-term impact of exchange programs. We encourage strongly that the alumni office be more systematically linked with research and evaluation activities throughout the public diplomacy cone at the State Department.

CENTER FOR STRATEGIC COUNTERTERRORISM COMMUNICATIONS (CSCC)

- **Embrace New Technologies and Mobile Platforms:** As digital environments and mobile platforms proliferate, ACPD encourages CSCC in its efforts to establish a presence on mobile-based interactive environments and to distribute audio files over mobile devices to reach less literate audiences.
- **Further Improve CSCC’s Audience Research and Analytics Capacity:** To advance CSCC’s research and evaluation work and understand the long-term outcomes of digital engagement, it must expand its team to include more data analysts and program evaluation specialists. Without hard data to measure the effectiveness of the CSCC’s efforts, it is possible that the center is missing opportunities to increase its reach and influence.
- **Continue to work with Posts to Understand local Audiences and Priorities:** ACPD is encouraged by

the role that CSCC plays within the U.S. government interagency to work transparently to counter violent extremism in concert with the intelligence community. Its new programming arm also is working with Public Affairs Officers and their local staff working in target areas in Near East Asia, South Central Asia and Africa. However, CSCC could benefit from more funds and staff support to work with the field more consistently and respond to their distinctly complex environments.

SPOTLIGHT COUNTRY -- ALGERIA (BUREAU OF NEAR EAST ASIAN AFFAIRS)

- **Increase the Mission's Base Budget:** The base PD budget for Algeria should be increased closer to the median of \$1.9 million in worldwide PD spending to account for the enormous demand for engagement with the United States and for English-language education, which provides a vehicle for messages about countering violent extremism and the principles of a liberal democracy.
- **Highlight American Spaces:** The Information Resource Center in Algeria should receive increased support from IIP and the NEA Bureau given its new prioritization as a "top tier" space.
- **Increase English Language Fellows from One to Four:** With the enormous demand for English-language in Algeria and the restrictive travel environment that impedes embassy staff's mobility, the amount of English Language Fellows should increase from one to four.
- **Add Local Media Specialists to the Public Affairs Section:** The Public Affairs Section at the U.S. embassy in Algeria has a small team of roughly 17 people, which will likely grow to 19 by 2016 with the arrival of an Assistant Cultural Affairs Officer and an Alumni Coordinator. The PAS needs two additional local media specialists to ensure that the section has the bandwidth to engage with print, broadcast and social media simultaneously.

SPOTLIGHT COUNTRY -- HUNGARY (BUREAU OF EUROPEAN AND EURASIA AFFAIRS)

- **Increase Information Operations Support:** Given the creeping increase of anti-American rhetoric and pro-Russian sentiment in the Hungarian news media environment, the Public Affairs Section could use more personnel support for its Information Operations to focus on countering negative Russian influence in the country.
- **Continue Use of Strategic Planning Calendar:** The recently departed Public Affairs Officer employed the use of a strategic planning calendar to ensure that all information, educational and cultural activities work to support the goals of the integrated country strategy. We encourage the continued use of this practice with the new PAO, especially as it works to encourage the Ambassador and the entire mission to be involved in PD activities.

SPOTLIGHT COUNTRY -- MOLDOVA (BUREAU OF EUROPEAN AND EURASIAN AFFAIRS)

- **Finalize Lease on American Center:** The mission has identified a new space for the American Resource Center (ARC) in Chisinau that is in a prime location across the street from Moldova State University and downstairs from the current, less accessible, location. At the moment, the finalization of the lease for the new space is on hold as funding issues are resolved. Once funding is identified, OBO and IIP must agree on the design concept of the space to include security requirements. It is critical that the lease be finalized as soon as possible as other foreign embassies in Chisinau are considering the new space for their engagement activities with the Moldovan public and the U.S. mission is unlikely to find a comparable replacement.
- **Add an Information Officer:** Given the significance of influencing the media environment in Moldova, the Public Affairs Section needs an additional FSO, an Information Officer. Though approved for FY16, at the moment, this position is not finalized for FY17, leaving a gap that impacts the ability to affect the information environment.
- **Continue ESF Funds for Independent Media and Civil Society Grants:** The additional \$1 million in ESF funds given to the PAS in FY14 has been impactful for the embassy's civil society and independent media partners, yet it was one-time funding. If the U.S. is to support generational goals of building civil society and independent media in Moldova to move the country toward European integration, this funding must be more sustainable and strategic.

SPOTLIGHT COUNTRY: KENYA (BUREAU OF AFRICAN AFFAIRS)

- **Communicate More Directly How Targeted Recruits Fit into the YALI Mandela Washington Fellowship:** The three tracks of the Fellowship -- public management, civic leadership and business and entrepreneurship -- are central to the character of the program and are meant to be all-encompassing themes. Yet it is not always immediately obvious to targeted recruits how their skillsets may fit within those themes. People who define themselves by traditional careers -- education, agriculture, medicine, law, journalism -- may be uncertain about where they fit. During the recruitment process, we suggest that more efforts be made to explain the all-encompassing themes and how they are relevant to young leaders.
- **Support Kenyan Civil Society in Countering Violent Extremism:** The U.S. Mission and Public Affairs Section should continue to work with civil society leaders who are able to identify core issues at a more grassroots level. Training on countering narratives for civil society and Government of Kenya officials alike should continue. Supporting local law enforcement is also essential, and communities must view themselves in participants in countering extremist influences. We hope that the Kenyan Government will not be restrictive of civil society and their participation in these efforts.
- **Examine Progress of American Spaces in Kenya:** The American Spaces in Kenya are under tight security restrictions, with the American Corners in Moi University's Nairobi Campus and Nakuru Public Library (central Kenya) being the most open and accessible. It was difficult to gauge the overall impact that the Mission's six spaces have had on the Kenyan public given these restrictions. We encourage the adoption of the open access principles for the American Resource Center in the embassy compound, especially given the recent improvements to Internet connectivity, and also a close assessment of the amount of visitors and the quality of their engagement with the spaces before determining how to further allocate resources in this restrictive environment.

SPOTLIGHT COUNTRY: SOUTH AFRICA (BUREAU OF AFRICAN AFFAIRS)

- **Close Examination of Overseas Staffing Model for Public Affairs Sections in Africa:** The Under Secretary for Public Diplomacy and Public Affairs' Office of Policy, Planning and Resources (R/PPR) has recently completed a comprehensive review of the criteria the department uses to analyze staffing models for public diplomacy operations. They expect to make significant changes and clarifications in the baseline services public diplomacy will provide an embassy in each category and, most significantly, the specific resources that investment will require. ACPD strongly recommends that this pay special attention to Africa, where there are many small Public Affairs Sections that are managing an increasing load of educational, cultural and countering violent extremism programs.
- **Ensure that Washington Visits Directly Connect to U.S. Mission Priorities:** Because South Africa is relatively more developed, has the largest PD staffing in the Africa region, and offers good international air connections, it is a go-to country for the State Department. However, public diplomacy speakers and events directed by Washington can often be forced upon the post with little clarity on how they fit with South Africa's Integrated Country Strategy and local priorities. Before deciding on South Africa as a destination for their efforts, PD and functional bureaus that want to advance their agendas should give the post sufficient lead time and consider what may or may not resonate with a South African audience.
- **Advance Messages of Cultural Heritage Preservation and the Global Slave Trade:** The discovery of the Portuguese slave ship São José off the coast of Cape Town, and the collaboration between the Smithsonian Institution and the Iziko Museums, is a tremendous opportunity for the State Department to broaden the conversation beyond Africa and the United States into a global one about the worldwide slave trade and to highlight the work of Ambassador Fund for Cultural Heritage Preservation.

BROADCASTING BOARD OF GOVERNORS (BBG) SPECIFIC RECOMMENDATIONS

- **Increase Research and Evaluation Budgets Closer to 3 percent of Overall Budget:** In the FY 2016 budget request, the BBG decreased its combined funding request for the Office of Performance Review and Office of Research Assessment from \$8.533 million in FY 2015 to \$8.334 million, which is a drop to 1.1 percent of the total BBG budget. The rationale given is that the agency is cutting back on more costly quantitative polling and focusing more on qualitative interviews to give real time feedback on programming. The focus group discussions, interviews and panels are important, but it must be complemented with robust quantitative polling to understand audiences on a larger scale. Relying on general information from Gallup's global database, which is not catered to BBG's specific needs, is not an adequate replacement. We strongly encourage Congress to fund more than the current BBG research and evaluation request and for BBG to increase this office's allocation toward at least 3 percent in upcoming budget requests.
- **Increase VOA Original, Local News Reportage in Critical Areas in Africa:** Voice of America is the only U.S. broadcasting agency that reports across Africa (with the exception of Darfur, parts of eastern Chad and Sudan, which MBN reaches) and it has filled a critical void in the last year especially with its local reporting on the Ebola crisis, elections and political crises, and the actions of Boko Haram and al Qa'ida in the Islamic Maghreb. ACPD is encouraged by new delivery methods, affiliates and programs to expand VOA's impact in a region where just three percent of the population lives in countries with fully free media, according to Freedom House. This is actively advancing broad U.S. foreign policy goals in the region, while also educating African audiences about the United States. We support increases in the budget for VOA to expand its FM transmitters and to increase broadcasting in local languages, such as the Lingala language for the Democratic Republic of the Congo.
- **Continue to Expand RFE/RL and VOA Coverage in Response to Russia's Expanding Negative Influence in Europe and Central Asia:** ACPD continues to understand that the RFE/RL and VOA staff in Eastern Europe and Central Asia face numerous constraints to produce daily content. Despite this, there have been rapid expansions to RFE/RL coverage in response to the crisis in Ukraine. The Under Secretary of State for Public Diplomacy and Public Affairs has made countering Russian disinformation a priority and given seed money to RFE/RL and Voice of America for expanded programming, which has resulted in the joint RFE/RL and VOA program Current Time. In Central Asia specifically, expanded programming in local languages would provide a compelling alternative source of information to the flood of Russian language content dominating the media space. To maximize the impact of their work, we strongly recommend that RFE/RL and VOA continue to increase their reach to key audiences. In particular, RFE/RL should continue to build on its new Digital Media Response Team (DIGIM) platform, continue to seek new distribution streams for the Current Time project, and expand research on the best practices for getting their content to the impacted zones.

Public Diplomacy and Countering Violent Extremism

ACPD RECOMMENDATIONS:

CREATE A “CENTER OF GRAVITY” FOR PUBLIC DIPLOMACY (PD) TO SUPPORT CVE STRATEGY: For public diplomacy professionals to effectively advance U.S. foreign policy efforts to counter violent extremism, there needs to be a clear CVE strategy across the U.S. government. Once that is clearly established, we recommend a cell to provide a “center of gravity” at the State Department and coordinate near-term messaging and communications with longer-term PD activities. This group would work to provide clear guidance and support to the field. To ensure that PD tactics are in synch with and advancing the larger CVE strategy, the working group should include representatives from the Office of the Under Secretary of State for Civilian Security, Democracy, and Human Rights (J); the Office of the Special Presidential Envoy for the Global Coalition to Counter ISIL; and the Office of the Under Secretary for Public Diplomacy and offices in the “R” family, including the Center for Strategic Counterterrorism Communications (CSCC); and the regional bureaus. Outside the Department, the cell should include the Broadcasting Board of Governors, USAID, and intelligence community and coordinate its efforts closely with the National Security Council. Currently, CSCC runs a whole-of-government strategic messaging coordination cell, which is important. But research, best practices for on-the-ground programming, guidance to embassies, and clear lines of funding for CVE efforts must also be established.

BROADEN THE CONGRESSIONAL VIEW OF CVE TO UNDERSTAND HOW PD IS – OR IS NOT – SUPPORTING IT: In order for Congress to understand where and how public diplomacy and international broadcasting activities fit within the larger CVE strategy for the U.S. government, we recommend that professional staff members from the House Foreign Affairs and Senate Foreign Relations committees work with their counterparts in the Armed Services, Select Intelligence and Homeland Security committees to examine interagency collective efforts to counter violent extremism. There is some precedent for this on the House side with the now-retired Caucus for Strategic Communication and Public Diplomacy, which was launched in 2010 by Republican and Democratic members of the House Armed Services Committee. The caucus worked to understand how the State Department, Defense Department and NSC were

working together on a joint, global strategic communications plan. A hearing on this issue with inter-agency leaders would also be of significant value.

LEVERAGE EXTERNAL AND INTERNAL EXPERTISE: The administration should consider pulling together a small advisory group—composed of former CVE-focused government officials, social scientists, tech industry representatives and non-governmental CVE experts—with whom current officials responsible for CVE strategy and tactics can interact and consult with on a regular basis. Additionally, State Department public diplomacy and BBG officials need to better leverage the expertise within the government, utilizing reporting from the intelligence community to match local trends with appropriate on-the-ground programs. Embassies should also continue to work with outside organizations that can tap into local networks of community leaders, teachers and public figures who are more likely to resonate with intended audiences.

ESTABLISH A FOUNDATION OF KNOWLEDGE FOR CVE: A core challenge to current CVE efforts is that a solid and shared foundation of knowledge about extremism and its root causes, in addition to past effective and ineffective efforts, has not been fully established. While the threat has morphed based on new environments, there is much to learn from previous attempts to counter extremism on- and off-line, both inside the United States and internationally. A comprehensive review from an external partner, such as a think tank, working with critical offices such as CSO, CSCC and the CT bureau, would support leadership in making decisions based on feedback loops of history and research. This would include not just information activities online, but educational and cultural programs, and connections with program alumni. ACPD is happy to support this effort.

PROVIDE PERSONNEL WITH THE TECHNOLOGY TO UNDERSTAND CVE TRENDS: Currently, CSCC is working to develop an electronic “dashboard,” which will function as a real-time social media monitoring tool to allow analysts to track trends and developments. This will help CSCC counter disinformation, but it is important that such a platform be expanded to support CVE practitioners globally to use real-time data to understand trends and plan programming

accordingly. For example, if a growing number of people in a given city are talking about joining ISIL because they have no other economic opportunity, a PAO in that country could implement an entrepreneurship program directed at the targeted population. ACPD believes such a tool would be instrumental in giving officers the means to build effective CVE programs.

ADD CVE EXPERTISE TO CRITICAL MISSIONS ABROAD:

As the State Department recognizes, CVE efforts on-the-ground are critical. Every city presents distinct challenges that only local leaders can influence, which requires officials who can carry out global policy directives in local contexts. Ideally, missions in critical countries should have CVE experts who work from Public Affairs Sections or Political Sections to coordinate efforts within and between missions. This allows experts to better share lessons learned and tailor local CVE efforts.

ACKNOWLEDGE THAT BOTH RESPONSIBILITY AND SUCCESS WITH CVE ULTIMATELY LIE WITH LOCAL ACTORS.

The U.S. government has unique convening power in bringing international players to the table, but local actors -- community and religious leaders, parents and families, and educators -- are essential to CVE efforts. Support and attention from heads of state and international government officials alone is insufficient. Sometimes foreign leaders can use their attendance at U.S.-organized events to "check the box" on working with the U.S. to counter extremism. This is especially important to remember as the administration convenes additional high-level international summits. If additional summits are to be held on CVE, it is critical to include ground-level working groups and civil society leaders.

OVERVIEW

The U.S. government has been grappling with how to utilize foreign public information and engagement tools to counter violent extremism for nearly 15 years. While countering violent extremism through on- and off-line activities is not new, we find ourselves in 2015 dealing with a complex and unprecedented intersection of technological expediency, conflicting identity issues in rapidly changing environments, and simultaneous ideological and ground wars. It is a context at once dangerous and ripe with opportunity. The U.S. must iteratively adjust its countering violent extremism strategy and tactics both globally and locally. ACPD staff spoke with roughly 20 current and former officials, in addition to external experts, to assess their views and recommendations for how we can capitalize on past and current public diplomacy efforts in a way that fits within the current context.

Today, violent extremists are increasingly adapting to

the digital age and embracing new methods of communication and interaction. The objective of violent extremism has changed under the Islamic State of Iraq and the Levant (ISIL). Unlike al-Qa'ida and al-Shabaab, ISIL's immediate and urgent focus is on the Caliphate. Bin Laden spoke of a Caliphate as an aspirational goal, yet ISIL's territorial gains and governance of those territories, as well as the proclamation of al-Baghdadi as a living Caliph, provides potential recruits with a tangible and realistic message: "Come and live in an Islamic State. We can help you make it happen." ISIL is amplifying this message with digital media tools. As both a magnet for foreign fighters and an inspiration for individual acts of terrorism (i.e. "lone wolf" attacks), ISIL has far outpaced al-Qa'ida in its prolific use and mastery of social media. Whereas al-Qa'ida relied mainly on videos that had to be smuggled to al-Jazeera or other television networks to reach mass audiences, ISIL sympathizers can follow specific Twitter accounts or YouTube channels and have immediate access to information, videos, songs, and depictions of life in ISIL-held territories.

J.M. Berger, an expert on ISIL's use of social media at the Brookings Institute, explains: "ISIS (ISIL) conveys and reinforces this sense of urgency with a remarkably high pace of media creation and dissemination. The pace only accelerates as ISIS (ISIL) gains territory and establishes branches around the world, each of which includes a media-generating division." He continued that while ISIL disseminated at least 250 pieces of propaganda in one month, from April to May 2015, al-Qa'ida has been mainly silent since late 2014. The last time al-Qa'ida communicated with any frequency or consistency was during the start of the Arab Spring in 2010.

As such, the administration's public diplomacy structures for countering violent extremism must have the agility to constantly adapt to the changing nature and the urgency of the threat. Although we cannot hope to fully eradicate extremism, the U.S. government, with the cooperation and support of partners in the international community, can reduce the space in which extremism thrives, in part by adapting messaging, communication and in-person interaction with local populations. As the current and future administrations formulate and strengthen public diplomacy programs to support CVE, it is important to target audiences on a global scale based on the common factors that lead to extremism, not on geographic location or religion. It is important to remember that not all programs implemented in Muslim communities are necessarily CVE programs.

THE WHOLE-OF-GOVERNMENT APPROACH TO CVE

This section is meant to provide an overview of what we understand to be the U.S. Government's approach to CVE. As this is an unclassified report, we do not address intelligence-related or other classified CVE efforts.

On February 17, 2015, the White House hosted the first International Summit on Countering Violent Extremism to “highlight domestic and international efforts to prevent violent extremists and their supporters from radicalizing, recruiting, or inspiring individuals or groups in the United States and abroad to commit acts of violence.” Held in Washington over two days, the conference brought together foreign leaders, senior officials from the United Nations and regional organizations, and private and civil society representatives “to discuss a broad range of challenges” nations face in preventing and countering violent extremism.

During the summit, the White House explained its approach to CVE as one that “encompasses the preventative aspects of counterterrorism as well as interventions to undermine the attraction of extremist movements and ideologies that seek to promote violence.” The administration lists the following three programs as necessary to a holistic and effective CVE strategy:

- Building awareness on the drivers and indicators of radicalization and recruitment to violence;
- Countering extremist narratives to discredit recruitment tactics, including encouraging civil society-led counter narratives online; and
- Emphasizing community-led intervention to empower community efforts to disrupt the radicalization process before an individual engages in criminal activity.

The U.S. government's current CVE efforts span the interagency community and are both domestic and internationally focused. At the White House, in concert with the Counterterrorism, Transborder, Defense and Regional Directorates, the Senior Director for Global Engagement coordinates outreach with the Department of State, Department of Defense and the U.S. Agency for International Development, as well as cooperation with international partners. The NSC Director for Countering Violent Extremism and Counter Terrorism focuses mainly on the domestic landscape and coordinates efforts between the Department of Homeland Security, the National Counterterrorism Center, the Federal Bureau of Investigation and the Department of Defense. The Department of Homeland Security is the hub for domestic CVE efforts, focusing on three distinct and broad efforts: understanding violent extremism; supporting local communities; and supporting local law enforcement. To address these objectives, DHS works closely with both domestic and international partners, to include stakeholders throughout the community, state and local levels throughout the country.

STATE DEPARTMENT PUBLIC DIPLOMACY EFFORTS

The State Department's approach focuses on countering the extremist narrative as well as building capacity and resiliency across local communities through U.S. embassies in critical areas. Various efforts are led by the Office of the Under Secretary for Public Diplomacy; the Office of the Under Secretary of State for Civilian Security, Democracy, and Human Rights (J); and the Office of the Special Presidential Envoy for the Global Coalition to Counter ISIL. This includes efforts by the Bureau of Conflict and Stabilization Operations (CSO), the Bureau of Democracy, Human Rights and Labor, and the Bureau of Counterterrorism which contribute to CVE research and implement programs that address the root causes of extremism.

During the February CVE summit, the State Department outlined its collective efforts as improving and sharing analysis, in addition to developing skills, expertise and strategies within the government to counter extremist narratives through strategic communications. On the ground, it plans to work more to promote the role of civil society, religious and education leaders in preventing and combatting extremism; to strengthen community-police and community security force relations; to build community resilience to recruitment and radicalization to violent extremism; and to prevent radicalization in prisons and promote rehabilitate/reintegrate violent extremists. All of these efforts involve engaging the private and charitable sectors to support community-led solutions and strengthen multilateral initiatives for CVE.

Yet despite the cross-cutting nature of CVE efforts, information sharing, expertise and intelligence is not well utilized for foreign public engagement efforts. PD programs are inherently the most flexible and localized, yet officers rarely collaborate with colleagues in the intelligence community who produce important material on influencers and violent extremism trends. Many Public Affairs Officers who should be on the frontlines of CVE efforts abroad do not hold sufficient higher level clearances for this material, nor do they regularly access less classified intelligence products that would inform this type of work. Funding sources also need to be leveraged across State Department bureaus and departments to ensure the continuity of programs or to more appropriately fund existing programs. Additional dedicated personnel are also required to focus on research and activities to support the field and inform a better integrated public diplomacy strategy. Personnel are also needed in the field to focus on CVE at critical posts. These officers need to work along side their political and PD officer colleagues. Public Affairs Officers should also ensure that they are part of country

team conversations and decisions to counter extremism locally.

Center for Strategic Counterterrorism Communications (CSCC)

*See also: CSCC Section of the report

When it comes to public diplomacy, the most concentrated CVE efforts lie in the Center for Strategic Counterterrorism Communications (CSCC). As explained elsewhere in this report, the CSCC was established at the direction of the White House and State Department in 2010 and codified by President Obama's Executive Order 13584 in September 2011 to "coordinate, orient, and inform government-wide strategic communications focused on violent extremists and terrorist organizations." Its work is based on the National Strategy for Counterterrorism and focuses on the Islamic State of Iraq and the Levant (ISIL); al-Shabaab in the Horn of Africa; al-Qa'ida senior leadership and its affiliates and allies in Pakistan; AQIM and its associates across the Sahel through Northern and Western Africa; and al-Qa'ida in the Arabian Peninsula.

At the White House Summit on Countering Violent Extremism (CVE), the President announced that CSCC would be led by a Special Envoy and Coordinator for Strategic Counterterrorism Communications. The addition of a Special Envoy role was intended to increase international engagement and partnerships to counter violent extremism and to develop and coordinate strategic counterterrorism communications with global allies. There are four core components to CSCC's work: message development; digital outreach; partner engagement and outreach; and U.S. government coordination. It aims to "contest the space" of violent extremists through the development and coordination of messaging broadcast through traditional media, digital engagements, and CVE programming. Online, it communicates in Arabic, Urdu, Somali, and English and focuses on highlighting the victims of terrorism; emphasizing the testimony of former radicals; exposing battlefield losses by ISIL and other extremist groups; revealing living conditions in terrorist-controlled areas; and amplifying credible voices. Under the new direction, it works less to directly engage the extremists. On the ground, CSCC's Partner Engagement and Outreach office works to identify partner opportunities and to encourage governments and non-governmental organization (NGO) partners to become active messengers and, when possible and appropriate, to coordinate efforts. It also works with U.S. embassies to design or solicit CVE communication project proposals via third-party organizations.

A critical dimension of this work is knowledge and data management. As described in the Research and Evaluation analysis in the report, CSCC has made progress with the hiring of a new data scientist to track Digital Outreach Team's (DOT) activities, but its audience research and digital analytics suffers from restrictions involving the Privacy Act of 1974 and complications in hiring full-time employees who are data experts and methodologists. While it

is inherently difficult to measure the effectiveness of long-term online and offline public engagement efforts, the administration should place more emphasis and resources on mapping the online spaces where violent extremists are engaging, analyze their tactics, propose counter messages, and then track the response to those messages. A dashboard to help analysts track online trends will be a useful development, but it is also critical that this tool be extended to other CVE practitioners so they can coordinate messaging and on-the-ground programming abroad.

On-the-Ground Educational, Cultural and Information Programming

Not all public diplomacy programs in areas that can be vulnerable to extremism are countering violent extremism programs. Labeling them as CVE can risk alienating communities with which the U.S. would like to establish long-term relationships with, and harm the credibility of more traditional public diplomacy activities. However, there are several programs underway in U.S. missions abroad to specifically counter extremist narratives through informational, educational, cultural and civil society development activities. With the support of the regional bureaus and PD offices in Washington, critical embassies combine English-language education, professional development, and information programs for vulnerable and underserved populations. By working closely with embassies and local partners, they can represent the mix of programming needed to respond to the unique environments, which vary not just by country, but by city and by district.

In the Near East Asia (NEA) region, for instance, the NEA bureau has worked with ECA, PA and other State Department elements to implement exchange programs with visiting leaders from anti-ISIL coalition countries; to create spokesperson trainings to sharpen anti-extremist messaging; and to organize social media workshops in the region to coordinate anti-ISIL messaging and amplify a counter narrative of tolerance and coexistence online. In July 2015, the United States and the United Arab Emirates established the new anti-ISIL communications hub, the Sawab Center. Its goal is to quickly and effectively counter ISIL messaging, communications and recruitment and help to place the region on "sawab," the right path, by increasing the volume and intensity of online debate representing moderate, tolerant, and constructive approaches in the region. Launched as a partner to the Center for Strategic Counterterrorism Communications (CSCC), the Sawab Center is expanding to connect with select Coalition partners and others in the region to launch coordinated messages, photos and videos that undermine ISIL's claim to legitimate leadership and strategic successes. The center is also increasing the current network of independent influencers and voices in the region that can compete effectively with ISIL's online supporters.

In South Asia, considerable FY 2014 Overseas Contingency Operations (OCO) funds were spent specifically to counter violent extremism in Afghanistan and Pakistan.

The U.S. embassy in Kabul spent 31 percent of its funds (\$17.52 million) on programs that included strengthening the police's capacity to conduct community outreach. The U.S. embassy in Islamabad spent 4.8 percent of its FY 2014 budget (\$1.745 million) on specific CVE activities, such as a program that aims to build the capacity of community, civil society, and non-governmental leaders in remote districts to identify violent falsehoods, provide alternate perspectives, and counter violent extremist narratives with positive messages. CSCC also coordinates Washington support and contributions for the Pakistan CVE Communications Framework and the Community Engagement Office at the U.S. embassy in Islamabad, while CSCC's Digital Outreach Team reaches online audiences through Urdu language engagement.

And in Africa, CSCC has worked with U.S. embassies in Nigeria and Cameroon to block Boko Haram recruitment, and with the U.S. embassy in Kenya to coordinate local CVE efforts to stop al-Shabaab's recruitment of local youth. Select U.S. embassies also work with USAID and the Department of Defense's Military Information Support Operations (MISO) teams. It would be worthwhile to examine one or two case studies of this cooperation to determine if there are best practices that can be implemented in other missions.

BROADCASTING BOARD OF GOVERNORS EFFORTS

See also: BBG Section of the report and Voice of America in Africa

The Broadcasting Board of Governors also plays a role in USG countering violent extremism efforts with its programming and news outlets such as the Voice of America, and the Middle East Broadcasting Network's Radio Sawa and Alhurra Television. As the U.S. government's largest communication outlet, the BBG can offer reliable sources of news and information that can counter extremist disinformation and poisonous narratives, while encouraging dialogue. For instance, MBN's Raise Your Voice platform for Alhurra Iraq encourages citizens to communicate their concerns to each other and with Iraqi leadership. VOA is also using its global platform to disseminate content that delegitimizes ISIL to audiences tuning into the VOA Kurdish Service and VOA Turkish Service, in addition to services in Africa, Eurasia and Southeast Asia, where young people can be vulnerable to recruitment as foreign fighters. By providing information through news and investigative reporting, commentary and talk shows that engage citizens, BBG offers platforms to amplify local voices.

There is, however, a challenge with incorporating the BBG's long-term, news-focused efforts into the daily interagency policy rhythm. As the administration adapts its CVE strategy, it should aim to strengthen day-to-day coordination with the BBG, as well as ensure that BBG's programming fits into a comprehensive long-term strategy, while maintaining the editorial integrity of BBG entities.

CONGRESSIONAL REVIEW OF CVE EFFORTS

For Congress to more completely understand how public diplomacy fits, or does not fit, into whole-of-government CVE strategy, members and staffers should be aware of the cross-functional aspects of CVE. This summer, Congress has taken action to improve the U.S. government's international and domestic response to extremist threats. On July 15, 2015, for instance, House Homeland Security Committee Chairman McCaul held a hearing to investigate whether the U.S. government is doing enough to counter domestic and international terrorism. The previous month, Chairman Michael McCaul introduced a bill, the Countering Violent Extremism Act of 2015, H.R. 2899, which was aimed at streamlining and prioritizing the Department of Homeland Security's efforts to counter

violent extremism. A hearing on the role of foreign public engagement and information activities, which includes interagency representatives, would also be beneficial.

To address the issue in a whole-of-government manner, professional staff members of the House and Senate Foreign Relations/Foreign Affairs, Armed Services, Select Intelligence and Homeland Security committees could work together on a consistent basis to understand the different dimensions of the approach counterterrorism and CVE, and offer cross-functional oversight, rather than each committee only looking at one agency's approach to the issue.

LEVERAGING EXTERNAL AND INTERNAL EXPERTISE

Perhaps the biggest weakness in current CVE efforts is the lack of institutional memory and knowledge regarding previous ones. Despite the current context being significantly different than that of the immediate post 9/11 era, we are stuck asking the same questions: Where should U.S. government be focusing its efforts? How can the United States communicate effectively with vulnerable communities and build credible platforms to amplify anti-extremist voices? What should we the government avoid doing?

A comprehensive review of past successful and failed strategies and tactics would help the interagency community move forward with adapting CVE strategies to changing times. This involves harnessing the expertise and experience of former government officials and practitioners through consistent dialogue. A regular advisory board to supplement State Department efforts like the Counter-ISIL Information Coordination Cell (ICC) could help avoid repeating past mistakes, reinvest in previously successful efforts, and maintain focus on overall strategy and objectives, not just the tactics. It is also crucial that there be a shared foundation of knowledge on the root causes of terrorism and how they may vary depending on context. Here, the work of the Bureau of Conflict Stabilization Operations (CSO) and the Bureau of Counterterrorism (CT), in addition to interagency partners and

academia, could be especially valuable.

This also requires acknowledging what external organizations are doing to connect with key audiences worldwide to counter extremism. There are several essential people-to-people programs underway that can empower youth worldwide, including the United States Institute of Peace's (USIP's) Generation Change, a program that works with young leaders across the world to foster collaboration, build resilience and strengthen capacity as these youth seek to transform their local communities; USIP's Women Preventing Extremism Violence, a program designed to increase women's influence and engagement so that they can play a part in strengthening their communities' resilience; and innovative tech-savvy programs such as the incubator at Affinis Labs, which provides Muslim youth the opportunity to develop and launch applications to address global problems, including violent extremism.

These examples constitute a tiny fraction of the work that is being done outside government to address the problem of extremism. By recognizing and understanding these efforts, the players involved, and the resulting impact, the U.S. government can better understand where its own efforts can fit in—where it should be the primary player, where it should provide a supporting role, and where it should stand back and allow local communities to change their environments for the better.

Countering Negative Russian Influence in Europe and Central Asia

ACPD RECOMMENDATIONS:

DEVELOP A STRATEGY TO COUNTER ALL FORMS OF NEGATIVE RUSSIAN INFLUENCE IN EUROPE AND CENTRAL ASIA: Russia's efforts go far beyond media propaganda and U.S. efforts to reach Russian-speaking populations should go well beyond messaging. A strong public diplomacy strategy from Washington should be rooted in a broader Department strategy to use security, diplomatic, economic tools alongside informational, educational, and cultural tools. The development of a strategy in Washington should include all relevant regional and functional bureaus and interagency representatives with policy interests related to the impact of harmful Russian activities. It will also highlight where U.S. embassies can work together in the region. A multilateral approach to enlist the help of U.S. allies is also essential, especially since external state and non-state actors may have more credible voices in countering Russian influence in the media, civil society and political spaces. To localize efforts and make sure they resonate with local audiences, it is also vital that affected embassies produce an annual, integrated strategy to employ simultaneous informational, educational and cultural tools to counter negative Russian influence as embassies promote U.S. policies and values.

EXPAND CURRENT MESSAGING EFFORTS TO REFLECT AT LEAST THREE MAJOR AUDIENCE SEGMENTS: Currently, U.S. messages focus largely on Russia's incursion into Ukraine. While this messaging is well suited to audiences in frontline states, other European and Central Asian audiences may dismiss the same messages. Instead, the State Department should begin to tailor its messaging to reflect at least three audience segments including: frontline populations, and both supportive and skeptical populations in partner nations.

REVIEW PD PROGRAMS IN FRONTLINE STATES TO INCREASE PARTICIPATION AMONG KEY AUDIENCE SEGMENTS, ESPECIALLY RUSSIAN MINORITIES: Ethnic Russians in frontline states largely feel that they have been excluded and ignored by their capitals. Though some countries have taken steps to connect and engage these populations, the United States should play its role to provide beneficial programming, such as English-language activities and opportunities to participate in cultural, educational and professional development exchanges, such as

IVLP. Treating them as an integral part of U.S. programming will send a strong signal to host governments that they should also treat these segments as an integral part of their populations.

PROVIDE ADDITIONAL SUPPORT TO COUNTRIES IN CRISIS: The management of limited staffing resources in Public Affairs Sections is challenging worldwide. Yet critical threat posts especially need adequate staffing to deliver effective messaging and programming. For instance, as stated elsewhere in this report, given the significance of influencing the media environment in Moldova, the Public Affairs Section needs an additional, permanent FSO, an Information Officer.

POSTS WITH INCREASED U.S. MILITARY OPERATIONS NEED APPROPRIATE SUPPORT FROM THE MILITARY TO SUPPORT THEIR PUBLIC AFFAIRS REQUIREMENTS: Increased military training exercises, equipment movements, and other operations are critical to showing U.S. support for NATO allies. However, some of the frontline posts that U.S. military teams visit, for example Latvia and Estonia, are staffed with only one or two public diplomacy officers. Even at larger posts it is near impossible for PD officers to provide quality support to their own missions as well as to visiting military officers, whose public affairs officers have varying degrees of experience in the field. The department should work with regional military commands to develop a regional military media support cell that can help support the increased tempo of military activity in the region. [Note: This is a separate issue from Military Information Support Operation units that work closely with some Public Affairs Sections worldwide.]

RETAIN A PD FOOTPRINT IN RUSSIA: The Kremlin has closed almost all American public diplomacy facilities in the country and it actively prevents their reopening. To continue to show U.S. commitment to the Russian people, the United States should ensure that public diplomacy programs sustain in spite of these attempts to block them. This includes maintaining the current PD funding level for the U.S. mission in Moscow at \$4.55 million in addition to the still functioning exchange programs, such as Fulbright scholarship and the International Visitor Leadership Program.

CONTINUE TO EXPAND RFE/RL AND VOA COVERAGE IN RESPONSE TO RUSSIA'S EXPANDING NEGATIVE INFLUENCE IN EUROPE AND CENTRAL ASIA: ACPD continues to understand that the RFE/RL and VOA staff in Eastern Europe and Central Asia face numerous constraints to produce daily content. Despite this, there have been rapid expansions to RFE/RL and VOA coverage in response to the crisis in Ukraine. The Under Secretary of State for Public Diplomacy and Public Affairs has made countering Russian disinformation a priority and given seed money to RFE/RL and Voice of America for expanded programming, which facilitated the launch of the joint RFE/RL and VOA program Current Time. In Central Asia too, expanded programming in local languages would provide a compelling alternative source of information to the flood of Russian language content dominating the media space. To maximize the impact of their work, we strongly recommend that RFE/RL and VOA continue to increase their reach to key audiences. In particular, RFE/RL should continue to build on its new Digital Media Response Team (DIGIM) platform, the International Broadcasting Bureau (IBB) should continue to seek new distribution streams for the Current Time project, and IBB should expand research on the best practices for getting content to the impacted zones. We recommend that VOA and RFE/RL continue to increase viewership by looking for new platforms and channels to distribute their material.

OVERVIEW

Over the last year, ACPD representatives were able to travel to Belgium, Estonia, Hungary, Latvia, Moldova, Poland, and Ukraine. After speaking to a number of government, media and civil society contacts, it is evident that many are seriously concerned that Russia has designs to reunify majority ethnic Russian parts of former Soviet states after its incursions into South Ossetia, Crimea and Donetsk. Russia has invested in a multi-pronged strategy to sow discontent and doubt among European and Central Asian populations, international organizations, governments, and political parties to fracture support for sanctions against Russia and regional security initiatives. It appears to be taking a “poisoned well” approach, which means they are not seeking to directly improve regional and global public opinion about Russia, but instead are trying to erode European, Central Asian, and global public opinion about the U.S., EU, and their respective civil societies and media institutions.

This approach allows Russia to generate doubt on single issues rather than clarify the much more complex and interconnected realities global citizens face. For instance, Russia wants to undermine NATO's regional security role by convincing member states that NATO's focus on Russia

is misguided and overlooks greater threats to individual countries. It is also intent on deepening domestic divides in European countries to distract publics from larger issues that affect the European Union. This is observed through Russia's funding of political parties across Europe as well as Russia's influence of European-based think tanks through funding or the establishment of new organizations. In conjunction, Moscow is emphasizing how not all E.U. countries, like Greece, can afford to levy economic sanctions against Russia and should be focusing instead on their own serious economic challenges.

The most visible signs of these propaganda efforts are in the government-controlled Russian media. Misleading news reports and outright fabricated stories saturate Russia, in addition to Russian speaking communities throughout Eastern Europe and Central Asia. Many of these audiences have no comparable alternatives to Russian-language television since local news broadcasts and entertainment programming are in the local vernacular. As a result, they watch almost exclusively Russian produced entertainment and news content. For example, according to TNS Emor market researchers, viewership of Russian-language Estonian produced content is very low and ratings have recently been further depressed due to channels switching from analog to digital signals. Most ethnic Russians in Estonia live close to the border and they are able to view analog signals from Russia with existing equipment, giving them little need to purchase digital equipment.

Our concern is not with Russian influence as a whole. Russia has a right to communicate its position on world events alongside other state actors and to inform domestic and foreign publics about its affairs. However, we are deeply concerned about Russia's multi-pronged efforts to propagandize, mislead, and sow mistrust among Russian, European, Central Asian, and global audiences. The best way to counter this propaganda is to foster mutual understanding, dispel misinformation, and acknowledge Russian contributions to the international community, such as U.S.-Russian cooperation on space and nuclear disarmament issues.

In response, the U.S. needs to employ traditional bilateral and multilateral diplomacy and public diplomacy tools in a coordinated fashion with U.S. allies to present a systemic challenge to Russia's efforts. These tools must recognize that there are varying audiences that need tailored information, in addition to educational and cultural program options.

INFORMATION PROGRAMS

Messaging efforts from State Department headquarters, regional media hubs, and U.S. embassies in Europe and Central Asia seem to be effective at countering fabricated Russian news media stories. These efforts should continue. However, the messages also need to be appropriately contextualized to local environments.

Currently, U.S. messages focus largely on Russia's incursion into Ukraine. While this is well suited to audiences in frontline states, it misses two other important audience segments: those who are generally supportive of countering Russian influence and aggression, and those who are skeptical. For generally supportive audiences who live in E.U. and NATO states, messages can acknowledge that support and ask them to take additional steps and to work with skeptical countries to help them recognize the risks. For skeptical audiences living in these states, messages need to address their points of confusion over Russia's incursions while recognizing the other domestic challenges they are facing.

Public Affairs Officers at critical posts should have the lead in tailoring and amplifying messages to local audiences, with support from Washington. Since messages from the formal State Department podium and by senior officials often cascade to broad audiences, they should be used infrequently and only for the most egregious cases, such as the January 2015 rocket attack on eastern Ukraine that killed 30 people. Social media messages should also be used to target specific audiences and require more significant localization.

Messages should also be better coordinated with critical allies, such as NATO and European Union member state government and non-governmental organizations. Existing efforts through the Friends of Ukraine group, for instance, have been positive and can be built upon. Many

partners are looking to the U.S. to lead them in helping to organize and align their efforts to counter negative Russian influence. Since the U.S. is not always the most credible messenger with key audiences, however, officials must identify markets where allies may be more impactful, and routinely provide them with support. Working more to enlist partner nations, especially frontline states, to maintain pressure on Russia through E.U. and NATO action needs to be done with the recognition that member countries face a plurality of threats, such as violent extremism and illegal migration, and that they need to address multiple concerns in their public communications, and not just Russia.

The Broadcasting Board of Governors (BBG) can also play a positive role in the region through its broadcasting and web presence. BBG's efforts in the region have traditionally been focused through single country Radio Free Europe/Radio Liberty (RFE/RL) and Voice of America (VOA) services, in addition to their fairly new collaborative product, Current Time. Current Time is a 30-minute Russian language daily news program that aims to provide a more balanced alternative to Russian state news. The program's biggest challenge, however, is that it's mostly aired on non-Russian language channels. While some Russian-speaking audiences can access the content through the Internet, there is opportunity to expand this content to new markets and platforms. The BBG also needs more support in its efforts to procure content from the American entertainment industry to frontline states, especially content that is not already provided to Russian speaking markets. This entertainment content would attract bigger audiences for news programs that could air before or after comedy and drama programs.

EDUCATIONAL, CULTURAL AND CIVIL SOCIETY DEVELOPMENT PROGRAMS

U.S. educational and cultural programs can also be better employed to establish relationships with Russian speaking segments of frontline populations. The expansion of the FLEX program in Ukraine after it was shut down in Russia was a significant redirection of PD resources in 2014. Professional development programs, like IVLP, can work to bring Eastern European and Central Asian business and civil society leaders to the U.S. to focus on issues such as reconciliation, diversity, and integration. Since the U.S. often needs to build trust with key audiences before discussing sensitive issues, cultural preservation programs, sports diplomacy, or music programs can offer a softer opening.

The Public Affairs Bureau's Media Coops program, which enable foreign television and radio stations to send

producers and crews to the United States to collect various coverage, could also be used to help augment Russian-language news content about the U.S. In addition, there is significant opportunity to expand the training and professional education of local journalists through IVLP programs, regional media tours, and in-country workshops. If successful, these programs can be broadened to include civil society and alumni. One example of an effort underway is the use of the TechCamps model in Ukraine, which aims to connect civil society representatives with technology leaders in supporting and defending Ukrainian civil society. To further support and develop the skills of local civil society actors, Public Affairs Sections can also work with resources developed by the Democracy, Human Rights and Labor bureau (DRL) that are available to

several U.S. embassies in the region.

The alumni of U.S. exchange programs are also critical to engage in discussion about their respective countries' needs, and how to counter the stream of negative Russian influence. For instance, in Moldova, alumni of U.S. programs have created their own organization to stay connected to the U.S. embassy and meet regularly to discuss local and regional issues. While each embassy has different models for alumni engagement, strengthening the connection is imperative. The Office of Alumni Affairs in the Educational and Cultural Affairs Bureau (ECA) can positively support greater alumni outreach in critical areas.

The International Information Programs Bureau (IIP) speakers programs can also cover topics such as the need for economic sanctions against Russia, the importance of diversity and reconciliation, and the negative influence of Russian propaganda in Europe and Central Asia, especially. U.S. embassies should work with IIP to ensure that speakers' careers and messages are a match to local audiences. This may mean widening the speakers budget for these spaces, since it is important that speakers deliver a well-suited message for the audience. Alumni should also be considered potential speakers.

For all of these informational, educational and cultural programs, however, audience research, digital analytics and impact evaluations are necessary to ensure that they are reaching and impacting critical audiences. While some

data may be available at the national level, it is not always available at more granular, local levels. To ensure more data-driven programming, the State Department and the BBG must increase their research and evaluation personnel and budgets.

It is also important that these programs be inclusive. Ethnic Russians in frontline states, for instance, feel that they have been excluded and ignored by their capitals. Though some countries have taken admirable steps to connect and engage these populations, the United States should play its role to provide beneficial programming to them, such as English-language activities and opportunities to participate in cultural, educational and professional development exchanges, such as IVLP. Treating them as an integral part of U.S. programming will send a strong signal to host governments that they should also treat these segments as an integral part of their populations.

Last, this inclusivity means maintaining U.S. outreach to the Russian people despite the Russian government's active efforts to shutter American public diplomacy activities in the country. To continue to show America's commitment to the Russian people, the State Department should ensure that public diplomacy programs continue in spite of these attempts to block them. This includes maintaining the funding level at \$4.55 million in addition to the exchange programs that continue, such as Fulbright scholarships and the International Visitor Leadership Program.

Young Leaders Initiatives: Africa, Southeast Asia, the Americas

ACPD RECOMMENDATIONS:

PRIORITIZE PROCESS EVALUATIONS AND LONG-TERM

IMPACT STUDIES: Initial impact studies, process evaluations and a host of anecdotes all indicate that the Mandela Washington Fellowship under the Young African Leaders Initiative (YALI) has been successful in its first two years. The Young Southeast Asian Leaders Initiative (YSEALI) would also benefit from a central in-depth process evaluations to examine how the Fellows program, the regional workshops, “Seeds for the Future,” and the YSEALI network facilitated in the region are progressing. Long-term impact studies will also help determine how the Fellows continue to – or do not continue to – apply their educational experiences to their everyday lives, and how their relationship and impressions of the United States change. Attention should focus on how the programs advance U.S. foreign policy priorities in the targeted regions. R/PPR is in the process of designing an impact study for YALI, including its Mandela Washington Fellowship and USAID gathered baseline data from YALI Fellows on their views on selected issues affecting Africa, which ACPD strongly supports. The need for continued process evaluations incorporating the Fellows, host institutions, and U.S. embassies for all of the Young Leaders Initiatives should continue their iterative approach over time and assess the continued relevance of the programs to U.S. foreign policy priorities. As much as possible, process and impact evaluations should be expanded to include the programs’ several components, such as the YALI Network, YALI Spaces and the YALI Regional Leadership Centers in Africa, USADF entrepreneurship grants, and the YSEALI virtual network in Southeast Asia.

INCREASE YALI-DEDICATED DEPARTMENT OF STATE STAFF FOR U.S. MISSIONS IN AFRICA AND IN WASHINGTON:

New educational and cultural affairs and leadership development programs can support presidential priorities and reflect modern foreign policy goals. Yet each time a new program is created, rarely is an older program eliminated. While Washington is forced to juggle staffing in the short term to manage these programs, posts have not been able to increase their staff to properly manage them and maintain the relationships with an ever-increasing and diverse alumni. This is especially

acute in Africa, where Public Affairs Sections are sometimes under-staffed and resourced. ACPD strongly supports the increase of roughly 20 full-time employees to handle the increase in Mandela Washington Fellows in PAS’s, in addition to TDY support from Washington and the Africa Regional Services Office in Paris. It is also important that the exchanges support budget is maintained for staffing in the Bureau of Educational and Cultural Affairs for its lead role in administering the Fellowship. Similarly, staff resources need to be available for USAID to oversee the YALI Regional Leadership Centers, and support the classes of Mandela Washington Fellows upon their return to Africa.

COMMUNICATE MORE DIRECTLY HOW TARGETED RECRUITS FIT INTO YALI MANDELA WASHINGTON FELLOWSHIP:

The three tracks of the Fellowship -- public management, civic leadership and business and entrepreneurship -- are central to the character of the program and are meant to be all-encompassing themes. Yet it is not always immediately obvious to targeted recruits how their skillsets may fit within those themes. People who define themselves by traditional careers -- education, agriculture, medicine, law, journalism -- may be uncertain about where they fit. During the recruitment process, we suggest that more efforts be made to explain the all-encompassing themes and how they are relevant to young leaders.

Recognizing that youth worldwide are increasingly contributing to their societies on profound levels and building interconnected global platforms, the Obama administration began to prioritize engagement with global young professionals in 2010. The Young Leaders Initiative programs are meant to focus on young professionals who are driving change in public policy, civil society and entrepreneurship in critical regions for U.S. foreign policy. They aim to increase participants’ leadership skills to generate change while creating networks with American citizens, businesses, organizations, and each other. The first focus was on the Africa region with the Young African Leaders Initiative (YALI), followed by the Young Southeast Asian Leaders Initiative (YSEALI) and the Young Leaders of the Americas Initiative (YLAII).

As a presidential priority, the Young Leaders Initiative programs are directed by the White House, primarily

through staff at the National Security Council, and implemented by an interagency team including State Department's Educational and Cultural Affairs Bureau (ECA), African Affairs Bureau (AF), East Asian and Pacific Affairs Bureau (EAP), and Western Hemisphere Affairs Bureau (WHA); USAID's Bureau for Africa, Bureau for Asia, and Bureau for Latin America and the Caribbean; and the U.S. African Development Foundation (USADF). U.S. embassies and USAID mission offices are the focal points for activity overseas. Contributing to their success, the programs ultimately adopted versions of existing ECA models for the Washington portion of the programs (i.e. the Study of the U.S. Institutes and Professional Fellows Program), and worked with U.S. embassy Public Affairs Sections' youth council networks at targeted embassies. Because of President Obama's attention, the Young Leaders Initiatives have energized public diplomacy programs in the Africa and Southeast Asian, and there are similar

expectations that it will do so the Western Hemisphere. ACPD applauds the president's focus on public diplomacy as part of his national security strategy through these initiatives. Presidential public diplomacy initiatives should always include pertinent State Department professionals, as well as input from departments and agencies across the government including USAID, the Department of Commerce, Small Business Administration, and Department of Defense from the outset to make sure the efforts are not duplicative of existing programs. These programs should be developed with a policy-first mentality, ensuring that the U.S. foreign policy goals for the program are clear from the beginning. Public diplomacy professionals should also utilize research, polling, intelligence, and data-based trends to shape these programs to most effectively achieve their stated foreign policy objectives.

YOUNG AFRICAN LEADERS INITIATIVE (YALI)

The Young African Leaders Initiative was originally launched in 2010 to support U.S. foreign policy objectives to grow trade and commerce with Africa, strengthen democratic institutions, empower civil society, and forge security partnerships. Investing in Africa's youth also acknowledges Africa's economic rise. YALI was designed to capitalize on the U.S.'s convening power and create a platform for African young professionals from 49 countries in sub-Saharan Africa to "spur growth and prosperity, strengthen democratic governance, and enhance peace and security across the continent."

In 2013, President Obama launched the Washington Fellowship for Young African Leaders in a speech in South Africa; in 2014, with its first cohort, it was renamed the Mandela Washington Fellowship. ACPD applauds the Educational and Cultural Affairs Bureau and the Press and Public Diplomacy Office in the African Affairs Bureau for their work in implementing the Mandela Washington Fellowship, along with the U.S. Agency for International Development (USAID), which is responsible for supporting fellows upon their return to their home countries and running the YALI Regional Leadership Centers to broaden YALI's reach in Africa. The State Department also identified a very capable implementing partner in IREX, which has diligently worked with ECA to adapt the lessons learned from the first year of the program. The International Information Programs Bureau (IIP) also plays an innovative role in creating and managing the virtual YALI Network, and the U.S. African Development Foundation has supported seed funding for Fellows. The Mandela Washington Fellowship program's success thus far is due to all of these actors' extraordinary efforts, and overtime put in the Public Affairs Sections, and other embassy sections, in the field.

Mandela Washington Fellowship: The Fellowship is comprised of a six-week academic and executive leadership program at a U.S. university or college, a three-day Presidential Summit in Washington D.C., an optional six week professional development experience (or internship) in the U.S. (Note: In 2014, it was an eight-week internship), and follow-on activities in their home countries including professional practicums, mentorships, travel grants to speak at major conferences and industry events around the world, and YALI Regional Conferences in Africa. Fellows participate in one of three tracks: business and entrepreneurship (business ethics; intersection of business with civil society and government; innovation and technology; financial management); civic leadership (advocacy; strategic planning; organizational development; civil society, business and government); or public management (citizen engagement; human resources management systems; financial management systems; government, business and civil society). At the U.S. universities/colleges, referred to as Institutes, Fellows also take part in leadership development, and have access to peer mentoring, networking in their field of interest, community service activities, and other professional development opportunities as well as cultural events. Those who remain in the U.S. for internships have more time for professional development. Once all of the Fellows return home, the U.S. embassies, USAID missions, the United States African Development Foundation, and other partners work to continue to support them, including regional conferences, seed funding, professional development experiences, and mentorship opportunities.

The Mandela Washington Fellows: In 2014, nearly 50,000 young Africans between the ages of 25 and 35 applied for 500 Fellowships. For the 2015 cycle, there were close to 30,000 applications for 500 Fellowships. Of the first 500 Fellows, one hundred had professional development experiences in the U.S. and nearly 200 had professional practicums in Africa. Additionally, nearly 150 took advantage of tailored mentorship matches, and 50 have utilized speaker travel grants. In the 2014 cohort, more than 55 percent grew up outside of capital cities and a little under half did not live in capital cities at the time of application. There was a 50/50 gender split. Coming into the program, roughly 80 percent held mid-level or executive positions; approximately 40 percent owned a business and 37 percent ran a non-profit organization. Many of the cohort had little prior experience in the United States: 80 percent had never traveled to the U.S.; 95 percent had never studied in the U.S.; and more than 65 percent had no professional relationship with individuals or organizations in the U.S.

Mandela Washington Fellowship Cost: While the average cost of a Fellow for the U.S. based exchange program is \$24,000 within the Educational and Cultural Exchange budget, the program has a considerable cost share structure. For instance, at least half of the costs of the academic U.S.-based institutes were paid for by the 20 U.S. university partners, which amounted to a minimum \$2 million cost share. The State Department and IREX also identified corporate sponsors and partners to the universities, which included Coca-Cola, IBM, and AECOM, as well as in-kind support from many others. While the State Department cost of roughly \$24,000 per Mandela Washington Fellow will continue in FY 2016, in order for the Mandela Fellowship and its follow-up alumni support to continue at these levels, in-kind donations and funds from host institutions and the private sector must sustain.

Lessons Learned from 2014: ACPD traveled to South Africa and Kenya, meeting with PAOs based there and ones based in central Africa (who were in Johannesburg for a workshop), in addition to returned Mandela Washington Fellows about the first year of the program. Many of the initial concerns that embassy staff and alumni expressed seem to have been resolved due to a series of sound process evaluations that IREX and ECA conducted with both Fellows and embassy officials. As a result, 10 fundamental changes were made to the U.S.-based program. This included replacing three of the universities; providing the Fellows with more time to work on their specific projects and to network with each other and local American leaders; more field visits and less time in the classroom; a six week internship instead of an eight week one; and extra efforts to accommodate Fellows with disabilities. ECA also learned, from the field perspective, that posts needed more time to review applications; presenting future USAID activities needed to be incorporated earlier

in the U.S.-based activities and annual planning process; applications should be streamlined; Skype should be used for applicant interviews when candidates live far from capital cities; and the posts need immediate ways to cope with the scores of disappointed applicants. The conduct of these process evaluations, too, demonstrates that ECA is committed to improving the Fellowship and that the model seems to be working and stabilized. It is critical that these process evaluations continue to modify the exchange iteratively.

YALI Network: This has been a multi-bureau initiative at the State Department with the IIP Bureau leading the creation of the virtual YALI Network – accessed at yali.state.gov -- to reach more young Africans with the initiative. The YALI Network was originally designed in 2013 to stay connected to the 49,000 young Africans who initially applied for the Mandela Washington Fellowship and who showed an eagerness to connect with the U.S., but who were not accepted. The YALI Network helps to deepen this engagement, through American Spaces, other in-country events, and directing the individuals to other cultural and educational programs. Today, the network includes more than 150,000 members who can access expanded online courses, including three new online courses called the “The Mandela Washington Fellowship Institute Courses.” The network also aims to connect members with global leaders in their field and enable members to collaborate on new initiatives. While the embassies initially did not have access to the Contact Management Database that captured these individuals’ names and email addresses, IIP is working on acquiring the software that will make sure PD officials at posts can stay connected with them on the ground.

YALI Alumni: The ECA alumni division dedicates \$2 million from the YALI budget toward supporting YALI alumni with networking, mentoring other youth, and community engagement opportunities. In addition, USAID funds three YALI Regional Coordinators based in South Africa, Kenya and Ghana to manage activities in Africa. USAID supports each class of the Mandela Washington Fellows by convening three regional conferences in Africa, offering over 200 on-the-continent internships, offering funding for Fellows to attend conferences and other initiatives, and matching Fellows with mentors.

YALI Regional Leadership Centers: USAID is implementing four YALI Regional Leadership Centers that are based in Ghana, Kenya, Senegal, and South Africa to train approximately 3,500 participants annually. These centers will serve as regional hubs across the continent to encourage transformational learning and enhanced leadership skills for a broader range of young leaders between the ages of 18 and 35. Similar to the Mandela Washington Fellowship, the centers divide their participants into similar study tracks: 1) civic leadership; 2) business and

entrepreneurship; and 3) public management. The centers will train several competitively selected cohorts per year and will offer online training as well. Each Regional Leadership Center is managed as a public-private partnership, which has brought more than \$70 million of cash or in-kind contributions from companies and foundations to support the Centers. This includes a premier partnership with the MasterCard Foundation, which is providing \$15 million of cash. Besides the MasterCard Foundation, each center has a coalition of several African and international partners, including at least one U.S. university, as well as a wide range of companies like Microsoft, Intel, GE, Procter & Gamble, McKinsey & Company, and others. These connections derive benefits to U.S. companies and organizations that are engaged in Africa. The spaces provide a hub for participants to build their leadership capacity, and advance social ventures, community service projects, and new business start-ups. Several Mandela Washington Fellowship alumni serve as peer mentors, speakers, or on advisory boards for the Centers, further helping to connect and integrate the different components of YALI.

Program Additions for 2016: In summer 2014, President Obama announced a doubling of the Mandela Washington Fellowship from 500 to 1,000 Fellows for the summer of 2016 in order to meet the overwhelming demand indicated by the 50,000 applications received for the 2014 Fellowship. Up to 80 Americans will also participate in a YALI reverse exchange next year, traveling to Africa to work directly with program alumni and others in the region, which is a positive. ECA would be well served by adding at least three full time positions to support this increase; the administration of the program is currently supported by contractors – a practice that is not sustainable in the long run. ACPD is also concerned about the demands placed on the field to increase recruitment, selection and preparation of Fellows. We encourage the Under Secretary or Public Diplomacy and Public Affairs to approve the 20 additional full time staff at embassies to support this program increase and recommend that future dramatic increases of programs happen after a proper

process evaluation takes place.

Assessing Long-Term Impact of YALI Programs: ACPD has followed the Mandela Washington Fellowship closely since it was featured at our public meeting in March 2014. We found that the 2014 Fellows are building innovative businesses, connecting with American and African investors, forging new relationships with young leaders across African nations, and serving their communities with skills developed during the Fellowship. Our visits to South Africa and Kenya to meet with select alumni provided for a host of inspiring anecdotes.

For the 2014 cohort, and under its agreement with USAID, IREX used the Social Responsible Leadership Scale (SRLS) to determine immediate impact of the academic program and found that Fellows rated themselves at least 35 percent higher than before in the following professional skills: sharing your beliefs/values, public speaking, time management, listening to other people's suggestions/concerns, expressing ideas, being self-reliant/independent, future planning, and critical thinking. ECA found that similarly, the U.S. host universities felt impacted by the Fellowship, with 75 percent either agreeing or strongly agreeing that the program increased cross-cultural literacy on their campus. In addition, 90 percent of host universities had plans to continue to collaborate with their Fellows. This all indicates a successful program in its early years. A more long-term impact study about the Fellows experience, but also how they continue to – or do not continue to – apply the experiences to their everyday lives and how the program does -- or does not -- advance U.S. foreign policy objectives in the region is critical. R/PPR is in the process of designing such a study, which ACPD strongly supports. As mentioned earlier, continued process evaluations with the Fellows, host institutions, and U.S. embassies will ensure a successful iterative approach to the Mandela Washington Fellowship. As much as possible, process and impact evaluations – in addition to digital analytical studies -- should include Fellow follow on activities, the YALI Network, and the YALI Regional Leadership Centers.

ECA-IREX Partnership for Mandela Washington Fellowship: IREX was selected through the congressionally-mandated open competition process. In a cooperative agreement award, ECA is substantially involved in program activities above and beyond routine grant monitoring. Under the terms of the agreement, IREX oversees the overall coordination among the host institutes through sub-awards to 20 universities and colleges. ECA develops the application materials and scoring system, and IREX hosts the on-line application and application database. IREX recruits and administers readers who score applications to assist posts with the interview and selection process. IREX also works closely with ECA to develop the placement process after posts have interviewed and ranked candidates. IREX issues the Fellows' DS-2019 documents and oversees their health benefits. IREX also designs and oversees the professional development experience component for 100 participants, and manages the logistics for the Presidential Summit. IREX also monitors the well-being of each participant during their time in the U.S. ECA takes the lead in the development of the Institute curriculum and the evaluation process. ECA oversees all communications with participating U.S. embassies and consulates regarding the recruitment and selection of participants and other aspects of the program. ECA makes final decisions on all aspects of the Fellowship including university selection, Fellow selection, internship host locations, summit agenda, etc. Each year of the program is administered through a renewal process, whereby ECA requests IREX make specific modifications to the fellowship based on lessons learned and feedback. In 2016, IREX will also handle the international travel logistics to alleviate the burden from U.S. Embassies. Through a separate agreement with USAID, IREX supports follow-on activities with Fellows for a full year following their return to Africa after the U.S. based portion of the Fellowship. USAID also has substantial involvement in the management of the IREX award and works with IREX to oversee the completion of Mandela Washington Fellows' Leadership Development Plans, the peer election by fellows of Regional Advisory Boards to make recommendations to USAID on Africa-based support for fellows, the development of three YALI Regional Conferences in Africa, mentorship matching sought by fellows, professional practicum placement of Fellows in companies and organizations in Africa, and speaker travel funding to help Fellows expand their networks and showcase their talent.

YOUNG SOUTHEAST ASIAN LEADERS INITIATIVE (YSEALI)

President Obama launched the Young Southeast Asian Leaders Initiative in December 2013 for emerging leaders from 10 member states of the Association for Southeast Asian Nations (ASEAN). It is designed to strengthen leadership skills while deepening engagement between young professionals and the U.S. on key foreign policy challenges. Southeast Asia was chosen as part of the President's commitment to rebalance U.S. foreign policy in the Asia-Pacific region.

YSEALI is different from YALI in the sense that it began with regional workshops and programming, which continue year-round. In November 2014, while in Burma, President Obama announced the creation of the YSEALI Fellows Program, which brings 500 exceptional young ASEAN leaders each year to the United States as Academic or Professional Fellows to further develop their professional and leadership skills and to exchange ideas with Americans at locations throughout the United States while developing action plans for projects they will implement when they return home. Since the Fellows come to the U.S. in small cohorts throughout the year, there is no Presidential Summit in Washington D.C., as there is for the Mandela Washington Fellows, although one group of Fellows was able to meet with President Obama in Washington at the close of their program. A Presidential Summit is planned to take place in Southeast Asia around the ASEAN annual meeting.

The driving office at the State Department for YSEALI is the East Asian and Pacific Affairs Bureau (EAP), which works closely with ECA and embassies in the 10 countries to leverage existing programs and networks to advance YSEALI's larger objectives. USAID in Washington is not directly involved in implementing specific dimensions of YSEALI like with YALI, although embassies work with USAID missions where relevant. This model allowed posts to incorporate the Fellows and other program participants into existing, mission-driven programming and alumni networks, and grow the program organically while benefiting from presidential attention.

YSEALI Fellows Cost: In FY 2015, \$5.00 million went toward funding the first cohort of 300 YSEALI Academic and Professional Fellows; both cost \$2.25 million, plus \$500,000 for alumni activities and the regional summit. This amounts to a cost of \$16,666 per Fellow. The FY 2015 request for YSEALI in the ECE budget was \$10 million for 500 Fellows, which amounted to \$20,000 per participant.

The YSEALI Fellows Program: The Fellows program in the U.S. is a five-week exchange that places 500 Fellows over the course of a year into one of two tracks, professional and academic, to deepen their knowledge on entrepreneurship and economic empowerment, environment, or civic engagement. On the professional track, Fellows receive direct work experience with U.S.-based businesses,

NGOs, or government offices in the fall and spring.

On the academic track, Fellows spend five weeks at a U.S. university in an academic and leadership institute. Academic Fellows are undergraduate students or recent graduates aged 18–25 who have demonstrated academic and leadership skills. The 2015/2016 Academic Fellowships will be hosted by: Arizona State University, the Dialogue Institute at Temple University, the Donahue Institute at the University of Massachusetts, the East-West Center, Northern Illinois University, Kennesaw State University, the University of Connecticut, the University of Montana, and the University of Nebraska-Omaha.

Professional Fellows are community leaders, aged 25–35, who have a track record of making a difference in their communities. They participate in individually tailored working placements at a U.S.-based government office, business, or nonprofit organization. The goal is to develop skills that will support good governance, a strong civil society, and increased economic opportunity in their home communities. Cooperating partners in the 2015/2016 YSEALI Professional Fellowship are: the American Councils for International Education, the American Council of Young Political Leaders, International City/County Management Association, the University of Montana, and the University of Oklahoma. These hosts will then travel to Southeast Asia to spend time in the workplaces and communities of the YSEALI Fellows. Once home, the Fellows join the alumni associations at the respective U.S. embassies to build on their experiences, address challenges, and create new opportunities in their home communities.

Year-Round YSEALI Activity in Southeast Asia: Beyond the Fellowship program, embassy PAS's offer a broad set of workshops, funding opportunities, in-country activities, and virtual engagement designed to support the goals and aspirations of young ASEAN leaders under the banner of YSEALI. These include:

- **YSEALI Generation Regional Workshops:** The original YSEALI program, the regional workshop builds regional networks for ASEAN youth to work together to solve shared challenges regarding the environment, entrepreneurship, and civic engagement. Since their beginning in 2013, roughly 515 emerging leaders have benefited from these professional workshops, which focus on training in entrepreneurship skills, workforce development, environmental studies, women's leadership, and other leadership skills. In FY 2015, they are planned in Vietnam, Malaysia, Indonesia, and Thailand, and will focus on developing young leaders' professional skills.
- **Seeds for the Future: Youth in Action:** This grant competition provides support to young leaders' who demonstrate the most promising

and innovative ideas for civic engagement, education, entrepreneurship and economic development, and environment and natural resources management. The program matches grantees with their peers in other Southeast Asian countries and encourages them to work together to solve regional challenges. The first grant program took place in 2014; 43 organizations competed and 17 winners received support to implement their projects. The next competition is currently open and features a per-team maximum award of \$20,000 each.

YSEALI Network and Virtual Engagement: Nearly 35,000 young people from ASEAN have become members of the virtual YSEALI Network, which connects leaders from across the region and offers online resources, trainings and networking opportunities. The YSEALI website, facebook, and Twitter accounts regularly update network members about upcoming events, courses, resources, and opportunities.

ASEAN-Led Youth Engagement: As part of its coordination with ASEAN, the U.S. is supporting other youth initiatives:

- **ASEAN-U.S. Science and Technology Fellows Program:** ASEAN and the U.S. have coordinated a Fellows program, which embeds young science leaders in a government office in their home country for one year to work on a variety of tasks to increase their understanding of the governance and policy process. The program trains participants to develop strong leadership skills and awareness of ASEAN goals and objectives. In 2014, its first year, six scientists participated in the program. In May 2015 14 new fellows from seven ASEAN Member States began positions in a variety of fields related to energy, biodiversity, and fisheries.
- **ASEAN Youth Volunteer Program:** In August 2013, the United States and Malaysia launched this five-week program to encourage young volunteers (18-30 years old) from all ASEAN countries to serve in the region, while enhancing cross-cultural ties and understanding among ASEAN youth. Nearly 150 youth have participated to date in programs in Malaysia; the next programs will take place in Cambodia, the Philippines, and Burma. The ASEAN Youth Volunteers Program is funded through a \$1.4 million grant from the United States, in partnership with the Government of Malaysia, the ASEAN Secretariat, and the University Kebangsaan Malaysia.
- **Thailand's Khon Kaen University:** Thailand has established Southeast Asia's first Center

for Civil Society and Non-Profit Management to support and cultivate young civil society leaders, with support from the United States. The school will offer coursework on nonprofit management and serve up to 140 university students and 40 practicing civil society leaders who represent the Lower Mekong sub-region each year. By 2018, the University will develop Bachelor's and Master's degree programs as well as executive certification (non-degree) programs to support a career path for young leaders who want to work in civil society and the nonprofit sector.

Assessing Lessons Learned and Long-Term Impact: YSEALI has evolved organically since 2013 in Southeast Asia, working to leverage existing resources and networks that local Public Affairs Sections have cultivated for years. While ACPD was not able to look into the program in much depth this year compared to YALI, we strongly encourage the regular use of process evaluations to examine how the Fellows program is progressing, in addition to ones for the regional workshops, "Seeds for the Future," and YSEALI network. It is also imperative to conduct long-term impact studies for these programs to assess how the participants are using their professional development experiences at home and advancing ties between ASEAN and the U.S.

YOUNG LEADERS OF THE AMERICAS INITIATIVE (YLAI)

The Young Leaders of the Americas Initiative was launched this year to deepen and expand ties between emerging business and social entrepreneurs in Latin America and the Caribbean with the U.S. in order to increase more inclusive economic growth. The FY 2016 ECE budget request reflects \$5.00 million for the program with 250 participants, with the cost of \$20,000 per Fellow.

The Western Hemisphere Affairs Bureau's Office of Press and Public Diplomacy (WHA/PPD) drives the pilot program, with implementation support from the Professional and Cultural Exchange division of ECA. The program will focus on leveraging new and existing youth networks in the region that Public Affairs Sections and non-governmental organization partners have cultivated

over time. It also seeks to complement the 100,000 Strong in the Americas presidential initiative, which seeks to increase the number of Latin American and Caribbean students studying in the U.S. YLAI, which is still being developed, envisages a four-week fellowship that focuses on young professionals and allows them to participate in workshops at an incubator, accelerator, non-governmental, or civil society organization; and in a summit to facilitate mentoring, networking, and investment opportunities in the U.S. Currently the interagency is also developing the contours of the non-pilot fellowship, which will prioritize using entrepreneurship to curb youth unemployment and address at-risk youth.

Research and Evaluation of Public Diplomacy and International Broadcasting Activities

*Also see “Data-Driven Public Diplomacy: Progress Toward Measuring the Effectiveness of Public Diplomacy and International Broadcasting”: <http://www.state.gov/pdcommission>

ACPD RECOMMENDATIONS:

INCREASE STATE DEPARTMENT AND BBG RESEARCH AND EVALUATION BUDGETS CLOSER TO 3 PERCENT OF OVERALL BUDGET:

This vital work remains greatly underfunded at the State Department and the BBG. While a small bump in funding for this was requested in FY 2016 at the State Department, it is still under 1 percent of the total public diplomacy budget. Public Diplomacy offices at the State Department should move toward 3 percent of its budget over the next few years, which is the percentage that USAID uses to review its programs. We recommend that the BBG move toward 3 percent as well. In the FY2016 budget request, the BBG decreased its combined funding request for the Office of Performance Review and Office of Research Assessment from \$8.533 million in FY 2015 to \$8.334 million, which is a drop to 1.1 percent of the total BBG budget.

EXPAND OFFICE OF POLICY, PLANNING AND RESOURCES (R/PPR)'S EVALUATION AND MEASUREMENT UNIT UNDER NEW DIRECTOR:

This year, R/PPR established a new Director of Research and Evaluation to provide more strategic leadership for audience research and understanding program impact. This position and the team that the Director will lead will take time to develop, but it is a positive step forward to give more organizational legitimacy and authority to research, advocate for researchers' needs, and prioritize research activities in ways that reflect strategic short-, middle-, and long-term objectives.

REVIEW PRIVACY ACT AND PAPERWORK REDUCTION ACT RESTRICTIONS:

The Privacy Act of 1974 contains restrictions that may impact certain types of digital audience research and analytics in the International Information Programs Bureau and Center for Strategic Counterterrorism Communications as they relate to the identification of influential figures online. Further, the Paperwork Reduction Act of 1980 limits the State Department's ability to conduct measurement research in a timely fashion as research officials must, with limited exceptions, submit each study involving requests for information from the public to OMB for its approval. These statutory restrictions hinder the ability to assess the impact of the department's public diplomacy initiatives impact over time. ACPD recommends that the State Department join its efforts to work with Congress to update the laws.

OVERVIEW

Evaluating progress on long-term public diplomacy and international broadcasting activities' goals takes time. As ACPD found in its September 2014 report, “Data-Driven Public Diplomacy: Progress Toward Measuring the Impact of Public Diplomacy and International Broadcasting Activities,” databases and tools are not yet sufficient to assess long-term progress, and this makes it difficult to provide Congress with analysis on the efficiency and impact of public diplomacy in a timely manner.

Throughout the BBG, there is a stronger tradition of audience research, which is directed by the BBG's Office of Research Assessment and incorporated in the operations of Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN) and the Office of Cuba Broadcasting (OCB).

In the past year, it has become evident that reforms are underway at the State Department, but they have been stymied by the Privacy Act of 1974; the Paperwork Reduction Act of 1980; a lack of funding; restrictions on hiring full-time experts; and the lengthy security clearance processes for new hires. In order to maintain momentum, leaders must emphasize consistently that audience research, analytics and evaluations matter to the daily conduct of public diplomacy. The State Department's QDDR also advocated for the need to enhance “the use of data, diagnostics, and technology,” which requires “smart investments in the technology, knowledge management, and diagnostics that allow us to leverage data throughout the Department.” Strategic planning based upon data will increasingly become important to the department through a hub for analytics, data science, and knowledge management and this should support the Under Secretary for Public Diplomacy and Public Affairs' efforts to create a hub for analytics and data science to apply to PD.

In addition, the current Under Secretary regularly encourages risk taking. All leaders must emphasize that it is essential to evaluate PD and broadcasting critically to allow leadership to redirect strategy and resources accordingly. Leaders must overcome the existing culture of risk-aversion to ensure that realistic evaluations are produced.

To improve research to the scale, depth and frequency necessary for data-driven programming, the budgets at both the State Department and the BBG must be increased over time to be closer to 3 percent of the total budget, which is the accepted standard at the U.S. Agency for International Development and U.S.-based philanthropies. Public Diplomacy has seen a slight budget increase in the State Department, but it remains below 1 percent of the total PD budget. It is

essential that the FY 2017 budget request and Congressional Budget Justifications outline an increase in funding for this work and establish the vision for its implementation. In the BBG's FY 2016 budget request, it decreased its combined funding request for the Office of Performance Review and Office of Research Assessment from \$8.533 million in FY 2015 to \$8.334 million, a drop to 1.1 percent of the budget. As the total BBG budget increases, the percentage of funds dedicated for research is decreasing.

Finally, given the current lack of resources, it is essential that inter-agency mechanisms be set up to share data and collaborate. The Office of Inspector General and the Government Accountability Office both have called for clear lines of authority to access data gathered by other government units (e.g. Open Source Center), as well audience research collected by third parties. ACPD supports this recommendation.

ACPD ACTION IN FY 2016: Pending re-authorization, ACPD is keen to create a Subcommittee on Research and Evaluation to review State Department and BBG research agendas, methodologies and interpretations once a quarter. It will report on annual progress at State and BBG to Congress, and provide objective feedback to ensure the methodology is rigorous and the research goals are achievable. The subcommittee would be comprised of selected academics, market researchers, and research professionals from private organizations. ACPD also plans to consult with external legal experts on the restrictions of the Privacy Act and Paperwork Reduction Act, and provide separate recommendations based on their analysis.

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

The Office of Policy, Planning, and Resources (R/PPR) is in the process of responding to recommendations from the U.S. Advisory Commission on Public Diplomacy (ACPD), Government Accountability Office (GAO), the Office of Management and Budget (OMB), and a R/PPR internal management review to expand research and the evaluation of public diplomacy activities. With a budget of roughly \$1.5 million in FY 2015, R/PPR will build on the existing Evaluation and Measurement Unit (R/PPR/EMU) and expand its capacity to conduct impact evaluations of major public diplomacy initiatives, particularly those involving more than one bureau or post, and work to build a cycle of PD program design, monitoring, and evaluation. In addition to conducting its own impact evaluations, the EMU will consult and advise on R-family bureau evaluations. This oversight is designed to ensure evaluations are in accordance with departmental policies and best practices; provide information on evaluation outcomes to State offices, OMB and Congress; and provide guidance to PAOs, both at post and in Washington, on evaluation policy, tools, procedures and reporting. Additionally, R/PPR is working to expand its research capabilities in order to arm PAOs with the same type of research used by political, information, product

marketing, and other communications campaigns. This research aims to be actionable and provide concrete, tactical guidance on audience targeting (or audience segmentation), messaging, media and platforms; and will employ a variety of research techniques (e.g., surveys, focus groups, in-depth interviews, social network analyses, and ethnography). The research provided to PAOs abroad will include both original research and curated secondary research conducted by other agencies and institutions and curated by the unit. EMU professionals will work directly with PAOs, helping them integrate research into tactical, in-the-field action.

CENTER FOR STRATEGIC COUNTERTERRORISM COMMUNICATIONS (CSCC) EVALUATION PROGRESS

In 2015, CSCC hired a dedicated data scientist to ensure optimal use of data to drive and assess operations, although additional staff support is needed in this area. The scientist is also limited by various organizational constraints, including the Privacy Act of 1974. The focus of the data scientist's work is audience research, although it also aims to measure changes in opinion or public sympathies and, at best, has proxies available that can be inferred to provide some understanding of impact. One tool currently under development is an electronic "dashboard," which will function as a real-time social media monitoring device to allow analysts to track trends and developments, while providing analytics that should help CSCC remain agile to meet ever-changing technological needs. This includes using statistical analysis in order to determine the most effective content types, optimal times for posting messages, and influential narratives and hashtags that resonate with the right audiences.

CSCC continues to seek new tools to apply to the assessment of its social media and other CVE efforts. The Digital Outreach Team's (DOT) operations are difficult to assess since the amount of potential terrorists who decided to not become terrorists after being exposed to counter-messaging materials is unknown. By contesting the space where extremists deliver their messages DOT tries to instill doubt in the minds of potential extremist sympathizers. It cannot be assumed that if a potential extremist is induced by DOT to doubt the credibility of ISIS that they will be so transformed that they actively support DOT messaging.

However, to advance their research and evaluation work, CSCC must expand its team to include not just a data scientist, but also data analysts and program evaluation specialists.

EDUCATIONAL AND CULTURAL AFFAIRS BUREAU (ECA) EVALUATION PROGRESS

Existing since 1999, the purpose of the evaluation unit is to understand the performance management of various ECA programs and to assess the long-term impact of select programs through evaluations. The types of engagement measured include the short-term International Visitor Leadership Program (IVLP) and longer exchanges, such as various programs under Fulbright and the Youth Exchange and Study Programs. The unit does so mainly through short-term

studies via the ECA Performance Measurement Initiative (PMI), which has included, over the last 15 years, 60,000 to 70,000 respondents who were surveyed before and after their U.S.-sponsored programs. For example, to date, the PMI has conducted post-program surveys for more than 30 IVLP projects and 33 different Professional Fellows Programs projects. It also conducts post-program surveys, annually, for the 535 participants in the Critical Language Scholarship program and the 80 students in the Study of the U.S. Institutes: Global Environmental Issues program. ECA is currently in the process of conducting a biennial strategic planning process for the entire PMI portfolio in order to ensure it is aligning with the department's strategic priorities for foreign policy.

The ECA evaluation unit also commissions roughly three long-term evaluations per year on select programs, which the ECA leadership requests. These evaluations may look at programs that are relatively new, those that are linked to specific foreign policy goals or initiatives, and those that are priorities for the Under Secretary. The evaluations rely on surveys, interviews, focus groups, and document analysis. In the last year, it has released three new evaluations on the E-Teacher Scholarship Program, the English Language Specialist Program, and the English Teaching Assistant Program (one of the Fulbright Programs for U.S. college graduates). The evaluations found each program to be successful, but it is unclear yet how a feedback loop to determine future strategy will be established. The unit has demonstrated how the December 2013 SportsUnited evaluation affected the program office, revising a new approach to sports diplomacy by no longer just training coaches in sports management, administration, coaching techniques, and teamwork but teaching them how sports can serve as an empowerment tool, mediate tension, and educate youth.

Currently, the unit is conducting evaluations on the Benjamin A. Gilman International Scholarship Program, the English Access Microscholarship Program, and the Foreign Fulbright Graduate Students in STEM Fields, and the Fulbright "Lab to Market Innovation" enrichment seminar. The results from those evaluations should be available in FY 2016. The ECA evaluation unit is also working with R/PPR on the impact study for the Young African Leaders Initiative, and helped to craft the evaluation sections in the J. Christopher Stevens Virtual Exchange Initiative solicitation for a managing partner to assess its impact. The ECA's Evaluation unit will spend roughly \$1.5 million in FY 2016, which is enough for a fourth long-term evaluation, but is still less than 1 percent of the ECE budget.

INTERNATIONAL INFORMATION PROGRAMS (IIP) BUREAU ANALYTICS PROGRESS

The IIP bureau is building an analytics team with the goal of making data analysis an integral part of all of its communications initiatives. It has nearly doubled the

Analytics Office's budget and begun to build an infrastructure for the rapidly-advancing field of digital communications analysis. This includes adding personnel to build a diverse team that consists of audience research specialists, social scientists, coders with a machine learning background, and developers, as well as new analytical tools that have access to a broad range of data sources such as foreign and domestic social media platforms and sources of online news.

As an initial step to integrating data analysis into the bureau's communications cycles, IIP Analytics has designated a liaison to each IIP communications effort and platform. Collectively they provide expertise that can assist with researching audiences for digital communications, optimizing the messaging and content of a campaign or platform, and measuring audience response to communications. This includes the bureau's newly organized campaign teams, the new digital platform ShareAmerica, and the embassy website modernization effort. The focus of this team has been to inform decision making regarding IIP products, programs, and platforms, but they will begin to expand collaboration in FY 2016 with a series of virtual analytics sessions to engage interested colleagues throughout the Department, raising awareness of what's possible with social media analytics, answering analytics related questions, and gauging the level of demand for analytics services as well as what kind of data is found to be most useful to PD practitioners across the globe.

The Analytics team has created a database to capture all State department social media communications, which allows it to answer questions about social media content and performance across the PD community in a way that previously was not possible. While this nascent effort continues to be refined, it has begun the process of giving practitioners direct access to the data underpinning their digital communications. The Analytics team is making strides with some of these new initiatives, however they continue to face tough challenges in recruiting high-demand skills through the complicated government hiring process. As a temporary solution, Analytics worked with the 18F office in the General Services Administration (GSA) to bring on short term consulting and developer expertise. As the team is able to add more full-time staff with key skill sets, new applications can be built on this initial foundational effort to provide the PD community access to the data underpinning the Department's digital communications.

As referenced earlier in the report, this team also faces limitations to its social media analytics work posed by the Privacy Act of 1974. Currently, the team cannot conduct analysis of public social media communications at the user level, which prevents them from providing PD practitioners an understanding of the most influential voices in online conversations.

PUBLIC AFFAIRS (PA) BUREAU EVALUATION PROGRESS

There is currently no central monitoring and evaluation team within the PA bureau, although several offices track traditional and social media for planning purposes. There is no lack of daily media monitoring throughout the bureau, and it also has a Rapid Response Unit that completes daily content analysis on global media trends and advises on how to respond. The only office within PA that has a designated analytics capacity is the Office of Digital Engagement (ODE). ODE uses a variety of commercial tools (e.g., Google Analytics or Brightcove) to assess how much online attention its messaging on social media receives. ODE feeds this data to PA leadership in weekly and monthly reports to assess the efficiency of messaging and improve future work. (Note: ODE focuses on the department's primary social media accounts, while the majority of the department's social media properties are maintained and tracked outside of Washington by embassy staff). ODE also evaluates different tactics for spreading information through social media.

ACPD worked with the PA Bureau in 2015 to examine how to best conduct audience research, analytics and evaluations, while incorporating it into their strategic planning. This resulted in PA's adoption of the ABCDE model (developed as part of the Foreign Service Institute's (FSI) Marketing College) which emphasizes front-end research, analysis of audience (A), their desired behavior (B), messaging content (C), message delivery (D), and evaluation (E) for the bureau. Efforts to provide consistent strategies and a common language to define realistic goals and objectives across bureaus are critical to developing impactful and measurable programming. We look forward to PA's continued progress in this area.

BROADCASTING BOARD OF GOVERNORS (BBG) EVALUATION PROGRESS

The Office of Strategy and Development and the Office of Performance Review, together with the newly established Office of Research and Assessment (ORA), seek to understand audiences and impact by measuring the efficacy of BBG programming in achieving their objectives in the target countries within which they operate. Specifically, BBG research measures effectiveness in terms of audience size, program quality and reliability, whether or not programming increases the audience's understanding of current events and American society and policies, whether audiences share the information with others, whether the information provided helps people to form opinions on important topics, among other factors. The BBG contracts with Gallup to conduct quantitative audience and market research. Gallup focuses primarily on quantitative audience research, employing a mix of surveys, focus groups, in-depth interviews and audience panels. The BBG's deep dives on audience research in countries vital for U.S. foreign policy have been particularly valuable to

the interagency community and to outside stakeholders.

In recognition that impact is about more than only audience reach, BBG established an impact model that it started to employ in 2014. The model uses a mix of quantitative and qualitative measures to examine the effectiveness of BBG's activities to inform, engage and connect audiences, and be influential in the short-, medium- and long-term with publics, local media, and local institutions. The model informs the performance goals that support BBG's strategic objectives and the agency's overall strategic plan.

Essential to the impact model's success, however, is the quality and scale of quantitative and qualitative data. In FY 2014, \$8.800 million of the BBG's \$726.5 million budget, or 1.2 percent, went toward research and evaluation. In FY 2015, the combined budget for the Office of Performance Review and Office of Research and Assessment was \$8.533 million, or 1.15 percent of the \$742.067 million total budget.

The planned amount for FY 2016 is \$8.334 million, or 1.11 percent of the \$751.500 million budget. As the total BBG budget increases, the percentage of funds dedicated for research is decreasing. The rationale given is that the agency is cutting back on more costly quantitative polling and focusing more on qualitative interviews to give real time feedback on programming. The focus group discussions, interviews and panels are important, but it must be complemented with robust quantitative polling to understand audiences on a larger scale. Relying on general information from Gallup's global database, which is not catered to BBG's specific needs, is not an adequate replacement. We strongly encourage Congress to fund the BBG research and evaluation above its request and for BBG to increase this office's allocation toward at least 3 percent in upcoming budget requests.

Strengthening Public Diplomacy Personnel at the U.S. Department of State

*Also see: “Getting the People Part Right, Part II: The Human Resources Dimension of U.S. Public Diplomacy in 2015.” Done in partnership with Ambassador Lawrence Wohlers and the Meridian International Center. <http://www.state.gov/pdcommission/reports/>

ACPD RECOMMENDATIONS:*

*See below for a more detailed breakdown of 19 recommendations.

STRENGTHEN THE OFFICE OF POLICY, PLANNING AND RESOURCES FOR PUBLIC DIPLOMACY’S ROLE IN STRATEGY AND PROFESSIONAL DEVELOPMENT: Public Diplomacy practice at the State Department needs a functional core. R/PPR provides much guidance already in strategic planning and budgeting, but could also do so in how the department recruits, selects and advances public diplomacy professionals in both the Foreign and Civil Service. This involves supporting the development of PD officers and identifying the skill sets they will increasingly need to merge digital fluency with traditional in-person engagement.

BE MORE INVOLVED WITH RECRUITMENT AND SELECTION PROCESSES: While the Department spends roughly \$60,000 on recruitment per successful applicant, it does not recruit for PD skills, and other skills specific to cones. Recruitment should not be an exclusive activity for the Bureau of Human Resources or Diplomats in Residence, and PD leadership should actively engage in recruitment throughout the year. R/PPR should also identify questions for the written and oral exams to ensure PD skills are evaluated, and that PD officers participate on the Board of Examiners to better assess Foreign Service candidates.

IMPROVE TRAINING AND EDUCATION OF PD PROFESSIONALS: The generalist nature of the hiring process places a considerable responsibility on the training and mentoring capacities of the State Department to prepare new entrants to function effectively. Education reform begins with establishing a meaningful standard for professional competency in public diplomacy positions, working closely with the Foreign Service Institute (FSI) to support entry-level practicum and ongoing coursework for Foreign and Civil Service Officers and developing modules on public diplomacy for non-PD courses and seminars.

EXAMINE PUBLIC DIPLOMACY ADVANCEMENT AT STATE DEPARTMENT: In the last seven years, no PD-coned officer has been promoted to Career Minister or Career Ambassador, while 22 Political-coned

officers have been promoted to that level. In addition, only 4 percent of FSOs serving as Ambassadors are PD-coned, an increase from 3 percent in 2008. Yet this may change soon as 13 percent of Deputy Chiefs of Missions are PD-coned. R/PPR should continue to examine these numbers closely to identify opportunities where advancement can occur, while also exploring potential pathways for Civil Service officers working in PD to progress in their careers and contributions.

OVERVIEW

To meet the various challenges of public diplomacy today, the professionals within the State Department are our most important assets. If properly trained, resourced and empowered, they are best positioned to coordinate and give strategic coherence to U.S. government interagency efforts in the field, to shape Washington’s understanding of the foreign public environment, and to innovate effectively in a fast-changing communications era. As the QDDR explained, a major goal for the State Department is to increase agility, match the right personnel with the right tasks, and make sure that there are consistent opportunities for professional development.

The purpose of the June 2015 report, “Getting the People Part Right II: The Human Resources Dimension of Public Diplomacy in 2015,” authored by Ambassador Lawrence Wohlers and done in partnership with the Meridian International Center, focused on the human resources dimensions of U.S. public diplomacy was to examine how the Department of State can improve the effectiveness of public diplomacy by rethinking how they recruit and select public diplomats, improve their training and advancement, and strengthen their influence on policymaking. The 2015 report built from the 2008 ACPD document “Getting the People Part Right,” updating much of the data on recruitment, selection, training and advancement of PD Foreign Service Officers and PD professionals.

The 2015 report also emphasizes that the success or failure of our public diplomacy activities rests heavily on how we nurture and support PD professionals and create a leadership environment conducive to thoughtful and strategically based public diplomacy. This is especially important

as the State Department aims to recruit and retain new generations of public diplomacy professionals who come of age in an increasingly interconnected and wired world, and are eager to apply their knowledge and experience to connect with global youth on behalf of the United States. The report provided key findings in five areas and made 19 recommendations.

THE STRUGGLE TO DEFINE PUBLIC DIPLOMACY'S MISSION AND PRIORITIES

A sample of more than 50 PD professionals at the State Department revealed an underlying sense of frustration that, while PD is closer to policymaking than ever before, there is no collective understanding within the department of the mission and conduct of long-term PD and how it contributes to statecraft. There is more clarity on the public affairs function, since senior leadership is inevitably focused on short-term messaging and crises. A comprehensive and inclusive strategy-development process can mitigate the problems of blurred lines of authority for PD within the department and the multiplicity of objectives that can weaken PD effectiveness. Holistic resource support for PD officers, most feasibly based in within the Under Secretary for Public Diplomacy and Public Affairs' Office of Policy, Planning and Resources (R/PPR), is also vital to strengthening PD implementation capacity.

IMPROVED PD STRATEGIES: Create a structured but dynamic process for developing and implementing public diplomacy strategies that is rigorous, comprehensive and inclusive and is overseen and facilitated by strategic planners in R/PPR.

STRONGER R/PPR: Strengthen R/PPR as the office with a holistic oversight of the entire range of supporting resources for public diplomacy.

MODERN U.S. PUBLIC DIPLOMACY STAFFING

Today there are nearly 1,500 PD Foreign Service Officers who represent 19.5 percent of the Foreign Service. Public Diplomacy and Public Affairs is currently the fourth largest cone in the State Department, slightly smaller than the Consular and Economic cones and slightly larger than the Management cone. One-third of PD-coned officers at any given moment are not serving in PD assignments. The vast majority of PD officers presently are at entry and mid-level grades.

MANAGING HR RESOURCES: Strengthen and institutionalize R/PPR's oversight role over PD HR questions.

PROFESSIONAL DEVELOPMENT: Develop a comprehensive approach to developing in-cone expertise

at mid- and senior levels.

SETTING THE BAR: Define the PD function's personnel requirements.

BRING CIVIL SERVICE INTO THE FOLD: Define a career path for Civil Service.

RECRUITMENT AND SELECTION OF PD PROFESSIONALS

Seventy-five percent of the hires for the PD cone recently were over the age of 30, which indirectly indicates some level of professional experience. That said, it is not known whether this professional experience recruited the skills that are necessary for public diplomacy work. The Foreign Service is framed by the generalist ethos of the department that eschews recruitment based on specialized needs of each of the five cones. So while the department spends roughly \$60,000 on recruitment per successful applicant, it does not recruit for PD skills, or other skills specific to cones. Currently, only one mid-level officer is represented in the Board of Examiners process that selects officers.

FORECAST SKILLS: Identify public diplomacy-relevant skills for now and the future.

TAKE ON RECRUITING: Increase targeted recruitment for PD professionals.

EXAM REVIEW: Review the Foreign Service oral exam to add questions demonstrating PD-like skills.

PD FELLOWS IN RESIDENCE: Create a program to establish cultural, educational, or artistic Fellows in Residence.

BEX REPRESENTATION: Develop incentives and encouragement for PD officials to serve on the Board of Examiners (BEX) earlier in their careers.

TRAINING AND EDUCATION OF PD PROFESSIONALS

The generalist nature of the hiring process places a considerable responsibility on the training and mentoring capacities of the State Department to prepare new entrants to function effectively. The department, however, is not structured or resourced to ensure a significant level of training and professional education opportunities for public diplomacy assignments. The two to three weeks mandatory courses do not represent a full professional training program. FSI's Public Diplomacy Division readily admits that it has neither the resources nor the mandate to provide more comprehensive training. Civil Service Officers working in PD also have very little opportunity to receive training at FSI.

PD STANDARDS: Establish a meaningful standard for professional competency in public diplomacy positions.

UPDATED TRAINING CURRICULUM: Develop an ambitious set of goals for ensuring that all PD officers are fully acquainted with the latest thinking in the fields of marketing, cross-cultural communications, strategic planning and research.

ENTRY LEVEL TRAINING: Design a more robust practicum for entry-level officers.

PD FOR ALL STATE DEPARTMENT OFFICES: Develop modules on public diplomacy for non-PD courses and seminars, especially for training for consular, economic, political and management officers, in addition to Deputy Chiefs of Missions and Chiefs of Missions.

CIVIL SERVICE TRAINING OPPORTUNITIES: Set aside funding for Civil Service training.

RETURN EXPERTISE TO THE CONE: Encourage more mentoring for entry and mid-level officers.

PUBLIC DIPLOMACY FSO ADVANCEMENT INTO LEADERSHIP POSITIONS

Despite representing approximately one-fifth of the Foreign Service and 17 percent of the Senior Foreign Service, there are no PD-coned officers who hold the rank of Career Minister or Career Ambassador. In the last seven years, no PD-coned officer has been promoted to Career Minister or Career Ambassador, while 22 Political-coned officers have been promoted to that level. Only 4 percent of FSOs serving as Ambassadors are PD-coned, an increase from 3 percent in 2008. A positive sign for the future, however, is that 13 percent of recently selected Deputy Chiefs of Mission were PD-coned. PD is also the only cone that has no officers currently serving at the Assistant Secretary level. Those positions in the ECA, PA and IIP bureaus currently are held by political appointees. The Under Secretary for Public Diplomacy and Public Affairs has never been filled by a career FSO. While many entry- and mid-level PD officers' promotions have been rapid, HR is predicting that officers of all cones will be confronted by a period in which assignments and promotions will be much more competitive and promotions slower.

INCREASE TRAINING AS PROMOTIONS SLOW: Use the advancement slow down to increase training and build the professional knowledge foundation for PD.

CIVIL SERVICE ADVANCEMENT: Support the advancement of Civil Service Officers' advancement in their careers and contributions to public diplomacy.

Keeping American Spaces Open and Accessible to Foreign Citizens

ACPD RECOMMENDATIONS:

CONDUCT A STUDY OF THE IMPACT OF AMERICAN CENTERS, IRCS, BINATIONAL CENTERS AND AMERICAN CORNERS: A study on the value and impact of these spaces—American Centers, IRCs, Binational Centers and American Corners—for U.S. foreign policy goals, especially in the IIP-determined “top tier” spaces. The appraisals should link their efforts to mission goals and develop a research-based strategic plan for each space, identifying key publics and the public diplomacy impact objectives for each key public.

CONTINUE DIALOGUE BETWEEN PUBLIC DIPLOMACY, OFFICE OF OVERSEAS BUILDING OPERATIONS AND THE BUREAU OF DIPLOMATIC SECURITY LEADERSHIP: We are encouraged by the regular dialogue between public diplomacy leadership, the Bureau of Overseas Building Operations (OBO) and the Bureau of Diplomatic Security (DS) through the new permanent working group to address several policy, planning and funding concerns with the remaining free-standing American Centers and the IRCs. We hope that these conversations will continue to be constructive and tackle the accessibility of these spaces on a case-by-case basis.

AIM TO MAKE EXISTING IRCS OPEN AND ACCESSIBLE THROUGH A NEW POLICY: A worldwide policy for open access to IRCs that applies to all posts is necessary. This would lift “by appointment only” restrictions where they exist; create a separate security screening from the main chancery; permit unescorted access; and allow use of personal electronic devices and wireless internet access.

COMMUNICATION FROM CONGRESS: A new “Sense of Congress” from Congress would communicate to Diplomatic Security and OBO that the Secretary of State should exercise his/her waiver authority under section 606(a)(2)(B) of the Secure Embassy Construction and Counterterrorism Act of 1999 (22 U.S.C. 4865(a)(2)(B)) in order to permit these spaces to remain separate from U.S. embassies abroad and to also ensure that IRCs on U.S. embassy, consulate and annex compounds remain open and accessible. This would help to simplify co-location waiver requests at the State Department and emphasize the need for a flexible, case-by-case approach that takes into consideration the centrality of public diplomacy to fulfilling U.S. policy objectives.

American Spaces are platforms for U.S. missions to create and maintain consistent and constructive communication with people who are critical to the advancement of U.S. foreign policy. Being able to interact daily with people is essential if we are to understand and influence behavior among thought leaders, peoples and government officials. If we move away from making the openness and accessibility of these spaces a priority, we will continue to isolate ourselves and make the task of progressing our national security objectives all the more difficult. As the State Department’s QDDR also emphasized this year, managing and mitigating risk is critical for our diplomats to create these relationships and networks.

ACPD is concerned about the potential relocation to New Embassy Compounds (NECs) of 21 (of 32) American Centers in the next 10 years due to the Secure Embassy Construction and Counterterrorism Act of 1999 (SECCA), which requires all U.S. agencies in country be co-located on the embassy, consular and annex compounds. The hardening of our posts through SECCA was a logical and pragmatic response to a host of devastating attacks against U.S. embassy spaces in the 1980s and 1990s. Yet we are concerned that SECCA may be automatically and asymmetrically applied to U.S.-controlled public diplomacy platforms, American Centers and Information Resource Centers (IRCs), regardless of the characteristics of individual cases.

The 21 centers at risk are located in such urban power centers as New Delhi, Shanghai, Jerusalem and Mexico City. Our lack of public outreach in these spaces weakens our ability to fully understand and shape developments impacting U.S. national security and the international system. Of the current 715 American Spaces worldwide, just 17 percent are U.S.-controlled spaces: American Centers (32) and Information Resource Centers (87). The remaining 83 percent of them are partner spaces: Binational Centers (117) and American Corners (479). The space for maximum engagement is the free-standing, U.S.-controlled American Center. Once the American Centers move to these compounds, they transform into less accessible Information Resource Centers (IRCs). IRCs are located in more remote locations, present more restrictive environments, and attract six times fewer visitors than American Centers. While partner spaces have been important alternatives to American Centers and IRCs, their success hinges on the reliability of partners and the willingness of a host institution that publicly associates themselves with U.S. foreign policy goals.

As explained more in the International Information Programs Bureau (IIP) section of this report, the American Spaces program continues to undergo several

improvements of late to ensure that the spaces are aligned with strategic priorities; are attractive, innovative, interactive, and visibly American; and that staff (Foreign Service and Locally Employed Staff) are sufficiently trained to leverage the Space to further foreign policy goals through in-person engagement. With the support of the Regional Bureaus, they have also prioritized 60 spaces worldwide where the platforms are a particularly important public diplomacy tool for advancing priority U.S. interests. A new dashboard tracks these “tier one” spaces and supports resource allocation decisions and program evaluation. The spaces have also recently undergone two in-depth evaluations: a 2014 study on the user experience of American Centers and a 2015 study on the value of “by appointment only” IRCs. ACPD recommends a third study on the value and impact of these spaces— American Centers, IRCs, Binational Centers and American Corners— for U.S. foreign policy goals, especially in the IIP-determined “tier one” spaces. The appraisals should link their efforts to mission goals and develop a research-based strategic plan for each space, identifying key publics and the public diplomacy impact objectives for each key public.

Another advancement this year has been the establishment of a permanent working group between IIP, the Office of the Undersecretary for Public Diplomacy and Public Affairs, the Bureau of Diplomatic Security, and the State Department’s Office of Overseas Buildings Operations to coordinate long-range planning for American Spaces. This includes examining the appropriate balance between security and public diplomacy effectiveness when considering relocation of public engagement facilities into a New Embassy Compound (NEC), New Consular Compound (NCC) or New Annex Compound (NOX).

This working group will also be critical in establishing a policy for making existing IRCs open and accessible through the availability of WiFi, allowing the use of personal mobile devices, access to the space without an appointment, a dedicated visitor screening process (separate from Consular process), and unescorted visitor

access. These Open Access Principles will ensure that all American Spaces are able to perform public diplomacy in the digital age while developing in-person relationships.

In sum, ACPD believes it is imperative that we reconsider how the relocation of free-standing American Centers to U.S. embassy, consulate and annex compounds can complicate the essential goals of public diplomacy to understand, inform and engage foreign audiences to advance U.S. foreign policy. In the past 10 years, eight American Centers have shuttered. We are concerned that the closing of American Centers is now accelerating and we emphasize the need for the selective and flexible application, on a case-by-case basis, of security standards. Of course, in extreme cases where an evaluation by the State Department and the embassy determines that the threat landscape cannot support a public diplomacy space, closing them must be considered.

A signal from Congress that these spaces are essential in the right contexts would considerably bolster the reform efforts within the State Department. In 2009, a “Sense of Congress” passed the Senate Foreign Relations Committee, but it did not pass on the floor. We recommend that HFAC and SFRC include an adapted Sense of Congress in future authorizations that would clearly indicate that the Secretary of State should give favorable consideration to requests for American Centers to remain in urban locations. The waiver should communicate to Diplomatic Security and OBO that the Secretary of State should exercise his/her waiver authority under section 606(a)(2)(B) of the Secure Embassy Construction and Counterterrorism Act of 1999 (22 U.S.C. 4865(a)(2)(B)) in order to permit these spaces to remain separate from U.S. embassies abroad and to also ensure that IRCs on U.S. embassy, consulate and annex compounds remain open and accessible. This would help to simplify co-location waiver requests at the State Department and emphasize the need for a flexible, case-by-case approach that takes into consideration the centrality of public diplomacy to fulfilling U.S. missions.

Voice of America in Africa

ACPD RECOMMENDATION:

INCREASE VOA ORIGINAL, LOCAL NEWS REPORTAGE IN CRITICAL AREAS: Voice of America is the only U.S. broadcasting agency that reports across Africa (with the exception of Darfur, parts of eastern Chad and Sudan, which MBN reaches) and it has filled a critical void in the last year especially with its local reporting on the Ebola crisis, elections and political crises, and Boko Haram and al Qa'ida in the Islamic Maghreb. ACPD is encouraged by new delivery methods, affiliates and programs to expand VOA's impact in a region where just 3 percent of the population lives in countries with fully free media, according to Freedom House. This is actively advancing broad U.S. foreign policy goals in the region, while also educating African audiences about the United States. We support increases in the budget for VOA to expand its FM transmitters and to increase broadcasting in local languages, such as the Lingala language for the Democratic Republic of the Congo.

U.S. public diplomacy attention has increased on the sub-Saharan Africa region over the last five years as U.S. foreign policy toward the region has changed. Opportunity seems to be abounding in Africa. It has the top 10 fastest growing economies in the world and by 2040, the combined workforce will surpass China and India and the region will have a market of 300-500 million consumers. Sixty percent of the continent's population is under the age of 35 and Africans are more educated than ever. While in 1980, 28 percent of the population lived in cities, now 40 percent do -- and half of the population will likely live in cities by 2030. Africa also has 10 percent of the world's oil, 40 percent of the gold, 50 percent of the diamonds, 80 to 90 percent of the chromium and platinum, and 70 percent of the world's tantium. Yet just three percent of the population of sub-Saharan Africa lives in countries with fully free media, according to Freedom House.

Freedom of expression throughout Africa is severely restricted. The Middle East Broadcasting Network's (MBN) broadcasting Radio Sawa reaches pockets of sub-Saharan Africa and MBN's Afia Darfur programming can be heard throughout Darfur, other areas of Sudan, and eastern Chad. Voice of America (VOA), though, is the only international broadcasting agency that consistently covers the region, more so than the BBC and Deutsche Welle. It has an extensive reach in the continent of Africa, with 10 services in 17 languages: VOA broadcasting to Africa includes the English to Africa Service (est. 1942); French to Africa Service (French, Sango, Songhai,

and, soon, Tamachek languages est. 1960); Swahili Service (est. 1962); Portuguese to Africa Service (est. 1976); Hausa Service (est. in 1979); Horn of Africa Service (Amharic, Afan Oromoo, and Tigrigna languages est. 1982); Central Africa Service (Kirundi and Kinyarwanda languages est. 1996); Zimbabwe Service (English, Shona, and Ndebele languages est. 2003); Somali Service (est. 2007); and Bambara Service (est. 2013).

In Africa, VOA provides domestic, regional, and international news, including U.S. news and perspectives, in restrictive or underdeveloped media environments. News programs include local and international stories; features focus on health, youth, and women. Most of the services incorporate public call-in shows to engage listeners and question local political leaders, supporting the habits of democratic societies.

Fifty percent of Voice of America's combined audience worldwide is in sub-Saharan Africa. In FY14, VOA spent \$21.478 million on the region, including program delivery costs. Radio is still the primary medium on the continent, but each service's content is also available to read and, in some places, stream, via the Internet and social media, and television is becoming more pervasive, particularly in urban areas. Voice of America is increasingly seeking to improve its program delivery through FM transmitters, television, and mobile devices, and to reach more audiences through local language reporting, in such languages as Kinyarwanda, Hausa and potentially Wolof.

VOA's positive brand reputation in Africa is boosted by its partnership with 400 affiliates across the continent: 191 in English, 74 in French, 47 in Somali, 44 in Swahili, 24 in Hausa, 12 in Bambara, 5 in Kinyarwanda, and 3 in Portuguese. While VOA works mainly with traditional broadcasters, it is increasingly looking at partnering with mobile providers. Through these affiliates, VOA has become central to a network that values the international and local reporting that it can uniquely offer.

In March 2015, ACPD traveled to South Africa and Kenya, and in conversations with PAOs in central Africa, we discovered that this local reporting is fundamental to VOA's brand in the continent and is filling an otherwise dangerous void and supporting U.S. foreign policy goals to build a prosperous and democratic region that is at peace. Here are some examples of that local reporting this last year with the Ebola crisis, in addition to new and ongoing political crisis situations.

THE EBOLA CRISIS

The Ebola crisis in western Africa led VOA to create a public service partnership with the BBC in October 2014 to share television, radio, and digital content from Guinea, Sierra Leone and Liberia. Given the difficulty in reporting on the Ebola outbreak on-the-ground, this partnership helped them amplify each other's content and allow for its widest possible distribution in an effort to stop Ebola's spread through a mix of reporting and public service announcements.

BBG and VOA developed a Memorandum of Understanding and then opened lines of communication to share Ebola coverage plans and identify possible areas of collaboration. Editors in Washington and London shared coverage planning and contacts for broadcasts in English, French and Hausa. The services created joint public service announcements with the most popular anchors and hosts to show that they were united in stopping the virus.

They also conducted joint town hall events in Accra for Anglophone audiences and in Dakar for Francophone audiences, and combined their efforts to train local journalists to cover this issue, and to expand the coverage in indigenous languages. The public awareness campaign featured local artists, singers, poets and civil society leaders, in addition to President Obama, Sierra Leone First Lady Sia Nyama Koroma, and Dr. Anthony Fauci, Director of the U.S. National Institute of Allergy and Infectious Diseases, who all discussed how to protect oneself from the virus, and how to care for the sick and the dead. The campaign was delivered on radio, television, the Internet and via mobile platforms. The VOA homepage featured a section just on Ebola news coverage and public service announcements. It is estimated that this combined coverage reached an audience of 1.5 million people.

COUNTERING VIOLENT EXTREMISM & SUPPORTING DEMOCRATIC TRANSITIONS

Private radio is restricted in many parts of Africa, which makes Voice of America the last reliable sources of news and information in some areas. VOA's presence on the airwaves has been particularly crucial in times of political crisis the last two years, and in countering extremist narratives by challenging the ideology of extremist groups such as Boko Haram and al-Qa'ida in the Islamic Maghreb with narratives that strengthen democratic institutions and encourage civil society and public dialogue.

The BBG's Office of Strategy and Development (OSD) has worked to expanded radio and television broadcasts throughout the Sahel through the addition of FM transmitters and working through the hundreds of VOA affiliates in the continent. Since 2011, this has included adding BBG owned-and-operated FM stations in Bangui, Central African Republic (French and Sango); Bamako and Gao, Mali (French, Bambara, and Songhai); Juba, South Sudan (English); N'Djamena, Chad (French and Arabic); Nouakchott, Mauritania (Arabic); Dakar, Senegal (French); and Bujumbura, Burundi (Kirundi/Kinyarwanda, Swahili, and French). Currently in progress, and due to be completed using FY 2015 funds, are additional stations in Timbuktu, Mali (French, Bambara, and Songhai); Niamey, Niger (Hausa and French); Goma, Kisangani; and Lubumbashi, Democratic Republic of the Congo (French and Swahili).

Burundi: In April 2015, President Pierre Nkurunziza announced his decision to run for a third time, which violated a regional peace deal that ended the civil war in 2005 that killed 300,000 people. Protests soon broke out and the government shut down all private broadcast media in the country. To respond to this crisis, VOA added shortwave and FM broadcasts in Kirundi, Kinyarwanda,

Swahili, French, and English with an expanded call-in show, reporting from the ground, new drive-time newscasts, and additional staff in Washington D.C., where Central Africa Services originate. The newly installed FM transmitter proved to be crucial, as all of VOA's affiliate stations were taken off the air during the crisis and VOA became one of the only remaining sources of reliable news and information.

Below are some examples of VOA reporting in key countries:

South Sudan: VOA is the most influential international broadcaster in the country, especially after the shuttering of Radio Miraya. The South Sudan Project produces the 30-minute weekday program, South Sudan in Focus (SSIF), which covers news about South Sudan, the Horn of Africa and the continent in English, while also providing the U.S. perspective on international events. Editorial control of the program rests at VOA headquarters in Washington, DC. A Juba-based editor maintains a network of stringers to cover local news; has developed affiliations with local broadcast partners for the news to reach rural audiences; organizes regular journalism training workshops for SSIF staff, affiliate radio station partners, and other South Sudanese journalists; and organizes town halls open to the general public to debate issues.

Rwanda: Radio is the primary source of news and information in Rwanda and VOA is the country's only outlet for independent international news, as BBC's Kinyarwanda radio service was suspended by the Rwandan government in October 2014 and Deutsche Welle recently went off the air after losing a 50-year lease for a transmission station.

DW has announced they will be closing permanently. VOA's Kinyarwanda service broadcasts for 24 hours on one FM frequency in Kigali, and a local affiliate, City Radio FM, airs some content twice a day; VOA broadcasts in English, French and Swahili are simulcast on another Kigali-based FM frequency. Especially as the 2017 elections approach, VOA's local reportage is providing a critical service to Rwandans in providing news and information, and supporting their ongoing recovery from genocide, which was fueled by hate radio.

Nigeria: VOA is second in audience reach only to the BBC, reaching nearly one third of Nigerians who listen to VOA to learn about other parts of the world (72.4 percent) and Nigeria (71.5 percent). Local election coverage is crucial, as Gallup found that 78 percent of VOA's weekly audience say that the broadcasts help form their opinions on important issues. During coverage of the April 2015 elections, VOA Hausa and VOA English to Africa exposed voter fraud over buying and selling newly issued voter cards. Journalists from both services also traveled through the heart of the Boko Haram insurgency and provided coverage of the abduction of more than 200

schoolgirls in 2014, in addition to the ongoing impact of Boko Haram on the economy, infrastructure and people of northeastern Nigeria.

Central African Republic: The crisis in CAR, which has affected nearly 3 million people, began in early 2013 when the Séléka armed opposition alliance advanced across the country to protest then-President François Bozizé. In reaction, VOA launched two 10-minute daily broadcasts in Sango, the country's lingua franca, on its FM station in the capital, Bangui. VOA French to Africa also broadcasts on the stream, which brought local news content during morning drive hours. In addition, VOA French added stringers in the country to report on the deteriorating security situation. As in Burundi, the Bangui FM station was critical in responding to the crisis, which caused most local media to shut down temporarily. Because the Bangui FM is installed on U.S. embassy grounds, it remained secure and had a reliable power source during the height of the crisis.

WASHINGTON-DIRECTED ACTIVITIES



POLICY, PLANNING AND RESOURCES OFFICE OF THE UNDERSECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS (R/PPR)

Musician Akon and Special Advisor for Global Youth Issues Andy Rabens pose for photos with entrepreneurs during the networking and coffee break at Woman and Youth Day at the Global Entrepreneurship Summit in Nairobi, Kenya, July 24, 2015 [U.S. Embassy Nairobi Photo]

Policy, Planning and Resources Office of the Under Secretary for Public Diplomacy and Public Affairs

FY 2013 Actual - \$1.0 million; FY 2014 Actual - \$6.72 million; FY 2015 Planned - \$7.92 million; FY 2016 Request - \$7.9 million

The Office of Policy, Planning and Resources (R/PPR) was established on September 23, 2004, to “provide long-term strategic planning and performance measurement capability for public diplomacy and public affairs programs ... [and] enable the Under Secretary [for Public Diplomacy and Public Affairs] to better advise on the allocation of public diplomacy and public affairs resources, to focus those resources on the most urgent national security objectives, and to provide realistic measurement of public diplomacy and public affairs effectiveness.” Specifically, the office’s core functions are to:

- develop strategic plans and tools that determine how best public diplomacy can support foreign policy goals;
- resource strategic plans through budget and personnel decisions;
- serve as a central resource and advocate for Public Diplomacy (PD) professionals;
- develop research and performance evaluation capacities that can be applied to public diplomacy functions;
- develop and support PD professionals by reviewing internal structures and hiring, training, promotions and career development processes;
- support coordination of public diplomacy strategies and activities among the Bureaus of Educational and Cultural Affairs (ECA), International Information Programs (IIP), Public Affairs (PA), and the Center for Strategic Counterterrorism Communications (CSCC), as well as with the regional and functional bureaus and within the interagency community; and
- engage external stakeholders on public diplomacy issues.

FY 2015 BUDGET

In FY 2015, the R/PPR budget was \$7.920 million. The breakdown was as follows:

Digital Outreach	\$731,200
Global Youth	\$500,000
Evaluation	\$1,591,995
Mission Activity Tracker	\$3,910,600
Other Strategic Planning Tools	\$548,381
(PDIP, PDRP, PDCC)	
Personnel Related Expenses	\$170,000
Support for Bureau Initiatives	\$467,800

FY 2014 BUDGET

In FY 2014, the R/PPR budget was \$6.720 million.¹ The breakdown was as follows:

Digital Outreach	\$34,000
Global Youth	\$0
Evaluation	\$2,003,000
Mission Activity Tracker	\$3,235,000
Other Strategic Planning Tools	\$965,976
(PDIP, PDRP, PDCC)	
Personnel Related Expenses	\$95,000
Support for Bureau Initiative	\$387,000

FUND FOR INNOVATION IN PUBLIC DIPLOMACY*

FY 2014 - \$1.2 million*; FY 2015 - N/A

Note: These funds do not come from the above R/PPR budget but are held by Budget and Planning and distributed by Budget and Planning at the discretion and direction of the Under Secretary for Public Diplomacy and Public Affairs.

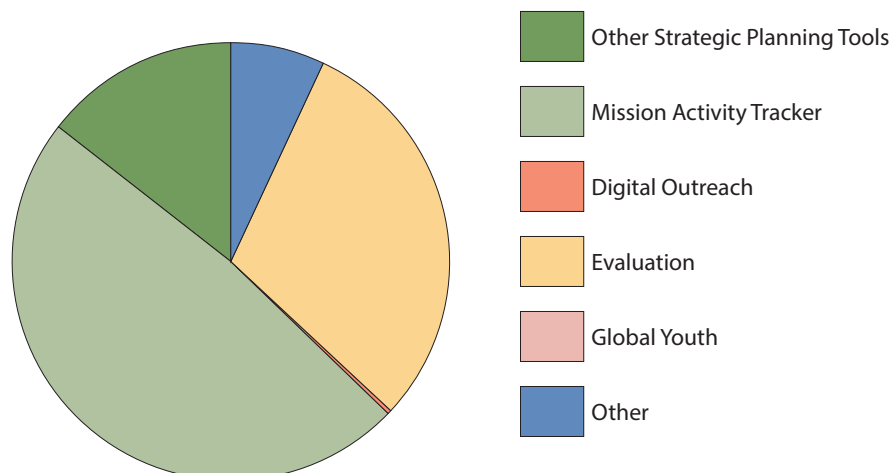
Launched in 2010, the Innovation Fund has allocated more than \$12.7 million to U.S. missions abroad to support roughly 300 pilot projects that seek to advance U.S. strategic priorities. In FY 2014, \$1.2 million was transferred to posts to cover approved Innovation Fund proposals that capitalized on various targets of opportunity. Administered through R/PPR, the funds come from the Under Secretary’s budget. Funding decisions are made on a rolling basis by a small panel of representatives from R/PPR, ECA, IIP and PA, with input from the regional bureaus’ public diplomacy offices. Funded programs have ranged from \$5,000 to \$250,000, and are accepted on a rolling basis.

The Innovation Fund seeks to encourage posts to take risks, try new approaches, and reach new audiences. Examples of Public Affairs sections (PAS) abroad that received funding in 2014 include:

- \$90,000 to PAS Accra for a TechCamp for young entrepreneurs from Benin, Burkina Faso, Cote d'Ivoire, Liberia, Nigeria, and Togo to foster and support broad-based economic growth.
- \$40,000 to PAS Podgorica to partner with the local U.S. government youth exchange alumni

¹ As explained in the 2014 report, R/PPR had a \$5.72 million increase (+85 percent) from FY 2013 to FY 2014. That year, the evaluation unit returned from IIP to R/PPR and the office assumed responsibility for the Mission Activity Tracker (MAT). The additional \$5.72 million covers the contractual costs associated with evaluation unit’s work and all those associated with the daily operation of the Mission Activity Tracker (MAT).

R/PPR FY14 Actual Expenditures



organization and U.S. storytelling organization The Moth to host student storytelling workshops in Montenegro on ethics issues and promote these stories in schools around Montenegro.

- \$57,000 to PAS Taiwan to establish a Virtual Reality Youth Club under the Virtual American Interests Taiwan (AIT) World platform. The club attracts and engages Taiwan youth using interactive and visual elements to help them better understand the United States and strengthen a new generation's ability to reach across borders to share experiences and solve problems.
- \$21,000 to PAS Rabat to develop a "fact checker" website, roughly analogous to regular features in the Washington Post and other U.S. media outlets, for public statements by Moroccan politicians.
- \$89,000 to PAS Katmandu for a Nepal Leadership Lab, which supported a partnership between the government of Nepal, Harvard's Kennedy School of Government, and the private sector to develop a leadership curriculum based on Nepal's social, cultural and political context; offer practical leadership training to key government officials and young innovators; foster a youth innovation network; and facilitate collaborative high-impact projects.
- \$46,000 to PAS San Jose for a partnership with Duo Lingo to develop and test a methodology to help teachers incorporate this powerful tool into the classroom as a complement to traditional teaching methods.

STRATEGIC PLANNING TOOLS

FY 2014 Actual - \$965,976; FY 2015 Planned - \$548,381*

Note: These figures account for all of the below tools except for MAT, which has a separate budget line.

The PD Strategic Planning Cycle uses a suite of tools to link the work of embassy Public Affairs Sections (PAS) to foreign policy objectives. The tools are designed to promote planning, implementation, evaluation, and accounting on an annual cycle. Together, the tools compile data about the public diplomacy operating environment, activities, and the primary State Department objectives and themes being addressed. They give Public Affairs Officers (PAOs) an overview of the financial and personnel resources, engagement platforms, and management tools.

The tools include: the Public Diplomacy Implementation Plan (PDIP), an annual plan of PD activities based on an embassy's Integrated Country Strategy (ICS); the PD Country Context (PDCC), a snapshot of the local cultural, political, and economic environment; the Mission Activity Tracker (MAT), which aims to account for all foreign public engagement activities at post; the PD Resource Profile (PDRP), a comprehensive overview of budgeting, spending and activities; and the Public Diplomacy Resource Allocation Module (PD-RAM), is a standardized financial planning tool provided by the Bureau of the Comptroller and Global Financial Services (CGFS) that helps the department's top managers assess the connection between PD budgets and strategic goals. Collectively, these tools aim to provide a consistent and logical progression from research and annual planning to activity tracking and evaluation.

Public Diplomacy Implementation Plan (PDIP):

The Public Diplomacy Implementation Plan (PDIP) is an annual strategic planning tool for posts to link public diplomacy audiences, programs, and activities with

Integrated Country Strategy (ICS) goals and objectives at every post. It is meant to help Public Affairs Sections plan and track their educational, cultural, public, and media engagement programs and activities to advance foreign policy goals. It also helps each mission integrate into the State Department's multi-year planning processes. After a pilot phase, PDIP rolled out to all missions via a cloud-hosted system in FY 2015. It is a living document that is meant to be updated periodically to reflect significant changes.

Public Diplomacy Country Context (PDCC): The Public Diplomacy Country Context (PDCC) is a triennial document designed to give interested stakeholders an immediate understanding of the societal, political, economic, and cultural environments that exist within a country. Together the PDIP and PDCC serve to inform policy-making and ensure that PD resources are deployed in line with current priorities.

The Public Diplomacy Resource Profile (PDRP):

The Public Diplomacy Resource Profile (PDRP), is an online "dashboard" overview of all PD resources that PAOS oversee or directly manage. It provides public diplomacy managers a regularly updated snapshot of how each public diplomacy post is using the full range of its resources—financial, human, program, and physical spaces—to support the mission's public engagement objectives. The PDRP provides access to annual public diplomacy resource information not previously available in one place. It is intended as a baseline reference for planning public diplomacy activities and projecting budgets for the coming year. The PDRP should provide particularly useful insight for the preparation of the Public Diplomacy Implementation Plan and the PD Resource Allocation Module (PD-RAM). R/PPR will soon be adding in data to demonstrate how the post is using its grants, giving managers the basis to further analyze human resource requirements. It will also house PDRP data in a fully searchable database, which will allow managers to compare data across regions and categories and vastly improve the utility of the PDRP for managerial analysis and data-informed decision-making.

Public Diplomacy Resource Allocation Module (PD-RAM)

The Public Diplomacy Resource Allocation Module (PD-RAM) is a standardized financial planning tool provided by the Bureau of the Comptroller and Global Financial Services (CGFS) and the Office of Policy, Planning and Resources (R/PPR) to Public Affairs Officers (PAO) and Financial Management Officers (FMO) worldwide. PD-RAM offers the means to plan, track, and report on the resources devoted to Public Diplomacy programs conducted overseas. PD-RAM is a tool that enables posts and bureaus to budget PD resources by program type and strategic themes and then track actual expenditures using those same categories. In addition to helping the

department's top managers assess the connection between PD budgets and strategic goals, the tool makes it easier for field PAOs and FMOs to manage and evaluate PD program expenditures.

Overseas Staffing Model Category (OSM) – Updating Public Diplomacy Component:

Overseas Staffing Model categories are used by the department to determine the relative importance and staffing requirements of overseas diplomatic missions. Over the past year, R/PPR has completed a comprehensive review of the criteria the OSM review process uses to analyze public diplomacy operations. Significant changes, incorporated into this year's review, include clarity about the baseline services public diplomacy will provide an embassy in each category and, most significantly, specific criteria that would require and justify a different level of public diplomacy resource investment than would typically be associated with embassies in a specific category.

MISSION ACTIVITY TRACKER (MAT)

FY 2014 Actual - \$3.235 million; FY15 Planned - \$3.912 million

Launched on October 1, 2007, the Mission Activity Tracker (MAT) is a performance management tool designed to track and measure Public Diplomacy activities in the field. MAT is the platform for embassy Public Affairs Sections to gather data, measure performance, and illustrate the diversity of public diplomacy activities worldwide. MAT also serves as a source of data for department managers (OIG, regional PD desk officers, and others). Over the course of its existence, the MAT has gone through several upgrades. In 2014, R/PPR began a complete redesign of the MAT, focusing on improving the user experience and capturing better data. Select posts and Washington offices began beta-testing the new MAT in late spring, and their feedback will inform the ongoing project. The update has strived to better connect MAT data with larger foreign policy strategic objectives and local mission goals and to help public diplomacy officers better operate in the field. Specifically, the new MAT will link activities to mission goals established by the post's Integrated Country Strategy (ICS), which represents the Country Team's objectives and informs the Public Diplomacy Implementation Plan (PDIP).

FUNCTIONAL BUREAU PD STRATEGY: In 2015, R/PPR launched the public diplomacy strategic planning process for functional bureaus that would like to work with posts to implement PD initiatives in support of specific U.S. foreign policy goals. The functional bureaus, in consultation with regional bureaus, developed plans identifying specific audiences, programs and budget levels. This initiative strengthens the ability of public diplomacy to support the Quadrennial Diplomacy and Development Review (QDDR) and foreign policy imperatives.

RESEARCH AND EVALUATION

FY 2014 Actual - \$2.003 million; FY 2015 Planned - \$1.592 million

The Office of Policy, Planning, and Resources (R/PPR) is in the process of responding to recommendations from the U.S. Advisory Commission on Public Diplomacy (ACPD), Government Accountability Office (GAO), the Office of Management and Budget (OMB), and an R/PPR internal management review by expanding two functions focused on public diplomacy research and evaluation.

R/PPR will build on the existing Evaluation and Measurement Unit (R/PPR/EMU) and expand its capacity to conduct evaluations of major public diplomacy initiatives, particularly those involving more than one bureau or post. It is also working to build a cycle of PD program design, monitoring, and evaluation. In addition to conducting its own evaluations, the EMU will consult and advise on R-family bureau evaluations to ensure they are designed and implemented in accordance with departmental policies, procedures and evaluation best practices. EMU will also provide information on evaluation outcomes to State offices, OMB, Congress and provide guidance to PAOs, both at post and in Washington, on evaluation policy, procedures and reporting.

Additionally, R/PPR is expanding its research capabilities, focused on arming PAOs with the same type of research used by political, information, product marketing, and other communications campaigns. This research will aim to be actionable and provide concrete, tactical guidance on audience targeting (segmentation), messaging, media and platforms. It will also employ a variety of research techniques (e.g., surveys; focus groups; in-depth interviews; social network analyses; ethnography). The research provided to PAS abroad will include both original and secondary research conducted by other agencies and institutions and curated by the unit. EMU professionals will work directly with PAOs, helping them integrate research into the department's strategic planning tools (e.g., PDIPs; ICSs.) and translate it into field action.

DIGITAL DIPLOMACY

FY 2014 Actual - \$731,200; FY 2015 Planned - \$34,000

Digital engagement is a core public diplomacy priority. R/PPR is building a Digital Diplomacy Unit to strengthen public diplomacy and the department's ability

to strategically and appropriately deploy digital technologies for communications and programmatic purposes. The unit's primary goal is to enable cross-organizational collaboration networks and standard operating procedures that help facilitate the rapid and comprehensive development, deployment, and measurement of multimedia content via the State Department's numerous social media channels worldwide. In addition to supporting infrastructure for global messaging online, the unit is working to identify, aggregate, and articulate opportunities and challenges facing the department's evolving use of digital media, especially in the field.

While the public diplomacy bureaus play a leading role in the use of digital engagement, the vast majority of State Department social media accounts are maintained and administered by overseas posts and tracked by digital media coordinators within the regional bureaus' PD offices. These positions, established and funded by the Under Secretary for Public Diplomacy and Public Affairs, serve as key points of contact for overseas digital media practitioners and as conduits of information between Washington and the field for coordinating digital campaigns.

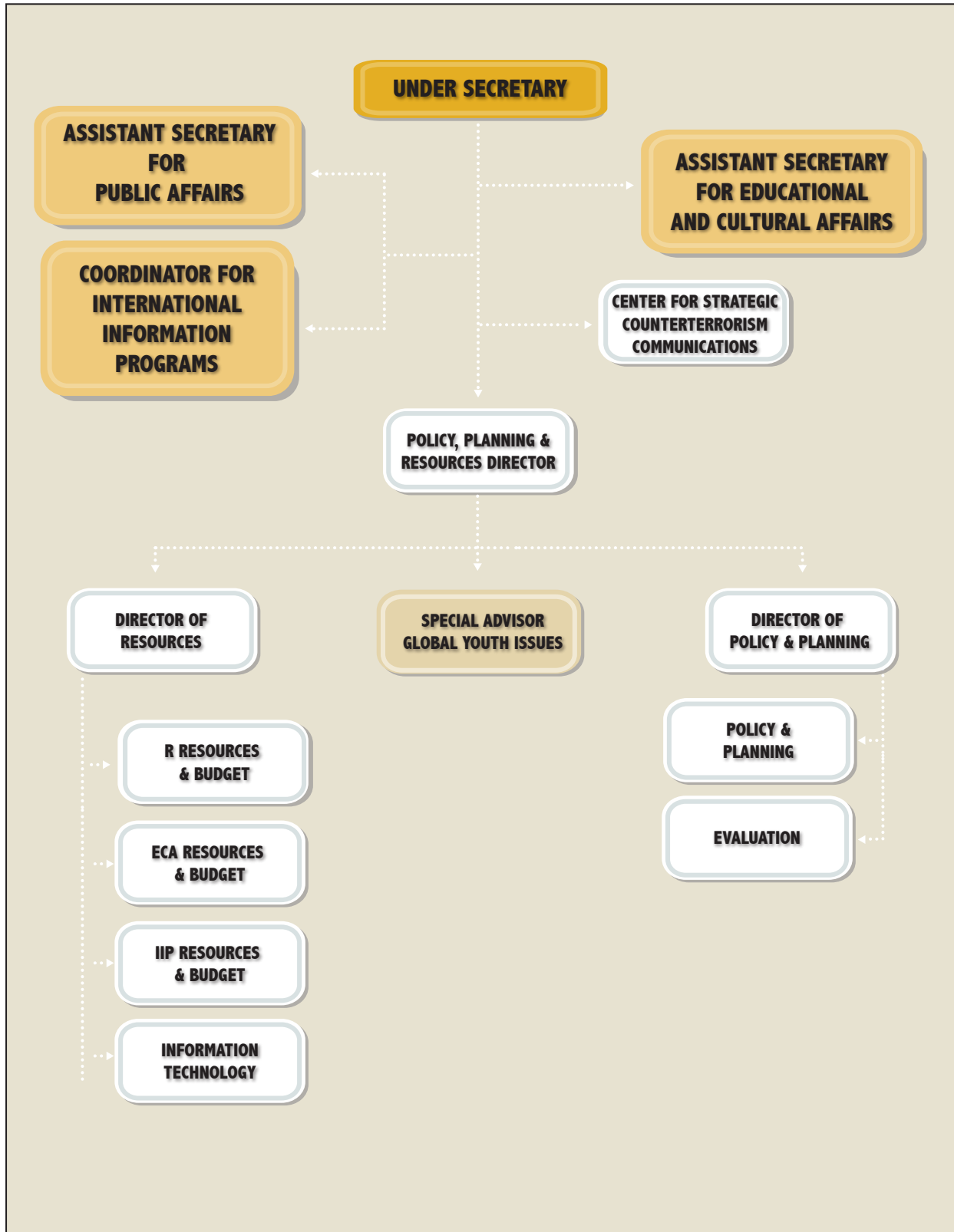
At present, R/PPR, IIP, and the regional bureaus' PD offices are leading the development of an enterprise-grade software system that is being deployed worldwide to manage the State Department's entire social media presence and collect and measure social media output and engagement. By April 2015, the worldwide deployment of the tool had reached nearly 500 practitioners across all posts in East Asia and the Pacific, Europe and Eurasia, South and Central Asia and the Western Hemisphere, as well as the multilateral missions to the United Nations and various policy-focused functional bureaus in the department, including the Bureaus of Consular Affairs (CA) and Democracy, Human Rights, and Labor (DRL).

SPECIAL ADVISOR FOR GLOBAL YOUTH ISSUES

FY 2014 Actual - \$0; FY2015 Planned - \$500,000

Youth engagement is a core public diplomacy (PD) priority. The Special Advisor for Global Youth Issues was transferred in 2014 from the Under Secretary for Civilian Security, Democracy and Human Rights to the Under Secretary for Public Diplomacy and Public Affairs to advocate inclusion of a youth focus in foreign policy goals, particularly through public diplomacy. The Special Advisor also identifies youth-focused opportunities to advance U.S. foreign policy through the interagency process. The Special Advisor's responsibility is mainly to convene rather than program. The incumbent, who reports to the R/PPR director, is charged with coordinating youth policy with regional and functional bureau programs to engage with young people around the world.

R/PPR ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES



BUREAU OF EDUCATIONAL AND CULTURAL PROGRAMS (ECA)

Assistant Secretaries Biswal and Ryan Chat With the Seven Summits Women from Nepal with Assistant Secretary of State for Educational and Cultural Affairs Evan Ryan looking on, right, Assistant Secretary of State for South and Central Asian Affairs Nisha Biswal speaks with seven women mountain climbers from Nepal at the U.S. Department of State in Washington, D.C., on July 17, 2014. [State Department photo/ Public Domain]

Educational and Cultural Affairs Bureau (ECA)

FY13 Actual – \$568.5 million, FY14 Actual – \$568.6 million, FY15 Planned – \$589.9 million, FY16 Request – \$623.1 million

The Bureau of Educational and Cultural Affairs (ECA) aims to build lasting partnerships for the United States around the world through people-to-people exchanges. The broad foreign policy goals ECA aims to support are, “fostering democracy and social justice by supporting human rights, civil society, transparency and accountability in governance, and the rule of law; enhancing economic prosperity by promoting entrepreneurship, equality of opportunity, and environmental sustainability; building a safer and more secure world by creating partnerships and relationships based on shared values and mutual respect.”

Its programs are guided by a Bureau Strategic Plan that is based on global engagement directives from the President and the National Security Council; the Department of State Quadrennial Diplomacy and Development Review (QDDR); and the Strategic Plan of the Undersecretary of State for Public Diplomacy. In FY 2014, ECA programs focus on:

- English-language teaching, especially for youth, to help facilitate interaction with American culture and information;
- Youth exchanges to build an early foundation for a lifetime of academic, professional, and personal engagement;
- Alumni networks for one million alumni of U.S. government exchange programs;
- Digital and social media for exchanges to maximize outreach and efficiency; and

- Rapid response mechanisms to respond flexibly to foreign policy developments and crises.

More than 50,000 people take part in ECA-funded exchange programs every year, which includes opportunities for 15,000 Americans to travel abroad. Roughly 300,000 visitors come to the U.S. on privately funded J-1 visa programs that ECA oversees. ECA supports a network of 400 EducationUSA advising centers worldwide to provide foreign students who are interested in studying in the U.S. with accurate, comprehensive, and current information about how to apply to U.S. colleges and universities. More than 840,000 international students come to study at U.S. higher education institutions each year on all types of visas. The Department of Commerce estimates that international students in the United States contributed \$27 billion to the U.S. economy in 2013, mainly from foreign students’ personal and family sources. Further, the IVLP program injects over \$60 million annually into the U.S. hospitality and airline industries through international visitors taking part in exchanges with the citizen diplomat network.

This review is separated into five sections: the Directorate of Policy, the Cultural Heritage Center, the Academics Programs Directorate, the Professional and Cultural Exchanges Directorate, and the Private Sector Exchanges Directorate.

GENDER RATIO FOR PROGRAM: ECA measures by program the gender ratio for participation. Due to the widely varying recruitment processes and audiences for the programs worldwide, there is no combined statistic for male and female participation in ECA programs. For the Fulbright program in the 2014-2015 academic year, 67 percent of the U.S. students were female and 33 percent were male, while 44 percent of the scholars were female and 56 percent were male (Note: The ratio is listed below for most programs). For the IVLP program in FY 2014, 56 percent were male and 44 percent were female; in FY 2014, 58 percent were male and 42 percent were female. Some other programs, like the Gilman Scholarship or Critical Languages Scholarship, more than 60 percent of the participants are female. In-country programs, like the ACCESS English language program, aim to reach 50 percent females and 50 percent males.

Directorate of Policy

The Directorate of Policy takes a multidisciplinary approach to ensure that ECA programs are aligned with the State Department’s foreign policy priorities, evaluates programs’ impact and effectiveness, and innovates new modes of engagement and interaction intended to enrich and sustain long-term engagement with program alumni.

OFFICE OF ALUMNI AFFAIRS

FY13 Actual – \$2.8 million, FY14 Actual – \$4.7 million, FY15 Planned – \$3.5 million, FY16 Request – \$5.5 million

The Office of Alumni Affairs, established in 2004, seeks to maximize ECA’s investment in people-to-people contact by turning individual exchanges into enduring relationships. There are more than one million ECA program alumni worldwide: 45 are current members of the

U.S. Congress and more than 385 are current and former heads of state and government. They include U.S. Senator Mitch McConnell (ACYPL, 1979); former U.S. Representative Gabrielle Giffords (Fulbright 1993); former South Korean President Kim Dae-jung (IVLP, 1965); and Bangladeshi Nobel Peace Prize recipient Muhammad Yunus (Fulbright 1965). The Division supports alumni outreach by regional bureaus and U.S. embassies through project funding, regional workshops, and knowledge management. It also engages directly with alumni to facilitate networking and projects that build on the experience gained during the exchange. Over the past decade, it has supported more than 1,200 projects involving over 420,000 international exchange alumni, such as alumni-led girls education trainings, conflict resolution workshops, outreach to underserved communities, or other activities that promote shared values with the United States. Moving forward, the office will aim for more systematic outreach of U.S. alumni, public-private partnerships that leverage private resources, and more virtual programs that extend the exchange experience.

POLICY UNIT

FY14 Actual – \$0, FY15 Planned – \$0, FY16 Request – \$0

The Policy Unit is part of ECA's efforts to link programs closely to foreign policy goals and to provide flexible rapid response to international developments. The unit regularly convenes "Policy Dialogues" that give ECA program offices opportunities to engage with working-level policymakers and decision-makers elsewhere in the State Department or in the interagency community, to deepen their understanding of the policy challenges facing the United States and the Department, and to explore how exchanges can be a relevant and effective tool on any given issue. The Policy Unit is a mini think-tank serving the ECA front office, exploring strategies for using exchanges as a policy tool and providing analysis and responsiveness to requests and inquiries from interagency partners and Congress. It also works with the Evaluation Unit to identify questions and issues that would be useful topics for evaluation and to incorporate the results of evaluation into future programming and program creation.

EVALUATION UNIT

FY13 Actual – \$1.32 million, FY14 Actual – \$1.22 million, FY15 Planned – \$1.25 million, FY16 Request – \$1.50 million

Existing since 1999, the purpose of the unit is to understand performance management of various ECA programs and to assess the long-term impact of select programs through evaluations. The types of engagement measured include the short-term International Visitor Leadership Program (IVLP) and longer exchanges, such as various programs under Fulbright and the Youth Exchange and Study Programs. They do so mainly through short-term studies via the ECA Performance Measurement Initiative, which has included, over the last 15 years, 60,000 to

70,000 respondents who were surveyed before and after their U.S.-sponsored programs. The ECA evaluation unit also commissions roughly three long-term evaluations per year on select programs, which the ECA leadership requests. These evaluations look at programs that are relatively new, those that relate to a particular area of foreign policy and those that are priorities for the Under Secretary for Public Diplomacy and Public Affairs. The evaluations rely on surveys, interviews, focus groups, and document analysis. The ECA's Evaluation Unit's \$1.3 million expenditures in fiscal year 2013 made up less than .25 percent of the bureau's programs budget. It will have even less funds in FY15.

ECA COLLABORATORY

FY14 Actual – \$0, FY15 Planned – \$0; FY16 Request – \$0.398 million

The Collaboratory designs, pilots, and spreads new ways for furthering educational and cultural diplomacy. Its work includes developing new programmatic tools for the Department (like the MOOC Camp initiative), cultivating best practices for the use of technology in exchanges, and coordinating major initiatives (like Education Diplomacy). The Collaboratory also works to advance new work methods, like human-centered design, that allow State Department teams to better perform in today's networked world.

MOOC Camps (2013): MOOC Camps are facilitated discussions using Massive Open Online Courses (MOOCs), OpenCourseWare, and other free online courses. They are hosted at U.S. embassies, consulates, American Spaces, and other public spaces around the world. Facilitated discussions are led by alumni who have participated in U.S. government exchange programs, such as the Fulbright program, and U.S. embassy staff, who are familiar with the course materials and volunteer their time. Subjects range from entrepreneurship and college writing to science and technology, depending on priorities identified by posts. ECA works with Coursera, edX, and other course providers to ensure the program's on-going success.

FY14 Participants: 4,000

FY14 Cost: \$0 (FY15 – \$0; FY16 – \$0)

Virtual Exchange Pilots (2013): A small number of virtual exchange pilot programs aim to demonstrate models for reaching new audiences and extending U.S. engagement with predominantly young, non-elite audiences around the globe. Past programs include "Mission Mars: Virtual Field Trip" with NASA and an entirely virtual IVLP program coordinated with the IVLP office and Embassy Reykjavik. Currently, the Collaboratory is working on a student-centered approach to countering violent extremism, called "Peer to Peer (P2P): Challenging Extremism," with partners from the Department

of Defense and the firm Edventure Partners. Looking ahead, ECA would like to consolidate this pilot process by creating a small Virtual Exchange Innovation Fund, which would fund embassy-driven virtual exchanges that address foreign policy priorities, including entrepreneurship, civil society and

democratic values, and environmental security.

FY14 Participants: Approximately 22,050

FY14 Cost: \$0 (FY155 - \$0; FY16 Requested - \$0)

FY14 Cost per participant: N/A

CULTURAL HERITAGE CENTER

The Cultural Heritage Center supports the protection and preservation of cultural heritage and serves as a center of expertise on global cultural heritage protection issues. It administers the Cultural Property Protection Program, the Cultural Property Advisory Committee (11 private citizens appointed by the President who recommend agreements and have ongoing review responsibility), the U.S. Ambassadors Fund for Cultural Preservation, the Iraq and Syria Cultural Heritage Initiatives, and other special programs.

ADMINISTRATION OF CULTURAL PROPERTY TREATIES WITH FOREIGN GOVERNMENTS

Program Length: Year-long

Geographic Reach: 15 countries (cultural property agreements), with special legislation for Iraq

FY 2014 Actual: \$128,000.00	# of Projects: ~10	Cost per: \$12,800.00
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FY 2015 Planned: \$130,000.00	# of Projects: ~10	Cost per: \$13,000.00
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FY 2016 Request: \$130,000.00		
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Description: The Center administers the State Department's treaty responsibilities for the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property as enabled by U.S. domestic law. Through this process, the United States may enter into agreements with other countries to impose U.S. import restrictions on archaeological or ethnological material when pillage of such materials places a nation's cultural heritage in jeopardy. These agreements also promote long term safeguards for protecting cultural heritage, in addition to promoting international access to cultural property for educational, scientific, and cultural purposes.

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

Program Length: Year-long

Geographic Reach: 123 U.S. Embassies are able to participate.

FY 2013 Actual: \$3,887,400.00	# of Projects: 62	Cost per: \$62,700.00
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FY 2014 Actual: \$5,750,000.00	# of Projects: 62	Cost per: \$92,741.94
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FY 2015 Planned: \$5,750,000.00	# of Projects: 62	Cost per: \$92,741.94
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FY 2016 Request: \$5,750,000.00		
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Description: The U.S. Ambassadors Fund for Cultural Preservation awards grants through U.S. embassies for the preservation of cultural heritage of developing countries.

CULTURAL ANTIQUITIES TASK FORCE (CATF) (EST. 2004)

Program Length: Year-long

Geographic Reach: Global

FY 2014 Actual: \$995,000.00	# of Workshops: ~10	Cost per: \$99,500.00
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FY 2015 Planned: \$1,000,000.00	# of Workshops: ~10	Cost per: \$100,000.00
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FY 2016 Request: \$1,000,000.00		
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Description: The Cultural Antiquities Task Force (CATF) addresses the worldwide problem of damage to and looting of cultural heritage sites through projects that bolster law enforcement efforts to combat illicit trafficking. It was created by P.L.108-199. There are 10-30 participants per workshop.

IRAQI INSTITUTE FOR THE CONSERVATION OF ANTIQUITIES AND HERITAGE (EST. 2009)

Program Length: Year-long

Geographic Reach: Iraq

FY 2014 Actual: \$174,000 ECA; \$700,000 NEA

of Participants: 40

Cost per: \$21,850.00

FY 2015 Planned: \$500,000.00

of Participants: 40

Cost per: \$12,500.00

FY 2016 Request: N/A

Description: The Iraqi Institute for the Conservation of Antiquities and Heritage provides Iraqi heritage practitioners with modern education in the preservation of museum collections, historic architecture, and archaeological sites. Since 2009, nearly 200 practitioners from Iraq have attended the U.S.-sponsored programs. It is funded by the Department of State and private donors, and is implemented by a consortium of leading U.S. preservation institutions.

FUTURE OF BABYLON PROJECT (EST. 2009)

Program Length: Year-long

Geographic Reach: Iraq

FY 2009 - 2014 Cumulative Funding: \$3,667,000.00

of Participants: 40

Cost per: \$15,279.17

FY 2015 New Funding: \$500,000 (NEA funds)

FY 2016 Request: N/A

Description: The Future of Babylon Project develops a sustainable site management plan for long-term preservation of the ancient site of Babylon and undertaking stabilization and preservation of ancient structures at risk. It is implemented by a leading international preservation organization in collaboration with the Iraqi antiquities authority.

HERITAGE AT RISK (EST. 2013)

Program Length: Year-long

Geographic Reach: Global

FY 2013 Actual: \$147,000.00

of Projects: 11

Cost per: \$13,363.64

FY 2014 Actual: \$115,820.00

of Projects: 11

Cost per: \$10,529.00

FY 2015 Planned: \$115,820.00

FY 2016 Request: N/A

Description: Heritage at Risk undertakes the ECA's mandated responsibilities to coordinate the assessment, protection, and preservation of cultural heritage, including museums, archives, and archaeological resources in situations of natural or manmade disasters. It coordinates the Department's response among the relevant U.S. embassies, its geographic and functional bureaus, and executive branch agencies to ensure U.S. government actions mitigate risk and damage to irreplaceable cultural heritage.

PLANNING FOR SAFEGUARDING HERITAGE SITES IN SYRIA AND IRAQ (EST. 2014)

Program Length: Year-long

Geographic Reach: Syria, Iraq

FY 2014 Actual: \$756,000.00 (NEA Funding)

of Participants: 23

FY 2015 Planned: \$750,000.00

of Participants: 45

Cost per: \$33,333.33

FY 2016 Request: N/A

Description: Planning for Safeguarding Heritage Sites in Syria and Iraq develops comprehensive documentation of the current condition and future preservation needs of cultural heritage sites in Syria and Iraq, and develops plans to make recommendations for short- and long-term preservation efforts, which could be undertaken as separate projects when conditions and funding permit. This project is a collaboration between the Cultural Heritage Center and Bureau of Near Eastern Affairs, with subject matter expertise provided by CHC and funding provided by NEA.

Academic Programs Directorate

ECA's academic programs connect students, scholars, teachers and professionals who, through participation in academic exchanges, increase their knowledge of their field and of another society; share the intellectual vitality and cultures of their own societies with peers and students; and develop their abilities to collaborate internationally to address shared concerns such as climate change, public health and many others. ECA also promotes and provides information about study in the United States by foreign students and encourages Americans to study abroad.

The directorate's English-language programming seeks to improve students' English language skills, contributing to greater mutual understanding, education and economic opportunities, and give individuals the skills to study in the United States. Through teaching materials, students gain insights into U.S. culture and values, and an emphasis on active learning and critical thinking. There was a small rise in English-language education funding for ECA in the last year.

FULBRIGHT PROGRAM

Program Length: Academic Year

Avg. Cost per Day: ~\$85.69 (2014)

Geographic Reach: Global. The program does not exist in countries where the U.S. does not have diplomatic representation (i.e. Cuba, Iran, North Korea, Syria), or is represented via an embassy in another country (i.e. Bhutan, Somalia).

Female/Male Split: 51%/49%

FY 2013 Actual: \$185,300,000.00	# of Participants: 8,000	Cost per: \$23,162.50
FY 2014 Actual: \$185,100,000.00	# of Participants: 8,000	Cost per: \$23,137.50
FY 2015 Planned: \$184,600,000.00	# of Participants: 8,000	Cost per: \$23,075.00
FY 2016 Request: \$184,600,000.00		

Description: Created in 1946, the Fulbright Program is the flagship academic exchange program sponsored by the U.S. government. The program and its 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 mutual understanding. The program generally does not exist in countries where the U.S. does not have diplomatic representation or presence (i.e. Cuba, Iran, North Korea, Syria), or is represented via an embassy in another country (i.e. Somalia).

The J. William Fulbright Scholarship Board is charged by legislation with supervising the Fulbright program and selecting participants for the program. To do so the Board sets the policies that govern the selection process and management of the worldwide program, including review of all hyphenated grants and major program partnerships, and review of all slates of candidates including final participants and possible alternates.

The Fulbright Program receives foreign government contributions and significant cost share from universities and the private sector that equal 40 percent of the program budget. More than 30 governments contribute the same or more than the U.S. government to support Fulbright programs.

In FY 2014, there were roughly 8,000 participants divided into four primary Fulbright Program components:

1. U.S. Students
2. U.S. Scholars
3. Foreign Students
4. Visiting Scholars

There are also a number of programs and activities that fall under the Fulbright budget line that target select populations, such as teachers and professionals. The programs are explained below.

Co-Branded Fulbright Programs: The co-branded Fulbright programs are one way in which the Fulbright program leverages private sector support to extend the program's impact. Partners of the co-branded programs are selected to leverage other funding and expertise and to strategically increase recruitment and outreach to new audiences with partners who have a shared mission consistent with the Fulbright Program's goals.

Fulbright Students & Scholars Combined - Data by Region

Fulbright Grants	NEA	SCA	AF	WHA	EUR	EAP
Foreign Nationals						
AY2012-2013	321	640	211	921	1,140	854
AY2013-2014	329	574	245	1,040	1,122	761
U.S. Students and Scholars						
AY2012-2013	137	279	188	423	1,255	690
AY2013-2014	116	265	198	611	1,277	747
Foreign Nationals						
AY 1946-2013	10,853	11,758	11,558	35,863	131,316	28,660
AY 1946-2014	11,182	12,332	11,803	36,903	132,438	29,421
US Students and Scholars						
AY1946-2013	5,230	5,852	5,145	14,549	81,459	15,685
AY1946-2014	5,346	6,117	5,343	16,160	82,736	16,432

U.S. Participant Programs

FULBRIGHT U.S. STUDENT PROGRAM (EST. 1946)

Program Length: 6 Months - 1 Year

Avg. Cost per Day: ~\$80.37 (2014)

Geographic Reach: Global. The program generally does not exist in countries where the U.S. does not have diplomatic representation or presence (i.e. Cuba, Iran, North Korea, Syria), or is represented via an embassy in another country (i.e. Somalia).

Female/Male Split: 67%/33%

FY 2013 Actual: \$43,400,000.00

of Participants: 1,882

Cost per: \$23,060.57

FY 2014 Actual: \$43,400,000.00

of Participants: ~2,000

Cost per: ~\$23,000

FY 2015 Planned: \$43,400,000.00

of Participants: ~2,000

Cost per: ~\$23,000

FY 2016 Request: \$43,400,000.00

Description: Fulbright U.S. Student Program, created in 1946, 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 for one academic year. The average cost per student for Fulbright U.S. Student programs in FY 2014 was approximately \$23,060 for 1,882 participants. Listed below are several special Fulbright U.S. Student program components. They are listed in chronological order, depending on when they were established. Four of the programs were established between 2007 and 2014.

- ♦ **FULBRIGHT ENGLISH TEACHING ASSISTANT PROGRAM (ETA) (EST. 1949)**

Program Length: 9 Months

Avg. Cost per Day: ~\$77.78 (2014)

Geographic Reach: Andorra, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Bosnia-Herzegovina, Brazil, Bulgaria, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Dominican Republic, Ecuador, France, Georgia, Germany, Greece, Guatemala, Hungary, India, Indonesia, Italy, Jordan, Kazakhstan, Kenya, Kosovo, Kyrgyzstan, Laos, Latvia, Luxembourg, Macau, Macedonia, Malaysia, Malta, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, Norway, Panama, Peru, Poland, Portugal, Romania, Russia, Rwanda, Senegal, Serbia, Slovak Republic, South Africa, South Korea, Spain, Sri Lanka, Taiwan, Tajikistan, Thailand, Turkey, Ukraine, Uruguay, Venezuela, Vietnam

Female/Male Split: 71%/29%

FY 2013 Actual: \$21,735,000.00	# of Participants: 1,035	Cost per: \$21,000.00
FY 2014 Actual: \$22,554,000.00	# of Participants: 1,074	Cost per: \$21,000.00
FY 2015 Planned: \$22,500,000.00	# of Participants: ~1,000	
FY 2016 Request: N/A		

Description: Fulbright English Teaching Assistant Program (ETA) places recent U.S. college graduates as English language teaching assistants in schools or universities overseas, improving foreign students' English language abilities and knowledge of the United States while increasing their own language skills and knowledge of the host country.

- **FULBRIGHT mtvU FELLOWSHIP (EST. 2007)**

Program Length: 9 Months

Avg. Cost per Day: ~\$104.36 (2014)

Geographic Reach: All countries where there is an active Fulbright U.S. Program
Female/Male Split: 62%/38%

FY 2013 Actual: \$115,000.00	# of Participants: 5	Cost per: \$23,000.00
FY 2014 Actual: \$140,890.00	# of Participants: 5	Cost per: \$28,178.00
FY 2015 Planned: \$103,560.00	# of Participants: ~5	
FY 2016 Request: N/A		

Description: The Fulbright mtvU Fellowship provides fellowships to U.S. students to conduct research abroad for one academic year on an aspect of international musical culture. Participants share their experiences with their peers during their Fulbright year via video reports, blogs and podcasts show-cased on mtvU.

- **FULBRIGHT-FOGARTY FELLOWSHIPS IN PUBLIC HEALTH (2011 FOR STUDENTS, 2013 FOR SCHOLARS)**

Program Length: 9 Months

Avg. Cost per Day: ~\$85.19 (2014)

Geographic Reach: China, Bangladesh, Botswana, Brazil, Thailand, Kenya, Peru, Malawi, Uganda, Zambia
Female/Male Split: 50%/50%

FY 2013 Actual: \$115,000.00	# of Participants: 5	Cost per: \$23,000.00
FY 2014 Actual: \$92,000.00	# of Participants: 4	Cost per: \$23,000.00
FY 2015 Planned: \$70,000.00		
FY 2016 Request: N/A		

Description: The Fulbright-Fogarty Fellowship provides fellowships to American students and scholars for research at National Institutes of Health affiliated centers which are located in Sub-Saharan Africa, Asia, and Southern Cone Latin America.

- **J. WILLIAM FULBRIGHT-HILLARY RODHAM CLINTON FELLOWSHIP (EST. 2012)**

Program Length: 10 Months

Avg. Cost per Day: ~\$130.00 (2014)

Geographic Reach: African Union, Haiti, Peru, Burma (Myanmar), Kosovo, Samoa, Cote d'Ivoire, Malawi, Timor-Leste, Guatemala, Nepal, Ukraine
Female/Male Split: 75%/25%

FY 2013 Actual: \$1,080,000.00	# of Participants: 24	Cost per: \$45,000.00
FY 2014 Actual: \$936,000.00	# of Participants: 24	Cost per: \$39,000.00
FY 2015 Planned: \$825,000.00		
FY 2016 Request: N/A		

Description: The J. William Fulbright-Hillary Rpodham Clinton Fellowship sends American early-career professionals and doctoral students to selected countries for ten months to serve as special assistants to leaders in public policy fields in host government ministries and institutions. It supports working professionals who require a different kind of support in-country and in their positions in foreign governments in developing countries than recent college graduates doing research or teaching English.

♦ **FULBRIGHT-NATIONAL GEOGRAPHIC DIGITAL STORYTELLING FELLOWSHIP (EST. 2014)**

Program Length: 9 Months

Avg. Cost per Day: ~\$111.11 (2014)

Geographic Reach: All countries where there is an active Fulbright U.S. Program

Female/Male Split: 60%/40%

FY 2014 Actual: \$150,000.00

of Participants: 5

Cost per: \$30,000.00

FY 2015 Planned: \$157,000.00

of Participants: ~5

FY 2016 Request: N/A

Description: The Fulbright-National Geographic Digital Storytelling Fellowship provides opportunities for U.S. citizens to participate in nine months of overseas travel and digital storytelling in up to three countries on a globally significant social or environmental topic. 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.

FULBRIGHT U.S. SCHOLAR PROGRAM (EST. 1946)

Program Length: 2-12 Months

Avg. Cost per Day: ~\$190.48 (2014)

Geographic Reach: Global

Female/Male Split: 43%/57%

FY 2013 Actual: \$36,000,000.00

of Participants: 900

Cost per: ~\$40,000

FY 2014 Actual: \$36,000,000.00

of Participants: 900

Cost per: ~\$40,000

FY 2015 Planned: \$36,000,000.00

of Participants: 900

Cost per: ~\$40,000

FY 2016 Request: N/A

Description: The Fulbright U.S. Scholar Program, created in 1946, awards scholarships to U.S. scholars at the faculty and senior researcher level, and professionals, to lecture and conduct research at institutions throughout the world in a wide variety of academic disciplines for one semester or academic year. In FY 2014, it supported 900 scholars and professionals at roughly \$40,000 a person. The Specialists Program, created in 2001, is a component of the Scholar Program.

FULBRIGHT SPECIALISTS PROGRAM (EST. 2001)

Program Length: 2-6 Weeks

Avg. Cost per Day: ~\$178.57 (2014)

Geographic Reach: All countries where the U.S. Scholar program operates plus Algeria, Pakistan, Burundi, Gambia, Liberia, and Togo.

Female/Male Split: 36%/64%

FY 2013 Actual: \$2,756,754.00

of Participants: 374

Cost per: \$7,371.00

FY 2014 Actual: \$2,310,000.00

of Participants: 462

Cost per: \$5,000.00

FY 2015 Planned: \$3,100,000.00

FY 2016 Request: N/A

Description: The Fulbright Specialists Program provides grants for U.S. faculty and professionals to lecture, lead seminars or workshops, and consult with institutions abroad on educational issues for periods of two-to-six weeks, based on requests from host country institutions to posts and Fulbright commissions.

FULBRIGHT REGIONAL NETWORK FOR APPLIED RESEARCH (NEXUS) PROGRAM (EST. 2011)

Program Length: 12 Months

Avg. Cost per Day: ~\$74.34 (2014)

Geographic Reach: Antigua and Barbuda, Argentina, Aruba, Bahamas, The Barbados, Belize, Bermuda, Bolivia, Brazil, Canada, Cayman Islands, 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. Maarten, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela

Female/Male Split: 60%/40%

FY 2013 Actual: \$1,040,000.00

of Participants: 20 (U.S. & Foreign)

Cost per: \$52,000.00

FY 2014 Actual: \$550,000.00*

of Participants: 20 (U.S. & Foreign)

Cost per: \$27,500.00

*Cost shared with the Government of Brazil

FY 2015 Planned: \$0*

FY 2016 Request: N/A

*The current cohort funded with FY 14 runs through May 2016. State will recruit the next cohort in Fall 2016, and will use FY 16 funds

Description: The Fulbright Regional Network for Applied Research (NEXUS) Program provides an innovative platform for early and mid-career scholars and applied researchers from the United States and other Western Hemisphere countries to engage in collaborative thinking, analysis, problem-solving, and multi-disciplinary research. The program is for both U.S. and foreign scholars.

Foreign Participants

FULBRIGHT FOREIGN STUDENT PROGRAM (EST. 1946)

Program Length: 6 Months to 1 Year

Avg. Cost per Day: ~\$85.19 (2014)

Geographic Reach: Global

Female/Male Split: 48%/52%

FY 2013 Actual: \$92,000,000.00

of Participants: 3,929

Cost per: \$23,415.63

FY 2014 Actual: \$92,000,000.00

of Participants: ~4,000

Cost per: ~\$23,000.00

FY 2015 Planned: \$92,000,000.00

FY 2016 Request: N/A

Description: The Fulbright Foreign Student Program, created in 1946, provides scholarships to foreign graduate students, young professionals and artists to study or conduct research in the United States for one year or more. Participants in all academic fields are chosen through a competitive merit-based selection process. In FY 2014, it cost roughly \$23,000 a participant.

FULBRIGHT FOREIGN LANGUAGE TEACHING ASSISTANT (FLTA) PROGRAM (EST. 1969)

Program Length: Year-long

Avg. Cost per Day: ~\$39.02 (2014)

Geographic Reach: Afghanistan, Algeria, Argentina, Austria, Bangladesh, Belgium, Brazil, Burma, China, Colombia, Egypt, Finland, France, Germany, India, Indonesia, Iran, Iraq, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Lebanon, Libya, Mali, Malaysia, Mauritania, Mexico, Mongolia, Morocco, Nigeria, Pakistan, Palestinian Territories, Philippines, Russia, Saudi Arabia, South Africa (new in FY 2016), South Korea, Spain, Taiwan, Tajikistan, Tanzania, Thailand, Tunisia, Turkey, Uruguay, Uzbekistan, Venezuela, Vietnam, Yemen (suspended FY15)

Female/Male Split: 66%/34%

FY 2013 Actual: \$5,800,000.00

of Participants: 391

Cost per: \$14,833.76

FY 2014 Actual: \$5,868,116.00

of Participants: 412

Cost per: \$14,243.00

FY 2015 Planned: \$5,900,000.00

FY 2016 Request: N/A

Description: The Fulbright Foreign Language Teaching Assistant (FLTA) Program provides one-year fellowships to young teachers of English from abroad to assist in the teaching of their native language (such as Arabic, Chinese and many others) to American post-secondary students while taking courses in American Studies and English teaching.

FULBRIGHT VISITING SCHOLAR PROGRAM (EST. 1946)

Program Length: 9 Months

Avg. Cost per Day: ~\$111.11 (2014)

Geographic Reach: Global

Female/Male Split: 42%/58%

FY 2013 Actual: \$27,000,000.00

of Participants: 930

Cost per: ~\$29,000.00

FY 2014 Actual: \$27,000,000.00

of Participants: ~900

Cost per: ~\$30,000.00

FY 2015 Planned: \$27,000,000.00

FY 2016 Request: N/A

Description: The Fulbright Visiting Scholar Program supports foreign scholars to conduct postdoctoral research and university lecturing at U.S. institutions for an academic year or term. In FY 2014, it had 900 participants and cost roughly \$29,000 per scholar. There are multiple program components on the same budget line.

FULBRIGHT SHORT-TERM VISITING SCHOLAR PROGRAM (EST. 2010)

Program Length: 3 Months

Avg. Cost per Day: ~\$313.01 (2014)

Geographic Reach: Iraq, Lebanon, Egypt and Tunisia

Female/Male Split: 46%/54%

FY 2013 Actual: \$2,193,617.00

of Participants: 35 (Iraq), 44 (Libya)

Cost per: \$27,767.30

FY 2014 Actual: \$845,130.00

of Participants: 21 (Iraq); 9 (Lebanon)

Cost per: \$28,171.00

FY 2015 Planned: \$1,700,000.00

FY 2016 Request: N/A

Description: The Fulbright-Short-Term Visiting Scholar Program brings scholars in selected fields to U.S. institutions for approximately three months of faculty development, research, and other guided study activities designed to support them in building the capacity of universities in their home countries, and to advance their education. The program for Iraq is funded from post resources through a grant to the Council for International Exchange of Scholars (CIES). The program for Libya has been funded from the ECA budget, but was suspended last year due to closure of the U.S. embassy in Tripoli. To date, the program has sponsored 168 Iraqi scholars and 44 Libyan scholars. The inaugural program for Lebanese scholars will take place from June to September 2015 and is funded from the ECA budget.

Other Fulbright-Funded Programs

HUBERT H. HUMPHREY FELLOWSHIP PROGRAM (EST. 1978)

Program Length: Year-long

Avg. Cost per Day: ~\$206.42 (2014)

Geographic Reach: 98 Developing or Transitional Countries

FY 2013 Actual: \$11,549,853.00

of Participants: 171

Cost per: \$67,543.00

FY 2014 Actual: \$10,999,932.00

of Participants: 146

Cost per: \$75,342.00

FY 2015 Planned: \$11,000,000.00

FY 2016 Request: \$11,000,000.00

Description: Launched in 1978, the Humphrey Program, a Fulbright activity, brings professionals from developing and transitioning countries to the United States for one-year, non-degree programs on U.S. university campuses that combine graduate-level academic work with substantive professional affiliations.

STUDY OF THE U.S. INSTITUTES FOR STUDENT LEADERS AND SCHOLARS (1985 SCHOLAR, 2003 STUDENT)

Program Length: 5-6 weeks

Avg. Cost per Day: ~\$371.04 (2014)

Geographic Reach: Global, more than 100 countries worldwide

Female/Male Split: 61%/39%

FY 2013 Actual: \$7,985,250.00

of Participants: 650

Cost per: \$12,285.00

FY 2014 Actual: \$8,599,570.00

of Participants: 602

Cost per: \$14,285.00

FY 2015 Planned: \$8,600,000.00

FY 2016 Request: \$8,600,000.00

Description: The Study of the U.S. Institutes for Student Leaders and Scholars allows 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 program includes community service and leadership development and aims to strengthen curricula and improve the quality of teaching about the United States in academic institutions overseas.

GLOBAL UNDERGRADUATE EXCHANGE PROGRAM (UGRAD) (EST. 1992, REBRANDED 2002)

Program Length: 4 - 9 Months

Avg. Cost per Day: ~\$155.52 (2014)

Geographic Reach: Algeria, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Burma, Cambodia, China, Costa Rica, Dominican Republic, Egypt, El Salvador, Georgia, Guatemala, Haiti, Honduras, India, Indonesia, Israel, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Laos, Lebanon, Mauritania, Malaysia, Moldova, Mongolia, Morocco, Mozambique, Nepal, Nicaragua, Niger, Pakistan, Palestinian Territories, Panama, Paraguay, Philippines, Russia, Saudi Arabia, Serbia, South Korea, Tajikistan, Thailand, Tunisia, Turkmenistan, Ukraine, Uzbekistan, Venezuela, Vietnam, Zimbabwe

Female/Male Split: 60%/40%

FY 2013 Actual: \$8,072,006.00

of Participants: 271

Cost per: \$29,786.00

FY 2014 Actual: \$7,733,130.00

of Participants: 255

Cost per: \$30,326.00

FY 2015 Planned: \$5,575,000.00

FY 2016 Request: \$6,000,000.00

Description: The Global Undergraduate Exchange Program (UGRAD) offers scholarships for a semester or a full academic year of non-degree study in the United States to undergraduate emerging student leaders from underrepresented sectors of selected countries in different world regions. The program also includes community service and professional development activities. Figures below are for all base funded UGRAD programs Western Hemisphere, East Asia, Eurasia/Central Asia, and Near East/South Asia/Sub Saharan Africa.

TEACHER EXCHANGE PROGRAMS (EST. 1996)

Program Length: 6 Weeks - 1 Year

Geographic Reach: Global

Female/Male Split: 66%/34%

FY 2013 Actual: \$10,600,000.00

of Participants: 407

Cost per: \$26,044.23

FY 2014 Actual: \$10,600,000.00

of Participants: 370

Cost per: \$28,649.00

FY 2015 Planned: \$10,600,000.00

FY 2016 Request: \$10,600,000.00

Description: Teacher Exchange programs range from six weeks to one academic year and are focused on professional development and internationalizing the field of teaching. Teachers augment their teaching and leadership skills and develop action plans to implement what they have learned on the exchange in their home schools and communities. There is an online network for returned alumni. The first program began in 1996; two of the programs started in 2006; and two others in 2009-2010. In FY 2013, there were 407 total participants, which cost \$10.6 million. In FY 2014, the budget was \$10.6 million, and there were 370 participants. The average cost per participant in FY 2014 was \$28,649 with a range in cost by program from \$21,150 to \$56,591.

TEACHING EXCELLENCE AND ACHIEVEMENT PROGRAM (TEA) (EST. 1996)

Program Length: 6 weeks

Avg. Cost per Day: ~\$512.26 (2014)

Geographic Reach: Algeria, Argentina, Armenia, Azerbaijan, Bangladesh, Bolivia, Cambodia, Cameroon, Chile, Colombia, Costa Rica, Cote d'Ivoire, Dominican Republic, Ecuador, Egypt, El Salvador, Ethiopia, Georgia, Ghana, Guatemala, Haiti, Honduras, India, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Mali, Mongolia, Mozambique, Nepal, Nicaragua, Niger, Nigeria, Panama, Peru, Russia, Rwanda, Senegal, South Africa, Sudan, Tajikistan, Thailand, Tunisia, Turkey, Turkmenistan, Ukraine, Uzbekistan, Venezuela, Vietnam, West Bank/Gaza, Yemen, Zambia, Zimbabwe

Female/Male Split: 63%/37%

FY 2013 Actual: \$3,206,160.00

of Participants: 146

Cost per: \$21,960.00

FY 2014 Actual: \$3,227,250.00

of Participants: 150

Cost per: \$21,515.00

FY 2015 Planned: \$3,293,565.00

FY 2016 Request: N/A

Description: The Teaching Excellence and Achievement Program (TEA) brings international educators from selected countries in multiple world regions to the United States for six weeks of university-based specialized seminars in teaching methods and technology, in combination with classroom-based internships and observation.

FULBRIGHT DISTINGUISHED AWARDS IN TEACHING PROGRAM (EST. 2009)

Program Length: Academic Semester

Avg. Cost per Day: ~\$352.23 (2014)

Geographic Reach: Botswana, Finland, India, Israel, Mexico, Morocco, Netherlands, New Zealand, Palestinian Territories, Singapore, South Korea, Taiwan, United Kingdom, Vietnam

Female/Male Split: 78%/22%

FY 2013 Actual: \$1,720,736.00

of Participants: 32

Cost per: \$53,773.00

FY 2014 Actual: \$2,282,418.00

of Participants: 54

Cost per: \$42,267.00

FY 2015 Planned: \$2,167,475.00

FY 2016 Request: N/A

Description: The Fulbright Distinguished Awards in Teaching Program brings international teachers to the United States and sends U.S. teachers abroad for a semester. Based at university-level schools of education in the host country, participants complete individual inquiry projects, take courses for professional development, and lead master classes and seminars for teachers and students at the host university and local schools.

INTERNATIONAL LEADERS IN EDUCATION PROGRAM (ILEP) (EST. 2006)

Program Length: Academic Semester

Avg. Cost per Day: ~\$280.40 (2014)

Geographic Reach: Bangladesh, Brazil, Egypt, Ghana, India, Indonesia, Kenya, Malaysia, Mexico, Morocco, Philippines, Senegal, Tanzania, Uganda

Female/Male Split: 47%/53%

FY 2013 Actual: \$2,122,368.00

of Participants: 64

Cost per: \$33,162.00

FY 2014 Actual: \$2,153,472.00

of Participants: 64

Cost per: \$33,648.00

FY 2015 Planned: \$2,219,697.00

FY 2016 Request: N/A

Description: The International Leaders in Education Program (ILEP) brings international teachers from selected countries in multiple world regions to the United States for one semester of university-based graduate-level coursework including new teaching methods and technology training, combined with classroom-based internships and observation.

TEACHERS OF CRITICAL LANGUAGES PROGRAM (EST. 2006)

Program Length: 9 Months

Avg. Cost per Day: ~\$209.60 (2014)

Geographic Reach: China, Egypt, U.S.

Female/Male Split: 73%/27%

FY 2013 Actual: \$1,062,398.00

of Participants: 17

Cost per: \$62,294.00

FY 2014 Actual: \$1,245,002.00

of Participants: 22

Cost per: \$56,591.00

FY 2015 Planned: \$1,250,000.00

FY 2016 Request: N/A

Description: The Teachers of Critical Languages Program brings teachers from China and Egypt to teach Mandarin and Arabic as a foreign language at U.S. elementary and secondary schools for an academic year.

TEACHERS FOR GLOBAL CLASSROOMS PROGRAM (EST. 2010)

Program Length: 4 Months Virtually, 2-3 Weeks in Person

Geographic Reach: FY 14: Brazil, Ghana, India, Morocco, Philippines; FY 15: TBD

Female/Male Split: 77%/23%

FY 2013 Actual: \$1,591,128.00

of Participants: 72

Cost per: \$22,099.00

FY 2014 Actual: \$1,691,920.00

of Participants: 80

Cost per: \$21,149.00

FY 2015 Planned: \$1,669,263.00

FY 2016 Request: N/A

Description: The Teachers for Global Classrooms Program provides an international professional development opportunity for U.S. secondary teachers who aim to globalize teaching and learning in their U.S. classrooms and schools. Selected teachers complete a semester-long online course and workshop prior to their departure, spend two to three weeks in groups job-shadowing an international teacher in one of six host countries, and develop action plans to implement what they learned on their experience abroad in their home schools and communities.

CRITICAL LANGUAGE SCHOLARSHIP (CLS) PROGRAM (EST. 2006)

Program Length: 8-10 Weeks

Avg. Cost per Day: ~\$259.74 (2014)

Geographic Reach: Azerbaijan, Bangladesh, China, India, Indonesia, Japan, Jordan, Korea, Morocco, Oman, Russia, Tajikistan, Turkey (Countries where Arabic, Azerbaijani, Bangla, Chinese, Hindi, Indonesia, Japanese, Korean, Persian, Russian, Turkish and Urdu are spoken)

Female/Male Split: 60%/40%

FY 2013 Actual: \$9,000,000.00

of Participants: 597

Cost per: \$15,075.38

FY 2014 Actual: \$9,000,000.00

of Participants: 550

Cost per: \$16,363.64

FY 2015 Planned: \$9,000,000.00

FY 2016 Request: N/A

Description: The Critical Language Scholarship (CLS) Program provides academic instruction and structured cultural activities to increase language fluency and cultural competency for U.S. undergraduate and graduate students. Awards are offered for the study of Arabic, Azerbaijani, Bangla, Chinese, Hindi, Indonesian, Japanese, Korean, Persian, Russian, Turkish and Urdu in countries where these languages are widely spoken. The eight-to-10 week intensive summer institutes are part of a U.S. government inter-agency effort to expand dramatically the number of Americans studying and mastering critical-need foreign languages.

COMMUNITY COLLEGE INITIATIVE PROGRAM (EST. 2007)

Program Length: Year-long

Avg. Cost per Day: ~\$122.18 (2014)

Geographic Reach: Global (FY 15: Bangladesh, Brazil, Colombia, Cote d'Ivoire, Egypt, Ghana, India, Indonesia, Kenya, Pakistan, South Africa, Turkey)

Female/Male Split: 41%/59%

FY 2013 Actual: \$7,449,930.00

of Participants: 183

Cost per: \$40,710.00

FY 2014 Actual: \$9,900,000.00 (Includes ESF)

of Participants: 222

Cost per: \$44,594.59

FY 2015 Planned: \$5,900,000.00

FY 2016 Request: \$5,900,000.00

Description: 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 their leadership capabilities, and strengthen their English language proficiency. The program also provides opportunities for professional internships, service learning and community engagement activities.

COMMUNITY COLLEGE ADMINISTRATOR PROGRAM (EST. 2013)

Program Length: 6 Weeks

Avg. Cost per Day: ~\$539.68 (2014)

Geographic Reach: Indonesia, Pakistan, India, Ukraine, Brazil, Colombia, Ecuador and Peru. FY15 is Pakistan Only with ESF funds. Activity spread out over three years.

Female/Male Split: 25%/75%

FY 2013 Actual: \$500,000.00

of Participants: 20

Cost per: \$25,000.00

FY 2014 Actual: \$2,720,000.00

of Participants: 120

Cost per: \$22,666.67

FY 2015 Planned: \$460,000.00 (ESF Funds)

FY 2016 Request: \$0.00

Description: The Community College Administrator Program provides professional development opportunities to foreign administrators from technical, vocational, or community colleges and Ministry officials through a short-term exchange program to the United States. Began as a pilot initiative for Indonesian officials, teachers and administrators so they could develop a similar system of community colleges in Indonesia. In FY 2014, awards began including participants from select countries from around the world. It now operates in Indonesia, Pakistan, India, Ukraine, Brazil, Colombia, Ecuador and Peru.

SPECIAL ACADEMIC EXCHANGES

CENTER FOR CULTURAL & TECHNICAL INTERCHANGE (EAST-WEST CENTER) (EST. 1960)

Program Length: 1 Day - Doctoral Degree

Geographic Reach: Afghanistan, Australia, Bangladesh, Burma, Cambodia, China, Federated States of Micronesia, Federated States of Micronesia, Fiji, Hong Kong, India, Indonesia, Iran, Japan, Laos, Malaysia, Marshall Islands, Mongolia, Nepal, New Zealand, Pakistan, Papua New Guinea, Pakistan, Papua New Guinea, Philippines, Russia, Singapore, Solomon Islands, South Korea, Sri Lanka, Taiwan, Thailand, Tonga, United States, Vietnam

Female/Male Split: 50%/50%

FY 2013 Actual: \$15,900,251.00

of Participants: 3239

Cost per: \$4,909.00

FY 2014 Actual: \$16,699,480.00

of Participants: 4088

Cost per: \$4,085.00

FY 2015 Planned: \$16,700,000.00

FY 2016 Request: \$10,800,000.00

Description: The East-West Center is an internationally recognized education and research organization established by the U.S. Congress in 1960 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. It receives a separate annual appropriation from the U.S. Congress through ECA.

AMERICAN OVERSEAS RESEARCH CENTERS (ORCS) (EST. 1981)

Program Length: 3-6 Months

Avg. Cost per Day: ~\$131.68 (2014)

Geographic Reach: Afghanistan, Bangladesh, Cambodia, Cyprus, Egypt, India, Indonesia, Iranian Studies (located in the United States), Iraq (currently based in Amman, Jordan), Israel, Jordan, Mexico, Maghreb Countries (Algeria, Morocco, Tunisia), Mongolia, Pakistan, Palestinian Territories, Senegal, Sri Lanka, Turkey, and Yemen

Female/Male Split: 60%/40%

FY 2013 Actual: \$3,999,912.00

of Participants: 232

Cost per: \$17,241.00

FY 2014 Actual: \$3,999,825.00

of Participants: 225

Cost per: \$17,777.00

FY 2015 Planned: \$4,000,000.00

FY 2016 Request: \$4,000,000.00

Description: Through the Council of American Overseas Research Centers (CAORC), ECA provides funding for 20 of the Overseas Research Centers (ORCs). The Program allows U.S. scholars to gain experience and expertise in the study and cultures of countries where the ORCs are located.

TIBETAN SCHOLARSHIP PROGRAM (EST. 1988)

Program Length: 1-2 Years

Avg. Cost per Day: ~\$65.23 (2014)

Geographic Reach: India, Nepal

Female/Male Split: N/A

FY 2013 Actual: \$601,000.00

of Participants: 16

Cost per: \$37,562.50

FY 2014 Actual: \$535,710.00

of Participants: 15

Cost per: \$35,714.00

FY 2015 Planned: \$650,000.00

FY 2016 Request: \$500,000.00

Description: Through the Tibetan Scholarship Program, students from the Tibetan refugee communities of India and Nepal receive funding to pursue graduate degrees at U.S. institutions, primarily in fields that will contribute to more effective administrative governance of communities. Funded at \$750,000 for many years, it began to decrease in FY 2011 to \$735,000, then to \$710,000 in FY 2012, and to \$601,000 in FY 2013.

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

Program Length: 2-4 years

Avg. Cost per Day: ~\$99.32 (2014)

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

Female/Male Split: 75%/25%

FY 2013 Actual: \$435,000.00

of Participants: 4

Cost per: \$108,750.00

FY 2014 Actual: \$435,000.00

of Participants: 4

Cost per: \$108,750.00

FY 2015 Planned: \$350,000.00

FY 2016 Request: \$350,000.00

Description: 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.

VIETNAM ECONOMICS TEACHING PROGRAM/FULBRIGHT ECONOMICS TEACHING PROGRAM (EST. 1994)

Program Length: 2 years

Avg. Cost per Day: ~\$26.02 (2014)

Geographic Reach: Vietnam

Female/Male Split: N/A

FY 2013 Actual: \$1,900,000.00

of Participants: 100

Cost per: \$19,000.00

FY 2014 Actual: \$1,900,000.00

of Participants: 100

Cost per: \$19,000.00

FY 2015 Planned: \$2,500,000.00

FY 2016 Request: \$1,900,000.00

Description: The Vietnam Economics Teaching Program (also known as Fulbright Economics Teaching Program) allows Vietnamese professionals from the government and private sectors to enroll in two years of study at the Fulbright School in Vietnam and receive a Master of Arts degree in public policy or participate in a one-year program in applied economics. It was created one year before normalized relations between the United States and Vietnam.

NATIONAL CLEARINGHOUSE ON DISABILITY AND EXCHANGE (EST. 1995)

FY 2013 Actual: \$450,000.00

FY 2014 Actual: \$450,000.00

FY 2015 Planned: \$450,000.00

FY 2016 Request: \$450,000.00

Description: The National Clearinghouse on Disability and Exchange sponsors a multi-functional clearinghouse that provides information for people with disabilities regarding international exchange opportunities and gives technical assistance to international exchange organizations, colleges and universities and other organizations about how to increase the number of people with disabilities participating in their exchange programs and to enhance exchange program experiences. This is not an exchange, but a service providing information, guidance, and assistance on increasing number of participants with disabilities on exchanges.

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

Program Length: 4-5 years

Avg. Cost per Day: ~\$66.21 (2014)

Geographic Reach: Timor-Leste

Female/Male Split: N/A

FY 2013 Actual: \$435,000.00

of Participants: 3

Cost per: \$145,000.00

FY 2014 Actual: \$435,000.00

of Participants: 4

Cost per: \$108,750.00

FY 2015 Planned: \$350,000.00

FY 2016 Request: \$350,000.00

Description: 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.

BENJAMIN A. GILMAN INTERNATIONAL SCHOLARSHIP PROGRAM (EST. 2001)

Program Length: 2 weeks, 4 weeks, or 1 academic year

Geographic Reach: Participants can select destination countries that are not under a current DOS travel warning or Cuba

Female/Male Split: 69%/31%

FY 2013 Actual: \$12,100,000.00

of Participants: 2700

Cost per: \$4,481.48

FY 2014 Actual: \$12,415,530.00

of Participants: 2785

Cost per: \$4,458.00

FY 2015 Planned: \$12,500,000.00

FY 2016 Request: \$12,100,000.00

Description: The Benjamin A. Gilman International Scholarship Program provides scholarships to U.S. undergraduates with financial need for study abroad, including students from diverse ethnic backgrounds and students going to non-traditional study abroad destinations. Since 2001, it has awarded over 17,000 scholarships to U.S. undergraduate students representing more than 1,180 colleges and universities from all 50 states (plus the District of Columbia and Puerto Rico) for study in 140 countries around the world.

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

EST. Program Length: N/A

Geographic Reach: Countries with predominantly Muslim populations in the Middle East, North Africa, South Asia, Eurasia and Europe

FY 2013 Actual: \$729,000.00*

FY 2014 Actual: \$985,180.00*

FY 2015 Planned: \$979,014.00*

* from the Hollings Center Trust Fund, not ECE Budget

Description: The Center is a non-profit, non-governmental organization dedicated to fostering dialogue between the United States and countries with predominantly Muslim populations in the Middle East, North Africa, South Asia, Eurasia and Europe. Its mandate is to provide a forum for dialogue involving U.S. citizens and those from Muslim-majority countries. The Center conducts its meetings and dialogues in Istanbul. As directed by the U.S. Congress, ECA is the fiduciary agent for a trust fund set up by Congress and disburses the annual interest in the form of an annual award supporting the Center's activities. The interest and earnings as well as a percentage of the principal from the trust are allocated each year for the operations of the center.

SUMMER INSTITUTES FOR EUROPEAN STUDENT LEADERS (EST. 2006)

Program Length: 5 weeks

Avg. Cost per Day: ~\$357.14 (2014)

Geographic Reach: Austria, Belarus, Belgium, Bulgaria, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Moldova, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovak Republic, Spain, Sweden, Turkey, Ukraine, United Kingdom

Female/Male Split: 61%/39%

FY 2013 Actual: \$500,000.00

of Participants: 40

Cost per: \$12,500.00

FY 2014 Actual: \$500,000.00

of Participants: 40

Cost per: \$12,500.00

FY 2015 Planned: Now a part of SUSI

Description: The Summer Institutes select European undergraduate students from underserved sectors and a range of ethnic, religious and socio-economic backgrounds for a five-week program on a U.S. university campus where they learn about the United States and strengthen their leadership skills.

STUDY ABROAD CAPACITY BUILDING (EST. 2008)

Program Length: N/A

Geographic Reach: Global

FY 2013 Actual: \$0.00

FY 2014 Actual: \$1,390,000.00

FY 2015 Planned: \$0.00

FY 2016 Request: \$800,000.00

Description: The Study Abroad Capacity Building program awards U.S. institutions grants to help develop new study abroad programs and opportunities. A previous iteration was funded for three years under the budget line, “One Time Congressional Grants Competition,” which no longer exists.

AFGHANISTAN JUNIOR FACULTY DEVELOPMENT PROGRAM (AJFDP) (EST. 2010)

Program Length: 10 weeks

Avg. Cost per Day: ~\$324.68 (2014)

Geographic Reach: Afghanistan

Female/Male Split: 33%/67%

FY 2013 Actual: \$500,000.00

of Participants: 20

Cost per: \$25,000.00

FY 2014 Actual: \$500,000.00

of Participants: 22

Cost per: \$22,727.27

FY 2015 Planned: \$250,000.00 (ESF Funds)

FY 2016 Request: N/A

Description: The Afghanistan Junior Faculty Development Program (AJFDP) provides professional development for approximately 20 faculty members from public and private universities throughout Afghanistan. The 10-week program includes theoretical and practical program activities such as auditing courses, attending an academic conference, participating in English language training, presenting on Afghan higher education and culture, and developing curricula that can be implemented in Afghanistan. The program concludes with a one-week seminar in Washington, DC. It is funded via an Economic Support Funds (ESF) transfer.

TUNISIA COMMUNITY COLLEGE SCHOLARSHIP PROGRAM (EST. 2013)

Program Length: Year-long

Avg. Cost per Day: ~\$120.68 (2014)

Geographic Reach: Tunisia

Female/Male Split: 42%/58%

FY 2013 Actual: \$4,625,000.00 (ESF Funds)

of Participants: 107

Cost per: \$43,224.30

FY 2014 Actual: \$4,625,000.00 (ESF Funds)

of Participants: 105

Cost per: \$44,047.62

FY 2015 Planned: N/A

FY 2016 Request: N/A

Description: The Tunisia Community College Scholarship Program offers one-year scholarships for technical school students from Tunisia. It is part of the Department of State’s Thomas Jefferson Scholarships. Program participants pursue non-degree study at U.S. community colleges in fields directly related to future growth sectors of Tunisia’s economy: applied engineering, business management and administration, information technology, and tourism and hospitality. The awards will fund more than 210 participants over five academic years and is supported via Economic Support Funds (ESF) transfers.

MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS (EST. 2014)

Program Length: 6 weeks, 14 weeks for Follow-On internships

Avg. Cost per Day: \$465.04 (2014)

Geographic Reach: 49 Countries in sub-Saharan Africa

Female/Male Split: ~50%/~50%

FY 2014 Actual: \$12,370,000*

of Participants: 500

Cost per: \$24,740

FY 2015 Planned: \$12,370,000

of Participants: 500

Cost per: \$24,740

FY 2016 Request: \$20,000,000 **# of Participants:** 1000
* (\$1 million ECE, \$11.37 million ESF and D&CP)

Description: Under this new flagship program of President Obama's 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 convene at a closing leadership summit in Washington, DC. Up to 100 fellows also participate in six- to eight-week internships in the United States. Once the Fellows return to their homes, the Fellowship continues on the continent with regional workshops, seed funding, professional development opportunities, and support for mentoring and community service. The Fellowship aims to build and sustain a network of young Sub-Saharan Africa leaders across critical sectors, cement stronger ties between the region and the United States, and prepare the participants for follow-on leadership opportunities in Africa, with the goal of strengthening democratic institutions and spurring economic growth and development on the continent. The \$24,740 cost per participant covered the six-week academic fellowship for 500 Fellows, the Presidential summit at the end of their Fellowship, an eight week follow-on internship for 100 participants, and ECA alumni follow-on activities. It does not include the U.S. Agency for International Development (USAID) support in Africa for the Fellows once they have returned home.

YOUNG SOUTH-EAST ASIAN LEADERS INITIATIVE (YSEALI) (EST. 2014)

Program Length: 5 weeks

Avg. Cost per Day: ~\$446.43 (2014)

Geographic Reach: Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, and Vietnam.

Female/Male Split: 55%/45%

FY 2014 Actual: \$2,500,000.00

of Participants: 160

Cost per: \$15,625.00

FY 2015 Planned: \$8,000,000.00

of Participants: 500

Cost per: \$16,000.00

FY 2016 Request: \$8,000,000.00

Description: The Youth South-East Asian Leaders Initiative (YSEALI) includes academic and professional exchanges for Southeast Asian youth, ages 25 to 35, to deepen their knowledge about economic development, education, environment and civic engagement issues and to develop a regional network. The young professionals work in civic engagement, NGO management, economic empowerment, governance, legislative process, environmental and natural resources management. They are chosen through an open application for a month-long fellowship at U.S.-based non-profit or other organizations, government offices or legislative bodies.

YOUNG LEADERS IN THE AMERICAS INITIATIVE (YLA I) (EST. 2015)

Program Length: 6 weeks

Geographic Reach: Latin America, the Caribbean, and the United States

FY 2016 Request: \$5,000,000.00

Description: The President's Young Leaders of the Americas Initiative (YLA I) will be the United States' premier exchange program in the hemisphere. Building on the success of similar young leader initiatives in sub-Saharan Africa and Southeast Asia, YLA I will provide 250 fellowships each year, beginning in 2016, to enable participants from Latin America, the Caribbean, and the United States to develop joint business and civil society initiatives. The preponderance of the fellowship will take place at universities, incubators, and non-governmental organizations across the United States, while follow-on exchanges will send Americans to their counterparts' countries to continue the collaboration. Fellows will receive ongoing support through a continuum of networking, mentorship, and investment opportunities.

ENGLISH LANGUAGE PROGRAMMING

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ENGLISH LANGUAGE TEACHING MATERIALS (EST. 1962)

FY 2013 Actual: \$770,000.00

FY 2014 Actual: \$776,000.00

FY 2015 Planned: \$785,000.00

FY 2016 Request: N/A

Description: English language materials for teachers and learners are available in multiple formats: print, video, audio, via a mobile app and online. Publication of the English Teaching Forum began in 1962.

ENGLISH LANGUAGE FELLOWS AND SPECIALISTS (EST. 1980)

Program Length: 10 Months

Avg. Cost per Day: ~\$133.33 (2014)

Geographic Reach: Global

Female/Male Split: 75%/25%

FY 2013 Actual: \$8,199,900.00

of Participants: 180

Cost per: \$45,555.00

FY 2014 Actual: \$10,000,000.00

of Participants: 250

Cost per: \$40,000.00

FY 2015 Planned: \$10,000,000.00

FY 2016 Request: N/A

Description: The English Language Fellows and Specialists program supports American English language teaching professionals to participate as Fellows in 10-month programs at host country universities, ministries of education, and other institutions. English Language Fellows share their expertise and strengthen English teaching capabilities in their community. English Language Specialists are U.S. academics who support U.S. embassy priorities through targeted two-week to four-month projects abroad. Topics may include curriculum design and evaluation, teacher training, textbook development, or programs to support English for Specific Purposes. The budget also includes the cost of ECA's participation in the annual TESOL International conference, and the Shaping the Way We Teach English Webinar Course, an online professional development course for English teachers delivered via webinar.

E-TEACHER SCHOLARSHIP PROGRAM (EST. 2004)

Program Length: 1 Year

Avg. Cost per Day: ~\$4.85 (2014)

Geographic Reach: Global

Female/Male Split: 67%/33%

FY 2013 Actual: \$1,599,600.00

of Participants: 1200

Cost per: \$1,333.00

FY 2014 Actual: \$1,775,004.00

of Participants: 1356

Cost per: \$1,309.00

FY 2015 Planned: \$2,500,000.00

FY 2016 Request: N/A

Description: The E-Teacher Scholarship Program provides graduate-level distance education courses conducted by a U.S. university grantee (currently the University of Oregon) for foreign English language teachers nominated by U.S. embassies. The program is designed to improve the quality of overseas English language teaching through the use of innovative distance learning technology. In the last 10 years, there have been participants from 125 countries.

ENGLISH ACCESS MICROSCHOLARSHIP PROGRAM (EST. 2004)

Program Length: 2 years

Avg. Cost per Day: ~\$3.04 (2014)

Geographic Reach: 85

Female/Male Split: N/A

FY 2013 Actual: \$26,784,000.00

of Participants: 18,000

Cost per: \$1,488.00

FY 2014 Actual: \$24,690,000.00

of Participants: 15,000

Cost per: \$1,646.00

FY 2015 Planned: \$24,000,000.00

FY 2016 Request: N/A

Description: The English Access Microscholarship Program exists in over 80 countries to build English language skills for students age 13-20 from disadvantaged sectors of society through after-school classes and intensive summer learning activities. The program began in Morocco in 2004; country participation is determined each year by the Office of English Language Programs in coordination with the regional bureaus, Posts and in consultation with the Regional English Language Officers (RELOs) to address strategic priorities.

EducationUSA (EST. 1998)

Program Length: Ongoing

Geographic Reach: 170

Female/Male Split: N/A

FY 2013 Actual: \$12,200,000.00

of Participants: 3,400,000

Cost per: \$3.59

FY 2014 Actual: \$12,240,000.00

of Participants: 3,600,000

Cost per: \$3.40

FY 2015 Planned: \$12,240,000.00

FY 2016 Request: \$16,200,000.00

Description: EducationUSA is a global network of advising centers that operate within a wide variety of host institutions abroad including 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 are trained with support from ECA and Regional Educational Advising Coordinators (REACs). They promote U.S. higher education and provide international students and scholars with accurate, comprehensive, and current information about academic study in the United States, application procedures, testing requirements, student visas, financial aid, and the full range of accredited U.S. higher education institutions. EducationUSA staff work with U.S. higher education professionals to promote international student recruitment and study abroad. EducationUSA 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 selected countries, ECA administers the Opportunity Funds program through the EducationUSA advising network to assist highly qualified, economically disadvantaged students with the up-front costs of applying to U.S. colleges and universities. In FY2014, EducationUSA advised roughly 3.6 million youth in-person.

EducationUSA's Center Reporting System tracks the advising network's monthly reports that include outreach, office, and virtual statistics. Large media events are not included in the specific regional statistics.

FY 2013 contact numbers were:

EducationUSA AF - 385,202 in-person and 39,280 virtual contacts

EducationUSA EAP - 194,410 in-person and 1.16 million virtual contacts.

EducationUSA EUR - 615,857 in-person and 2.06 million virtual contacts

EducationUSA NEA - 546,845 in-person and 238,016 virtual contacts

EducationUSA SCA - 468,467 in-person and 1.5 million virtual contacts

EducationUSA WHA - 1.16 million and 1.37 million virtual contacts

FY 2014 contact numbers were:

EducationUSA AF - 768,606 in-person and 70,895 virtual contacts

EducationUSA EAP - 233,785 in-person and 957,166 virtual contacts.

EducationUSA EUR - 650,673 in-person and 513,622 virtual contacts

EducationUSA NEA - 537,763 in-person and 155,292 virtual contacts

EducationUSA SCA - 559,325 in-person and 1,710,418 virtual contacts

EducationUSA WHA - 825,503 in-person and 172,393 virtual contacts

Professional and Cultural Exchanges Directorate

The Professional and Cultural Exchanges directorate aims to build exchange networks of creative, active, accomplished youth and professionals who share ideas for progress, generate innovation and entrepreneurship, and fuel economic prosperity. It spent \$193.958 million in FY 2013 divided among four areas: Youth, Professional, Culture, and Sports. Of that \$193.958 million, the International Visitor Leadership Program cost \$89.647 million. Cultural and Sports programs are targeted toward disadvantaged youth and the underrepresented who rarely speak English and would otherwise have no first-hand experience with American ideas, culture or people and are unlikely to engage in U.S. academic programs. The objective is to connect with them in non-threatening, non-political ways that resonate with them, such as through sports and the arts.

YOUTH PROGRAMS DIVISION

FY13 Actual – \$67 million, Participants – 3,000 inbound and 1,000 outbound, Cost per participant – \$16,753

FY14 Actual – \$67.3 million, Participants – 3000 inbound and 1000 outbound, Cost per participant – \$16,825

FY15 Planned – \$55.85 million

ECA YOUTH PROGRAMS BY REGION

ECA Program	NEA	SCA	AF	WHA	EUR	EAP
AYLP			X	X	X	X
A-SMYLE					X	
CBYX					X	
FLEX		X			X	
GAPP					X	
NSLI-Y	X	X			X	X
YES	X	X	X	X	X	X
YES Abroad	X	X	X		X	X
Tech Girls	X					
YLP	X		X	X	X	X
Youth Ambassadors				X		

The Youth Programs Division focuses almost exclusively on high-school youth aged 15-18 years old, with the exception of a two-way exchange of Young Professionals and a one-way exchange of Vocational School Graduates (aged 18-24) under the Congress-Bundestag Youth Exchange Program in Germany. Since they mostly focus on high school youth, they include both academic year exchanges and short-term three to fourthree-to four-week exchanges for American and foreign youth. The academic year programs cover 54 countries. Where there are no youth academic year programs, like in Latin America, short-term programs are more common. There are 14 Youth programs, which range in cost from \$26,700 to \$58,000 per participant.

Cooperative agreements with outside institutions provide cost-sharing in the recruitment and placement of students. The host families for academic year and short-term exchange students are volunteers. Host schools also provide enrollment for the students.

U.S. Participants

NATIONAL SECURITY LANGUAGE INITIATIVE FOR YOUTH (NSLI-Y) (EST. 2006)

Program Length: 3-9 months

Avg. Cost per Day: ~\$80.65 (2014)

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

Female/Male Split: 60%/40%

FY 2013 Actual: \$9,000,000.00

of Participants: 628

Cost per: \$14,331.21

FY 2014 Actual: \$9,000,000.00

of Participants: 620

Cost per: \$14,516.13

FY 2015 Planned: \$8,900,000.00

FY 2016 Request: N/A

Description: The National Security Language Initiative for Youth (NSLI-Y) awards full, merit-based scholarships to American high school students to study strategically important languages, such as Arabic, Chinese (Mandarin), Hindi, Korean, Persian (Tajiki), Russian, and Turkish. 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. It is part of the larger interagency National Security Language Initiative.

KENNEDY-LUGAR YOUTH EXCHANGE & STUDY (YES) ABROAD – U.S. STUDENT (EST. 2009)

Program Length: 1 year

Avg. Cost per Day: ~\$52.12 (2014)

Geographic Reach: 12

Female/Male Split: 80%/20%

FY 2013 Actual: \$914,745.00

of Participants: 65

Cost per: \$14,073.00

FY 2014 Actual: \$914,745.00

of Participants: 65

Cost per: \$14,073.00

FY 2015 Planned: \$914,745.00

FY 2016 Request: N/A

Description: The Kennedy-Lugar Youth Exchange & Study (YES) Abroad Program awards 65 American high school students with full, merit-based scholarships to study in approximately 12 countries that participate in the traditional YES program, which targets countries with significant Muslim populations.

AMERICAN YOUTH LEADERSHIP PROGRAM (EST. 2011)

Program Length: 3-4 weeks

Avg. Cost per Day: ~\$396.91 (2014)

Geographic Reach: El Salvador, Ecuador, Ghana, Thailand, Cyprus, Hong Kong/China

Female/Male Split: 60%/40%

FY 2013 Actual: \$1,500,000.00

of Participants: 174

Cost per: \$8,620.69

FY 2014 Actual: \$1,235,000.00

of Participants: 127

Cost per: \$9,724.41

FY 2015 Planned: \$1,300,000.00

FY 2016 Request: N/A

Description: The American Youth Leadership Program provides three to four week exchanges for groups of U.S. high school students and educators abroad. FY 2014 projects were with Cyprus, China/Hong Kong, Ecuador, El Salvador, Ghana, and Thailand.

Foreign Participants

FUTURE LEADERS EXCHANGE (FLEX) (EST. 1993)

Program Length: Academic Year

Avg. Cost per Day: ~\$87.70 (2014)

Geographic Reach: Armenia, Azerbaijan (no recruitment occurred for 2015-2016 year), Georgia, Kazakhstan, Kyrgyzstan, Moldova Tajikistan, Turkmenistan and Ukraine

Female/Male Split: 77%/23%

FY 2013 Actual: \$18,470,000.00

of Participants: 802

Cost per: \$23,029.93

FY 2014 Actual: \$18,470,000.00

of Participants: 780

Cost per: \$23,679.49

FY 2015 Planned: \$18,117,437.00

FY 2016 Request: N/A

Description: The Future Leaders Exchange (FLEX) sponsors competitively awarded scholarships for high school students from Eurasia to spend an academic year in the United States. Students live with host families, attend school, and engage in activities to learn about U.S. society and acquire leadership skills. FY 2013 FLEX countries were: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan and Ukraine; Belarus and Uzbekistan no longer participate. In FY 2014, Russia withdrew from participation and recruiting was not able to take place in Azerbaijan for the 2015-2016 program year. The FLEX program includes an integrated component for students with disabilities as well as opportunities for competitive selection to attend workshops focused on civic education, social media activism, and English pedagogy. The program also supports an alumni network, which includes 23,000 people. Roughly half of the per participant costs for the FLEX participants pays for recruitment and transportation of students, while the other half is used for placement and monitoring costs while the students are in the United States.

KENNEDY-LUGAR YOUTH EXCHANGE & STUDY (YES) – FOREIGN PARTICIPANTS (EST. 2002)

Program Length: Academic Year

Avg. Cost per Day: ~\$98.74 (2014)

Geographic Reach: Albania, Bahrain, Bangladesh, Bosnia and Herzegovina, Bulgaria, Cameroon, Egypt, Gaza, Ghana, India, Indonesia, Israel, Macedonia, Malaysia, Mali, Morocco, Mozambique, Nigeria, Phillipines, Qatar, Saudi Arabia, Senegal, Sierra Leone, South Africa, Suriname, Tanzania, Thailand, Tunisia, Turkey, the West Bank, Yemen

Female/Male Split: 60%/40%

FY 2013 Actual: \$24,100,000.00

of Participants: 902

Cost per: \$26,718.40

FY 2014 Actual: \$24,100,000.00

of Participants: 904

Cost per: \$26,659.29

FY 2015 Planned: \$23,567,255.00

FY 2016 Request: N/A

Description: The Kennedy-Lugar Youth Exchange & Study (YES) Program awards foreign secondary school students from countries with significant Muslim populations with full, merit-based scholarships to spend an academic year in the United States. Students live with host families, attend school, and engage in community service and activities to learn about U.S. society and acquire leadership skills. The program also includes an integrated component for students with disabilities and opportunities for competitive selection to attend workshops focused on civic education, social media activism, and English pedagogy. Funding also supports the alumni network. (Note: Recruitment of YES students tends to be more costly than recruitment of FLEX, A-SMYLE or CBYX students because ECA must work with a variety of recruiting organizations as no one award recipient has a presence in each YES country.)

AMERICAN-SERBIA & MONTENEGRO YOUTH LEADERSHIP EXCHANGE (A-SMYLE) (EST. 2005)

Program Length: Academic Year

Avg. Cost per Day: ~\$80.36 (2014)

Geographic Reach: Serbia and Montenegro

Female/Male Split: 72%/28%

FY 2013 Actual: \$1,150,000.00

of Participants: 65

Cost per: \$17,692.31

FY 2014 Actual: \$1,150,000.00

of Participants: 53

Cost per: \$21,698.11

FY 2015 Planned: \$1,150,000.00

FY 2016 Request: N/A

Description: The American-Serbia & Montenegro Youth Leadership Exchange (A-SMYLE) provides competitively awarded scholarships to secondary school students from Serbia and Montenegro to spend up to one academic year in the U.S., where they live with American host families and attend high school, engage in activities to learn about American society and values, and acquire leadership skills.

YOUTH LEADERSHIP ON DEMAND (EST. 2011)

Program Length: 3 weeks

Avg. Cost per Day: \$382.33 (2013)

Geographic Reach: State Department Priority countries

Female/Male Split: 50%/50%

FY 2013 Actual: \$835,000.00

of Participants: 104

Cost per: \$8,028.85

FY 2014 Actual: \$0

FY 2015 Planned: \$400,000.00

FY 2016 Request: N/A

Description: Youth Leadership On Demand provides high school students and adult educators from countries identified as Department priorities the opportunity to explore civic education, youth leadership development, and community service in the United States. Countries change by areas deemed to be the most urgent, critical national security interests. In FY 2013, five programs were implemented by two grantees. The program was not funded in FY 2014, but will be funded again in FY 2015.

TECHGIRLS (EST. 2012)

Program Length: 3 weeks

Avg. Cost per Day: ~\$582.01 (2014)

Geographic Reach: Middle East and North African countries

Female/Male Split: 100%/0%

FY 2013 Actual: \$330,000.00

of Participants: 27

Cost per: \$12,222.22

FY 2014 Actual: \$330,000.00

of Participants: 27

Cost per: \$12,222.22

FY 2015 Planned: \$330,000.00

FY 2016 Request: N/A

Description: TechGirls offers secondary school girls (ages 15-17) from the Middle East and North Africa the opportunity to engage in an intensive, three-week exchange program in the United States focused on promoting the high-level study of technology. Exchange activities include a technology camp with American peers, site visits with technology companies, job shadowing, community service activities, and home hospitality arrangements. Countries that have participated in Tech Girls include Algeria, Egypt, Jordan, Lebanon, Libya, Morocco, Palestinian Territories, Tunisia, and Yemen.

U.S. & Foreign Participants

GERMAN-AMERICAN PARTNERSHIP PROGRAM (GAPP) - GERMANY (EST. 1972)

Program Length: 3 weeks

Avg. Cost per Day: \$0.54 (2014)

Geographic Reach: Germany

Female/Male Split: N/A

FY 2013 Actual: \$100,000.00

of Participants: 8950

Cost per: \$11.16

FY 2014 Actual: \$100,000.00

of Participants: 8826

Cost per: \$11.33

FY 2015 Planned: \$100,000.00

FY 2016 Request: N/A

Description: The German-American Partnership Program (GAPP) provides limited financial support via grants for short-term linkages between American high schools with German secondary schools and departments. The German government provides the bulk of funding support.

CONGRESS-BUNDESTAG YOUTH EXCHANGE (CBYX) - GERMANY (EST. 1983)

Program Length: Academic Year

Avg. Cost per Day: ~\$50.08 (2014)

Geographic Reach: Germany

Female/Male Split: 66%/34%

FY 2013 Actual: \$9,550,000.00

of Participants: 710

Cost per: \$13,450.70

FY 2014 Actual: \$9,600,000.00

of Participants: 710

Cost per: \$13,521.13

FY 2015 Planned: \$2,000,000.00

FY 2016 Request: N/A

Description: Congress-Bundestag Youth Exchange (CBYX) is jointly funded by the U.S. Congress and the German Bundestag, and administered by the State Department and the Bundestag since 1983, the program focuses on German-American common values of democracy and seeks to convey 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 components are dedicated to young (undergraduate) professionals and vocational school graduates to study and receive practical training.

YOUTH LEADERSHIP PROGRAMS (EST. 1999)

Program Length: 3-4 weeks

Avg. Cost per Day: ~\$382.41 (2014)

Geographic Reach: 100+

Female/Male Split: 60%/40%

FY 2013 Actual: \$5,700,000.00

of Participants: 570

Cost per: \$10,000.00

FY 2014 Actual: \$4,825,000.00

of Participants: 515

Cost per: \$9,368.93

FY 2015 Planned: \$4,790,000.00

FY 2016 Request: N/A

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

YOUTH AMBASSADORS (EST. 2009)

Program Length: 3 weeks

Avg. Cost per Day: ~\$338.14 (2014)

Geographic Reach: All WHA countries

Female/Male Split: 55%/45%

FY 2013 Actual: \$2,780,000.00

of Participants: 391

Cost per: \$7,109.97

FY 2014 Actual: \$3,025,000.00

of Participants: 426

Cost per: \$7,100.94

FY 2015 Planned: \$2,940,000.00

FY 2016 Request: N/A

Description: Youth Ambassadors brings together youth and adult mentors from 26 countries in the Western Hemisphere on one-way and reciprocal exchanges. In Mexico, the program is called “Jóvenes en Acción.” The 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. Students return to their home communities and engage in community service projects.

PROFESSIONAL FELLOWS DIVISION

FY 13 Actual – \$17.9 million, FY 14 Actual – \$18.05 million, FY 15 Planned – \$14.5 million, FY 16 Requested – N/A

The Professional Fellows Division supports the professional development and capacity building of more than 1,000 emerging young leaders working to foster good governance practices and stronger civil society institutions, empower women and minority communities, and increase economic opportunities. Professional Fellows Programs are implemented worldwide, with some specific programs for the East Asian Pacific region (i.e. Ngwang Choephel Fellows Program, Mike Mansfield Fellowship Program, and the U.S. Congress-Korea National Assembly Youth Exchange, Young Southeast Asian Leaders Initiative). The Ngwang Choephel Fellows Program has its own budget line in the Special Professional and Cultural Exchanges account. The average cost share for Professional Fellows cooperative agreements is \$90,000, or 15 percent of ECA funding.

JAPAN-U.S. FRIENDSHIP (CULCON) (EST. 1968)

Geographic Reach: Japan

FY 2013 Actual: \$278,220.00

FY 2014 Actual: \$278,220.00

FY 2015 Planned: \$278,220.00

FY 2016 Request: N/A

Description: ECA makes an annual transfer of funds to the Japan-U.S. Friendship Commission to continue as the Secretariat for the U.S.-Japan Conference of Cultural and Educational Interchange (CULCON), a bi-national advisory panel to both governments that serves to focus official and public attention in both the United States and Japan on the cultural and educational underpinnings of the bi-national relationship. The Japan-U.S. Friendship Commission (JUSFC) is an independent Federal agency dedicated to promoting mutual understanding and cooperation between the United States and Japan. CULCON originated in a series of discussions between President Kennedy and Prime Minister Ikeda in 1962 as a high-level, informal advisory committee. The informal arrangement was formalized by an exchange of memoranda between the two governments in 1968. In March 1991, the U.S. and Japanese CULCON panels met in Tokyo and agreed upon specific steps toward restructuring CULCON, including the establishment of permanent U.S. and Japanese CULCON secretariats.

U.S. CONGRESS-KOREA NATIONAL ASSEMBLY YOUTH EXCHANGE (EST. 1981)

Program Length: 4.5 Weeks

Avg. Cost per Day: ~\$247.58 (2014)

Geographic Reach: South Korea

Female/Male Split: 50%/50%

FY 2013 Actual: \$155,953.00

of Participants: 20

Cost per: \$7,797.65

FY 2014 Actual: \$155,975.00

of Participants: 20

Cost per: \$7,798.75

FY 2015 Planned: \$156,000.00

FY 2016 Request: \$156,000.00

Description: U.S. Congress-Korea National Assembly Youth Exchange was formed in 1981, led by former Representative Benjamin Gilman. Congress and the Korea National Assembly initiated this exchange program, which introduces 10 university students and recent graduates from the United States and the Republic of Korea to the political process, society, and culture of the two countries. The Korean participants spend two and a half weeks in the U.S., and the American participants spend two weeks in the Republic of Korea. In FY 2014, ECA awarded Meridian International Center \$155,975 to implement the program.

J. CHRISTOPHER STEVENS VIRTUAL EXCHANGE (EST. 2014)

Program Length: 1 Year

Avg. Cost per Day: N/A

Geographic Reach: Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestinian Territories, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates

Female/Male Split: N/A

FY 2014 Actual: \$4,000,000

of Participants: N/A

Cost per: N/A

FY 2015 Planned: \$5,000,000

FY 2016 Request: N/A

Description: The J. Christopher Stevens Virtual Exchange Initiative (Stevens Initiative), developed in partnership with the Stevens Family, and with significant involvement from the MacArthur Foundation, is a multilateral public-private partnership that will strengthen engagement between young people in the Middle East and North Africa and in the United States as a lasting tribute to the legacy of Ambassador Chris Stevens. The Stevens Initiative will use technology and online tools to achieve people to people educational exchanges between the United States and the Middle East and North Africa. Through intensive, structured online engagements between youth at various education levels, the Initiative will increase mutual understanding and equip more than one million youth with the skills and aptitudes they need to succeed in the 21st century.

MIKE MANSFIELD FELLOWSHIP PROGRAM (EST. 1994)

Program Length: Year-long

Avg. Cost per Day: ~\$415.89 (2014)

Geographic Reach: Japan

Female/Male Split: N/A

FY 2013 Actual: \$1,520,000.00

of Participants: 10

Cost per: \$152,000.00

FY 2014 Actual: \$1,518,000.00

of Participants: 10

Cost per: \$151,800.00

FY 2015 Planned: \$1,100,000.00

FY 2016 Request: N/A

Description: Mike Mansfield Fellowship Program: Established by Congress in 1994 (22 U.S.C. Chapter 70, section 6101) and offers an opportunity for U.S. federal government employees to gain substantial personal knowledge about the Government of Japan by working alongside their counterparts in Japanese agencies. The Mansfield Foundation administers the program.

NATIONAL YOUTH SCIENCE FOUNDATION/ NATIONAL YOUTH SCIENCE CAMP (EST. 1999)

Program Length: One month

Avg. Cost per Day: \$270.83 (2014)

Geographic Reach: Antigua and Barbuda, Argentina, Aruba, Bahamas, The Barbados, Belize, Bermuda, Bolivia, Brazil, Canada, Cayman Islands, 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. Maarten, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela

FY 2013 Actual: \$130,000	# of Participants: 16	Cost per: \$8,125
FY 2014 Actual: \$130,000	# of Participants: 16	Cost per: \$8,125
FY 2015 Planned: \$130,000		
FY 2016 Request: N/A		

Description: An annual science camp for American high school students and selected students from the Western Hemisphere region (WHA), which aims to bringing together students from the WHA region in a scientific and cultural exchange that promotes understanding and cooperative work. The camp is an honors program sponsored by the state of West Virginia, individuals, and corporations to encourage talented and gifted science-inclined high school students to achieve their full potential. Funding began through a series of annual earmarks.

THE NGWANG CHOEPHEL FELLOWS PROGRAM (EST. 2003)

Program Length: 2 weeks - 2 months

Avg. Cost per Day: ~\$382.06 (2014)

Geographic Reach: Tibetan communities in China
Female/Male Split: 50%/50%

FY 2013 Actual: \$530,000.00	# of Participants: 43	Cost per: \$12,325.58
FY 2014 Actual: \$575,000.00	# of Participants: 43	Cost per: \$13,372.09
FY 2015 Planned: \$575,000.00		
FY 2016 Request: \$558,000.00		

Description: The Ngwang Choephel Fellows Program was formed by Congress to provide 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. Program themes for annual competitions are developed in cooperation with the Office of the Special Coordinator for Tibetan Issues, the U.S. Embassy in Beijing, and the U.S. Consulate General in Chengdu.

FORTUNE/U.S. STATE DEPARTMENT GLOBAL WOMEN'S MENTORING PARTNERSHIP (EST. 2006)

Program Length: 2 weeks

Avg. Cost per Day: \$776.40 (2014)

Geographic Reach: Argentina, China, Egypt, El Salvador, Ghana, Guatemala, India, Kenya, Mexico, Nigeria, Poland, South Korea, Ukraine, Uruguay, Zimbabwe
Female/Male Split: 100%/0%

FY 2013 Actual: \$250,000.00	# of Participants: 27	Cost per: \$9,259.26
FY 2014 Actual: \$250,000.00	# of Participants: 23	Cost per: \$10,869.57
FY 2015 Planned: \$250,000.00		
FY 2016 Request: N/A		

Description: The Department partners with Fortune's Most Powerful Women program to support women's economic, social and political empowerment through leadership workshops and mentoring assignments for approximately 35 emerging women leaders from around the world. U.S. executive women from Fortune 500 companies commit their time and professional and personal resources to mentor the international emerging leaders. Project activities include a three- to four-day orientation program in Washington, a mentorship assignment for two weeks at a U.S. host company, and a final wrap-up session in New York City.

PROFESSIONAL FELLOWS PROGRAM (EST. 2009)

Program Length: ~5 Weeks

Avg. Cost per Day: ~\$352.26 (2014)

Geographic Reach: Global
Female/Male Split: 50%/50%

FY 2013 Actual: \$7,398,000.00	# of Participants: 600	Cost per: \$13,000.00
FY 2014 Actual: \$7,644,000.00	# of Participants: 620	Cost per: \$12,329.03
FY 2015 Planned: \$9,980,404.00		

FY 2016 Request: N/A

Description: The Professional Fellows Program brings worldwide emerging leaders in the fields of legislative process and governance; civic engagement; NGO management; economic empowerment and entrepreneurship; and journalism from around the world to the United States for intensive fellowships designed to broaden their professional expertise. Participants spend approximately one month in the United States, during which they receive full-time fellowships with federal and local governments, businesses, and nonprofit organizations. Fellowships provide participants the opportunity to examine the relationship between civil society and government in the United States, and how respective agencies and organizations work to strengthen citizen participation, transparency, and accountability. At the end of their fellowships, participants travel to Washington for a three-day Professional Fellows Congress, where they engage with over 200 global Professional Fellows. The program takes place twice per year, in the spring (May/June) and in the fall (October/November).

COMMUNITY SOLUTIONS (EST. 2010)

Program Length: 4 months

Avg. Cost per Day: ~\$198.41 (2014)

Geographic Reach: Albania, Bangladesh, Bolivia, Brazil, Bulgaria, Costa Rica, Czech Republic, Egypt, Ghana, Indonesia, Israel, Kenya, Liberia, Macedonia, Malawi, Maldives, Nepal, Papua New Guinea, Palestinian Territories, Phillipines, Romania, Rwanda, Sierra Leone, Sri Lanka, Sudan, Tajikistan, Tanzania, Turkey, Uganda, Vietnam, Zambia, Zimbabwe

Female/Male Split: 50%/50%

FY 2013 Actual: \$1,500,000.00

of Participants: 63

Cost per: \$23,809.52

FY 2014 Actual: \$1,500,000.00

of Participants: 63

Cost per: \$23,809.52

FY 2015 Planned: \$2,300,000.00

FY 2016 Request: N/A

Description: The Community Solutions Program – a longer, four-month version of the Professional Fellows Program – brings community leaders from around the world to the United States for four-month fellowships with public and private sector organizations to enhance their professional and personal abilities to address issues of concern in their home communities. In 2014, Community Solutions fellows came from 35 countries and all geographic regions. Current program themes include accountability and transparency, tolerance and conflict resolution, environmental issues, and women's issues.

TECHWOMEN (EST. 2011)

Program Length: 5 weeks

Avg. Cost per Day: ~\$894.66 (2014)

Geographic Reach: FY14: Algeria, Cameroon, Egypt, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Morocco, Nigeria, the Palestinian Territories, Rwanda, Sierra Leone, South Africa, Tajikistan, Tunisia, Turkmenistan, Uzbekistan, Zimbabwe

Female/Male Split: 100%/0%

FY 2013 Actual: \$2,450,000.00

of Participants: 78

Cost per: \$31,410.26

FY 2014 Actual: \$3,100,000.00

of Participants: 99

Cost per: \$31,313.13

FY 2015 Planned: \$2,500,000.00

FY 2016 Request: N/A

Description: TechWomen selects participants from target countries across Africa, Central Asia, and the Middle East to take part in a peer mentoring experience with American women at leading technology and innovation companies in Silicon Valley and the San Francisco Bay Area. It is designed to develop the field of technology, increase the trade capacity of the participating countries, promote economic advancement, and enable women to reach their full potential in the science and technology industry. U.S.-based programming takes place in the fall; in the following spring, a delegation of American mentors travel to Africa and the Middle East to join TechWomen alumnae in conducting outreach programming focused on specific science and technology issues and careers for young women and girls. Costs include international recruitment, participant selection, international and domestic travel, housing, U.S.-based-programming, and overseas follow-on programming.

PROFESSIONAL FELLOWS “ON DEMAND” PROGRAM (EST. 2012)

Program Length: 2 weeks - 1 month

Avg. Cost per Day: ~\$501.25 (2014)

Geographic Reach: Global

Female/Male Split: 50%/50%

FY 2014 Actual: \$400,000.00

of Participants: 38

Cost per: \$10,526.32

FY 2015 Planned: \$1,243,000.00

FY 2016 Request: N/A

Description: The Professional Fellows “On Demand” Program builds upon the Professional Fellows model to allow for a quick response to address urgent foreign policy priorities worldwide. Once approved, an on-demand exchange program can be immediately announced and the exchange can take place within three to six months. Programmatic details and timelines are developed as appropriate for specific projects and specific foreign policy goals and are geared towards tangible outcomes.

Traditional Public-Private Partnership Program (TPPP)

A program with modified limited competition that includes the American Center for International Labor Solidarity, American Council of Young Political Leaders, the Institute for Representative Government, Partners of the Americas, and Sister Cities International.

SISTER CITIES INTERNATIONAL (EST. LATE 1950S)

Program Length: Ongoing

FY 2013 Actual: \$400,285.00

of Projects: N/A

Cost per: N/A

FY 2014 Actual: \$400,285.00

of Projects: N/A

Cost per: N/A

FY 2015 Planned: \$400,285.00

FY 2016 Request: N/A

Description: This grant provides administrative support to Sister Cities International (SCI), which promotes closer connections between U.S. citizens and other countries through the activities of the 1,300 U.S. cities affiliated with more than 2,400 sister cities in 137 countries around the world.

AMERICAN CENTER FOR INTERNATIONAL LABOR SOLIDARITY (EST. LATE 1950S)

Program Length: Ongoing

Geographic Reach: Dominican Republic, Mexico, Indonesia, African countries (TBD)

Female/Male Split: N/A

FY 2013 Actual: \$306,000.00

of Participants: 28

Cost per: \$10,928.57

FY 2014 Actual: \$306,000.00

of Participants: 28

Cost per: \$10,928.57

FY 2015 Planned: \$306,000.00

FY 2016 Request: N/A

Description: The American Center for International Labor Solidarity implements a series of exchanges to support democratic institutions and social processes to improve social justice and to strengthen human and trade union rights worldwide.

AMERICAN COUNCIL OF YOUNG POLITICAL LEADERS (ACYPL) (EST. 1971)

Program Length: 2 weeks

Avg. Cost per Day: ~\$422.48 (2014)

Geographic Reach: Australia, Japan, Jordan, Morocco, New Zealand, Palestinian Territories, Russia, Tunisia

Female/Male Split: N/A

FY 2013 Actual: \$893,133.00

of Participants: 151

Cost per: \$5,914.79

FY 2014 Actual: \$893,113.00

of Participants: 151

Cost per: \$5,914.66

FY 2015 Planned: \$893,133.00

FY 2016 Request: N/A

Description: American Council of Young Political Leaders (ACYPL) receives a grant to sponsor approximately 25 reciprocal study tours of two weeks' duration for delegations of seven to 12 American and foreign young political leaders to learn about each other's political systems and institutions.

INSTITUTE FOR REPRESENTATIVE GOVERNMENT (EST. 1988)

Program Length: 10 days

Avg. Cost per Day: ~\$1,098.42 (2014)

Geographic Reach: Colombia, El Salvador, Panama, Ukraine, Tunisia

Female/Male Split: 50%/50%

FY 2013 Actual: \$340,511.00

of Participants: 24

Cost per: \$14,187.96

FY 2014 Actual: \$340,511.00

of Participants: 31

Cost per: \$11,015.23

FY 2015 Planned: \$341,511.00

FY 2016 Request: N/A

Description: The Institute for Representative Government sponsors legislators from around the world to travel to the United States on 10-day study tours to examine U.S. legislative practices at the federal and state levels.

PARTNERS OF THE AMERICAS (EST. 1962)

Program Length: 1 week - 1 month

Avg. Cost per Day: ~\$349.63 (2014)

Geographic Reach: Antigua and Barbuda, Argentina, Aruba, Bahamas, The Barbados, Belize, Bermuda, Bolivia, Brazil, Canada, Cayman Islands, 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. Maarten, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela

Female/Male Split: N/A

FY 2013 Actual: \$367,110.00

of Participants: 60

Cost per: \$6,118.50

FY 2014 Actual: \$367,110.00

of Participants: 60

Cost per: \$6,118.50

FY 2015 Planned: \$367,110.00

FY 2016 Request: N/A

Description: Partners of the Americas implements exchanges with Western Hemisphere countries to enhance mutual understanding through personal involvement and linkages of key 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.

CULTURAL PROGRAMS DIVISION

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FY13 Actual – \$9.5 million, Participants – 428, Cost per participant – \$22,177*

FY14 Actual – \$10.2 million, Participants – 876, Cost per participant – \$11,644

FY15 Planned – \$10.2 million, FY16 Requested – N/A

*To be consistent with other ECA program data measurements, this is the estimated cost per traveler on the exchange. However, for outward-bound cultural exchanges, the primary public diplomacy beneficiaries are the audiences, workshop participants and other foreign publics who come into contact with the American artist/catalyst during the program. Per participant cost only captures the person directly funded by the exchange. It does not account for audiences and participants overseas, which can include tens of thousands of people per beneficiary.

Cultural programs are designed to connect with foreign audiences who may only have narrow experiences with American culture and society. The programs include an array of models and artistic genres in order to respond to changing environment and aim to overcome barriers (linguistic, cultural, socio-economic) in connecting with different audiences. There are 14 programs and most of them are public-private partnerships.

OutBound Short-Term Programs

DANCEMOTION USA (EST. 2010)

Program Length: 18 days (3 tours - each tour is 18 days)

Geographic Reach: Jordan, Israel, Indonesia, Laos, the Phillipines, Madagascar, South Africa, Zambia
Female/Male Split: 60%/40%

FY 2013 Actual: \$1,500,000.00	# of Performers: 50	Cost per: \$30,000.00
FY 2014 Actual: \$1,300,000.00	# of Performers: 42	Cost per: \$30,952.38
FY 2015 Planned: \$1,300,000.00		
FY 2016 Request: N/A		

Description: The DanceMotion USA program provides performances and educational dance workshops for a underserved students and audiences in priority countries. The purpose is to showcase American society and connect with populations where language and political barriers may inhibit direct discussion. Three contemporary American dance companies travel to 12 countries that have limited engagement with American artists to present workshops on a variety of dance styles, arts management and the creative economy. The program also includes a virtual lecture demonstrations and workshops with students in rural areas. It is a public-private partnership with the Brooklyn Academy of Music (BAM).

AMERICAN FILM SHOWCASE (EST. 2011)

Program Length: 7-10 days

Avg. Cost per Day: ~\$315.13 (2014)

Geographic Reach: 40
Female/Male Split: 45%/55%

FY 2013 Actual: \$1,300,000.00	# of Projects: 60	Cost per: \$21,666.00
FY 2014 Actual: \$1,500,000.00	# of Projects: 80	Cost per: \$18,750.00
FY 2015 Planned: \$1,800,000.00		
FY 2016 Request: N/A		

Description: The American Film Showcase sends filmmakers and film industry professionals abroad to present award-winning American documentaries, independent films, and animated short films in support of mission policy goals. The films offer contemporary insights into American life and culture, and explore issues affecting democratic societies. The University of Southern California's School of Cinematic Arts arranges touring programs with the State Department to showcase the films and their filmmakers at U.S. Embassy-organized events, including international film festivals. An annual application process determines the 35-40 participating countries. AFS supports incoming foreign filmmakers for USC-based workshops. It is a public-private partnership.

AMERICAN MUSIC ABROAD (AMA) (EST. 2011)

Program Length: 2-6 weeks

Geographic Reach: Algeria, Argentina, Azerbaijan, Bangladesh, Belarus, Bolivia, Botswana, Brazil, Chad, China, Democratic Republic of the Congo, Ecuador, Egypt, Equatorial Guinea, Estonia, Georgia, Guatemala, Indonesia, Jerusalem, Kazakhstan, Latvia, Malta, Mauritius, Mexico, Moldova, Montenegro, Morocco, Mozambique, Panama, Paraguay, Peru, Romania, Russia, Saudi Arabia, Senegal, Taiwan, Tajikistan, Thailand, Tunisia, Turkmenistan, Ukraine, Uruguay, Uzbekistan, Venezuela, Zimbabwe,
Female/Male Split: N/A

FY 2013 Actual: \$1,500,000.00	# of Performers: 45	Cost per: \$33,333.33
FY 2014 Actual: \$1,500,000.00	# of Performers: 45	Cost per: \$33,333.33
FY 2015 Planned: \$1,292,000.00		
FY 2016 Request: N/A		

Description: The American Music Abroad program focuses on investing in youth leadership and strengthening civil society by sending approximately 10 American music groups in genres such as urban/hip-hop, gospel, bluegrass, and jazz to more than 40 countries annually to conduct public concerts, interactive performances with

local musicians, lecture demonstrations, workshops, and jam sessions with diverse audiences. AMA activities focus on younger and underserved audiences in countries where people have few opportunities to meet American performers and experience their music first-hand. Participating countries are determined in consultation with the regional bureaus and embassies overseas.

ARTS ENVOY PROGRAM (EST. 2012)

Program Length: 5 days to 6 weeks

Avg. Cost per Day: ~\$156.99 (2014)

Geographic Reach: Algeria, Armenia, Austria, Azerbaijan, Bolivia, Bosnia and Herzegovina, Botswana, Burkina Faso, Burma, Cameroon, Canada, the Congo, Costa Rica, Croatia, Cote d'Ivoire, Cuba, Dominican Republic, Ecuador, Ethiopia, Georgia, Honduras, Israel, Japan, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Lesotho, Liberia, Lithuania, Malaysia, Moldova, Mongolia, Micronesia, Namibia, Oman, Palestinian Territories, Paraguay, Qatar, Romania, Russia, Saudi Arabia, South Africa, South Korea, Sri Lanka, Swaziland, Tajikistan, Thailand, Turkey, Turkmenistan, Uzbekistan, Vietnam, Zimbabwe

Female/Male Split: 20%/80%

FY 2013 Actual: \$1,600,000.00	# of Envoys: 240	Cost per: \$6,666.67
FY 2014 Actual: \$1,500,000.00	# of Envoys: 390	Cost per: \$3,846.15
FY 2015 Planned: \$1,400,000.00	# of Envoys: 347	Cost per: \$4,035.58
FY 2016 Request: N/A		

Description: The Arts Envoy Program gives U.S. missions worldwide an opportunity to develop customized cultural programming to support U.S. foreign policy mission objectives and connect the U.S. arts community with international publics. This On Demand program supports strategic projects by arts professionals who can spend five days to six weeks in a country or region working with priority groups and arts professionals.

AMERICAN ARTS INCUBATOR (EST. 2013)

Program Length: 1 month

Geographic Reach: China, Indonesia, Laos, Mongolia, Papua New Guinea, the Philippines, Vietnam

Female/Male Split: 50%/50%

FY 2013 Actual: \$250,000.00	# of Projects: 4	Cost per: \$29,700.00
FY 2014 Actual: \$250,000.00	# of Projects: 4	Cost per: \$29,700.00
FY 2015 Planned: \$300,000.00		
FY 2016 Request: N/A		

Description: The American Arts Incubator addresses local community issues, such as women's empowerment, civil society, social inclusion, conflict resolution, and/or the environment. It uses new media and mural arts to engage youth, artists and underserved community members through collaborative art projects. Designed after the entrepreneurial incubator models popular with Silicon Valley start-ups, four American artists travel abroad to four countries for approximately four weeks each to conduct workshops, develop projects, and lead micro grant programs. FY 2013 and FY 2014 funding supported programming in the East Asia Pacific region. It is a public-private partnership.

ARTS IN COLLABORATION - NEXT LEVEL (EST. 2013)

Program Length: 2-3 weeks

Geographic Reach: Bangladesh, Bosnia, El Salvador, Honduras, India, Senegal, Serbia, Tanzania, Thailand, Uganda, Zimbabwe

Female/Male Split: 40%/60%

FY 2013 Actual: \$960,000.00	# of Participants: 31	Cost per: \$30,967.74
FY 2014 Actual: \$800,000.00	# of Participants: 26	Cost per: \$30,769.23
FY 2015 Planned: \$800,000.00		
FY 2016 Request: N/A		

Description: Working in collaboration with the University of North Carolina at Chapel Hill (UNC), Arts in

Collaboration Program aims to encourage civil society development and provide economic and professional development opportunities to youth, underserved audiences. It recruits roughly 20 professional American hip hop artists to visit five-six countries and implement four interrelated Urban Arts Labs on beat/music making, break dance and rapping. Each overseas component lasts for two to three weeks and includes workshops and performances on topics including music production, artists' entrepreneurship and strategies for communicating about social policy and conflict resolution through urban music. Each lab concludes with a final project and public event. Music production equipment remains with the overseas participants to provide continued professional advancement. Six foreign artists also travel to UNC and Washington, D.C. for a two-week professional development program of lectures and workshops on leadership training and entrepreneurship, as well as demonstration opportunities. FY 2013 and FY 2014 funding programs were with the South and Central Asia Bureau (SCA) (with themes addressing gender violence and gender discrimination); the European Bureau (EUR) (with post-Balkan conflict resolution focus); and the Africa Bureau (AF) (with entrepreneurship, youth leadership development focus). FY 2014 funding includes programs with AF, WHA, and EAP.

BIENNALES (EST. 1988)

Program Length: 7-8 months

Geographic Reach: Italy

Female/Male Split: 33%/66%

FY 2013 Actual: \$100,000.00 (+\$577,000 from private sector)	# of Projects: 6	Cost per: \$16,667.00
FY 2014 Actual: \$250,000.00 (+\$2.5 million from private sector)	# of Projects: 6	Cost per: \$41,667.00
FY 2015 Planned: \$292,000.00	# of Projects: 6	Cost per: \$48,666.67
FY 2016 Request: N/A		

Description: Biennales selects and provides support for U.S. representation at the Venice Art Exhibition Biennale and the Venice Architecture Biennale. The biennale is a high-profile platform projecting American innovation, ingenuity and entrepreneurship as core American values to an influential international audience. FY 2013 funding supported the 2014 Architecture Biennale with U.S. representation arranged by Storefront Art and Architecture, which developed the OfficeUS Exhibition. OfficeUS incorporated U.S. high school and undergraduate students to participate in the exhibition, in addition to running several virtual programs that engaged underserved communities in the United States and in Europe. FY 2014 funding supports the 2015 Venice Art Exhibition. The United States is represented by MIT's List Visual Arts Center and artist Joan Jonas' multi-media installation. ECA partners with the National Endowment of the Arts, which is selecting the U.S. representation for this public-private partnership.

PHASING OUT IN FY 2015 - COMMUNITY ENGAGEMENT THROUGH MURAL ARTS (EST. 2013)

Program Length: 1 month

Geographic Reach: Brazil, Colombia, DRC, Cuba, Honduras, India, Nicaragua, Turkey

Female/Male Split: 75%/25%

FY 2013 Actual: \$250,000.00	# of Projects: 4	Cost per: \$17,200.00
FY 2014 Actual: \$250,000.00	# of Projects: 4	Cost per: \$17,200.00
FY 2016 Request: N/A		

Description: Community Engagement through Mural Arts uses mural arts to engage youth, artists, and underserved community members. Four American artists travel to four different countries for a month to address a local community issue, such as women's empowerment, HIV-AIDS prevention, social inclusion, conflict resolution, and the environment. Murals aim to reach wide audiences and work in-depth with women and underserved youth. The artists also conduct workshops, master classes, talks, public events, and/or other outreach activities while abroad. FY 2013 funding supported projects in Africa and the Western Hemisphere. It is a public-private partnership and will not be continued in FY 2015.

Inbound, Short-Term Programs

INTERNATIONAL WRITING PROGRAM (IWP) (EST. 2006)

Program Length: 5-90 days

Geographic Reach: Cuba, Colombia, South Africa, Ukraine, Venezuela

Female/Male Split: 60%/40%

FY 2013 Actual: \$520,416.00

of Participants: 117

Cost per: \$4,448.00

FY 2014 Actual: \$500,000.00

of Participants: 100

Cost per: \$5,000.00

FY 2015 Planned: \$680,000.00

FY 2016 Request: N/A

Description: The International Writing Program (IWP) brings U.S. and foreign writers for a residency program at the University of Iowa, which includes public lectures, round-table discussions, readings on selected strategic countries and topics. It also includes distance-learning courses on women's empowerment with writers in Iraq; conflict resolution with writers in Armenia and Turkey; and disability awareness with writers in China. The program also supports the implementation of two Massive Open Online Courses (MOOCs) on creative writing and creative writing workshops in remote and underserved communities in priority countries including Iraq, Sudan and South Sudan. It is a public private partnership with the University of Iowa's International Writing Program.

IWP BETWEEN THE LINES – THE WRITING EXPERIENCE (BTL) (EST. 2008)

Program Length: 2 weeks

Avg. Cost per Day: ~\$563.91 (2014)

Geographic Reach: Armenia, Arabic-speaking countries, Russia, Turkey

Female/Male Split: 70%/30%

FY 2013 Actual: \$199,584.00

of Participants: 32

Cost per: \$6,237.00

FY 2014 Actual: \$300,000.00

of Participants: 38

Cost per: \$7,894.74

FY 2015 Planned: \$120,000.00

FY 2016 Request: N/A

Description: IWP Between The Lines - The Writing Experience (BTL) selects twelve young Arabic speaking writers and four teachers/chaperones participate in a two-week summer residency program focusing on creative writing. There is an additional summer residency program for young Russian writers. IWP also works with the young writers to establish an ongoing network and web-based resource center for students. It is a public-private partnership in conjunction with the International Writing Program (IWP) at the University of Iowa.

CENTER STAGE (EST. 2010)

Program Length: 1 Month

Avg. Cost per Day: ~\$628.93 (2014)

Geographic Reach: Algeria, Haiti, Indonesia, Morocco, Pakistan, Tanzania, Vietnam

Female/Male Split: 70%/30%

FY 2014 Actual: \$1,000,000.00

of Performers: 53

Cost per: \$18,867.92

FY 2015 Planned: \$0.00

FY 2016 Request: N/A

Description: Center Stage invites performing artists from high priority countries to the United States to perform and conduct engagement activities. They tour cities and take part in community engagement activities, such as performances, workshops, discussions, artist-to-artist exchanges, and community gatherings. Performing ensembles have included musicians from Pakistan, Indonesia, Haiti, Morocco, Pakistan and Vietnam. It is a public private partnership. The next funding cycle will be in FY 2016.

ONEBEAT (EST. 2011)

Program Length: 1 month

Avg. Cost per Day: ~\$700.00 (2013)

Geographic Reach: Armenia, Azerbaijan, Bangladesh, Bolivia, Brazil, Burma, Cambodia, China, Colombia, Cuba, Cyprus, Czech Republic, the Democratic Republic of Congo, Denmark, Dominican Republic, Egypt, Fiji, Haiti, Honduras, Hong Kong, Hungary, India, Indonesia, Israel, Iraq, Jamaica, Jordan, Kazakhstan, Kenya, Kosovo, Kyrgyzstan, Lebanon, Malaysia, Morocco, Mozambique, Nigeria, Norway, Pakistan, Palestinian Territories, Panama, Philippines, Russia, Senegal, Serbia, Sri Lanka, South Africa, South Korea, Taiwan, Tunisia, Turkey, Ukraine, United States, Venezuela, Vietnam, Zimbabwe

Female/Male Split: 44%/56%

FY 2013 Actual: \$1,050,000.00

of Performers: 50

Cost per: \$21,000.00

FY 2014 Actual: \$0.00

FY 2015 Planned: \$1,300,000.00

FY 2016 Request: N/A

Description: OneBeat brings accomplished foreign musicians to the United States to work with their American counterparts to compose new music, create recordings and videos, and develop practices of music as civic engagement. OneBeat has a U.S.-based month-long program consisting of a residency and tour. During the residency, participants form small collaborative ensembles that improvise, compose and record original work, and prepare for performances and educational workshops. The groups then tour cities within the United States to perform the music they have developed during the residency, work with local musicians, and conduct social outreach workshops with local youth. Musicians from approximately 40 countries are determined biennially in consultation with regional bureaus and are eligible to apply in an open application process. It is a public-private partnership. The program is funded every other year so the next round of funding will be in FY 2015.

Two Way, Short-Term Program

MUSEUMS CONNECT (EST. 2007)

Program Length: 1 year

Geographic Reach: Colombia, Honduras, Iceland, India, Jamaica, Kenya, Mexico, Mongolia, Morocco, Romania, Singapore, Ukraine

Female/Male Split: 60%/40%

FY 2013 Actual: \$1,050,000.00

of Projects: 115

Cost per: \$9,130.43

FY 2014 Actual: \$920,000.00

of Projects: 90

Cost per: \$10,222.22

FY 2015 Planned: \$828,000.00

FY 2016 Request: N/A

Description: This program connects international and American museums to partner on projects on issues of global concern that involve their communities. It is a public-private partnership.

SPORTSUNITED DIVISION

FY13 Actual – \$5.4 million, Participants – 527, Cost per participant – \$10,246.68

FY14 Actual – \$3.7 million, Participants – 592, Cost per participant – \$6,378.59

FY15 Planned – \$5.54 million

SportsUnited programs aim to leverage the universal passion for sports to bring people together and attempt to transcend linguistic and sociocultural differences. The goal is to teach leadership, teamwork, and communication skills that help young people succeed. The use of sports as a platform allows ECA to reach out to disadvantaged communities and exposes foreign participants to American culture while providing them with an opportunity to establish links with U.S. sports professionals and peers. In turn, Americans can learn about foreign cultures and the challenges young people face overseas. SportsUnited programs incorporate both short-term and month long in bound exchange programs through

the visitor and mentorship programs, short-term outbound exchanges through the envoy program, as well as two-way exchanges through our grant programs. Four sports programs define SportsUnited's sports diplomacy work: the Sports Envoy program, the Sports Visitors program, the Empowering Women and Girls Through Sports Initiative, and the International Sports Programming Initiative (ISPI).

SPORTS ENVOY PROGRAM (EST. 2005)

Program Length: 3-10 days

Avg. Cost per Day: ~\$293.95 (2014)

Geographic Reach: Bolivia, Brazil, Benin, Bulgaria, Canada, Colombia, Chile, Guatemala, Indonesia, Italy, Kazakhstan, Lithuania, Malaysia, Moldova, Morocco, New Zealand, Panama, Papua New Guinea, Poland, Russia, Saudi Arabia, Thailand, Venezuela

Female/Male Split: 60%/40%

FY 2013 Actual: \$298,276.00

of Participants: 14

Cost per: \$21,305.43

FY 2014 Actual: \$575,106.00

of Participants: 43

Cost per: \$13,374.56

FY 2015 Planned: \$630,000.00

FY 2016 Request: N/A

Description: The Sports Envoy Program, with the national sports leagues and the U.S. Olympic Committee, selects athletes and coaches in various sports to serve as envoys or ambassadors of sport in overseas programs that include conducting clinics, visiting schools, and speaking to youth. The American athletes and coaches conduct drills and team building activities, as well as engage the youth in a dialogue on the importance of an education, positive health practices, and respect for diversity. Since 2005, ECA has sent approximately more than 300 U.S. athletes and coaches to 85 countries. Envoys are not paid.

INTERNATIONAL SPORTS PROGRAMMING INITIATIVE (EST. 2002)

Program Length: 2 to 3 Weeks

Avg. Cost per Day: ~\$393.96 (2014)

Geographic Reach: Australia, Colombia, El Salvador, Georgia, Israel, Nicaragua, South Africa, Thailand, and Palestinian Territories

Female/Male Split: 50%/50%

FY 2013 Actual: \$2,224,000.00

of Participants: 303

Cost per: \$7,339.93

FY 2014 Actual: \$1,669,000.00

of Participants: 229

Cost per: \$7,288.21

FY 2015 Planned: \$1,700,000.00

FY 2016 Request: N/A

Description: Through the International Sports Programming Initiative (ISPI), an annual open grant competition, ECA seeks proposals from public and private non-profit institutions that enhance and improve the infrastructure of youth sports programs. The programs focus on non-elite boys and girls and address the following themes: sport for social change, sport and disabilities, and sport and health. Since 2002, the State Department has awarded 104 sports grants to U.S. non-profit institutions to conduct programs in 62 countries around the world. There have been 730 Americans that have travelled overseas and 1271 foreign participants that have travelled to the United States under ISPI.

SPORTS VISITOR PROGRAM (EST. 2003)

Program Length: 10-14 days

Avg. Cost per Day: ~\$244.55 (2014)

Geographic Reach: Australia, Belarus, Benin, Brazil, Burkina Faso, Cameroon, China, Croatia, Cote d'Ivoire, Egypt, Georgia, Israel, Lithuania, Mali, Pakistan, Poland, South Korea, South Sudan, Sudan, Tanzania, Turkmenistan, Ukraine

Female/Male Split: 50%/50%

FY 2013 Actual: \$1,230,000.00

of Participants: 115

Cost per: \$10,695.65

FY 2014 Actual: \$868,639.00

of Participants: 296

Cost per: \$2,934.59

FY 2015 Planned: \$630,000.00

FY 2016 Request: N/A

Description: Through the Sports Visitor Program, U.S. embassies nominate non-elite youth athletes, managers, and coaches to travel to the United States for training in the technical aspects of sports, sports management, and conflict resolution, as well as exposure to valuable U.S. sports contacts. When they return home, the visitors are encouraged to conduct in-country clinics for youth with their newly learned skills. Since 2003, the U.S. has brought more than 1,400 young athletes from more than 80 countries to the United States on the program.

EMPOWERING WOMEN AND GIRLS THROUGH SPORTS INITIATIVE (EST. 2012)

Program Length: Envoys: 4-14 Days, Visitors: 12-14 Days, Mentoring Program with espnW: 1 Month

Geographic Reach: Belarus, Canada, Colombia, Egypt, Fiji, France, Georgia, India, Indonesia, Jordan, Kenya, Kuwait, Lithuania, Mexico, New Zealand, Pakistan, Poland, Qatar, Russia, Tajikistan, Ukraine, Venezuela, Vietnam
Female/Male Split: 95%/5%

FY 2013 Actual: \$1,200,000.00	# of Participants: 95	Cost per: \$12,631.58
FY 2014 Actual: \$907,500.00	# of Participants: 93	Cost per: \$9,758.06
FY 2015 Planned: \$1,030,000.00		
FY 2016 Request: \$0.00*		

*In FY 2016, the Mentoring Program with espnW will be merged with the Sport for Community Program and the Empowering Women and Girls through Sports exchanges will be incorporated with the SportsUnited exchanges.

Description: The Empowering Women and Girls through Sports Initiative aims to inspire more women and girls to become involved in sports and experience the benefits of participation such as improved health, greater self-esteem, and greater academic success. The initiative consists of three exchange components: sports visitor, sports envoy, and sports mentorship. espnW partners with SportsUnited on the mentorship component of the program, building off the successful models of the Fortune Most Powerful Women/State Department Global Mentoring Program and TechWomen. Additionally, ECA has convened key women in the American sports world such as athletes, coaches, managers, and sports administrators to serve on the U.S. Department of State's Council on Empowering Women and Girls through Sports. The 17 Council members serve as advocates, mentors, and envoys for the initiative. Since 2012, more than 156 female youth athletes or coaches from more than 19 countries have come to the United States through the Visitors program, 50 female emerging leaders from 36 different countries have been hosted through the Global Sports Mentoring Program, and over 35 female U.S. athletes and coaches have provided workshops to over 19 countries. Envoys are not paid.

SPORT FOR COMMUNITY (EST. 2014)

Program Length: 5 weeks

Avg. Cost per Day: ~\$423.28 (2014)

Geographic Reach: Brazil
Female/Male Split: 40%/60%

FY 2014 Actual: \$400,000.00	# of Participants: 27	Cost per: \$14,814.81
FY 2015 Planned: \$0.00		
FY 2016 Request: \$0.00*		

*Being combined with other Sports Programs in FY16

Description: Sport for Community translates the energy generated from mega-sporting events, like the World Cup, Olympics, and Paralympics, into positive results for local communities and sport-based youth development leaders. The program pairs Brazilian Emerging Leaders with representatives from private and non-profit sport-based organizations for a month long mentorship experience in the United States. A selection of mentors will travel to Brazil for a reciprocal visit with their mentee to support projects generated through the mentorship. The exchange supports sport-based youth development leaders overseas to cultivate their management and entrepreneurial projects which, in turn, increases sports opportunities in the sports media, business, NGO, and education areas for youth and disadvantaged communities.

INTERNATIONAL VISITOR LEADERSHIP PROGRAM (IVLP)

FY13 Actual – \$90.5 million

FY14 Actual – \$91.0 million, Participants – 4,667, Cost per participant – \$21,500.00*

FY15 Planned – \$89.7 million, Participants – ~4,900, Cost per participant – \$22,500.00*

FY16 Request – \$87.7 Million

*Varies greatly depending on a participant's region and length of project.

International Visitor Leadership Program (IVLP) facilitates short-term visits to the United States lasting up to three weeks, for current and emerging foreign leaders in a variety of fields to experience the United States firsthand and cultivate relationships with their American counterparts. Participants are nominated and selected by the staff at U.S. embassies worldwide. The projects provide opportunities for participants to explore issues in the U.S. context, meet with their American professional counterparts, and experience U.S. society and values. Professional meetings reflect the participants' professional interests and support the foreign policy goals of the United States. Participants meet with the private sector and members of civil society, as well as with staff of relevant federal agencies. It utilizes public-private partnerships for cost-sharing on a project by project basis. ECA works with a network of 47,000 volunteer citizens across the country who host exchange participants and connect them to Americans in their schools, their communities and their homes. For distinguished IVLP alumni, the IVLP program began offering "Gold Star Projects" in 2011. In FY 2015 there are 6 Gold Star Projects.

IVLP DIVISION (FORMERLY KNOWN AS THE REGIONAL PROGRAMS DIVISION) (EST. 1940)

Program Length: 2-3 Weeks

Avg. Cost per Day: \$1,137.98 (Depending on Duration) (2014)

Geographic Reach: Global

Female/Male Split: N/A

FY 2014 Actual: \$80,150,000.00

of Participants: 3,728

Cost per: \$21,499.46

FY 2015 Planned: \$80,000,000.00

of Participants: 3,800

Cost per: \$21,621.62

FY 2016 Request: N/A

Description: This division conducts more than 500 projects annually, ranging from individual projects to multi-participant projects for a single country, geographic region, or multiple regions. Participants examine issues that nominating missions and State Department bureaus have identified as important to bilateral, regional, or global foreign policy priorities. The Division also conducts special initiatives such as the Edward R. Murrow Program for Journalists, which brings to the United States approximately 100 global media professionals to examine journalistic practices. Projects are two to three weeks in length and include visits to Washington, D.C., and two to four additional cities. Participants meet with Americans from both the private and public sectors representing a broad range of perspectives. Projects are conducted in English or in a regional or local language and cover a wide variety of topics such as U.S. foreign policy formulation, rule of law, transparency in government, counter-terrorism, interfaith relations, entrepreneurship, youth development, women's empowerment, education, and independent and responsible media.

IVLP ON DEMAND DIVISION (FORMERLY THE VOLUNTARY VISITORS DIVISION) (EST. 1949)

Program Length: 2-3 weeks

Avg. Cost per Day: \$432.32 (2014)

Geographic Reach: Global

Female/Male Split: N/A

FY 2014 Actual: \$7,510,000.00

of Participants: 939

Cost per: \$7,997.87

FY 2015 Planned: \$7,500,000.00

of Participants: 1,100

Cost per: \$8,333.33

FY 2016 Request: N/A

Description: The IVLP On Demand Division offers rapid response IVLP projects that can be turned around quickly to address newly emerging policies, geopolitical opportunities and pressing foreign policy needs. Historically a "target of opportunity" program for contacts already traveling to the United States, IVLP On Demand also allows embassies to nominate projects in response to rapidly changing situations. Participants are selected by U.S. embassies to meet and confer with their professional counterparts—both in Washington, D.C. and throughout the United States -- and to obtain exposure to U.S. cultural, social and political life. IVLP On Demand projects may be nominated at any time of year as they are not tied to the annual IVLP selection process. The projects are generally

limited to a 10-day maximum for up to 10 participants. No IVLP funds are provided for international travel for IVLP On Demand participants. Instead, travel is cost-shared by the participants, their employers or home governments, or other U.S. government sources if funds are determined to be legally available.

GERMANY: CONGRESS-BUNDESTAG STAFF EXCHANGE (EST. 1983)

Program Length: 8-14 days

Avg. Cost per Day: ~\$727.27 (2014)

Geographic Reach: Germany

Female/Male Split: N/A

FY 2013 Actual: \$80,000.00

of Participants: 10

Cost per: \$8,000.00

FY 2014 Actual: \$80,000.00

of Participants: 10

Cost per: \$8,000.00

FY 2015 Planned: \$80,000.00

of Participants: 10

Cost per: \$8,000.00

FY 2016 Request: N/A

Description: The Congress-Bundestag Staff Exchange consists of two phases to help Americans and Germans learn about each other's political institutions and discuss issues of mutual concern. Phase one sends approximately 10 U.S. staff members from the House of Representatives, the Senate, and the Library of Congress to Germany for a two-week program that includes meetings in Berlin with members of the Bundestag, Bundestag party staffers, and representatives of political, business, academic and media institutions. Phase two, which is carried out by IVLP, brings delegation of 10 German staff members to visit the United States for eight days. U.S. funds pay for the American participants' travel to and from Germany, a cultural allowance for each participant, and travel to Germany. Per diem and other expenses are provided to the American participants by the German government.

Private Sector Exchange

FY13 Actual – \$0, FY14 Actual – \$0, FY15 Planned – \$0, FY16 Request – \$0

ECA leverages private sector resources through the Exchange Visitor (J-1) Visa Program (EVP), which encourages private sector organizations and companies to conduct their own exchanges with their own resources. Its purpose is to provide foreign nationals with opportunities to participate in educational and cultural programs in the United States and return home to share their experiences, and to encourage Americans to participate in educational and cultural programs in other countries. ECA/EC's J-1 Exchange Visitor Program management operations are fee-funded from fees collected from Department-designated J-1 Exchange Visitor Program sponsors, as well as DHS transfer funds that are generated by SEVIS fees.

The Deputy Assistant Secretary for Private Sector Exchange designates private-sector, academic, and federal, state and local government entities to be "sponsors" of EVP programs. ECA/EC also regulates and oversees sponsor compliance with EVP regulations, directives, legislation, treaty, and international agreement obligations, and assesses and evaluates visa, immigration, labor, economic, and education developments as they relate to international exchange initiatives. American companies, institutions, and even local governmental bodies, known as "sponsors," develop programs that fit within the 13 privately funded J-visa categories open to privately-funded exchanges. In 2014, more than 275,000 individuals from around 200 countries and territories visited the United States through an ECA-designated sponsor organization. Designated sponsors may conduct both academic and professional Exchange Visitor programs that further the public diplomacy efforts of the U.S. government.

Through the regulations (22 CFR 62), ECA establishes a vision for each program, determines the components that must be included, establishes protections for and responsibilities of participants, and enumerates requirements for each placement. The regulations oversee sponsors, as the sponsor is the responsible party for each placement.

PROGRAM REVIEW: The State Department recently published the Final Rule for Subpart A, which governs the J-1 Exchange Visitor Program. Among other provisions, this rule-making requires that sponsors conduct management reviews on a schedule to be determined by the Department. A management review is a program-specific management audit in a format approved by the Department that is conducted by an independent auditor. The review's purpose is to identify weaknesses in operating procedures at sponsor organizations and to ensure that sponsors meet regulatory requirements in their Exchange Visitor Program. Requiring a management review gives the Department an additional tool to assess the extent to which designated sponsors comply with the Exchange Visitor Program regulations. The results of the management reviews are also a tool for individual sponsors to learn about weaknesses in their own program administration and to take remedial actions as needed and appropriate. The Department sent out a draft schedule to the first program sponsors that will conduct a management review for their review and input of the schedule and expects to publish a template for these sponsors to review and provide comments by June 2014.

Total J-Visa FY 2013 Participants Worldwide –	298,389
Total Private Sector J-Visa FY 2013 Participants Worldwide –	276,179
Total J-Visa FY 2014 Participants Worldwide –	317,664
Total Private Sector J-Visa FY 2014 Participants Worldwide –	300,752

TOP 10 COUNTRIES FOR FY 2013 PRIVATE SECTOR EXCHANGE

(All J-1 exchanges, including government funded):

1. China –	31,514 (32,224)
2. Germany –	20,785 (21,415)
3. United Kingdom –	17,817 (18,049)
4. Brazil –	12,243 (13,845)
5. France –	12,045 (12,290)
6. Ireland –	10,876 (10,964)
7. South Korea –	9,127 (9,358)
8. Thailand –	7,811 (7,962)
9. Turkey –	7,004 (7,337)
10. Japan –	6,235 (6,436)

TOP 10 COUNTRIES FOR FY 2014 PRIVATE SECTOR EXCHANGE:

(All J-1 exchanges, including government funded):

1. China –	34,483
2. Brazil –	20,441
3. Germany –	20,366
4. United Kingdom –	18,241
5. France –	12,656
6. Thailand –	9,890
7. Ireland –	9,739
8. South Korea –	8,678
9. Mexico –	7,459
10. Spain –	7,050

TOTAL NUMBER OF J-1 PARTICIPANTS, INCLUDING GOVERNMENT-FUNDED, BY J-VISA PROGRAM

Summer Work/Travel – FY13 - 86,518; FY14 - 90,287

Participants are foreign nationals who are bona fide foreign post-secondary students, who at the time of application are enrolled in and actively pursuing degrees or full-time courses of study at a foreign ministry-recognized post-secondary academic institutions. They engage in seasonal work and travel in the United States for up to four months during the break between academic years.

Student Non-Degree – FY13 - 38,693; FY14 - 44,084

Allows foreign nationals to pursue non-degree programs in the United States at an accredited American university or an institute approved by or acceptable to the post-secondary academic institution where the student is to be enrolled upon completion of the non-degree program.

Research Scholar – FY13 - 32,439; FY14 - 34,805

Permits foreign nationals to come to the U.S. to conduct research, observe, or consult in connection with a research project at research institutions, corporate research facilities, museums, libraries, post-secondary accredited academic institutions, or similar types of institutions. Research scholars also may teach or lecture where authorized by the program sponsor. Participants may conduct their program in the United States for a time-period not to exceed five years.

Student Secondary – FY13 - 25,729; FY14 - 25,426

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.

Intern – FY13 - 21,937; FY14 - 23,025

Permits foreign college and university students or recent graduates to participate in a structured and guided work-based internship program, gaining exposure to U.S. culture and receiving hands-on experience in U.S. business practices in their chosen occupational field for up to one year.

Short Term Scholar – FY13 - 21,267; FY14 - 21,238

Professors, research scholars, and other individuals with similar education or accomplishments may travel to the United States on short-term visits 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.

Camp Counselor - FY13 - 18,889; FY14 - 19,776

Enables post-secondary students, youth workers, and teachers to share their culture and ideas with the people of the United States in camp settings throughout the country.

Au Pair – FY13 - 14,625; FY14 - 16,035

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.

Trainee – FY13 - 9,157; FY14 - 9,792

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 field. Unlike the Intern category, participants must have either— 1) 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 2) Five years of related work experience.

Government Visitor – FY13 - 5,715; FY14 - 4,943

Permits foreign nationals who are influential or distinguished persons selected by U.S. federal, state, or local government agencies to come to the U.S. for the purpose of consulting, observing, training, or demonstrating special skills.

International Visitor – FY13 - 5,299; FY14 - 6,019

Permits foreign nationals who are recognized or potential leaders selected by the State Department to come to the United States for the purpose of consulting, observing, conducting research, training, or demonstrating special skills.

Student Masters – FY13 - 3,827; FY14 - 2,854

Foreign students may pursue Masters' degrees in the United States at accredited American universities.

Student Bachelors – FY13 - 2,965; FY14 - 2,808

Foreign students may pursue Bachelors' degrees in the United States at accredited American universities.

Student Interns – FY13 - 2,921; FY14 - 3,454

Foreign students may fulfill full-time temporary internships conducted by post-secondary accredited academic institutions in the United States.

Alien Physician – FY13 - 2,331; FY14 - 2,393

Foreign physicians may participate in U.S. graduate medical education programs or training at accredited U.S. schools of medicine.

Teacher – FY13 - 1,745; FY14 - 2,148

Foreign nationals are afforded opportunities to teach in primary and secondary educational institutions in the United States for up to three years.

Student Doctorate – FY13 - 1,568; FY14 - N/A

Foreign students may pursue their doctoral degrees in the United States at American universities.

Professor – FY13 - 1,310; FY14 - 1,284

Promotes the exchange of ideas, research, mutual enrichment, and linkages between research and academic institutions in the United States and foreign countries. Participants may conduct their program in the United States for a time-period not to exceed five years.

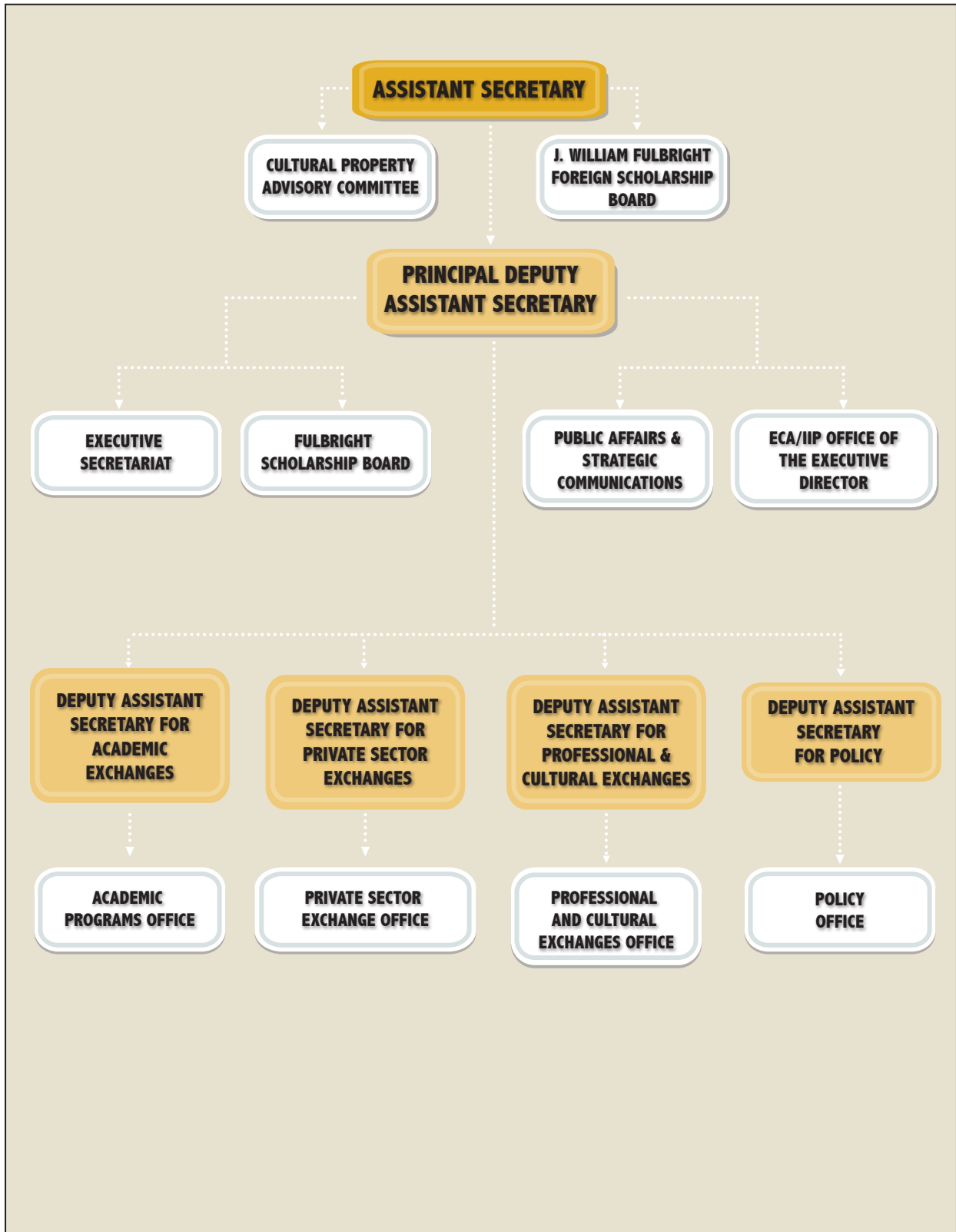
Specialist – FY13 - 1,259; FY14 - 1,088

Experts in a field of specialized knowledge or skills provide opportunities to increase the exchange of ideas with American counterparts. Specialists must be experts in a field of specialized knowledge or skill and may conduct their program in the United States for a time-period not to exceed one year.

Student Associate – FY13 - 195; FY14 - N/A

Foreign students may pursue their Associate degrees in the United States at accredited American universities.

ECA ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES



BUREAU OF PUBLIC AFFAIRS (PA)

Secretary of State John Kerry delivers remarks from Boston and answers questions from the press during the State Department's Daily Press Briefing in Washington, D.C., on June 16, 2015 [State Department Photo/ Public Domain]

Bureau of Public Affairs

FY14 Actual - \$6.502 million; FY15 Planned - \$6.130 million; FY16 Request - \$6.559 million

The mission of the Bureau of Public Affairs (PA) is to communicate timely and accurate information to international and domestic media with the goal of advancing U.S. foreign policy goals and national security interests, as well as broadening understanding of American values. To achieve these objectives, PA uses a wide range of media platforms, conducts public outreach, and provides historical perspective through the Office of the Historian. Through proactive interaction with foreign and domestic press, digital engagement, and domestic outreach, PA helps the State Department and the U.S. government be part of policy conversations in a coordinated and strategic way.

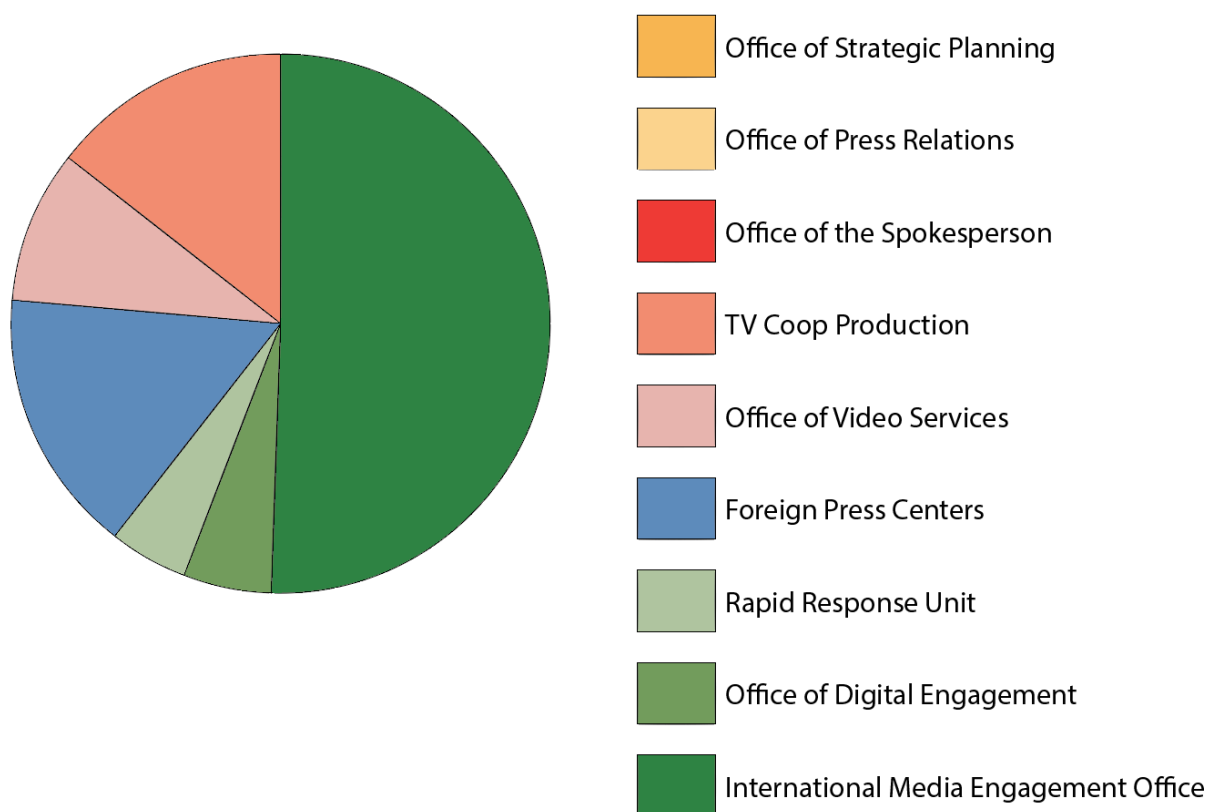
To carry out this mission, PA conducts press briefings and facilitates interviews with U.S. government officials for domestic and foreign press; arranges reporting tours and media co-ops to promote depth, accuracy, and balance of foreign reporting of the United States by foreign press; manages the state.gov website and core department social media platforms; provides

strategic and tactical communications planning to advance America's foreign policy interests; organizes domestic outreach to explain why U.S. foreign policy is important to Americans; and answers questions for the media and public.

The FY 2014 PD budget for Public Affairs was \$6.502 million, the FY 2015 PD budget was \$6.130 million, and the FY 2016 PD request was \$6.559 million. PA is made up of 241 staff members (205 Civil Servants, 26 Foreign Service Officers, and 10 locally employed staff) plus 25 contractors.

Some of PA's offices do not receive PD funds and have a purely domestic focused public affairs portfolio and have not been included in this report. ACPD reviews eight of the 13 offices within the Public Affairs Bureau: the Office of International Media Engagement, the Office of Digital Engagement, the Rapid Response Unit, the Foreign Press Centers, the Office of Video Services, the Office of the Spokesperson, the Office of Press Relations, and the Office of Strategic Planning.

PA FY 2014 ACTUAL EXPENDITURES



OFFICE OF INTERNATIONAL MEDIA ENGAGEMENT (IME)

FY14 Actual - \$3.156 million; FY15 Planned - \$3.223 million; FY16 Request - \$3.449 million

(IME and 5 regional media hubs)

Origin: 2010 (some hubs pre-date IME)

The Office of International Media Engagement (IME) is focused specifically on informing foreign audiences and advancing U.S. foreign policy priorities through broadcast, print, and digital media in Washington and its five regional media hubs in Brussels, Dubai, Johannesburg, London, and Miami. The Washington office and five field hubs employ 32 staff members whose work with foreign journalists is closely coordinated with department bureaus, embassies, and the interagency.

IME develops and implements strategies and tactics to communicate U.S. foreign policy to diverse foreign audiences and pitches U.S. officials to the foreign press. Its “Live at State” program is a virtual press conference that has connected senior State Department officials with hundreds of journalists around the world. IME and the media hubs facilitate interviews, conference calls, and briefings for U.S. officials with international media. The hubs serve as home to the State Department’s Arabic, Spanish, and Portuguese language spokespeople, and administer several of the Department’s foreign language Twitter feeds. Hub staff

members support the department’s outreach efforts at major international summits and events. The hubs also work with the Rapid Response Unit (RRU) and regional bureaus to provide daily media analyses of local reaction to U.S. foreign policy actions and messages as well as regular reports on news media coverage related to major policy priorities. In 2014, IME and the hubs arranged more than 700 media engagements, including over 300 in foreign languages, resulting in more than 875 unique accurate placements of U.S. foreign policy messages in international media.

In FY 2015, in close consultation with the Bureau of East Asian and Pacific Affairs (EAP), PA closed its Media Hub based in Tokyo. The closure reflected the U.S. shift in policy and economic emphasis to Southeast Asia, in addition to the fact that Tokyo was no longer the optimal location to maintain an operation focused on region-wide media engagement. PA is working with EAP to determine where a new hub will be established in Southeast Asia, with a renewed focus on engaging critical target audiences.

OFFICE OF DIGITAL ENGAGEMENT (ODE)

FY14 Actual - \$324,613; FY15 Planned - \$680,216; FY16 Request - \$727,831

Origin: 2011

The Office of Digital Engagement (ODE) maintains the State Department’s core social media properties and communicates U.S. foreign policy through direct engagement with audiences on digital platforms. Its 18 staff members create, manage and amplify content for the State Department’s flagship social media accounts, such as Twitter’s @JohnKerry for the Secretary of State and @StateDept for the department; and the department’s YouTube channel, Facebook page, and Flickr page. The ODE team maintains the Department’s official blog and social media site, as well as on-demand and live-streamed video at video.state.gov. This digital engagement is integrated into the larger communications infrastructure at the State Department.

The State Department’s digital media presence (video, images, audio, blogging, social networking) is the largest in the federal government after the White House and the largest of any foreign ministry in the world, with an aggregate of more than 4 million followers. As of August 2015, the Department’s official

platforms had garnered the following audiences:

- Twitter: @JohnKerry – 653,421 followers; @StateDept – 1.53 million followers; Foreign Language accounts (Arabic, Farsi, Spanish, French, Portuguese, Urdu, Turkish, and Chinese) – 580,641 collective followers;
- Facebook: 1.18 million fans (www.facebook.com/usdos);
- YouTube: StateVideo -- 33,943 subscribers and 9.1 million views;
- Flickr: 40.8 million views;
- Tumblr: 115,169 followers;
- Google+: 391,713 followers with 17.5 million views;
- Instagram: 25,296 followers;
- Medium: 24,300 followers

The State Department’s DipNote blog has also

received 13.2 million reads of its 6,000 entries by more than 1,100 State Department and USAID employees.

ODE uses commercial tools to assess whether messaging is receiving the expected level of online attention and to evaluate different tactics for spreading information through social media. This data is fed into weekly and monthly reports to PA and State Department leadership. These reports help assess the efficiency of messaging and improve future work.

Because the properties maintained by ODE reach the widest audiences within the Department, ODE often leads efforts to coordinate coverage of major department initiatives in coordination with other bureaus and posts, as well as the interagency community and the White House. Content developed for ODE properties is regularly repurposed, translated and systematically distributed to embassies to assist them in furthering public diplomacy objectives.

RAPID RESPONSE UNIT (RRU)

FY14 Actual - \$306,735; FY15 Planned - \$674,734; FY16 Request - \$721,965
Origin: 2006

The Rapid Response Unit (RRU) continuously monitors foreign media and provides daily analysis of news and commentary, giving 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 five core products: “Rapid Response” morning report for officials on foreign reporting, with messaging guidance on timely issues; “Special Reports” on critical issues for target audiences; “Paper Briefs” and “Short Takes” for PA and the Secretary of State on developments in international media; and “WHA Early Alerts” on major news stories and reactions to U.S. official statements in the Western Hemisphere. RRU’s new periodic “What You Need to

Know” report adds in-depth analysis and messaging on issues beyond the headlines, allowing messengers to proactively address key foreign policy issues that may not be front-page news around the world. 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 is composed of six full-time staff members and four contractors. Its audience includes over 1,300 official U.S. government personnel from across the interagency.

FOREIGN PRESS CENTERS (FPCS)

FY14 Actual - \$975,160; FY15 Planned - \$269,624; FY16 Request - \$288,498
Origin: 1946 (New York) and 1968 (D.C.)

The Foreign Press Centers (FPCs) aim to advance U.S. foreign policy objectives by supporting foreign journalists and broadcasters’ reporting on U.S. policies, domestic issues, and American culture. The FPC’s goal is to promote the depth, accuracy, and balance of foreign reporting from the United States, by providing direct access to authoritative American information sources. They also facilitate foreign media access to senior U.S. government officials through interviews, briefings, and special events in order to amplify key strategic policy messaging and strengthen relations with members of the foreign press corps. The FPCs are located in Washington, D.C. and New York City, with a combined staff of 17 people. In addition, the FPCs assist foreign correspondents based in Los Angeles and San Francisco.

The FPCs support the professional work of foreign reporters in the United States, as well as those traveling to the United States on short-term assignments. FPC officials actively engage with the approximately 3,000 credentialed U.S.-based foreign journalists, promoting in-depth and accurate coverage on issues of strategic importance by deepening foreign journalists’ understanding of the political, economic, and social foundations that shape American foreign policy. They do this through four core activities: press briefings, including the provision of transcripts, video and audio recordings, and related documents from these programs; facilitation of interviews with senior U.S. government officials and other leading policy experts; distribution of statements and announcements from across the interagency; and reporting tours, which range from

one-day local programs to multi-day trips outside of Washington, D.C., and New York.

In close coordination with U.S. embassies, FPCs also conducts cooperative broadcast media projects (Media Co-Ops) with national, regional, and independent TV, radio, and online media outlets. Media Co-Ops enable foreign television and radio stations to send producers and crews to the United States to conduct interviews and gather video images and B-roll footage for original documentaries and news features about U.S. policies, events, and issues of importance. The finished products are aired in their home countries. Media Co-Ops aim to advance U.S. government policy goals and increase understanding of the United States and American people by foreign audiences through the eyes and camera lenses of their own countries' journalists, which lends extra credibility to the final productions. The average cost per co-op is \$45,000. In FY 2013, there were

47 completed co-ops; in FY 2014, there were 54. Media Co-Ops were previously under the Office of Broadcast/Video Services; in FY16, Co-Ops will move to Foreign Press Center management to leverage resources between Foreign Reporting Tours and Media Co-Ops.

In addition, FPC conducts reporting tours for foreign journalists residing in the United States (domestic reporting tours) and for visiting overseas-based media (foreign reporting tours). The average participant cost for each foreign reporting tour is approximately \$3,600 (not including international travel costs and staff time) and \$60 per domestic reporting tour (not including staff time). In calendar year 2014, the FPCs hosted 83 briefings, yielding 565 confirmed unique stories, and organized 62 reporting tours, including seven foreign tours that yielded at least 494 unique placements in foreign media outlets.

OFFICE OF VIDEO SERVICES (OVS)

FY14 Actual - \$575,589; FY15 - 420,808; FY16 Request - \$450,265

Co-op Production: FY14 Actual - \$894,914; FY15 Planned - \$861,696; FY16 Request - \$922,015

Origin: 1999

The Office of Video Services (OVS), formerly the Office of Broadcast Services (OBS), works to advance U.S. foreign policy priorities and positions by capturing and distributing raw broadcast video footage of events featuring U.S. government leaders. Based in Washington, the office includes 16 employees and three contractors and offers broadcast journalists the use of two full TV studios and production facilities. This includes providing televised feeds from White House, State Department, and Department of Defense press briefings and events; television studios for interviews, stand-ups, and special projects; and video production and distribution support at major events such as summits, conferences, and fora. OVS also establishes satellite links, assists journalists and other bureaus with footage research, and provides B-roll footage. It operates a television broadcast facility at Main State and a second facility at State Annex 16, co-located with the D.C. Foreign Press

Center at the National Press Building. OVS maintains broadcast connectivity with the New York FPC, allowing for direct broadcast transmissions for events originating there.

Through collaboration with the Department of Defense, OVS distributes broadcast quality content on the DVIDS (Defense Video and Imagery Distribution System) platform via fiber, satellite, and the Internet. Video content is public domain and available online to broadcasters and the general public for download in various qualities, to accommodate different bandwidth limitations. The office creates monthly and ad hoc reports on broadcast placement of State Department video content, including the actual air date and time, media organization, and location. Its broadcast content averages over 4,000 placements a month; over 80 percent of placements are used by foreign broadcast organizations.

OFFICE OF THE SPOKESPERSON (SPOX)

SPOX receives no public diplomacy (.7) funds

Origin: 2013 (as currently configured)

The Office of the Spokesperson (SPOX) develops and executes the strategic media goals of the Secretary of State and represents the State Department publicly

on a daily basis. The Spokesperson gives a daily on-the-record press briefing, travels with the Secretary on all international trips as a communications advisor, and

works with the Press Office to communicate with reporters and respond to incoming press inquiries.

In 2013, following a new Spokesperson's arrival, the Spokesperson, Deputy Spokesperson, and immediate support staff physically moved out of the PA Front Office to be closer to the bullpen press corps. Of the 12 staff positions located in this office in FY 2015, two are permanent positions (the Spokesperson and the Deputy Spokesperson); the additional staff encumber positions loaned from other offices in PA, are Schedule C and Schedule B appointees, or are contractor support positions. The new Spokesperson, who arrived in mid-2015, is evaluating staffing and office responsibilities as this report goes to print.

In close coordination with the Secretary's staff and the rest of the communications team, SPOX as currently configured plans and implements all of the Secretary's events with a media component and creates talking points and Q&A packets for the Secretary's press availabilities and media interviews.

SPOX staff focus on media communications and operations support the Secretary and Spokesperson on international and domestic travel by coordinating backgrounders with senior officials; working with the regional and functional Assistant Secretaries and the department's Chief of Staff on reviewing, drafting, and editing press talking points for the Secretary; working

with the advance team to review and adjust press logistics plans prior to visits; and engaging with posts to ensure proper support. The team advocates for the traveling press corps on Secretarial trips and serves as the conduit for press to the Secretary's Office on all press logistics (including hotel rooms, file centers, and transportation) and on press budgets. On secretarial trips with larger public diplomacy events, the staff may send an advance person as part of the overall advance team in order to track and facilitate specific needs. The team is also responsible for the Spokesperson's social media accounts, including the @statedeptspox account, which has nearly 50,000 followers.

A second core function of the SPOX as currently configured is developing comprehensive strategies and tactics to respond rapidly to breaking news stories. Based on intensive direct media monitoring and engagement, the staff dedicated to this work focuses on stories relating to State Department management, as well as news directly pertaining to the Secretary, and builds research documents to support the communications priorities for the Secretary. They also generate creative plans to build a positive public profile, including on social media, and to produce and maintain background materials summarizing the Secretary's record on policy issues and past work in regional relations.

OFFICE OF PRESS RELATIONS (PRS)

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PRS receives no public diplomacy (.7) funds

Origin: 1969

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 office is led by an FS-01 Foreign Service Officer Director and two GS-15 Deputy Directors, who manage a 23-person staff that includes press officers, media events and outreach officers, media monitors, and administrative support staff. PRS also manages a six-person contract transcription team.

As one of the department's principal conduits for communicating foreign policy, PRS supports the Spokesperson in preparing for the Daily 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 and Spokesperson, and other press releases. The office also responds directly to queries from the

Washington press corps and other domestic and internationally based journalists on all matters involving Department policy and programs. PRS maintains a 24-hour operation to accomplish its mission and its press officers serve as 24/7 duty officers for the entire bureau.

Additionally, the PRS media outreach team schedules interviews for U.S. officials with domestic media outlets and proactively proposes press engagements to promote U.S. policy initiatives and goals. The PRS media monitoring team researches and disseminates daily media clips to keep department officials updated on coverage of foreign policy. PRS provides logistical support and expertise to the Secretary for all events and meetings with a media component held at the State Department and at other domestic venues, including press conferences and speaking engagements. PRS also provides operational support for special events involving other senior department officials.

OFFICE OF STRATEGIC PLANNING (OSP)

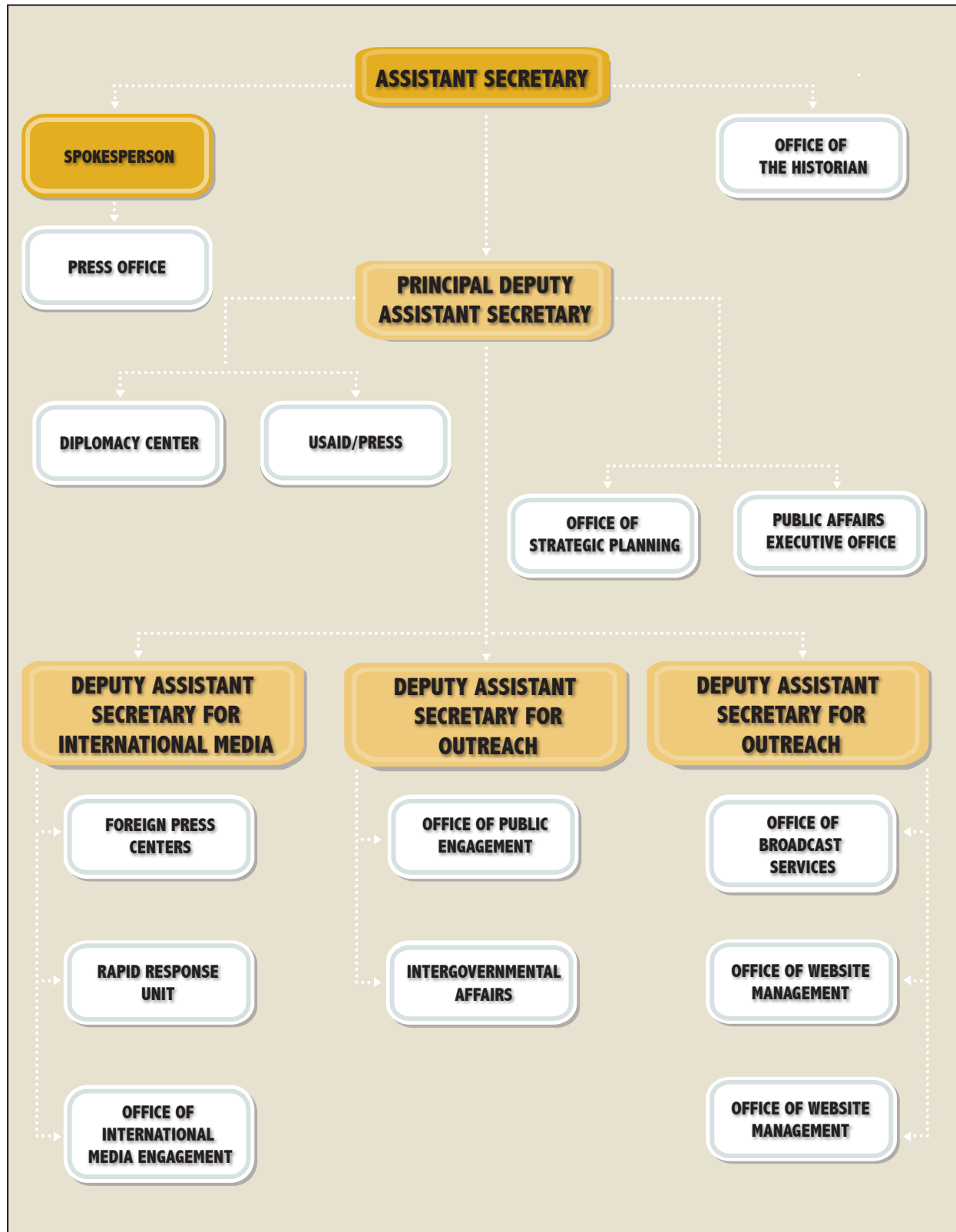
OSP receives no public diplomacy (.7) funds.
Origin: 2012

The Office of Strategic Planning (OSP) advances U.S. foreign policy priorities by advising department offices on how to leverage PA tools. As a liaison to department offices and the interagency, the OSP coordinates PA resources to promote mid- and long-term communications goals. The OSP team, comprising seven staff members, develops strategic communications plans to advance primary U.S. foreign policy goals.

OSP serves as the first point of contact for other

offices to engage the Bureau in support of major Department activities, events, and initiatives. The office also provides strategic public affairs advice to bureaus, outside organizations, and other U.S. government agencies conducting public diplomacy activities. These ongoing efforts to “direct and connect” Department bureaus and offices to the PA offices that will best meet their public affairs needs—and evaluate whole-of-PA amplification efforts—ensure the strategic alignment of PA’s engagement tools and resources with Department priorities.

PA ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES



BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP)

Bureau of International Information Programs (IIP)

FY14 Actual - \$48.09 million*; FY15 Planned - \$67.00 million; FY16 Request - \$69.59 million

Note: Does not include \$16.7 million in FY14 funding for support to American Spaces. Funds were executed by the Regional Bureaus.

The mission of the Bureau of International Information Programs (IIP) is to “provide the State Department’s worldwide public diplomacy platform and to partner with policy experts and missions abroad to design and develop products and programs that engage international audiences to advance U.S. foreign policy.” It produces digital-first multi-media content in English and multiple foreign languages (currently Arabic, Chinese, French, Persian, Portuguese, Russian, Spanish, and Urdu) that promotes U.S. foreign policy priorities; supports more than 700 American Spaces abroad; recruits and programs hundreds of American experts to speak on U.S. foreign policy issues with overseas audiences; and manages the infrastructure for the global network of U.S. embassy and consulate websites.

The bureau was created in 1999 after the merger between the U.S. Information Agency and the U.S. Department of State. Its programs are guided by a Bureau Strategic Plan that is based on global engagement directives from the President and the National Security Council; the Department of State Quadrennial Diplomacy and Development Review (QDDR); and the Strategic Plan of the Undersecretary of State for Public Diplomacy.

FISCAL YEAR 2014

FY14 Actual - \$48.09 million; FY15 Planned - \$67.00 million; FY16 Request - \$69.59 million

At the end of FY 2014, IIP realigned into three core competencies: programs, products and platforms. This restructuring will be reflected in the FY 2015 report. The objective is to create a “digital-first” approach to public diplomacy to reach audiences that increasingly rely on digital communications. The Office of Policy, Outreach and Governance oversees IIP’s strategic planning process. IIP’s work supports foreign policy goals and objectives, in coordination with NSC leadership, the State Department, and the Under Secretary for Public Diplomacy and Public Affairs. In FY 2015, it planned for \$67.00 million for operations. Of that amount, \$11.79 million went toward executive direction, with the remaining \$55.21 million dispersed among programs, products and platforms. In FY 2016, IIP has requested \$69.59 million for operations. Of that amount, \$12.08 million is going toward executive direction, with the remaining \$57.51 million being dispersed among programs, products and platforms.

PROGRAMS

FY15 Planned – \$7.55 million; FY16 Request – \$7.60 million

Programs 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. This includes global and regional campaigns, in addition to country-specific initiatives and is informed by audience research and performance analysis. The group has three key offices:

- **Office of Public Engagement** works with policy experts in the department’s regional and functional bureaus to identify key foreign policy objectives that might be advanced by building public support for U.S. positions among foreign populations. Working with IIP’s analytics team, the office identifies receptive and influential audiences that can help build support for U.S. positions within their communities and ultimately

among government decision makers. The office identifies appropriate engagement tactics and draws upon the full array of IIP products and services to build and activate these networks of supporters.

- **Office of Regional Engagement** works with regional and functional bureaus in Washington and with posts abroad to develop public diplomacy strategies that use IIP tools to advance key global and regional priorities. It also provides training on IIP products and programs to posts that allows them to effectively implement these strategies in the field, using the most up-to-date technology and digital tools. In addition, the office runs the department’s social media support and strategy helpdesk and is the lead on implementing the department-wide rollout of a

social media management tool to all posts and bureaus. Last, the office runs and operates the department's TechCamp program, designing and delivering two-day, interactive workshops that connect civil society groups with technology experts to create real-world solutions to policy issues.

- **Office of Analytics** specializes in the analysis of social media data to provide insights into the narratives and content driving digital discussions, while assisting colleagues in the optimization of their own social media engagement. IIP's analytics team also analyzes commercial and open source data on the interests, attitudes and information consumption habits of audiences across the globe to inform the development of IIP public engagement campaigns and global products. The office measures program and campaign performance to determine their effectiveness in meeting stated objectives and to inform tactical adjustments. It also supports digital platform initiatives such as ShareAmerica and the embassy website modernization project, collaborating with colleagues to provide data and analysis that inform their decisions and improve communications.

OFFICE OF PUBLIC ENGAGEMENT

The Office of Public Engagement pursues two interrelated lines of effort—building digital networks of engaged foreign citizens and activating foreign communities of interest in support of specific U.S. policy goals.

The office builds and maintains digital networks among strategically important groups to serve as potential champions on issues of importance to the U.S. government. As an example, the office has built the 140,000-person Young African Leaders Network (YALI Network). In 2013, the President established the Mandela Washington Fellowship Program under the Young African Leaders Initiative (YALI), to offer U.S. travel and study fellowships to 500 young Africans each year. Interest in the program was overwhelming, attracting 50,000 applications in the first year alone. IIP recognized in this applicant pool the opportunity to establish sustained digital engagement with thousands of young Africans who had expressed an interest in connecting with the United States but would not be able to participate in the flagship fellowship program. IIP created YALI Network to continue nurturing relations with these motivated and positively disposed young people in this strategically important region of the world. 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 members offline networking and skills-building activities in IIP's American Spaces located throughout Africa. As IIP coordinates with AF on policy priorities for the region, the office uses the network to build popular support for U.S. positions.

The Office of Public Engagement's second line of effort is conceiving and executing public engagement campaigns designed to build foreign public support for specific U.S. policy goals. IIP campaigns are highly focused, time-limited efforts created in collaboration with one or more of the State Department's policy bureaus and designed to achieve a specific, measurable outcome in support of one of the department's policy goals. The office draws upon IIP's capabilities in audience research, performance analysis, website development, design, strategic communications, digital content production, translation, digital engagement and expert speaker recruitment to identify and engage audiences that can influence their communities and decision makers in favor of U.S. positions.

As an example, IIP worked with the department's Economics Bureau in the summer and fall of 2014 to execute a campaign in support of the multistakeholder model of Internet governance. In advance of the International Telecommunication Union's (ITU) Pleni-potentiary in November 2014, department negotiators charged with protecting the current multistakeholder model of Internet governance looked to shore up support for the U.S. position among key potential allies who were viewed as being on the fence. IIP worked with EB to identify priority countries and constructed a campaign to engage digitally savvy communities within those countries about the value of a free and open Internet. IIP created a website, social media and email presence to build a network of supporters and provided those individuals shareable content on the value of multistakeholder governance in ensuring the Internet remains a tool for education, commerce, economic development, free exchange of ideas and innovation. IIP encouraged network members to advocate for an open Internet within their communities and provided them with tools to do so. Ultimately the U.S. position met with broad support at the ITU, including from nations specifically targeted by the campaign.

Other campaigns IIP is currently pursuing focus on creating support for climate action in advance of the 2015 Paris Climate Conference, also known as COP 21; building support for Ukraine's sovereignty in the face of Russian intervention; and increasing the number of students from the Western Hemisphere studying in the United States in support of the President's 100,000 Strong in the Americas initiative.

OFFICE OF REGIONAL ENGAGEMENT

Regional Functional Strategy: In coordination with the Public Affairs Bureau (PA) and the Educational and Cultural Affairs Bureau (ECA), IIP's regional and func-

tional policy officers work with the State Department's Regional and Functional bureaus, as well as special offices and envoys, to develop strategies that advance their public diplomacy policy objectives. In conjunction with posts and the Bureau of Intelligence and Research's Office of Opinion Research (INR/OPN), policy officers identify key insights about target audiences and behavioral objectives for those audiences. They then work with other offices in IIP to develop content and delivery plans for the messaging. In close coordination with regional bureaus, policy officers ensure that PD programs and products are deployed to the field in an effective way. Finally, together with the Office of Analytics, functional and regional policy officers measure the impact of the PD tools and report back to the regional and functional bureaus on this impact.

Digital Support and Training: IIP's Digital Support and Training team assists posts with building their 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. Digital Support and Training works closely with all IIP offices and teams under a holistic approach to its external training efforts and contributes expertise and trainers to multiple projects and efforts, including support for regional bureau social media coordinators. Throughout 2015, the team has run all iterations of the new Digital-First Course with American Spaces, training more than 100 Foreign Service Officers (FSOs), locally employed staff (LES) and American Spaces partner coordinators in all regions. Other examples include training series with the Office of Public Engagement for the CampusUSA campaign; an integrated contact and email tool with Office of Digital; an upcoming analytics virtual training series with the Office of Analytics; and a months-long social media training series with the Bureau of South and Central Asian Affairs (SCA).

The team operates the State Department's social media support and strategy helpdesk and leads the department-wide rollout of the Hootsuite Enterprise, a social media management tool that allows increased messaging flexibility and accountability across multiple digital platforms and provides integrated analytics and data for better social media reporting and assessment of effectiveness. The Digital Support and Training team also 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.

Another important element of the Digital Support and Training team is the TechCamp program, which moved to IIP from IRM in April 2015 in an effort to tie it more closely with Public Diplomacy's strategic priorities. TechCamps are two-day interactive workshops

that link civil society representatives with technology experts to explore solutions to real-world challenges. They engage and empower journalists, entrepreneurs and government representatives, training them in the use of low-cost, easy-to-implement technological tools and concepts to make them more effective in the work they do. Since its creation in 2010, more than 40 TechCamps have been completed all over the world, reaching an estimated 2,300 civil society organizations and technology groups from 110 countries.

Under IIP, TechCamps now are directly tied to public diplomacy's highest priorities, identified by Under Secretary Stenge as: 1) supporting and defending civil society, 2) improving communication and digital literacy, and 3) countering violent extremism. With resources from the Under Secretary, IIP funds 10 to 12 TechCamps each year, with four to six reserved for rapid-response, high-priority projects and the remaining six to eight prioritized for the regions. Despite still being in the process of creating and staffing the new TechCamp team and creating the program's first-ever strategic plan, IIP will complete seven fully funded TechCamps in 2015, including events in Latvia, India, Niger, Sweden, Tunisia, South Africa and Ukraine. IIP provides consultative support and, in limited amounts, some funding for post-led, post-funded TechCamps. For instance, the U.S. embassy in Port-au-Prince, Haiti will run a post-led TechCamp in October 2015 under this type of IIP assistance. All program participants, whether in IIP-funded or post-funded programs, will become part of a TechCamp network that offers substantive follow-on projects and activities.

OFFICE OF ANALYTICS

To build and measure effective communication strategies, IIP is enhancing the way it uses data in developing products and programs. The analytics team is integrating data analysis into all IIP communications initiatives and collaborating with colleagues to identify and better understand key audiences and conversations online, and refine communications efforts through iterative processes—cycles of collecting data, analyzing it, making adjustments, and improving communications.

The office provides a number of analytics products across IIP, including:

- **Measurement and strategic planning:** At the early stages of a campaign or product, the Office of Analytics provides consultation on aligning measurement strategies with strategic goals. For example, the Embassy Website Modernization Project team has coordinated with the Analytics team to ensure they are measuring users' completion of key tasks and engagement with PD content, and that such reporting will be available to drive future design decisions.
- **Short-term social media analysis:** Following

major events like the completion of nuclear negotiations with Iran or the restoration of diplomatic relations with Cuba, the Office of Analytics produces daily overviews of the social media conversation about these topics. This helps IIP understand how the conversation is unfolding among audiences abroad, and informs future efforts as well as provides strategic advice to other customers across the department.

- **Standardized campaign reporting:** For long-term initiatives and products, like ShareAmerica, the Analytics team works closely with product and content owners to develop comprehensive interactive KPI dashboards. Analytics also designates an analyst to serve as the campaign lead for each IIP-led campaign to leverage the team's skills and capabilities to provide actionable insights to improve campaign content and performance. In addition, the team finds innovative ways to distribute key reports

throughout the organization, such as setting up a channel on Slack, an internal collaboration tool, that automatically alerts users when a particular piece of web or social content outperforms benchmarks. The team is also building a web platform to house its reporting and provide real-time data on the performance of IIP content across the department's digital properties. These assets provide a powerful real-time view of what content is succeeding across different regions, topics, audiences, and platforms.

Given this wide array of services and growing demand across the bureau and the department, the Office of Analytics is currently looking to augment its workforce with additional personnel and competencies. Analytics also plans to take advantage of an IIP-wide blanket purchase agreement (BPA) that will make state-of-the-art expertise in marketing and digital measurement available to the bureau and department.

PRODUCTS

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FY 2015 Planned – \$11.78 million; FY 2016 Request – \$11.97 million

Products creates digital-first multimedia content in English and eight other languages that aims to advance U.S. foreign policy objectives with key international audiences in close collaboration with the Programs and Platforms teams. The new web platform ShareAmerica is the bureau's initial step in this effort.

- **Office of Editorial Content** creates and curates content in English that support U.S. foreign policy priorities and the work of U.S. embassies and consulates, task forces, campaigns, bureau social media properties and feeds, speaker and specialist programs, and American Spaces.
- **Office of Language Resources** maximizes the accessibility and reach of IIP content worldwide by translating and adapting the bureau's English content into eight foreign languages, in addition to creating and curating original content in the target languages.
- **Office of Video** creates video and other multimedia content that provides context and fuels conversations around policy priorities.

- **Office of the U.S. Speaker Program** recruits American experts on issues tied to U.S. foreign policy priorities and works with U.S. embassies and consulates to connect the speakers with international audiences, both in person and through virtual platforms.

OFFICE OF EDITORIAL CONTENT

In FY 2015, IIP launched a new platform, [ShareAmerica](#), for distributing digital-first content for use by U.S. missions abroad and by Department of State offices with their foreign social media networks, and for broader sharing with secondary and tertiary networks. The content is a mix of breaking and evergreen stories that highlight and explain U.S. policy developments and relate directly to U.S. foreign policy objectives. The below box provides a sample of digital media content from FY 2014 and FY 2015 in support of U.S. priorities.

SAMPLE 2014/2015 EDITORIAL CONTENT

1. **Sept. 24, 2014: Nine brave students stand up to racial segregation...on this day** - A reflection piece on the anniversary of the first day of school for the Little Rock Nine, the first black students to attend Central High School in Little Rock, Arkansas on September 24, 1957. The article provides a historic overview of the history of segregation in Arkansas following Brown v. Board of Education and concluded with a reflection from 2007 by then-governor Mike Beebe, who noted that the students "taught 'a lesson for the ages.'" <https://share.america.gov/on-this-day-little-rock-nine/>

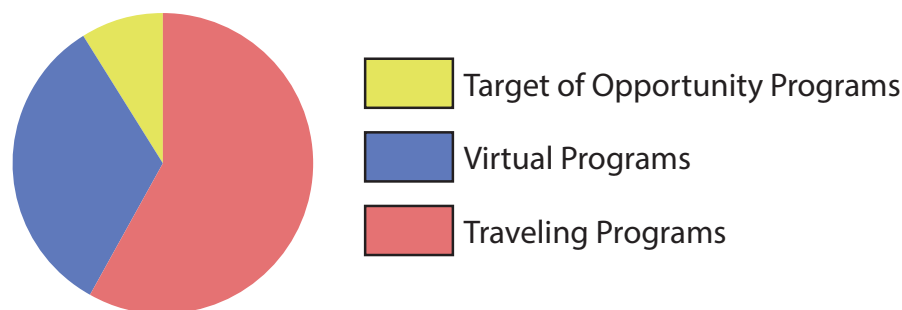
2. **Sept. 11, 2014: Kerry on ISIL: ‘We are uniting the world against a unified threat’** - A short article of Secretary of State John Kerry’s visits to the Middle East and Europe. Kerry visited the Middle East to unify an international coalition aimed at defeating and destroying the Islamic State in Iraq and the Levant (ISIL). Kerry emphasized that American leadership is crucial but that the United States could not defeat ISIL alone, as working with allies will ensure ISIL is defeated. <https://share.america.gov/kerry-on-isil-uniting-world-against-threat/>
3. **Sept. 26, 2014: First TV debate revolutionizes political campaigning...on this day** - A reflection piece on the anniversary of the first televised presidential debate between Kennedy and Nixon. ShareAmerica connected this to televised debates and more informed decision making on the part of voters. It ends with a quote from Larry Sabato (quoted from an article in TIME) discussing how, from then on, candidates were forced to use television as another means of connecting to their audiences. <https://share.america.gov/first-televised-presidential-debate/>
4. **May 21, 2015: You know English, but will your vocabulary get you through a tough business meeting?** - An article giving non-English speakers a quick guide to decoding common American business-related terms. The article uses pictures then gives a caption of six different terms. It ends with a note about the ShareAmerica materials on American English. <https://share.america.gov/english-you-will-need-to-take-care-of-business/>

OFFICE OF THE U.S. SPEAKER PROGRAM

The U.S. Speaker Program recruits American experts from the government, academia, and the private sector to travel to posts worldwide for public diplomacy-related speaking engagements. In FY 2014, the average cost of a traveling speaker was \$13,900 per person including airfare, a daily \$200 honorarium, the standard U.S. government per diem, and a nominal miscellaneous expense allowance to cover costs such as immunizations and taxis. The office also identifies and coordinates public diplomacy speaking opportunities for qualified U.S. speakers, who are already

overseas at their own expense, to leverage their in-country presence for programming. The target of opportunity speakers are provided an honorarium and per diem for each day of their official programming. Additionally, the office leverages digital tools to coordinate virtual speaking engagements with audiences overseas. U.S. speakers who participate in virtual programs receive a \$200 honorarium and a nominal miscellaneous expense allowance to cover parking or taxis.

FY 2014 U.S. Speaker Breakdown by Type



FY 2014 U.S. Speaker Breakdown by Region

	EAP	EUR	NEA	SCA	AF	WHA	Global	Total
Traveling Programs	45	83	34	35	52	81		330
Virtual Programs	12	44	23	18	52	26	12	187
Target of Opportunity Programs	9	17	4	4	5	11		50
Total Programs	66	144	61	57	109	118	12	567

PLATFORMS

FY 2015 Planned – \$35.89 million; FY 2016 Request – \$37.94 million

Platforms provides public engagement spaces that prioritize individuals and facilitate long-term relationship building between the United States and foreign citizens.

- **Office of Digital** provides the technology platform and 24-hour worldwide customer service that supports embassy and consulate website operations.
- **Office of Design** establishes the aesthetic, usability and design standards for the bureau; supports the infrastructure for IIP's non-embassy web presence; maintains and operates the bureau's suite of live production studios; and creates engaging interactive programming for global audiences using industry-leading technologies.
- **Office of American Spaces** aims to advance U.S. foreign policy through a worldwide network of physical spaces to engage foreign publics in interactive dialogue.

GLOBAL EMBASSY WEBSITE MODERNIZATION

IIP provides the technology and support for the existing network of 450 U.S. embassy and consulate websites in 64 languages. These public-facing websites receive 150 million visits and over 600 million pageviews each year. In FY 2015 to FY 2016, IIP is modernizing the global infrastructure, design, and usability of these websites to benefit U.S. citizen and foreign visitors, posts, and the department at large. The global embassy website modernization represents a major opportunity to increase public engagement with the department's foreign policy content, and aligns closely with the priorities of senior department leadership. It will involve the migration of all websites to a new open-source content management system that unifies each country mission's embassy and consulate websites onto a single, holistic representation of the U.S. government's relationship with that country. The effort also plans to enhance system flexibility and security, improve user experience, make content more accessible on mobile devices, and increase efficiency for more than 1,000 webmasters in the field.

OFFICE OF AMERICAN SPACES

There are more than 700 American Spaces worldwide, which range from large, U.S. government owned or leased American Centers to smaller American Corners hosted in foreign institutions. In 2011, the Office of American Spaces was created to support and oversee

American Spaces worldwide. In 2012, it created five core pillars of programming that are required in order for an American Space to qualify for IIP funding. The pillars are: English language learning, studying in the United States, alumni programming, cultural programs, and information about the United States. In 2012, IIP partnered with the Smithsonian Institution to create the Model American Spaces Program to enhance the design of and programming offered in American Spaces. Over the past three years, the Smithsonian has offered specific design and programming support to 18 American Spaces to enhance visitor experience and functionality. All of the programming resources from the Smithsonian are accessible by all American Spaces. In 2013, IIP created the handbook "Managing American Spaces" to support Public Affairs Officers in managing and programming the platforms.

In 2014, IIP partnered with the six regional bureaus to prioritize limited public diplomacy funding and staffing for those spaces deemed to be the most strategically important American Spaces for U.S. foreign policy. Each regional bureau identified the top 10 most strategic spaces in its region to make the top 60 Tier One Spaces list. The high priority spaces were determined by the importance of having this platform as a public diplomacy tool, as compared to all other public diplomacy tools, in order to accomplish foreign policy goals. In coordination with the regional bureaus, the tier one list will be reviewed every other year to ensure that the list reflects current foreign policy priorities. In FY 2015, roughly 60 percent of IIP's \$15 million in support funds for American Spaces will go to the top 60 tier one spaces and remaining 40 percent will go to the tier two spaces.

Increasingly, American Spaces will focus on making the Internet and interactive technology more accessible to key foreign target cohorts, and leveraging the power of digital tools in achieving goals under the five programming pillars. In cases where a restrictive environment limits public diplomacy programming, American Spaces are critical. In some places, American Spaces are the only accessible venue for audiences who seek free access to the internet and interactive dialogue with Americans on issues critical to U.S. foreign policy goals.

In FY 2015, approximately 180 American Spaces staff members worldwide received training in new tools and techniques developed to promote a whole-of-mission approach to engagement with their host countries in support of foreign policy goals. Roughly 65 percent of training participants represented tier one spaces. This state-of-the-art training covered effective management of American Spaces; digital-first concepts

for identifying and engaging with foreign audiences and using analytic data to drive that engagement; and tools for creating bold and imaginative programming that moves the needle on foreign policy priorities. Participants enthusiastically received the new ideas they learned through a combination of lecture and hands-on exercises, resulting in a robust training experience unlike anything we have ever provided for American Spaces personnel.

In FY 2016, IIP will continue to ensure that all tier one spaces have the tools, training, and infrastructure they need to be the most effective platforms possible for policy-focused public diplomacy programming. IIP will also work to increase capacity at tier two spaces, to ensure that American Spaces staff members have the skills needed to manage foreign policy focused venues for engagement.

FY 2014-FY 2016 TOP 60 TIER ONE AMERICAN SPACES BY REGION

Africa:

Cote d'Ivoire, Abidjan, YALI Space (TBD)
Democratic Republic of Congo, Kinshasa, American Corner Limete
Ethiopia, Addis Ababa, Addis American Corner
Kenya (suitable site being identified)
Nigeria, Lagos, YALI Space (suitable site being identified)
Rwanda, Kigali, Kigali American Corner
Senegal, Thies, American Corner Thies
South Africa, Pretoria, American Corner Pretoria
South Africa, Cape Town, USinfo@Central American Corner
Zimbabwe, Bulawayo, National University of Science & Technology

East Asia Pacific:

Burma, Mandalay, Jefferson Center Information Resource Center
Burma, Rangoon, American Center Rangoon
China, Beijing, Beijing American Center
China, Chengdu, Chengdu Information Resource Center
China, Shanghai, Shanghai American Center
China, Shenyang, Shenyang Information Resource Center
Indonesia, Jakarta, @america
Korea, Seoul, American Center Korea
Vietnam, Hanoi, American Center Hanoi
Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City

Europe:

Bosnia and Herzegovina, Mostar, American Corner Mostar
Georgia, Batumi, Batumi American Corner
Germany, Stuttgart, German-American Institute
Greece, Xanthi, Xanthi American Corner
Moldova, Chisinau, American Resource Center
Portugal, Lisbon, Faculty of Science and Technology American Corner
Russia, Moscow, Moscow American Center
Turkey, Gaziantep, Gaziantep American Corner
Ukraine, Kyiv, America House Kyiv
Ukraine, Kharkiv, Kharkiv Window on America Center

Near East Asia Region:

Egypt, Cairo, Information Resource Center
Egypt, Cairo, American Corner Maadi
Israel, West Jerusalem, American Center Jerusalem
Jordan, Amman, American Language Center
Lebanon, Baakleen, American Corner Baakleen
Morocco, Casablanca, Dar America
Palestinian Territories, East Jerusalem, America House Jerusalem
Palestinian Territories, Ramallah, America House Ramallah
Tunisia, Tunis, American Corner Tunis
Algiers, Algeria, Algiers IRC

South and Central Asia:

Bangladesh, Dhaka, Edward M. Kennedy Center
India, New Delhi, American Center New Delhi
Kazakhstan, Almaty, American Corner Almaty
Kyrgyz Republic, Bishkek, Bishkek America Borboru
Maldives, Malé, American Corner Malé
Nepal, Kathmandu, Nepal Book Bus
Pakistan, Karachi, Lincoln Learning Center
Sri Lanka, Kandy, Kandy American Corner
Tajikistan, Dushanbe, Dushanbe American Corner
Turkmenistan, Ashgabat, Information Resource Center

Western Hemisphere:

Argentina, Buenos Aires, Instituto Cultural Argentino Norteamericano
Bolivia, Cochabamba, Centro Boliviano Americano Cochabamba
Brazil, Brasilia, Casa Thomas Jefferson
Chile, Santiago, Instituto Chileno Norteamericano
Colombia, Pereira, Centro Colombo Americano
Ecuador, Cuenca, Centro Ecuatoriano Norteamericano Abraham Lincoln
Honduras, San Pedro Sula, Centro Cultural Sampedrano
Mexico, Mexico City, Benjamin Franklin Library
Nicaragua, Managua, Centro Cultural Nicaraguense Norteamericano
Venezuela, Maracaibo, Centro Venezolano Americano del Zulia

FY 2015 AMERICAN SPACES SUPPORT – 20 SPACES WITH HIGHEST FUNDING

(Range: \$177,000-\$750,000)

- | | |
|---|--|
| 1. Ukraine, Kyiv, America House Kyiv | 11. Ecuador, Cuenca, Centro Ecuatoriano Norteamericano Abraham Lincoln |
| 2. Sri Lanka, Kandy, Kandy American Corner | 12. Rwanda, Kigali, Kigali American Corner |
| 3. Chile, Santiago, Instituto Chileno Norteamericano | 13. Nepal, Kathmandu, Nepal Book Bus |
| 4. Korea, Seoul, American Center Korea | 14. Turkey, Gaziantep, Gaziantep American Corner |
| 5. Democratic Republic of Congo, Kinshasa, American Corner Limete | 15. South Africa, Cape Town, USinfo@Central American Corner |
| 6. Indonesia, Jakarta, @america | 16. Brazil, Brasilia, Casa Thomas Jefferson |
| 7. Venezuela, Maracaibo, Centro Venezolano Americano del Zulia | 17. Colombia, Pereira, Centro Colombo Americano |
| 8. Morocco, Casablanca, Dar America | 18. Pakistan, Karachi, Lincoln Learning Center |
| 9. Germany, Stuttgart, German-American Institute | 19. Georgia, Batumi, Batumi American Corner |
| 10. Nicaragua, Managua, Centro Cultural Nicaraguense Norteamericano | 20. Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City |

FY 2014 AMERICAN SPACES SUPPORT – 10 SPACES WITH HIGHEST FUNDING

(Range: \$188,000-\$857,000)

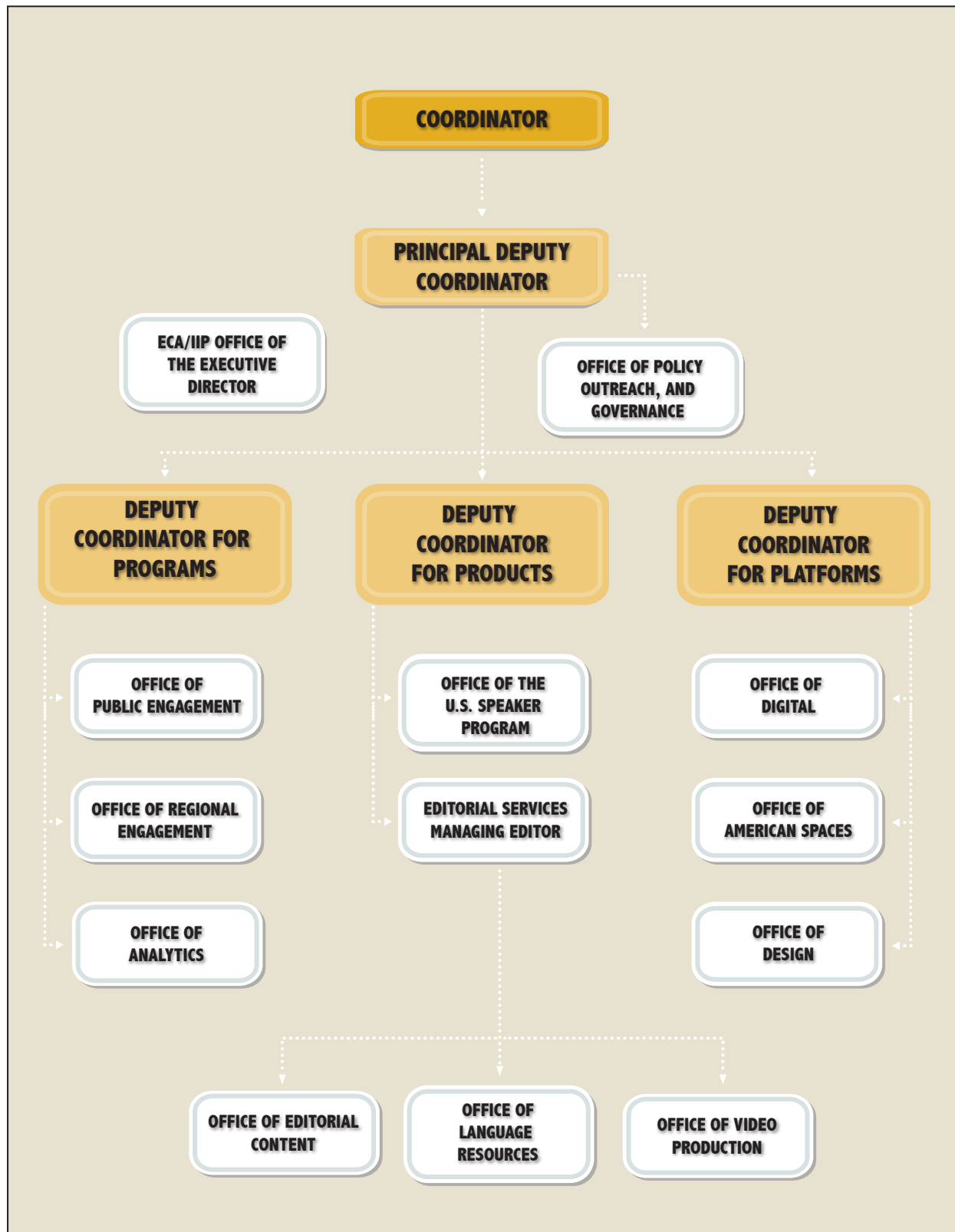
- | | |
|---|--|
| 1. Brazil, Brasilia, Casa Thomas Jefferson | 6. Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City |
| 2. Jordan, Amman, American Language Center | 7. Kazakhstan, Almaty, American Corner Almaty |
| 3. India, New Delhi, American Center New Delhi | 8. Mexico, Mexico City, Benjamin Franklin Library |
| 4. Argentina, Buenos Aires, Instituto Cultural Argentino Norteamericano | 9. Zimbabwe, Bulawayo, National University of Science & Technology |
| 5. Colombia, Pereira, Centro Colombo Americano | 10. Bangladesh, Dhaka, Edward M. Kennedy Center |

SMITHSONIAN VISITS TO AMERICAN SPACES – FY 2012- FY 2015

In 2012, IIP and the Smithsonian Institute (SI) created the Model American Spaces Program. Between FY 2012 and FY 2015, project teams comprised of Smithsonian experts and IIP staff made 18 visits to American Spaces worldwide. During these visits, the SI-IIP team developed concept designs to renovate the physical space for a more American “look and feel” and trained staff on content to address key foreign policy issues through more dynamic programming. Upon their return to the U.S., the SI and IIP teams provided follow up coordination and guidance to the American Spaces staff to bring the new design concepts to fruition. ACPD commends this collaboration to ensure that the spaces showcase the best of American culture, innovation and design while providing a positive user experience in strategic locations around the world.

- Democratic Republic of Congo, Kinshasa, American Corner Limete
- South Africa, Pretoria, Mae Jemison U.S. Science Reading Room (American Corner)
- South Africa, Pretoria, American Corner
- South Africa, Cape Town, USinfo@Central American Corner
- Zimbabwe, Bulawayo, National University of Science & Technology
- Korea, Seoul, American Center Korea
- Philippines, Manila, Mobile American Corner
- Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City
- Romania, Bucharest, American Corner at the National Library Bucharest
- Jordan, Amman, American Language Center
- Morocco, Casablanca, Dar America
- Oman, Muscat, American Corner at Muscat Higher College of Technology
- India, New Delhi, American Center New Delhi
- Kyrgyz Republic, Bishkek, Bishkek America Borboru
- Sri Lanka, Kandy, Kandy American Corner
- Brazil, Brasilia, Casa Thomas Jefferson
- Chile, Santiago, Instituto Chileno Norteamericano
- Mexico, Mexico City, Benjamin Franklin Library

IIP ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES



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uaeembassyus Committed to confronting & eradicating [#terrorism](#) & [#extremism](#) in all forms, the United Arab Emirates and United States today launched the [#SawabCenter](#), an online engagement and messaging operation to counter [#extremist](#) propaganda on social media. [#NotoDaesh](#) [#UAE](#) [#UAEUSA](#)

haridan.interacting A Professional team. 

usainuae An important battle.

Log in to like or comment.

...

CENTER FOR STRATEGIC COUNTERTERRORISM COMMUNICATIONS (CSCC)

Center for Strategic Counterterrorism Communications

FY13 Actual - \$4.99 million; FY14 Actual - \$6.08 million; FY15 Planned - \$8.105 million; FY16 Request - \$9.8 million

CSCC was established at the direction of the White House and State Department in 2010 and codified by President Obama's Executive Order 13584 in September 2011 to "coordinate, orient, and inform government-wide strategic communications focused on violent extremists and terrorist organizations." CSCC works under the direction of the President and the Secretary of State and is led by the U.S. Special Envoy and Coordinator for Strategic Counterterrorism Communications. On February 19, 2015, President Obama announced at the White House Summit on Countering Violent Extremism (CVE) that the CSCC Coordinator would also become a Special Envoy to increase international engagement and partnerships to counter violent extremism and to develop strategic counterterrorism communications worldwide.

CSCC's Special Envoy reports to the Under Secretary for Public Diplomacy and Public Affairs and his staff is drawn from several U.S. departments and agencies. They work with the Bureau of Counterterrorism (CT) and other relevant department bureaus and agencies to lead efforts to coordinate and develop U.S. government counterterrorism messaging and build international partnerships to enhance CVE programs and global messaging. The Under Secretary for Public Diplomacy and Public Affairs chairs CSCC's steering committee and the Counterterrorism Bureau Coordinator is its Vice Chair. The committee includes nine agencies: the National Counterterrorism Center (NCTC), the Departments of Defense, Treasury, Justice, Homeland Security, the Central Intelligence Agency, the Broadcasting Board of Governors, the Joint Chiefs of Staff, and the U.S. Agency for International Development.

CSCC works daily to "contest the space" of violent extremists and to amplify anti-extremist voices through

the development and coordination of messaging broadcast through traditional media, digital engagements, and CVE programming. The center's social media engagements to counter terrorist messaging in Arabic, Urdu, Somali, and English focus on:

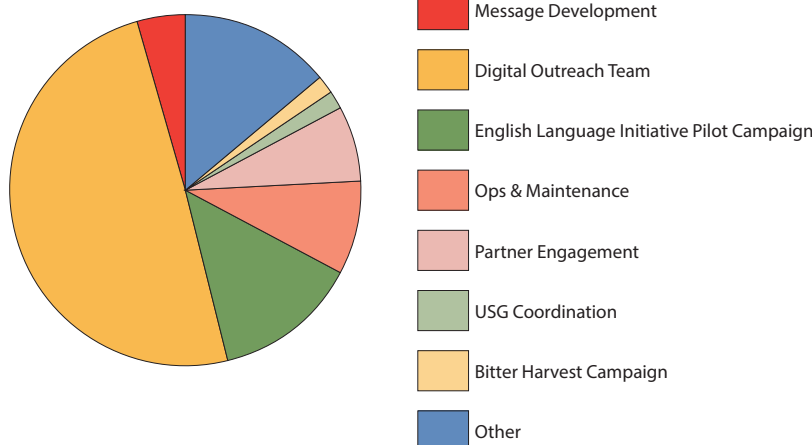
- highlighting the victims of terrorism;
- emphasizing the testimony of former radicals;
- exposing battlefield losses by ISIL and other extremist groups;
- revealing living conditions in terrorist-controlled areas; and
- amplifying credible voices.

CSCC's work is based on the National Strategy for Counterterrorism and focuses on the Islamic State of Iraq and the Levant (ISIL), or DAESH; al-Shabaab in the Horn of Africa; al-Qa'ida senior leadership and its affiliates and allies in Pakistan; AQIM and its associates across the Sahel through Northern and Western Africa; and al-Qa'ida in the Arabian Peninsula. In December 2013, CSCC began a pilot program of digital engagements in English, to target English-speaking audiences outside the United States vulnerable to radicalization and recruitment.

BUDGET

In 2013, CSCC's budget was \$4.999 million. In 2014, its base budget was \$5.402 million with reimbursements and increases of \$671,419, bringing the total to \$6.073 million. Current FY 2015 requested expenditures are \$5.424 million with anticipated current reimbursements and increases of approximately \$2.680 million bringing the FY 2015 request to \$8.104 million. In FY 2016, the request is for \$9.812 million in funding and includes \$4.300 million in requested OCO funds.

FY 15 Planned Spending



COUNTER-ISIL INFORMATION COORDINATION CELL (ICC): The ICC is a special unit within CSCC that draws on all of the center's functions to counter the Islamic State of Iraq and the Levant (ISIL), or DAESH. CSCC has prioritized discrediting and delegitimizing this group since it announced itself in April 2013. Established in November 2014, the ICC is responsible for integrating counterterrorist messaging across key lines of effort within the interagency process and providing regular briefings to senior officials. The ICC's mission is to direct U.S. government-wide communications aimed at discrediting ISIL propaganda and degrading its ability to disseminate messages and recruit fighters. Key ICC activities include U.S. government coordination, partner engagement outreach, and message development. The ICC also is leading ongoing meetings within the State Department and with all relevant U.S. government departments and agencies to ensure a common operating plan and to gather participants' thematic and operational insights.

After officials from more than 60 countries participated in the White House-led Global CVE Summit in February 2015 to discuss coordinated efforts to combat terrorism, the ICC prioritized encouraging other foreign governments and third parties to intensify efforts to counter the recruitment and radicalization to terrorist violence. To achieve these goals, the ICC has initiated meetings with regional governments and third parties to augment the capabilities of U.S. government communicators against ISIL and other violent extremists. The ICC also is developing and will maintain a whole-of-government strategic communication plan that incorporates U.S. government communications plans against ISIL, in addition to those of the global Coalition, while providing a common operating picture to partners working on these efforts. The ICC leads a weekly U.S. government video teleconference with all relevant departments and agencies to gather their thematic and operational insights. It also oversees the production of a number of products designed to help guide and capture the broad range of efforts being conducted throughout the interagency environment to counter ISIL and other terrorist propaganda. This includes Thematic Guidance, Daily Reports, and Weekly Updates, which are distributed regularly to roughly 2,000 stakeholders within the U.S. government and to select Coalition partners.

FY 2015 Budget:

Message Development \$350,000
 Partner Engagement \$571,000
 U.S. Government Coordination \$101,234
 Digital Outreach Team \$4,034,924
 Ops & Maintenance \$688,579
 Travel \$250,000
 English Language Initiative Pilot Campaign \$1,084,250
 Bitter Harvest Campaign \$135,360
 Other Contracts \$889,453

FY 2015 Base Allotment \$5,424,800
Reimbursements/Increases \$2,680,000
TOTAL AVAILABLE FY 2015 \$8,104,800
TOTAL EXPENDED FY 2015 \$7,866,350

AREAS OF OPERATION

CSCC is currently divided into four areas of operation: Message Development; the Digital Outreach Team (DOT); Partner Engagement and Outreach; and Government Coordination.

Note: This has changed from the structure described in the 2014 Comprehensive Annual Report on Public Diplomacy and International Broadcasting. Notably, the Integrated Analysis Unit has been absorbed by the three non-digital functional units of the current CSCC.

I. MESSAGE DEVELOPMENT

Staff Size: 12 people

The Message Development section gathers analytic support from the intelligence community, academia, NGOs, and other sources of relevant expertise to counter violent extremism, including developing and disseminating strategic, operational, and tactical information to focus U.S. government messaging efforts. CSCC works to leverage

support and analysis from the intelligence community to ensure messages are guided by an understanding of the audience, what resonates with them, and who the most effective messengers are. It also coordinates with the relevant Department of Defense components to achieve common objectives, including developing and sharing counter-ISIL messages that can be used by a wide range of stakeholders throughout the interagency, at U.S. embassies, and with select Coalition partners. The section produces and widely disseminates a number of products, such as:

- **Thematic Guidance:** Distributed roughly twice a week to more than 3,000 U.S. government and Coalition communicators and officials, the guidance is based on input from the intelligence community, several U.S. government offices, Coalition communicators, and others. It is intended to help them expose new ISIL vulnerabilities. Topics have included ISIL's false claims of invincibility, its inability

ty to govern or provide basic services for the Sunni Muslims it purports to protect, atrocities against women and children, and the destruction of cultural heritage and artifacts.

- **Daily Reports:** Released each afternoon, this report provides links to pertinent news articles, online sites, videos, banners, and other information to guide communicators in their own messaging. This includes offering ideas for potential social media posts to expose and exploit ISIL vulnerabilities and sharing the latest information on U.S. and Coalition counter-ISIL messaging efforts and significant events. The report also offers anti-ISIL “stories,” such as recantations, ISIL atrocities, victim stories, and anti-ISIL statements that exemplify themes and opportunities for counter-messaging efforts.
- **Weekly Updates:** This reporting tool is designed to capture the broad range of efforts being conducted throughout the U.S. government to counter propaganda by ISIL and other terrorists. It is also a compilation of the latest developments, including hashtags, and provides anti-ISIL messages and themes. To help avoid duplication of efforts and to urge replication of successful endeavors, it also includes specific efforts and engagements being led by the Defense Department, various State offices, and U.S. embassies, providing links to share those videos, banners, and individual tweets.

II. DIGITAL OUTREACH TEAM (DOT)

Staff Size: 28 people

The DOT works to counter extremist narratives in the interactive digital environment. The team was created in 2006 as an online rapid-reaction unit focused on general Public Diplomacy goals. When it became part of CSCC in late 2010, DOT’s mission shifted to counterterrorism, with a specific focus on al-Qa’ida and like-minded terrorist groups associated and affiliated with al-Qa’ida. Since 2013, it has shifted its primary focus again to primarily counter ISIL. DOT’s output is

focused largely on engaging ISIL supporters to “contest the space, redirect the conversation, and confound the adversary,” as well as expose ISIL atrocities and inherent contradictions or hypocrisies in ISIL propaganda.

Writer-analysts for DOT are contractors who are native to the regions to which their teams are assigned. The DOT currently has Arabic, Urdu, and Somali teams, but a Hausa team will be stood up in the near future. The writer-analysts search the media environment to identify opportunities where the team can engage. Messages are created by the analyst using a bottom-up approach and then reviewed and cleared by the DOT director or deputy to ensure they are aligned with U.S. policy. Video and graphic products are reviewed internally by CSCC, and approved by the Special Envoy. CSCC openly identifies itself as working for the U.S. government and pushes back against propaganda by ISIL and other violent extremists, conspiracy theories, and anti-U.S. misinformation that would otherwise go uncontested. It also works to redirect conversations where extremists try to gain traction by calling out well-documented atrocities.

DOT produces content that is uploaded onto numerous online forums, such as Facebook, Twitter, Instagram, YouTube, Vimeo, and Dailymotion. CSCC does not generally engage on websites controlled by extremists. On average DOT produces 36 messages a day, along with supporting banners and videos. This year DOT’s average engagement rate for its three Facebook pages was 10 percent while its five Twitter pages was 2.6 percent; the marketing industry standard is commonly agreed to be 1 percent. DOT’s reach and favorite counts are significantly lower than general social media benchmarks because the desired audience of potential extremist supporters is relatively small.

- **English Language Initiative:** In December 2013, CSCC launched a small pilot English Language Initiative (ELI) to combat increasing efforts by violent extremists to recruit in the English-speaking world, including diaspora communities in Australia, Canada, Europe, and other countries. This program was extended in December 2014.

EVALUATION AND RESEARCH

CSCC continues to seek new tools to apply to the assessment of its social media and other CVE efforts. DOT’s operations are difficult to assess since the amount of potential terrorists who decided to not become terrorists after being exposed to counter-messaging materials is unknown. By contesting the space where extremists deliver their messages DOT tries to instill doubt in the minds of potential extremist sympathizers. It cannot be assumed that if a potential extremist is induced by DOT to doubt the credibility of ISIL that they will be so transformed that they actively support DOT messaging.

In 2015, CSCC hired a dedicated data scientist to ensure optimal use of data to drive and assess operations, although additional staff support is needed in this area. The focus of the data scientist’s work is audience research, although it also aims to measure changes in opinion or public sympathies, and at best

has proxies metrics available that can infer some understanding of impact. One tool currently under development is an electronic “dashboard,” which will function as a real-time social media monitoring device to allow analysts to track trends and developments, while providing analytics that should help CSCC remain agile to meet ever-changing technological needs. This includes using statistical analysis in order to determine the most effective content types, optimal times for posting messages, and influential narratives and hashtags that resonate with the right audiences.

Audience Research: CSCC has worked with the Intelligence and Research Bureau (INR) to produce a study of audience concerns about specific categories of ISIL actions to help focus messaging that would have the greatest impact on target audiences. It also monitors terrorist groups’ standing in communities and countries around the world. Notably, ISIL’s approval is in single digits across the Muslim world, which has informed efforts to target messaging efforts toward the small percentage of individuals around the world who may be susceptible to recruitment.

Impact Analysis of Digital Engagement: CSCC measures DOT message performance through the numbers of viewers, likes and dislikes, resends, and shares, qualifying them as indicators that CSCC messages reach a significant number of viewers. The primary challenge, however, with these measurements is that most audiences that would like, follow or favorite DOT messages are not the audiences that DOT targets. Therefore, CSCC also monitors viewership of its messages to determine what specific factors underlie high resonance. These

include CSCC message matching to immediate audience concerns or current events; DOT messages having unique “hooks” (e.g., hard-hitting videos of DAESH atrocities or unique verbal twists) that grab audience attention; and DOT messages highlighting blatant hypocrisy or contradictions in DAESH messaging. In addition, CSCC monitors adversary reactions and violent extremists’ messaging behavior. It assesses that significant critical reaction from violent extremist organization (VEO) supporters and spokespeople is an indication that DOT messaging is negatively impacting VEO social media goals. Numerous jihadi social media personas have attacked DOT, calling on their supporters to avoid DOT web locations or messaging or calling for supporters to close down CSCC accounts through spamming. Approximately once a month, the DOT Arabic team also receives threats, including death threats, on social media. CSCC is currently updating its records with such adversary reactions in light of the surge of ISIL activity on social media.

Evaluation of On-the-Ground Programs: CSCC also evaluates the programs that are run through grants to U.S. embassies. For example, the Resilient Communities Grant Program, which operated from 2011 to 2013 in several countries, was intended to highlight the recovery of local populations from major terrorist events impacting their citizens. Assessment of these programs may also include before- and after-action surveys, and ongoing program evaluation through the use of benchmarking to estimate program progress, to correct divergences from fundamental goals, and to provide a basis for a final evaluation.

III. PARTNER ENGAGEMENT & OUTREACH

Staff Size: 5 people

Formerly known as the Plans and Programs Unit, this section pursues two parallel objectives. First, it seeks partner opportunities to counter violent extremism and to strengthen international collaboration. The goal of these engagements is to encourage governments and NGO partners to become active messengers and, when possible and appropriate, to coordinate efforts. Outreach efforts include working with and through the State Department’s regional and functional bureaus, with U.S. embassies, and with interagency partners to engage high-value and willing Coalition partners, other governments, and regional NGOs. In most cases, CSCC offers itself as a resource, by providing others with assistance to launch their own messaging efforts. Second, CSCC designs or solicits CVE communication project proposals via third-party organizations or U.S. embassies; shares information and best practices

with partners; and funds projects that support CSCC objectives

A sample of some of CSCC’s programming assistance and coordination includes the following:

- **The Sawab Center and Other National/Regional Messaging Entities:** The most notable example is the U.S. government’s ongoing support, through CSCC, the Near East Asian Affairs Bureau (NEA), and others, to the United Arab Emirates for the establishment of a joint anti-ISIL communications center called Sawab. This new CVE hub, launched in July 2015, will work with community leaders to counter terrorist propaganda, as well as organize “technology camps,” where tech firms can work with governments and civil society representatives to develop digital content that discredits extremist narratives. CSCC is working with a number of other countries on supporting the establishment of other global centers.

It also organizes regional training workshops for Coalition partners, including other governments, regional organizations, and select NGOs.

- **Counter Boko Haram Communications (West Africa):** This project, called “Engaging Cameroonian Youth against Violent Extremism and Radicalization,” is designed to increase the awareness of youth leaders about ongoing security challenges, while engaging them in a sensitization campaign. It also builds capacity of youth leaders with regards to conflict prevention and management, with an eye toward preventing recruitment by the Boko Haram terrorist group based in neighboring Nigeria.
- **Somali Diaspora Programs:** To counter the terrorist group al-Shabaab and in response to requests from Somali diaspora populations, this project develops and delivers community education briefings in partnership with NCTC and DHS to teach awareness of the signs of radicalization and recruitment, in addition to involving local law enforcement and civic service offices to introduce diasporas to people and groups they can turn to for help. The first iteration of this project was so highly regarded by participants, host country partners, and U.S. embassies that a second iteration was planned and funded by the CT Bureau, expanding the content and locations. Somali diaspora members requested the second round, saying this was the first time anyone had discussed terrorist recruitment in their communities or linked them to local resources.
- **Kenya Programs:** This project involves a series of integrated programs in key neighborhoods of Nairobi, Kenya, that call out communities to address terrorist recruitment taking place in their midst, including live youth debates, the creation of original music in Kiswahili and Somali; online journalism, television, and radio broadcasts aimed at local youth; and CVE training and engagement manuals in the local language of Kiswahili. The content is created by the very youth amongst which al-Shabaab recruits. The original music plan was to record 10 songs with CVE themes, but the response was overwhelming among the target audience and 50 groups of youth were professionally recorded and produced. This music is played on mainstream radio in Kenya, on the online radio station aimed at high risk youth, and featured in live and recorded programs on the Coast of Kenya. They are also available in an online library established by CSCC in the Dadaab refugee camp. In the song lyrics and

media pieces, youth share personal stories of recruitment attempts and urge their peers to reject extremists’ offers and ideology.

- **Pakistan Programs:** CSCC coordinates Washington support and contributions for the Pakistan CVE Communications Framework and the Community Engagement Office at the U.S. embassy in Islamabad, while CSCC’s Digital Outreach Team reaches online audiences through Urdu language engagement. DOT routinely highlights U.S. developmental and military support to Pakistan to counter conspiracy theories claiming that the U.S. covertly supports terrorism in Pakistan.

IV. GOVERNMENT COORDINATION

Staff Size: 11 people

Newly formed in 2015, this section works to strengthen and maintain reliable information processes to rapidly and more effectively inform, coordinate, and orient U.S. government stakeholder networks. Key mechanisms to achieve this effort involve hosting and leading regular messaging synchronization sessions and other ongoing meetings within the State Department—including with the spokesperson’s office and Public Affairs—and with all relevant departments and agencies. These meetings are held both to ensure a common operating plan and to gather participants’ thematic and operational insights. The Government Coordination team also develops and maintains a whole-of-government strategic communications plan that unifies U.S. and Coalition communications plans against ISIL. This overarching plan is intended to provide a common operating picture to U.S. partners. It will identify audiences, objectives, themes, media, agents, critical events, and more, and will serve as the cornerstone of U.S. government communications and planning against ISIL’s image. In addition, the Government Coordination team holds regular meetings with the interagency to ensure communications on ongoing messaging activities against ISIL.

WASHINGTON-DIRECTED ACTIVITIES



FUNCTIONAL BUREAUS' PUBLIC DIPLOMACY OFFICES

Assistant Secretary of State for Democracy, Human Rights and Labor Tom Malinowski briefs reporters following the U.S.-China Human Rights Dialogue at the U.S. Department of State, on August 13, 2015. [State Department photo/ Public Domain]

Functional Bureaus' Public Diplomacy Offices

In the State Department's organizational structure there exist both regional bureaus and functional bureaus. While the six regional bureaus who report to the Undersecretary for Political Affairs have primary responsibility for bilateral relations with countries in their regions, there are more than 30 functional bureaus that serve as the thematic lead on global issues such as human rights, counterterrorism, and participation in international organizations. To ensure proper outreach and messaging on these important issues, the functional bureaus' press and public diplomacy teams

work to ensure that the State Department's advocacy on behalf of these cross-cutting issues is consistent across countries and regions.

In this section ACPD examines 11 functional bureaus that have significant public outreach operations or potential. These activities are largely funded from their bureau budgets and some receive supplemental "7 funds" from the Under Secretary for Public Diplomacy and Public Affairs. Where available, budget data is provided.

BUREAU OF CONFLICT AND STABILIZATION OPERATIONS (CSO)

The Bureau of Conflict and Stabilization Operations (CSO) works to advance the State Department's understanding of violent conflict through analysis, planning, monitoring, evaluation, learning, and targeted, in-country efforts that help the U.S. government anticipate, prevent, and respond to conflict and promote long-term stability. CSO currently has 145 employees, consisting of 83 Civil Service professionals, 18 Foreign Service Officers, and 44 contractors. CSO is currently planning a reorganization that will increase the staff size to 160 people. All of the employees are located in Washington, D.C.

Social Media: CSO maintains a Facebook page and Twitter handle (@StateCSO) that are updated throughout the day by one staff member. As of September 2015, the Facebook page had more than 21,445 likes and the Twitter handle more than 5,000 followers.

Sample Programs: In FY 2014, CSO's major foreign public engagement projects were centered in Bangladesh and Nigeria.

- **Bangladesh:** CSO's efforts in Bangladesh were focused on countering violence and encouraging nonviolence. Firstly, through the Social Harmony Initiative (SHI) in Bangladesh, CSO launched a campaign at the national and local levels to strengthen sources of resilience for nonviolence. The main objective of the Social Harmony Campaign is to launch and sustain public dialogue around violence to help Bangladeshis initiate efforts to undermine political and communal violence. At the outset of this effort, there was little perceived space to

talk about violence in Bangladesh. The objective was to initiate that type of dialogue, and CSO has seen movement toward it through nonviolence conferences, a national anti-violence messaging campaign, and complementary district-level activities to highlight models of local resilience. The second phase of the initiative capitalized on this momentum to advocate for and support key actors' abilities to reduce political violence. Furthermore, the U.S. embassy in Dhaka's Public Affairs Section (PAS) approved a CSO proposal for a single country International Visitor Leadership Program (IVLP) for members of the Stop Violence coalition, to occur in late October 2015. The program will include meetings with representatives from civil society, think tanks, universities, faith-based organizations, and government agencies who promote dialogue between political parties and civil society; elevate issues of tolerance and social cohesion; and support state and city-level conflict prevention, mitigation and resolution activities.

- **Nigeria:** CSO's operations in Lagos include a unique television series showcasing stories of nonviolent problem-solving and peaceful cooperation between Niger Delta communities and local governments, which is called Dawn in the Creeks (DITC). DITC is the most broadly visible aspect of the Niger Delta Legacy Engagement, a multi-pronged approach encompassing television, movies, radio and social media. AIT, one of Nigeria's largest television stations, has compiled data on national viewing habits across the country.

BUREAU OF COUNTERTERRORISM (CT)

The Bureau of Counterterrorism (CT) leads the State Department in developing and implementing counterterrorism strategies, policies, operations, and programs. The bureau supports U.S. counterterrorism diplomacy and seeks to strengthen homeland security, counter violent extremism, and build the capacity of partner nations to deal effectively with terrorism. The CT Bureau's Office of Public Affairs, which has a staff of two people based in Washington, engages with domestic and international audiences. Their engagement includes media, academic organizations, non-governmental organizations, interest-based organizations, and the general public to help build support, deepen

understanding, and support CT's objectives, policies, and initiatives. The Countering Violent Extremism (CVE) staff works with colleagues across the CT Bureau to provide policy support on a range of multilateral, regional, and local projects overseas to counter violent extremist messaging and narratives, especially related to the recruitment and radicalization of foreign terrorist fighters.

Social Media: CT maintains a Twitter handle (@StateDeptCT) that is maintained by a social media manager, who publicizes CT efforts and engages with relevant CT audiences. As of September 2015, it had more than 7,900 followers.

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

The Bureau of Democracy, Human Rights and Labor (DRL) works with interagency partners, non-governmental organizations (NGOs) and diplomatic posts to develop the U.S. government's human rights and democracy policy. It does so through: 1) utilizing diplomacy and public diplomacy tools to promote respect for human rights and strengthen democratic institutions and civil society; 2) producing annual country reports on human rights practices and international religious freedom; and 3) providing roughly \$400 million in program assistance. The Office of Policy Planning and Public Diplomacy (PPD) is staffed by two Foreign Service Officers, five Civil Service professionals, and two contractors who are based in Washington, D.C. It is divided into four teams: Public Diplomacy/Digital Diplomacy; Press; Policy Planning; and Congressional Affairs. In addition to public and legislative outreach, these teams coordinate DRL's strategic planning for the Quadrennial Diplomacy and Development Review (QDDR), the budget, and regional and thematic human rights policies. In FY 2014, PPD spent \$150,000 on initiatives to understand, inform, and influence foreign audiences.

Social Media: DRL/PPD maintains a website, seven Twitter handles, two Facebook pages, a Flickr account and an Instagram page for its office as well as particular staff. In 2014, the flagship DRL Facebook page grew by 300 percent to 49,000 followers. More than 80 percent of them are from the Middle East and South Central Asia.

Sample Programs:

- **Human Rights Report & HumanRights.gov 2.0:** The team drafted the introduction

and executive summary of the 2013 Human Rights Report in addition to annual progress reports for the State Department/US-AID Joint Strategic Plan. It also launched the State of Rights interactive series. Winter 2014 marked the completion of HumanRights.gov 2.0 website, which makes it easier for users to search and find posts on human rights issues by topic and country with a new organization structure, improved interface, and features that improved site navigability and general ease of use. In 2014, HumanRights.gov garnered 388,675 page views, approximately 790 per day. The top 10 countries, in order of visits, were: United Kingdom, India, Canada, Australia, Germany, Pakistan, Netherlands, China, Japan, and France.

- **Ongoing Media Engagement:** In 2014, DRL drafted roughly 30 Secretary of State and spokesperson statements on topics such as the deportation of Tatars from Crimea and the first International Day Against Impunity for Crimes Against Journalists. The team joined in public affairs strategic planning for the Sochi Olympics and coordinated press coverage of the Africa Leaders' Summit, the launch of DRL's Gender Based Violence Initiative and the Global Equality Fund Donors Conference. DRL has been quoted in major publications and newswires, including: CNN; ABC News; the New York Times; Al-Jazeera; Voice of America; C-SPAN; Bloomberg; Reuters; and, the Associated Press.
- **The State of Rights Series:** This series seeks to develop a sustainable interactive network for governments, policy leaders, and civil so-

ciety to share ideas and practices across borders, including in countries with restrictive operating environments. It encourages online participants to ask questions during each event through the common hashtag #StateofRights, and to continue virtual dialogue afterwards. In FY 2014, more than 45 embassies advertised the live-stream of the series, hosted viewing parties, and generated more than 30 news stories and blog entries. In FY 2015,

the State of Rights team focused on hosting events overseas, including most recently in Mexico City and Kinshasa, Democratic Republic of Congo. More events are planned to support department initiatives regarding the YALI Network, Americans with Disabilities Act 25th Anniversary celebrations, and the U.N. General Assembly High-Level Week activities.

BUREAU OF ECONOMIC AND BUSINESS AFFAIRS (EB)

The Public Diplomacy team within the Office of Economic Policy Analysis and Public Diplomacy (EB/EPPD/PD) aims to support the Economic Bureau's strategic plan, which aligns with the State Department/U.S. Agency for International Development Joint Strategic Plan (JSP) and the Quadrennial Diplomacy and Development Review (QDDR). The bureau's strategic goals are to: 1) help the U.S. economy grow by expanding access to overseas markets and attracting foreign investment; 2) negotiate agreements that foster a more open, inclusive, transparent and rules-based global economy; 3) expand the scope of stable and prosperous democracies with well-functioning economies; and 4) adjust tools, tactics and resource outlays to advance economic diplomacy and respond to world events. The PD team is based in Washington, D.C. and includes three Foreign Service Officers, two Civil Servant professionals, and one contractor. In FY 2015, the office planned to

spend \$92,000.

Social Media: EPPD/PD maintains a Facebook page, with more than 53,500 followers, and a Twitter handle (@EconEngage), which had more than 4,400 followers as of September 2015, and assists the Assistant Secretary with his Twitter handle.

Sample Programs: Some of EPPD/PD's major projects during FY 2014 and FY 2015 included leading a department-wide effort to promote the multi-stakeholder model of Internet governance, and developing a communication strategy with the Department of Commerce for the SelectUSA investment summit. Additionally, EPPD/PD supported entrepreneurship in Africa and South Asia by developing outreach supporting Women's Entrepreneurial Center of Resource, Education Access and Training for Economic Empowerment (WECREATE).

BUREAU OF INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT (INL)

The Public Affairs/Public Diplomacy (INL/PAPD) function of the Bureau of International Narcotics and Law Enforcement (INL) resides in the Office of Policy, Planning and Coordination. PAPD's efforts are divided into reactive press work, such as engaging with the media and crafting messaging guidance for the Public Affairs Bureau (PA); and proactive press and public diplomacy outreach via traditional and social media, in addition to public speeches and events. The team consists of four Civil Servants and one Foreign Service Officer and is based in Washington, D.C.

Social Media: INL/PAPD maintains a Facebook page and a Twitter handle (@StateINL), which many team members contribute to. As of September 2015, the Twitter handle more than 4,740 followers. PAPD also

uses other Department of State platforms for engagement, including DipNote and Medium.

Program Samples: INL regularly produces a newsletter about its programs, the INL Beat, which reaches approximately 7,000 people via direct emails, social media, and INL's website. In its September 2014 audit of INL/PAPD, the Office of the Inspector General (OIG) recommended that the bureau update INL Beat's newsletter content and format to attract a wider audience. PAPD is in the process of implementing these changes. PAPD has also spent a significant portion of FY 2015 on developing INL's one-page fact sheet, its public-facing website, and staff biographies to better communicate INL's purpose and objectives and to recruit new staff.

BUREAU OF INTELLIGENCE AND RESEARCH (INR)

The Office of Opinion Research (INR/OPN) supports U.S. public diplomacy by providing the Secretary of State, the White House, and policymakers across the government with analyses of foreign public opinion. 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. Each year, the office develops a global research plan that targets priority countries and issues. It also designs customized studies in response to urgent or newly emerging policy priorities. In addition to presenting findings in written reports, briefings, and presentations, 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 also periodically travel to the region to meet with embassy personnel, evaluate public opinion research facilities, meet and train foreign survey researchers, and observe focus groups. INR/OPN's research is carried out at the direction of INR's Assistant Secretary and in consultation with the Under Secretary for Public Diplomacy and Public Affairs, regional bureaus, and posts. INR/OPN's reports are widely distributed through electronic mailings, as well as through INR's unclassified and classified web sites and the Open Source Center's web portal. It is based in Washington, D.C. and is comprised of 36 staff members in four polling divisions: Europe and Eurasia; the Near East and South Asia; East Asia; and Africa and the Americas. There is also one survey methodology division.

In FY 2014, it spent \$5.687 million; in FY 2015, its planned expenditures were \$5.696 million; and the FY 2016 request is \$5.700 million.

Social Media: INR/OPN does not maintain any social media presence.

Sample Programs:

- **Surveys:** In FY 2014, the office conducted and analyzed 226 surveys, representing public opinion in 106 countries. In FY 2015, INR/OPN is on track to conduct and analyze more than 240 surveys, representing public opinion in more than 100 countries. Under the auspices of the INR front office, the office conducts annual customer satisfaction surveys. In the 2015 survey, 89 percent of INR/OPN's customers were very or fairly satisfied with the level of support they received from the office.
- **Specialized products:** INR/OPN conducts strategic communications profiles for individual countries on particular issues, such as the Transatlantic Trade and Investment Partnership Agreement (TTIP). The briefings and profiles are meant to provide a one-stop shop for information on the public environment to inform PD strategy. It also conducts deep dives and briefings, such as traditional intelligence and audience intelligence based briefings, on strategic topics like countering ISIL and the Russian/European periphery, and discusses how PD will use the research to implement its strategy during briefings. The office has also completed analysis that can be shared with key non-U.S. government stakeholders in the form of white papers, such as research and strategies on Ebola and wildlife trafficking, which were developed in close coordination with PD professionals in Africa and Vietnam.

BUREAU OF INTERNATIONAL ORGANIZATIONS (IO)

The Office of Public Affairs, Planning, and Coordination (IO/PPC) within the Bureau of International Organizations aims to advance U.S. interests by communicating with global publics about U.S. priorities in international organizations; supporting outreach to Congress on U.S. multilateral activities; and furthering the effectiveness of international organizations. Its primary objectives include: highlighting the value of robust and sustained U.S. leadership across the international system (to both foreign and domestic audiences); bolstering congressional support for treaty-based

financial obligations to the UN system, and strategic voluntary contributions to international organizations; and developing and expanding a youth audience (domestic and foreign) associated with U.S. leadership at the United Nations. The office also employs new media tools to extend U.S. messages on peace and security issues, human rights, development, and environmental issues, while also and using evaluation and planning tools to strengthen the bureau's strategic vision and planning process. In FY 2014, it spent \$3.3 million on foreign public information and engagement activities.

The office currently has 13 staff members based in Washington, D.C., including four Foreign Service Officers, who are organized into three teams: communications, congressional, and effectiveness. IO's larger PD family includes staff at the U.S. missions to Geneva, Vienna (UNVIE), Paris (US/UNESCO), Rome (USUN Rome), and New York (USUN). Geneva's is the most traditional in scope and composition, with two PD officers and seven locally-employed staff. Vienna, Paris, and Rome are small operations that work closely with their bilateral counterparts. USUN New York is slightly different, with very active press and social media components centered around a cabinet member ambassador. New York's PAO contributes to messaging efforts, and complements them with targeted outreach and events.

Social Media: IO/PPC maintains four different Twitter handles, one for each of its missions, and one for its office and ambassador. USUN New York and Geneva both maintain a Facebook page and their overall social media presence is maintained by one staffer at each post. IO also maintains its social media offerings through one dedicated staff member.

Sample Programs: IO's program calendar is dominated by the annual high-level launch of the U.N. General Assembly in September. Planning for UNGA activities commences in June and occupies significant IO and New York resources through September. Over the last 18 months, USUN Geneva and UNVIE have also been focal points given the negotiations with Iran.

- **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 around the world. The Youth Observer participates in events at UNGA, at youth conferences throughout the year, and at relevant U.N. gatherings where an American youth voice should be heard and amplified. The program is widely popular among potential applicants and has generated significant new discussion among U.S. youth about global issues such as climate change and oceans.

- **Internet Freedom Fellows:** In 2011, USUN Geneva pioneered a unique annual exchange program called the Internet Freedom Fellows (IFF). Working with regional bureaus and DRL, USUN Geneva selects dynamic young journalists working in challenging media environments to participate in a three-week program that features events at the U.N. Human Rights Council and allows them to interact with the U.S. government, non-governmental organizations, and media houses in the United States. Over the last few years, IFF alumni have established a small but vibrant community of voices promoting freedom of the press, access to an open internet, and the protection of journalists.
- **70th Anniversary of the U.N.:** 2015 is the 70th anniversary of the U.N.'s founding and IO is focusing on the continued vitality of the U.N. system and U.S. leadership therein. Activities to commemorate this occasion include a June event in San Francisco, hosted by the mayor, which highlights the city's role in the development of the U.N. Charter, as well as an event at the National Archives featuring a viewing of the U.N. Charter.

BUREAU OF INTERNATIONAL SECURITY AND NONPROLIFERATION (ISN)

The Strategic Communication and Outreach office (ISN/SCO) supports ISN's policy goals and objectives by informing and influencing public opinion through traditional and social media, and through NGO and academic outreach, about the constructive leadership role the United States plays in securing international commitments to nonproliferation, actions it takes to monitor and enforce these commitments, and its responses to emerging proliferation threats. ISN/SCO also manages the bureau's congressional relations in close coordination with the Bureau of Legislative Affairs (L). ISN/CSO is based in Washington, D.C., and is comprised of a staff of eight employees. In FY2014 it spent \$8,000.

Social Media: ISN/CSO maintains a Facebook page and a Twitter handle (@ISNAsstSecy), although it does

not have a full time social media manager. As of September 2015, the Twitter handle had more than 1,280 followers.

Sample Programs:

- **Removing Syria's Chemical Weapons:** FY 2014 was dominated by ISN's participation in the international effort to remove Syria's declared chemical weapons. Bureau principals were highly involved in the interagency and international effort and participated in daily and weekly staff and policy coordination meetings. SCO staff managed a comprehensive outreach plan that included speaking engagements and interviews with foreign and domestic press.

- **Non-Proliferation of Nuclear Weapons Conference:** FY 2015 has been driven by efforts to lay the foundation for U.S. participation in the 2015 Nonproliferation of Nuclear Weapons (NPT) Review Conference, which takes place every five years at the United Nations. The SCO team designed a comprehensive outreach plan that included video compilations; foreign and domestic press briefings; media notes; blog postings; and extensive social media outreach.
- **Promoting Pakistan Nonproliferation and Disarmament:** ISN/SCO expended \$8,000

of PD funds allocated from the Under Secretary for Public Diplomacy and Public Affairs to support a program to influence the transparency of Pakistani journalism on nonproliferation and disarmament issues. A Pakistani journalist selected in partnership with the Carnegie Institute for International Peace worked with a number of news media outlets in three cities in Pakistan to focus on differing perspectives on nonproliferation and disarmament. The program provided the journalist an opportunity to develop editorial perspectives beyond the binary Pakistani-Indian nuclear deterrence outlook.

BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS (OES)

The Press and Public Diplomacy Office in the OES bureau supports department priorities related to environment, science, technology, and health (ESTH) issues. The office is based in Washington, D.C. and includes two Foreign Service Officers, a Civil Service professional, and a contractor, whose time is split with another office. The team works closely the Public Affairs Bureau (PA) and OES leadership, which organizes the U.S. Center at the Conference of the Parties to the U.N. Framework Convention on Climate Change (COP), a major annual public relations effort on climate change. In FY2014, the office spent \$741,000 on outreach efforts.

Due to its small staff and lack of a budget, OES/PPO faces difficulty in adequately advancing the United States' ESTH agenda with public audiences. Another challenge is that the PD leads for two of its top priorities—Arctic and climate change—are not located in the office. This scattered staffing approach diminishes OES/PPO's overall effectiveness in conducting outreach on its issues.

Social Media: OES maintains a Twitter handle (@StateDeptOES), which had more than 4,820 followers as of September 2015. Another Twitter handle, @US-Arctic, represented the U.S. chairmanship of the Arctic Council from 2015-2017, although OES/PPO intends to deactivate this handle once the chairmanship ends in 2017. The office recently arranged for IIP to transfer more than 2.4 million followers from its deactivated Our 1 Planet Facebook page to the OES Facebook page.

Program Samples: In FY 2014 and FY 2015, OES/PPO led public outreach for the 2014 and 2015 Our Ocean conferences, World Wildlife Day, World Water Day, Earth Day, World Oceans Day, the Global Entrepreneurship Summit, the Global Innovation through Science and Technology (GIST) Program, International Coastal Cleanup Day, U.S. Center at the United Nations Climate Change Conference of Parties (COP), the U.S. Science Envoy Program, and the U.S. Arctic Council chairmanship.

BUREAU OF POLITICAL-MILITARY AFFAIRS (PM)

The Office of Congressional and Public Affairs (PM/CPA) is responsible for facilitating effective communication and interaction between the Bureau of Political-Military Affairs and the Congress; foreign and domestic journalists; industry leaders; the NGO community; and the general public. Given the bureau's equities in arms sales, security assistance funding, and other areas of civil-military cooperation, PM is among the most actively engaged bureaus with Congress. In public affairs and public diplomacy, CPA engages both directly and with regional bureaus and embassies to highlight the State Department's role in building robust security partnerships through security assistance

programs and defense trade; to emphasize PM's role in coordinating State and Defense Department operations to further foreign policy and national security interests; and to showcase PM programs that aim to positively contribute to human security in post-conflict environments, including efforts to promote international peacekeeping, security sector reform, clearance of unexploded ordinance, and securing potentially at risk small arms and munitions. PM/CPA is comprised of three personnel and is based out of Washington, D.C. It is the smallest office in the Bureau of Political-Military Affairs (PM).

Social Media: CPA maintains a Twitter handle (@StateDeptPM), which is updated daily and maintained by all CPA members. As of September 2015, it had more than 2,190 followers.

Sample Programs: In FY 2014 and FY 2015, PM/CPA was responsible for the Public Affairs roll-outs of the President's Export Control Reform Initiative; the White House Update of U.S. Conventional Arms Transfer Policy; the U.S. Export Policy for Unmanned Aerial Systems; the White House Update to U.S. Anti-Personnel Landmine Policy; and the Public Affairs campaign to

emphasize 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. Additionally, PM/CPA released the annual To Walk the Earth in Safety report on Conventional Weapons Destruction programs and provided support to the Bureau of International Organizations (IO) in publicizing the U.N. Day of International Peacekeepers and the U.N. International Day of Mine Awareness and Assistance in Mine Action.

BUREAU OF POPULATION, REFUGEES, AND MIGRATION (PRM)

PRM's public diplomacy efforts have two objectives: 1) to generate goodwill for the United States abroad by increasing recognition of America's role as the world's largest provider of humanitarian assistance; and 2) to advocate for displaced and vulnerable populations worldwide affected by conflict. PRM's public diplomacy and press team is staffed with two Foreign Service Officers and one Civil Service Officer. They conduct public outreach via speeches and public events; traditional media relations; social and digital media; and fact sheets and pamphlets for public dissemination. The unit works closely with the Bureaus of Public Affairs (PA), International Information Programs (IIP), and Educational and Cultural Affairs (ECA), in addition to U.S. embassies and consulates, which frequently conduct events dedicated to refugee issues, particularly on World Refugee Day.

Social Media: PRM maintains a Facebook page and a Twitter handle @StateDeptPRM), which had more than 6,590 followers as of September 2015.

Sample Programs:

- **Ongoing Media Engagement:** PRM conducted more than 100 interviews with media in FY 2014, doubling its number of engagements in 2013. PRM officials were among the State Department's top 10 users of the Public Affairs Bureau of International Media Engagement's

Media Hubs abroad. These efforts publicized several initiatives: 1) the United States' provision of more than \$6 billion in humanitarian assistance worldwide (provided by the State Department and USAID), more than any other single donor; 2) the United States' provision of more than \$4 billion in U.S. humanitarian assistance, more than any other donor, provided since FY 2011 to those affected by the Syrian conflict; 3) the resettlement to the United States of nearly 70,000 refugees each year in FY 2014 and FY 2015, more than the rest of the world combined; and 4) a new refugee/parole program for minors from El Salvador, Guatemala, and Honduras to apply in-country to come to the United States.

- **World Refugee Day (WRD):** In 2014, PRM officials attended events around the country for World Refugee Day. PRM's Twitter messages obtained more than 11 million impressions, and its Facebook weekly reach increased by more than 5,000 percent on WRD. For WRD 2015, PRM cooperated with the White House to host a "Champions of Change" event, which highlighted the efforts of U.S. citizens in refugee affairs. Additionally, dozens of U.S. embassies deployed PRM op-eds, talking points, and social media extensively both years.

WASHINGTON-DIRECTED ACTIVITIES



BROADCASTING BOARD OF GOVERNORS (BBG)

Broadcasting Board of Governors

FY13 Actual - \$713.3 million; FY14 Actual - \$733.5 million; FY15 Planned - \$721.26 million; FY16 Request - \$751.5 million

The BBG's media services include two federal networks, the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB), in addition to three non-profit grantees: Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN). In addition to these five networks, the BBG also oversees the International Broadcasting Bureau (IBB), which handles oversight, program distribution, a variety of support functions, interagency coordination, partnership development, and strategic planning for the BBG.

The International Broadcasting Act of 1994 established the standards and principles for the BBG. It also includes the VOA Charter of 1976, which requires broadcasts to include accurate, reliable, objective and comprehensive news, balanced presentations of United States institutions and policies, and information about developments throughout the world.

The BBG's strategic goals, as expressed in the FY 2014-19 Strategic Plan, are to expand freedom of information and expression and communicate America's democratic experience as expressed in the FY 2014-FY 2019 Strategic Plan. Within these broad goals, the BBG has six strategic objectives, including 1) produce journalism of exceptional value that responds to the

mission, meets audience interests, and expands alternatives in the marketplace; 2) reach the information-denied, underserved, and targets of extremist rhetoric and violence; 3) overcome censorship; 4) optimize the media mix and program delivery by market; 5) serve as a robust U.S. news bureau and cultural bridge; and 6) empower citizen information gathering and exchange.

In 2013, BBG research showed that the measured weekly audience for its combined programming was 206 million people per week, which was a net increase of nearly 31 million from 2012. In November 2014, BBG announced that its programming was consumed by 215 million people per week. Using the 2014 data, the BBG's largest audiences were in Indonesia (31.4 million), Nigeria (16.4 million), Iran (15.6 million), Mexico (14.9 million), Afghanistan (9.9 million), Ukraine (7.6 million), Ethiopia (6.9 million), Pakistan (6.5 million), Iraq (6.2 million), and Bangladesh (5.3 million). The countries where BBG stations reach the highest percentage of the population were Kosovo (59.7 percent), Afghanistan (57.7 percent), Somalia (51.6 percent), Albania (49.0 percent), UAE (48.4 percent), Kuwait (38.9 percent), Armenia (38.8 percent), Qatar (38.1), Liberia (36.3 percent), and Iraq (35.5 percent).

FY 2014 ACTUAL BUDGET

TECHNOLOGY, SERVICES AND INNOVATION (TSI)

FY 2014 Actual: \$177.9 million; 433 employees

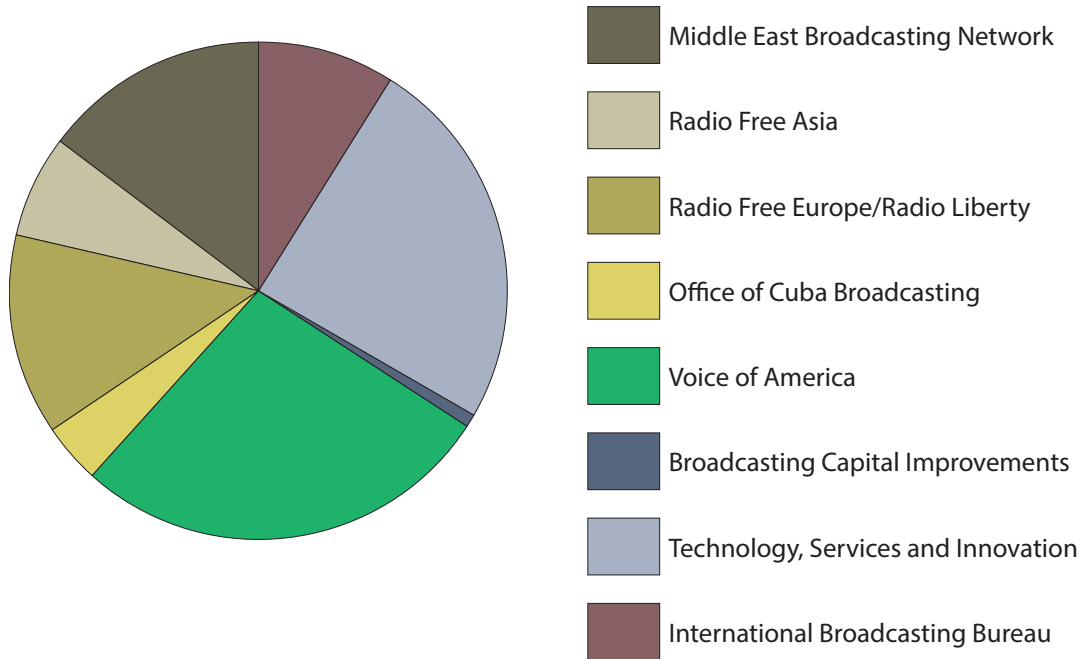
The IBB's Office of Technology, Services, and Innovation (TSI) manages a broad range of technical and infrastructure functions, including delivering program content for all BBG networks through a global network of transmitting sites and an extensive system of leased satellite and fiber optic circuits, and providing information technology support to offices throughout the agency. TSI strives to distribute BBG content in the most cost-effective and efficient manner possible. It manages more than 90 transmitting sites worldwide that deliver shortwave, medium wave, FM, and TV broadcasts. TSI also leases broadcast time at 12 transmitting sites in 11 countries.

INTERNATIONAL BROADCASTING BUREAU (IBB)

FY 2014 Actual: \$65.4 million; 241 employees

The International Broadcasting Bureau (IBB) is comprised of the Offices of the General Counsel; Chief Financial Officer; Communications and External Affairs; Strategy and Development; Digital and Design Innovation; Performance Review; Research and Assessment; Contracts; Human Resources; Civil Rights; Policy; Security; and Technology, Services, and Innovation. These offices support BBG operations, providing the following functions: researching the reach of broadcast content; creating digital media platforms and undertaking other digital media initiatives; strategic planning; marketing content to overseas partner stations; providing 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.

FY14 Budget Breakdown



BROADCASTING CAPITAL IMPROVEMENTS

FY 2014 Actual: \$6.0 million

Broadcasting Capital Improvements (BCI) provides funding for large-scale capital projects and for improvements to and maintenance of the BBG's global transmission network and digital multimedia infrastructure. The Office of Technology, Services, and Innovation (TSI) manages many of the BCI projects in the IBB. The BCI account also supports capital projects managed by the IBB Office of Security, VOA Television, and the Office of Cuba Broadcasting.

VOICE OF AMERICA

FY 2014 Actual: \$201.6 million; 1,121 employees

Languages: 45

Countries: 60+

Affiliates: 2,350 stations; TV Programs: 70+; Radio Programs: 200+

VOA is the largest of the BBG's networks. It aims to provide a forum for open debate and an opportunity to question newsmakers and U.S. officials through call-in shows and web interactives. Its programs are guided by the legally mandated charter that requires news to be accurate, objective and comprehensive. In features or editorials, it aims to project the U.S. vantage point. From its Washington headquarters, VOA produces more than 70 television shows, and more than 200 radio

programs. Individual language services maintain their own websites, mobile platforms and social media sites. VOA reaches a significant part of its audience on affiliate stations that re-broadcast its programs or receive live updates from VOA reporters. This affiliate network now includes more than 2,000 individual stations.

40 Services Total: \$117.712 million (\$137.591 million with program delivery)

- **VOA Africa Division (9 Services)** - \$16.218 million (\$18.696 million with program delivery)
- **VOA East Asia & Pacific Division (10 Services)** - \$32.791 million (\$37.557 million with program delivery)
- **VOA Eurasia Division (9 Services)** - \$12.551 million (\$12.952 million with program delivery)
- **VOA Latin America Division (2 Services)** - \$5.199 million (\$5.199 million with program delivery)
- **VOA South Asia Division (8 Services)** - \$20.754 million (\$26.450 million with program delivery)
- **VOA Persian Division (1 Service)** - \$15.113 million (\$19.821 million with program delivery)
- **VOA English Division (1 Service)** - \$15.086 million (\$16.916 million with program delivery)

VOICE OF AMERICA'S WORLDWIDE ENGLISH
FY 2014 \$15.086 million (\$16.916 million with program delivery)

ORIGIN: 1942

DELIVERY METHOD: Television, Radio, Websites and Mobile Sites, Social Media

DESCRIPTION: VOA Worldwide English Service reports on issues and engages audiences in discussions about current events via radio, TV, social media, mobile and VOAnews.com. The service provides professional news programs in the morning and evening. On the weekends, current affairs, Americana and music programming is available along with VOA's 24/7 hourly, five minute newscasts. VOA Learning English presents news and information about America and the world and explains America, current events, health, science, entertainment and important issues through a form of English that is easy to understand.

See: International Broadcasting in the Western Hemisphere; International Broadcasting Europe; International Broadcasting in Africa; International Broadcasting in Near East Asia; International Broadcasting in East Asia Pacific; International Broadcasting in South and Central Asia

MIDDLE EAST BROADCASTING NETWORKS (MBN)

FY 2014 Actual: \$106.178 million; 771 employees

Language: 1

Countries: 22

MBN is a non-profit news organization that operates Alhurra Television, Alhurra Iraq Television, Radio Sawa, and Afia Darfur. The networks aim to provide objective and relevant news and information about the United States, the region, and the world to 22 Arabic-speaking countries. MBN works to support democratic values by providing ideas and opinions and an open exchange of ideas.

See: International Broadcasting in Near East Asia

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

FY 2014 Actual: \$95.26 million; 487 employees

Languages: 27

Countries: 22

RFE/RL reports to audiences in countries where the media is not free or only partially free. Its 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. This includes Iran,

Afghanistan, Pakistan, Ukraine and Russia. RFE/RL journalists aim to provide uncensored news and open debate. On August 1, 2015 Radio Free Iraq was merged with MBN's Radio Sawa Iraq service.

See: International Broadcasting Europe; International Broadcasting in Near East Asia; International Broadcasting in South and Central Asia

RADIO FREE ASIA (RFA)

FY 2014 Actual: \$35.605 million (\$48.355 million with the Open Technology); 253 employees

Languages: 9

Countries: 6

Radio Free Asia delivers uncensored, fact-based news and information to citizens living in China, Vietnam, North Korea, Laos, Cambodia, and Burma (Myanmar). These countries are known for limiting and restricting access to media. It reports on local developments and issues often ignored by state-controlled media, such as official corruption, forced confiscation of land, labor standoffs, ethnic unrest, religious persecution, environmental hazards, human trafficking, health risks, and human rights abuses. RFA uses social and new media to deliver content to its audiences and takes advantage of growing digital formats and trends such as e-books, producing multimedia publications available for download and geared toward mobile devices and tablets. Its investigative reporting on human trafficking, food safety and the environment has recently won awards from the Hong Kong Journalists Association, Amnesty International, and the Society of Environmental Journalists.

In FY 2013, RFA's base budget was \$37.3 million for radio programming, but \$300,000 was transferred to it for China Research, in addition to \$4.2 million for the Open Technology Fund, which RFA maintains (see below: Counter-Censorship Efforts). Service costs may include related foreign operations and/or transmission costs where appropriate. Transmission costs are especially expensive for RFA as its content cannot be broadcast from low-cost U.S. government-owned and operated facilities in third countries where host countries are unwilling to risk antagonizing China. Using leased facilities drives higher transmission costs per hour.

See: International Broadcasting in East Asia Pacific

OFFICE OF CUBA BROADCASTING (OCB)

FY14 Actual: \$27.582 million; 116 employees

Language: 1

Country: 1

OCB, through Radio and TV Marti, aims to deliver a multimedia service of professional news and information to Cuba. The Martís aim to inform and engage the people of Cuba by providing credible news and information. OCB uses shortwave, medium wave, direct-to-home satellite, Internet, flash drives, and DVDs

to help reach audiences in Cuba. Radio Marti also recently began live streaming content into Cuba via satellite radio through Sirius XM. Radio and TV Marti and martinoticias.com, which received more than 3.9 million visits in 2014, encourage freedom and democracy in Cuba through programs that focus on human rights and individual freedoms. According to a survey conducted by Bendixen and Amandi International, 2.2 million Cubans listen to Radio Marti.

See: International Broadcasting in the Western Hemisphere

RESEARCH AND EVALUATION

The BBG has been an interagency leader in measurement and evaluation. While the Agency’s mission to “inform, engage and connect people around the world in support of freedom and democracy” is distinct from State Department public diplomacy activities in the sense that it does not aim to persuade attitudes regarding the U.S. or its policies, it is strategically aligned with foreign policy goals such as serving as a model of a free press and supporting its role in free, open, democratic societies, fostering greater understanding, and engaging audiences. Within the International Broadcasting Bureau, the Office of Research and Assessment (ORA) seeks to understand audiences and impact by measuring the efficacy of BBG programs in achieving

their objectives in the target countries within which they operate.

Specifically, BBG research measures effectiveness in terms of audience size, program quality and reliability, whether or not programming increases the audience’s understanding of current events and American society and policies, whether audiences share the information with others, whether the information provided helps people to form opinions on important topics, and many other factors. The BBG contracts with Gallup to conduct quantitative audience and market research. Gallup focuses primarily on quantitative audience research, employing a mix of surveys, focus groups, in-depth interviews and audience panels.

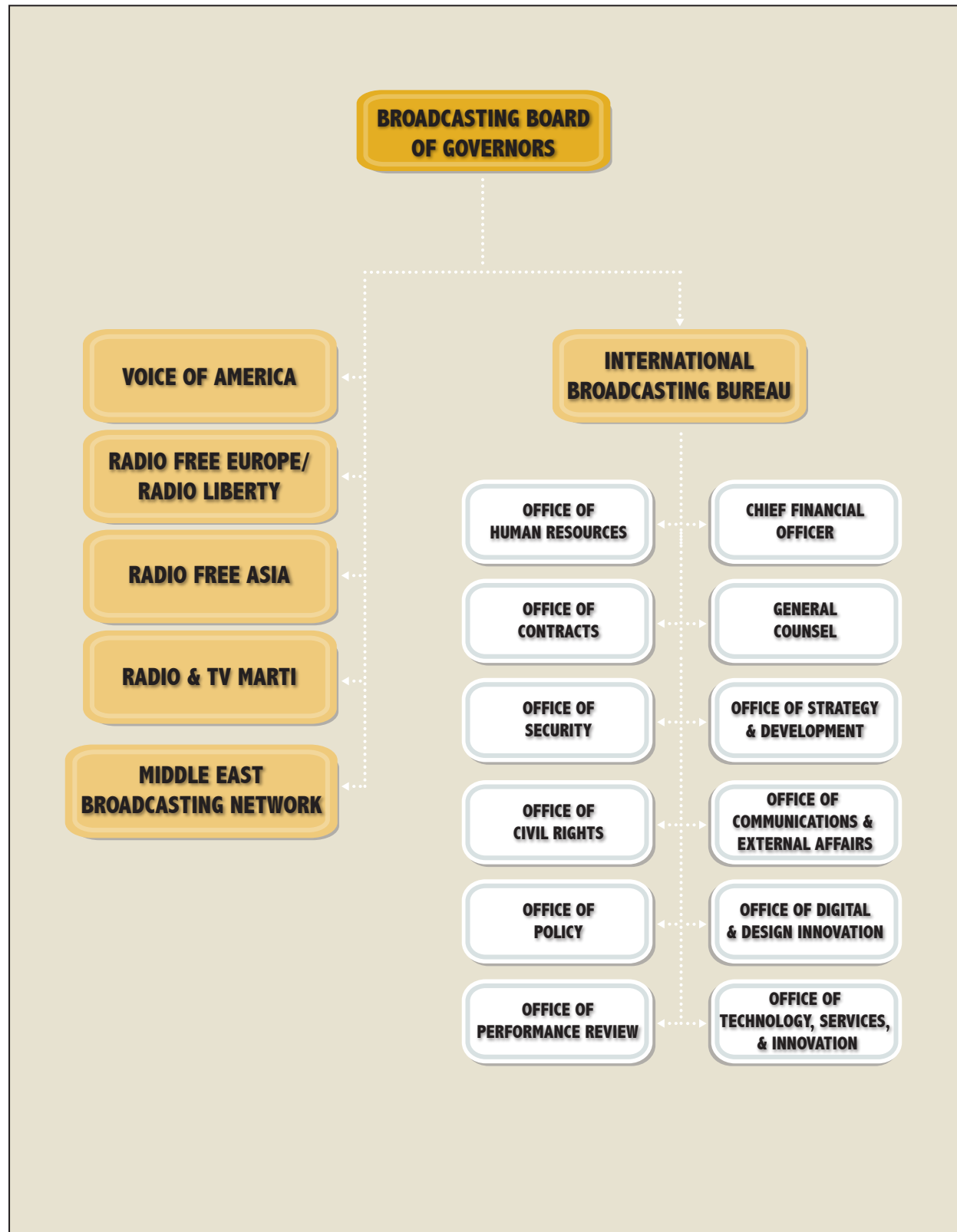
COUNTER-CENSORSHIP EFFORTS AND RFA’S OPEN TECHNOLOGY FUND

Seeking to exemplify a free press and help foster and sustain free and democratic societies means having to counter governments who are actively seeking to disrupt it. 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 multiple international agreements, blocking citizens from accessing websites, and other actions.

The BBG 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. These initiatives include monitoring Internet censorship in over 70

locations worldwide, integrating censorship circumvention technologies directly into mobile applications, and deploying a mobile application to secure online communications for users in Iran. Radio Free Asia’s Open Technology Fund (OTF), opentechfund.org, which is funded by the BBG, also supports projects that create open and accessible technologies promoting human rights and open societies. In addition, the BBG partners with other international broadcasters and organizations to combat the deliberate interference with satellite broadcasting signals that silence independent media and prevent free access to information.

BBG ORGANIZATIONAL CHART



FIELD-DIRECTED ACTIVITIES



U.S. PUBLIC DIPLOMACY IN THE AFRICA REGION

New Orleans jazz saxophonist Donald Harrison chats with Embassy Moscow staffer Luis de Andrade at the Independence Day reception at the Spaso House, the U.S. Ambassador's Residence in Moscow, Russia, on July 4, 2014. Donald Harrison's Jazz Band performed for Spaso House guests during the reception. [State Department photo/ Baptiste Kain]

U.S. Public Diplomacy in Africa

Of the Continent's 1.1 billion people, the majority is 24 years old or younger. The region's progress is trending toward positive democratic and economic growth, but that progress is uneven by country. Many African countries are becoming more free and open, but a number of democracies are dominated by long-serving presidents who resist efforts to limit their terms in office. Further, violent extremism is a growing problem across much of West and East Africa. While some countries are leapfrogging into the digital age, the continent has an Internet penetration rate of just 15.6 percent.

U.S. public diplomacy efforts in the Africa region work to support U.S. policy, which aims to promote strong democratic institutions, encourage continued African economic growth, advance peace and security, and create opportunity for the youth majority. African public opinion polls suggest very high approval of the United States. Between 75 and 90 percent of African publics approve of President Barack Obama. But sustaining or living up to the expectations implicit in such high ratings is difficult. In spite of general public approval, there are pockets of anti-Americanism in Africa due to lingering Cold War animosity in certain countries, and among extremist groups in the Sahel and the Horn of Africa.

Other challenges to U.S. public diplomacy in Africa include a rapidly evolving communications environment (which also presents opportunities), weak partner institutions, difficult travel between the countries in Africa, tough work and living environments, and a number of one-officer posts often staffed by officers with limited PD field experience. The Office of Public Diplomacy and Public Affairs in the Africa Bureau works to provide careful guidance and support to those inexperienced PD officers in the field.

U.S. FOREIGN POLICY GOALS

The National Security Strategy of 2015 notes that "Africa is rising," and says the partnerships we are forging today are built on the "aspirations of Africans." It notes the importance of increasing power production in Africa, of growing trade and commerce with Africa, of investing in Africa's youth, and of forging security partnerships. The four pillars of the Sub-Saharan Africa strategy outlined in the 2012 Presidential Policy Directive are to 1) strengthen democratic institutions; 2) spur economic growth, trade, and investment; 3) advance peace and security; and 4) promote opportunity and development. To do so, the foreign policy focuses on deepening U.S. engagement with Africa's young leaders; seeking to empower marginalized populations and women; addressing the unique needs of fragile and post-conflict states; and working closely with the U.N.

and other multilateral actors to achieve U.S. objectives on the continent.

The Africa Bureau recently completed a three year effort to realign its budget and staffing overseas to better reflect bureau priorities. In 2010, public diplomacy desk officers were re-located into the bureau's regional offices in order to better integrate public diplomacy with policy decisions. This has served to better integrate policy into public diplomacy programming, and bring public diplomacy equities into policy-making.

U.S. PUBLIC DIPLOMACY GOALS

The public diplomacy goals for the region are to support U.S. foreign policy objectives and help create a mutually beneficial U.S.-African partnership. In particular, all strategy papers emphasize the public diplomacy goal of investing in youth. The Public Diplomacy and Public Affairs Office in the Africa Bureau provides policy guidance and program support for public diplomacy programs to strengthen African democratic institutions, promote sustainable economic growth, advance security, improve understanding of the United States, and advocate for U.S. priorities.

There are American and locally engaged public diplomacy staffs at 50 U.S. embassies and consulates in Sub-Saharan Africa. They aim to target youth, women, and entrepreneurs in Africa, and diaspora and Africanist audiences in the United States, in addition to journalists, civil society leaders, and academics. Primary tactics include English-language teaching, educational advising, and cultural programs to engage audiences in face-to-face activities. Much of this is done in the 79 American Spaces (libraries, cultural centers, information resource centers) in the region. Person-to-person contact and exchanges such as the Fulbright and Humphrey programs, the International Visitor Leadership Program, and American Speaker and Cultural Programs, remain the most effective forms of public diplomacy in Africa.

**See Academic Programs: Fulbright Students & Scholars (Angola, Benin, Botswana, Burkina Faso, Cameroon, Chad, Comoros, Congo, Cote d'Ivoire, Democratic Republic of the Congo, Ethiopia, Gabon*, Gambia*, Ghana, Guinea, Kenya, Lesotho, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, South Africa, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia, Zimbabwe * opening in FY 2016); UGRAD Africa (Angola, Ghana, Mauritania, Mozambique, Niger, South Africa, Uganda, Zambia, and Zimbabwe); Fulbright-Fogarty Fellowships in Public Health; Mandela Washington Fellowship for Young African Leaders; American Youth Leadership Program; *See Professional and Cultural Programs:*

From 1948 to 2014, 11,558 Africans were Fulbright students and scholars in the United States, while 5,145 Americans studied in the region. In 2014, 258 African Fulbrighters went to the United States and 190 Americans went to Africa. Via Open Doors Data, the majority of African students who come to the United States are from Nigeria (7,316), followed by Kenya (3,516), Ghana (2,863), South Africa (1,816), Ethiopia (1,463) and Zimbabwe (1,170).

U.S. PUBLIC DIPLOMACY SPENDING

The Public Diplomacy budget for Africa in FY 2014 totaled approximately \$36 million. Of this total, \$4.24 million went to Nigeria and \$3.13 million to South Africa, followed by Kenya (\$1.59 million), Zimbabwe (\$1.49 million), Cote D'Ivoire (\$1.18 million) and the Democratic Republic of the Congo (\$1.01 million). Funding for the stand-alone Public Diplomacy unit, Africa Regional Services Paris, was \$2.78 million in FY 2014. Each of the remaining 42 countries ended FY 2014 with less than \$1 million in Public Diplomacy funds.

Most public diplomacy spending went to support the strategic objectives of democracy, good governance and rule of law, which is consistent with pillar one of the President's strategy, in addition to youth engagement and education, which is consistent with pillar four. The most common program spending categories were to support for mission initiatives, American spaces (not centers), post-generated cultural programs and the undefinable "other" category. There was a consistently low amount of budgeting being given to categories like evaluation, audience research, inform policy making, and align resources with strategic priorities. Those categories accounted for less than a 1 percent of the total budget.

The large mix of program spending by strategy and activity may mean that individual posts were not spending on certain categories or that there was not a consistent definition the categories in the former Mission Activity Tracker (MAT) database.

FY 2014 Public Diplomacy Spending in Africa:

Country Name	Actual Expenditures
Nigeria	\$4,238,219
South Africa	\$3,127,100
Africa Regional Services	\$2,782,986
Kenya	\$1,593,291
Zimbabwe	\$1,485,807
Cote d'Ivoire	\$1,183,040
Democratic Republic of Congo	\$1,005,865
Ethiopia	\$921,465
Mozambique	\$917,061
Senegal	\$906,162
Uganda	\$829,656
Tanzania	\$798,761
Cameroon	\$794,960
Zambia	\$734,025
Niger	\$716,308
Burkina Faso	\$661,880
Angola	\$655,862
Guinea	\$632,527
Sudan	\$629,270
Madagascar	\$628,369
Benin	\$607,578
Rwanda	\$579,597
Liberia	\$575,754
Togo	\$559,213
Ghana	\$549,873
Botswana	\$536,318
Mali	\$531,962
Malawi	\$510,596
Namibia	\$453,446
Chad	\$353,117
Mauritius	\$347,528
Swaziland	\$341,411
Eritrea	\$323,430
Mauritania	\$318,901
Somalia	\$249,889
Sierra Leone	\$243,319
Burundi	\$242,259
Republic of Congo	\$239,646
Gambia, The	\$208,850
Djibouti	\$194,358
Cabo Verde	\$187,597
South Sudan	\$159,760
Gabon	\$158,500
Equatorial Guinea	\$142,154
Central African Republic	\$129,156
Lesotho	\$101,426
Guinea-Bissau	\$59,095

SAMPLE PUBLIC DIPLOMACY PROGRAMS

Young African Leaders Initiative (YALI): YALI aims to support leadership development, promote entrepreneurship, and connect young leaders with one another and the United States. President Obama launched it in 2010 by inviting 120 young Africans to the White House for a dialogue about the future of Africa. In summer 2014, YALI expanded significantly under the Mandela Washington Fellowship, which annually brings 500 young leaders to the United States for an executive leadership exchange at U.S. universities, followed by internships and alumni activities after the participants return home. In FY 2014, the program cost \$12.37 million—\$1 million from the Educational and Cultural Exchange (ECE) budget, and the remainder from Economic Support Funds (ESF) and the Diplomatic and Consular Programs (D&CP) budget. The cost per participant was \$24,740. For FY 2015, \$20 million has been requested to expand the Mandela Washington Fellows program to 1,000 participants.

***Note: More information about the Mandela Washington Fellowship and YALI is available in the ECA Bureau section of the report and the analysis section on the President's Young Leaders Initiatives.**

Supreme Court Judges Visits: Working with ECA, the Public Diplomacy and Public Affairs Office in the Africa Bureau brought two groups of Supreme Court Justices (one Francophone, one Anglophone) from reformist democracies to the United States to meet their counterparts and learn about the U.S. judicial system, transparency, accountability, and judicial ethics. The Public Diplomacy and Public Affairs Office in the Africa Bureau is working with posts to design and execute follow-up, public-private coalitions to assist the justices to carry out reforms in their own courts. The program aimed to clearly convey that the U.S. strongly supports the rule of law and that senior African jurists merit the same respect we give to presidents, prime ministers and members of parliament.

African Women's Entrepreneurship Program (AWEP): AWEP is an annual presidential initiative started in summer 2010 to identify and build networks of women entrepreneurs across Sub-Saharan Africa who are poised to transform their communities by owning, running, and operating small and medium businesses, and to drive social and economic progress in their communities and countries. The annual centerpiece of the program is a special IVLP visit for 30 African women entrepreneurs to attend professional development meetings and network with U.S. policy makers, companies and industry associations, non-profit groups, and development organizations.

International Broadcasting in Sub-Saharan Africa

Also See: [Voice of America in Africa](#)

In FY 2014, Voice of America broadcast to Africa in sixteen languages: English, Hausa, Swahili, French, Kirundi, Kinyarwanda, Amharic, Portuguese, Somali, Tigrigna, Afaan Oromo, Shona, Ndebele, Bambara, and Sango. For \$21.478 million in total program costs, VOA delivered domestic, regional, and international news -- including U.S. news and perspectives -- to audiences in restrictive or underdeveloped media environments.

Feature programming focused on health, youth, and women, along with other important topics. Most of the services incorporate public call-in shows to engage listeners and question local political leaders. The services

primarily reach audiences via radio, although television audiences are growing rapidly, and each service has an Internet and social media component. Many of the services are also using a variety of mobile technologies to further their reach in countries where mobile is popular.

The Middle East Broadcast Network's Radio Sawa can also reach parts of sub-Saharan Africa and its Afia Darfur programming can be heard throughout Darfur, eastern Chad and other areas of Sudan. Alhurra also broadcasts in Djibouti, Mauritania, Somalia, Sudan, and South Sudan.

MIDDLE EAST BROADCASTING NETWORKS

Also See: [MBN's Radio Sawa \(Arabic\) in International Broadcasting in Near East Asia](#). Radio Sawa also broadcasts in Sudan, Mauritania and Djibouti.

MBN AFIA DARFUR (ARABIC)

FY 2014 \$548,000

Origin: 2008

Delivery Method: Radio (FM)

Radio Original Programming: 3.5 hours/week

Radio Total Broadcast: 10.5 hours/week

As an all-news and information program, "Afia Darfur" focuses on the latest news from Darfur and the plight of its internally displaced people and Darfuri refugees in eastern Chad and the diaspora. The broadcasts

can be heard throughout Darfur, eastern Chad and other areas of Sudan. The daily program includes interviews with American officials, human rights experts, analysts, Sudanese experts, rebel representatives, refugees, IDPs and NGO representatives. "Afia Darfur" also incorporates interviews with internally displaced people living in Darfur, providing them with an opportunity to speak out about the humanitarian crisis. Additionally, the program addresses how the Western press is covering Darfur, as well as examining the rich history and cultural background of Darfur.

VOICE OF AMERICA

VOA ENGLISH TO AFRICA SERVICE

FY 2014 \$3.521 million (\$5.124 million with program delivery)

Origin: 1942

Delivery Method: Radio (SW, MW, BBG and Affiliate FMs), Television (affiliate, satellite), Website and Mobile Site, Social Media, SMS

Radio Original Programming: 74.5 hours/week

Radio Total Broadcasting: 83.5 hours/week

Television Original Programming: 3.5 hours/week

Television Total Broadcast: 8 hours/week

English 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); and 2) the urban or peri-urban (students, government officials, white-collar workers, or aspirational entrepreneurs, and youth). The English to Africa Service broadly seeks to report on critical developments and to engage audiences in discussions about current events in order to improve their understanding of, and participation in, development. The service aims to provide timely and accurate news on world, African and U.S.

events in the morning, evening, and weekends, and also provides in-depth discussion on issues ranging from politics and society, to health, lifestyle, youth issues, and sports. In addition, 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. Sample 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 targets teens and young adults to discuss politics, trends, lifestyles, health, entertainment, and other issues touching listeners’ lives.

VOA HORN OF AFRICA (AMHARIC, AFAAN OROMO, TIGRIGNA)

FY 2014 \$2.257 million (\$2.543 million with program delivery)

Origin: Amharic 1982, Tigrigna and Afaan Oromo 1996
Delivery Method: Radio (SW, MW, satellite), Website and Mobile Site, Social Media

Radio Original Programming: 14.5 hours/week*

Radio Total Broadcast: 26.5 hours/week

*Monday-Friday two-hour block of news and current affairs; 30 minutes of Afaan Oromo, an hour of Amharic, 30 minutes of Tigrigna

Amharic programming is aimed at the more than 90 million people who live in Ethiopia and Eritrea, while Afaan Oromo targets an estimated 37 percent of Ethiopians who live in the Oromia region. Tigrigna is heard throughout the Tigray region in northern Ethiopia and in Eritrea. VOA programming reaches 3.6 percent of adults weekly in Ethiopia (BBG cannot do research in Eritrea). In addition to the Horn of Africa, the service can be heard in surrounding east African countries and in the Middle East. The coverage focuses mainly on political reporting. The service also reports weekly on public health, business, agriculture, the environment, and challenges to traditional culture. Longer features on Saturday and Sunday highlight youth issues, modern music, and extended interviews on crucial social and political issues for a wider and younger audience. VOA and Deutsche Welle are the only outside radio voices in Amharic, and VOA alone broadcasts in Afaan Oromo and Tigrigna, Ethiopia’s two other most important languages. Sample programs include: “Call-In Show,” a bi-weekly, 20-minute program featuring newsmakers; “Democracy in Action,” a weekly feature that targets law-making, judicial and security issues; “Crossfire,” a

two-sided debate on Ethiopia’s controversial and crucial matters; and “Cultural Mosaic,” a program that features writers, artists, musicians and actors working in Ethiopia and in diaspora.

VOA FRENCH TO AFRICA (FRENCH, SONGHAI, SANGO) **FY 2014 \$2.504 million (\$3.572 million with program delivery)**

Origin: 1960

Delivery Method: Radio (SW, MW, IBB FMs, Affiliate FMs), Television (Affiliate), Website and Mobile Site, Social Media

Radio Original Programming: 168 hours/week

Radio Total Broadcasting: 168 hours/week

Television Original Programming: 0.5 hours/week

Total Television Broadcast: 1 hour/week

The 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 aims to deliver independent interviews, debates, and in-depth reporting that is otherwise missing from the local news landscape. French to Africa also provides information on the United States and the American experience. A number of affiliates partner actively with VOA French to Africa to share stories. The service seeks to reach 18-27 year olds through better-targeted music, talk, and magazine programs that address issues of importance to their generation. Each of the service’s magazine programs— on topics including gender, health, social issues, business/economics, and religion—is placing increasing focus on those topics as they relate to the concerns of youth. The service also produces short news updates in Songhai for Mali and Sango for the Central African Republic. Sample programs include “Le Monde Aujourd’hui—Edition pour l’Afrique de l’Ouest,” a 30-minute news magazine targeting West Africa; “Washington Forum,” an interactive TV-radio debate on the latest news with experts and journalists; “L’Amérique et Vous,” an interactive radio program with experts and reporters who discuss American issues and U.S. foreign policy; and “Le Dialogue des Religions,” an interactive radio program with theologians and religious leaders to discuss religious issues. VOA’s new weekly television show *Vous et Nous* is a fast-paced, 30-minute program featuring young Africans and young Americans working to make a difference from education and pop-culture to health and technology, music and fashion. It spotlights entrepreneurs and trendsetters for broadcast affiliates in Ivory Coast, Chad, the Democratic Republic of Congo, Gabon and Senegal in an interactive partnership designed to present the best of African television by sharing content across networks.

VOA BAMBARA SERVICE (MALI)

FY 2014 \$83,000 (\$150,000 with program delivery)

Origin: 2013

Delivery Method: Radio (FM)

Radio Original Programming: 3.5 hours/week

Radio Total Broadcast: 3.5 hours/week

In 2013, in response to the takeover of northern Mali by extremists, the BBG began to offer a five-day-a-week, 30-minute broadcast in Bambara (spoken by 80 percent of Malians) with an offering of news and information intended to counter the extremist narrative.

VOA HAUSA SERVICE

FY 2014 \$2.214 million (\$2.505 million with program delivery)

Origin: 1979

Delivery Method: Radio (SW, MW, Affiliate FMs), Television, Website and Mobile Site, Social Media

Radio Original Programming: 16 hours/week

Radio Total Broadcast: 16 hours/week

Targeting Nigeria, Niger, and Ghana—with smaller audiences in Chad, Cameroon, Libya, Côte d'Ivoire and Benin Republic—VOA Hausa's measured weekly reach is approximately 12 million people, with a focus on youth. Radio is the primary platform, delivering content via shortwave, medium wave, and FM affiliate stations. A mobile site complements regular programming with mobile-only content and features and receives more than 633,000 visits per week. The service organizes roundtable discussions and events throughout Nigeria, where mobile users can join the discussion. The Hausa service also reaches its audience by sponsoring town hall meetings that facilitate public discussions between experts, opinion leaders, and listeners on issues such as education and health. Feature topics include health, education, agriculture, business entrepreneurship, women's issues, Americana, tourism, politics, youth issues, music, sports, religion, and peace resolutions. Sample programs include "Shirin Safe," a 30-minute weekly program covering politics, democracy, corruption, business, family, and 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-related segments; "Shirin Rana," a 30-minute show carrying regional and international developments along with feature programs; and "Shirin Dare," a 30-minute interactive program on violent extremism and terrorism in West Africa. The Hausa language 15-minute weekly television show, "Taskar VOA," presents news and lifestyle features for affiliates in Nigeria and Niger, including profiles of some of the girls who escaped the Boko Haram abduction at the Chibok Secondary School.

VOA SOMALI SERVICE

FY 2014 \$1.584 million (\$1.720 million with program delivery)

Origin: 2007

Delivery Method: Radio (SW, MW, BBG and affiliate FMs), Website and Mobile Site, Social Media, SMS

Radio Original Programming: 18.5 hours/week

Radio Total Broadcast: 24.5 hours/week

VOA's Somali service aims to provide news on a wide range of Somali affairs, including political and social issues, health topics, development, music, and culture. Panel discussions, debates, interviews with newsmakers, and call-ins encourage Somalis—both leaders and the general public—to express their opinions on topics of interest. Major breaking news stories are placed on the service's mobile site for Somalis to access throughout the day on their wireless devices. The service also delivers news via SMS to mobiles. A 2012 nationwide survey by Gallup measured the weekly reach to be 50.4 percent of the Somali public.

VOA PORTUGUESE TO AFRICA SERVICE

FY 2014 \$1.051 million (\$1.169 million with program delivery)

Origin: 1976

Delivery Method: Radio (SW, MW, FM affiliates), Website and mobile site, Social Media

Radio Original Programming: 10 hours/week

Radio Total Broadcast: 10 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 features, including music and art features. The service also produces a weekend program on HIV/AIDS, primarily targeting youth in Mozambique. The service has several affiliate stations in Mozambique, Cape Verde, and Guinea Bissau, and also broadcasts on shortwave and medium wave. The Portuguese broadcasts can be listened to live or on demand. VOA Portuguese's measured weekly reach in Angola is 3.2 percent. Sample 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.

VOA SWAHILI SERVICE

FY 2014 \$1.319 million (\$1.468 million with program delivery)

Origin: 1962

Delivery Method: Radio (IBB FM and FM affiliates), Website and Mobile Sites, Social Media

Radio Original Programming: 6 hours/week

Radio Total Broadcast: 8.5 hours/week

Voice of America Swahili has a measured weekly reach of approximately 6 million people in Tanzania, Kenya, Uganda, Burundi, Rwanda, and the Democratic Republic of Congo. The service broadcasts news and features, complemented by stringer reports from the target area on important international, regional, and U.S. stories. Sample 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. Also, VOA Swahili television correspondents serve as Washington reporters for affiliates in Tanzania. The VOA Swahili “Red Carpet” entertainment show includes original television interviews with Swahili performers in the United States and is regularly linked in the popular Tanzania blog Bongo5.com.

VOA CENTRAL AFRICA SERVICE (KINYARWANDA, KIRUNDI)

FY 2014 \$1.622 million (\$1.697 million with program delivery)

Origin: 1996

Delivery Method: Radio (IBB SW, FM affiliates), Website and Mobile Site, Social Media

Radio Original Programming: 7 hours/week [Does not include expanded content due to ongoing political crisis]

Radio Total Broadcasting: 7 hours/week

VOA’s Central Africa Service broadcasts radio programs in Kirundi and Kinyarwanda to Africa’s Great Lakes region. It consists of Washington-based broadcasters and journalists in Burundi and Rwanda. Over the years, the Central Africa Service has covered Rwanda’s post-genocide recovery, conflict in the Democratic Republic of Congo, and Burundi’s civil war, as well as the country’s current transition to multi-ethnic democracy. Kirundi and Kinyarwanda language broadcasters also host health, entertainment, and youth segments. Sample programs include “Great Lakes Magazine,” which reports on the everyday lives of Burundians; “Great Lakes Q & A,” a rundown of major issues in the Great Lakes region of Africa; “Africa in the U.S. Media,” which reviews past week’s coverage of African affairs in the U.S. print media; “Heza,” which features debates and news stories of interest to Rwandan youth; and “Kira,” a program that looks at HIV/AIDS and other major health issues in

Burundi from young people’s perspectives. Kirundi is the only language spoken by one-third of Burundians. And VOA is the only international broadcaster with a Kirundi-language FM stream in Bujumbura following the closure of all private radio. Responding to the political crisis, VOA increased hourly newscasts, expanded call-in programs, and boosted coverage of refugee movements across the borders with Rwanda and with Tanzania. An example of impact is that when a VOA reporter was stopped at a police road block and spoke to the Burundian police officer, the latter was holding his weapon in one hand and a radio in the other, tuned to the 4 pm Central Africa Service live call-in show.

VOA ZIMBABWE SERVICE (NDEBELE, SHONA, ENGLISH)

FY 2014 \$1.275 million (\$1.530 million with program delivery)

Origin: 2003

Delivery Method: Radio (SW, MW, Satellite audio, Internet), Website and Mobile Site, Social Media

Radio Original Programming: 12 hours/week

Radio Total Broadcasting: 12 hours/week

The VOA Zimbabwe Service provides target audiences in Zimbabwe with a reliable source of news and information in a repressive media environment dominated by a state broadcaster controlled by the ruling ZANU-PF party of President Robert Mugabe. Studio7 has a measured 9.2 percent national reach in Zimbabwe, and is the most popular international broadcaster in the country. The service has a multi-language format, with 30-minute shows in Shona, English and Ndebele, respectively, Monday through Friday. Studio7 programs provide in-depth information on significant national and regional issues like human rights, impediments to a full-fledged democracy, and the role of regional powers in helping Zimbabwe achieve political reconciliation. These are subjects rarely discussed on or by Zimbabwe’s state-controlled media. Following the last language broadcast of the day, the service presents a one-hour live call-in and web viewing program, in which listeners and guests discuss the regional topic of the day in a mixed, three-language format. On weekends, VOA broadcasts a 20-minute show with no call-in segment, in each language.

COUNTRY PROFILES

AFRICA REGION COUNTRY BY COUNTRY PROFILES

Africa Regional Services

DEMOGRAPHICS

Geographic area (sq. km.):
Population:
Below 24 yrs. old:
Refugee population:
Urban population:
GDP/capita:
Unemployment:
Below poverty line:

COMMUNICATIONS AND LITERACY

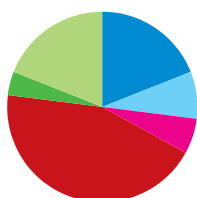
FH Media Freedom:
Internet users/100 people:
Mobile phones/100 people:
Literacy:
Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,025,172 FY14 ACTUAL: \$2,782,986 FY15 PLANNED: \$2,381,100

Total PD Spending by Theme



Top Spending by Activity

Books & Publications	\$653,644
Support for Mission Initiatives	\$177,702
Speaker Programs (Post Generated)	\$90,017
Cultural Programs (Post Generated)	\$83,730
Inform Policy Making	\$3,274

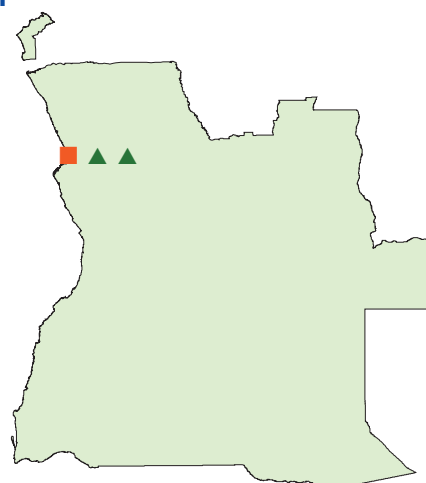
Angola

DEMOGRAPHICS

Geographic area (sq. km.): 1246700
Population: 22137261
Below 24 yrs. old: 63.70%
Refugee population: 23783
Urban population: 43%
GDP/capita: \$5,936
Unemployment: 7%
Below poverty line: 41% (2006)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
Internet users/100 people: 19.1
Mobile phones/100 people: 62
Literacy: (2012) 71% (F: 59%, M: 82%)
Avg. years of education: 11 (F: 9, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$608,480 FY14 ACTUAL: \$655,862* FY15 PLANNED: \$699,200

*Data provided by AF Bureau

Total PD Spending by Theme

Top Spending by Activity

Piechart Key: PD Spending by Theme

■ Culture ■ Education ■ Economics ■ Science ■ Military ■ CVE
■ Democracy ■ Civil Society ■ Women ■ Youth ■ Religious ■ Other

Map Key

■ Embassy ● Consulate
▲ American Space

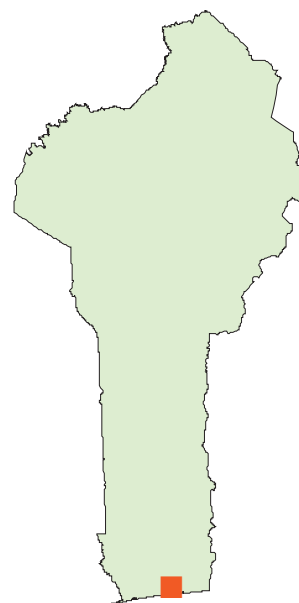
Benin

DEMOGRAPHICS

Geographic area (sq. km.): 112760
 Population: 10599510
 Below 24 yrs. old: 63.90%
 Refugee population: 194
 Urban population: 44%
 GDP/capita: \$825
 Unemployment: 1%
 Below poverty line: 37% (2007)

COMMUNICATIONS AND LITERACY

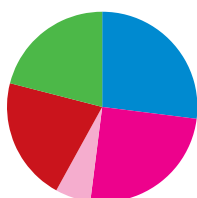
FH Media Freedom: Partly Free
 Internet users/100 people: 4.9
 Mobile phones/100 people: 93
 Literacy: (2006) 29% (F: 18%, M: 41%)
 Avg. years of education: 11 (F: 9, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$539,620 FY14 ACTUAL: \$607,578 FY15 PLANNED: \$419,900

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers) \$140,376
 American Centers \$59,691
 Media/Press Activities \$58,376
 Support for English Language \$44,371
 Teaching/Learning \$44,238
 Cultural Programs (Post Generated)

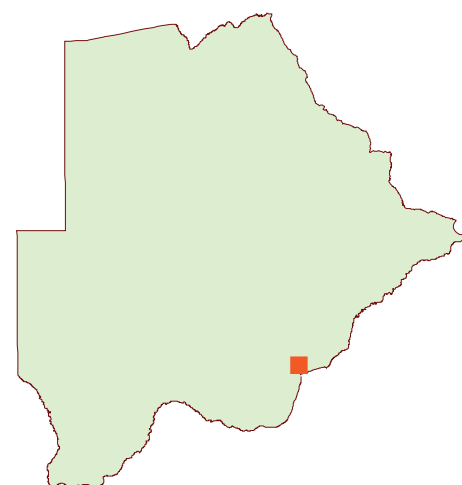
Botswana

DEMOGRAPHICS

Geographic area (sq. km.): 566730
 Population: 2038587
 Below 24 yrs. old: 54.50%
 Refugee population: 2773
 Urban population: 57%
 GDP/capita: \$7,757
 Unemployment: 18%
 Below poverty line: 30% (2003)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 15
 Mobile phones/100 people: 161
 Literacy: (2012) 87% (F: 87%, M: 86%)
 Avg. years of education: 12 (F: 12, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$368,977 FY14 ACTUAL: \$536,318* FY15 PLANNED: \$473,800

*Data provided by AF Bureau

Total PD Spending by Theme

Top Spending by Activity

Piechart Key: PD Spending by Theme

Culture (blue), Education (light blue), Economics (pink), Science (light pink), Military (yellow), CVE (orange), Democracy (red), Civil Society (light orange), Women (green), Youth (light green), Religious (purple), Other (grey)

Map Key

Embassy (orange square), Consulate (green circle), American Space (yellow triangle)

Burkina Faso

DEMOGRAPHICS

Geographic area (sq. km.): 273600
 Population: 17419615
 Below 24 yrs. old: 65.50%
 Refugee population: 29234
 Urban population: 29%
 GDP/capita: \$720
 Unemployment: 3%
 Below poverty line: 47% (2009)

COMMUNICATIONS AND LITERACY

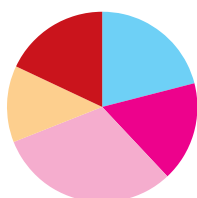
FH Media Freedom: Partly Free
 Internet users/100 people: 4.4
 Mobile phones/100 people: 66
 Literacy: (2007) 29% (F: 22%, M: 37%)
 Avg. years of education: 8 (F: 7, M: 8)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$777,039 FY14 ACTUAL: \$661,880 FY15 PLANNED: \$682,600

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$156,443
 Cultural Programs (Post Generated) \$130,461
 Alumni Outreach \$114,382
 Educational Initiatives (not including English Language programs) \$42,524
 Supplementing ECA Programs \$40,115

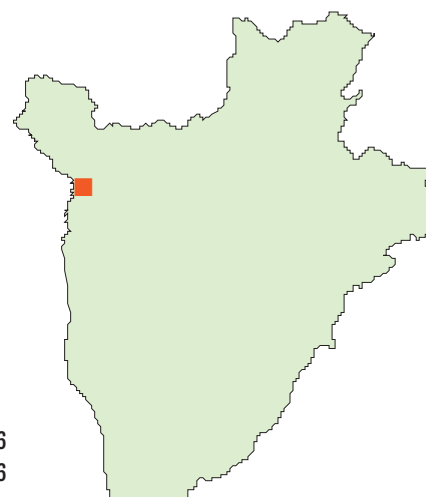
Burundi

DEMOGRAPHICS

Geographic area (sq. km.): 25680
 Population: 10482752
 Below 24 yrs. old: 65.00%
 Refugee population: 45490
 Urban population: 12%
 GDP/capita: \$295
 Unemployment: 7%
 Below poverty line: 68% (2002)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 1.3
 Mobile phones/100 people: 25
 Literacy: (2008) 87% (F: 85%, M: 89%)
 Avg. years of education: 10 (F: 10, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$339,100 FY14 ACTUAL: \$242,259 FY15 PLANNED: \$206,000

Total PD Spending by Theme

Top Spending by Activity

American Spaces (not centers) \$85,656
 Support for English Language Teaching/Learning \$44,756
 Other \$24,872
 Media/Press Activities \$23,595
 Support for Information Resource Centers \$19,416

Piechart Key: PD Spending by Theme

Culture (red) Education (blue) Economics (pink) Science (yellow) Military (orange) CVE (light orange)
 Democracy (dark red) Civil Society (light red) Women (green) Youth (light green) Religious (purple) Other (grey)

Map Key

Embassy (red square) Consulate (green circle)
 American Space (yellow triangle)

Cabo Verde

DEMOGRAPHICS

Geographic area (sq. km.): 4030
 Population: 503637
 Below 24 yrs. old: 30.60%
 Refugee population:
 Urban population: 65%
 GDP/capita: \$3,715
 Unemployment: 7%
 Below poverty line: 30% (2000)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 37.5
 Mobile phones/100 people: 100
 Literacy: (2012) 85% (F: 80%, M: 90%)
 Avg. years of education: 13 (F: 14, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$161,734 FY14 ACTUAL: \$187,597 FY15 PLANNED: \$159,600

Total PD Spending by Theme

Top Spending by Activity

Other \$152,454
 Digital Outreach \$20,930
 Alumni Outreach \$4,373
 Supplementing Bureau of Public Affairs Programs \$4,373
 American Spaces (not centers) \$2,733

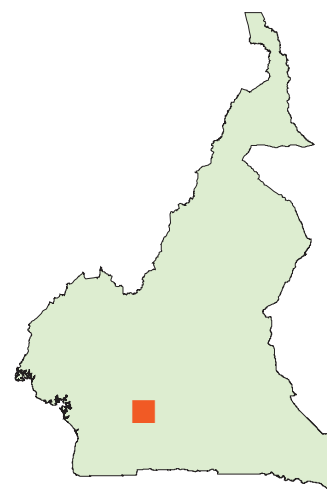
Cameroon

DEMOGRAPHICS

Geographic area (sq. km.): 472710
 Population: 22818632
 Below 24 yrs. old: 62.50%
 Refugee population: 114753
 Urban population: 54%
 GDP/capita: \$1,426
 Unemployment: 4%
 Below poverty line: 48% (2000)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 6.4
 Mobile phones/100 people: 70
 Literacy: (2010) 71% (F: 65%, M: 78%)
 Avg. years of education: 10 (F: 10, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$833,807 FY14 ACTUAL: \$794,960* FY15 PLANNED: \$749,600

*Data provided by AF Bureau

Total PD Spending by Theme

Top Spending by Activity

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

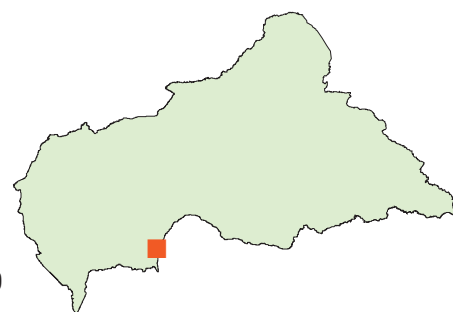
Central African Republic

DEMOGRAPHICS

Geographic area (sq. km.): **622980**
 Population: **4709203**
 Below 24 yrs. old: **60.70%**
 Refugee population: **14322**
 Urban population: **40%**
 GDP/capita: **\$379**
 Unemployment: **8%**
 Below poverty line:

COMMUNICATIONS AND LITERACY

FH Media Freedom: **Not Free**
 Internet users/100 people: **3.5**
 Mobile phones/100 people: **29**
 Literacy: (2010) **37% (F: 24%, M: 51%)**
 Avg. years of education: **7 (F: 6, M: 9)**



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: **\$128,000** FY14 ACTUAL: **\$129,156** FY15 PLANNED: **\$159,700**

Total PD Spending by Theme

Top Spending by Activity

Other **\$40,756**
 Digital Outreach **\$27,746**
 Support for Mission Initiatives **\$26,677**
 Media/Press Activities **\$10,210**
 Speaker Programs (Post Generated) **\$8,759**

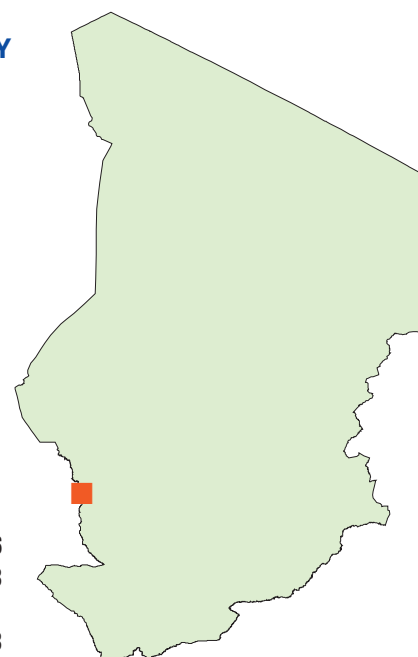
Chad

DEMOGRAPHICS

Geographic area (sq. km.): **1259200**
 Population: **13211146**
 Below 24 yrs. old: **65.30%**
 Refugee population: **434479**
 Urban population: **22%**
 GDP/capita: **\$1,054**
 Unemployment: **7%**
 Below poverty line: **47% (2011)**

COMMUNICATIONS AND LITERACY

FH Media Freedom: **Not Free**
 Internet users/100 people: **2.3**
 Mobile phones/100 people: **36**
 Literacy: (2012) **37% (F: 28%, M: 47%)**
 Avg. years of education: **7 (F: 6, M: 9)**



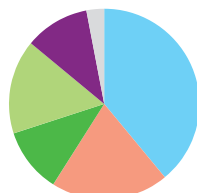
PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: **\$372,568** FY14 ACTUAL: **\$353,117** FY15 PLANNED: **\$402,300**

Total PD Spending by Theme

Top Spending by Activity

Support for Mission Initiatives **\$134,826**
 Educational Initiatives (not including English Language programs) **\$54,003**
 Cultural Programs (Post Generated) **\$37,253**
 Other **\$32,150**
 Speaker Programs (Post Generated) **\$25,861**



Piechart Key: PD Spending by Theme

■ Culture ■ Education ■ Economics ■ Science ■ Military ■ CVE
 ■ Democracy ■ Civil Society ■ Women ■ Youth ■ Religious ■ Other

Map Key

■ Embassy ● Consulate
 ▲ American Space

Republic of the Congo

DEMOGRAPHICS

Geographic area (sq. km.): 2267050
 Population: 69360118
 Below 24 yrs. old: 58.80%
 Refugee population: 51037
 Urban population: 42%
 GDP/capita: \$475
 Unemployment: 8%
 Below poverty line: 47% (2011)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 2.2
 Mobile phones/100 people: 42
 Literacy: (2007) 61% (F: 46%, M: 77%)
 Avg. years of education: 10 (F: 8, M: 11)

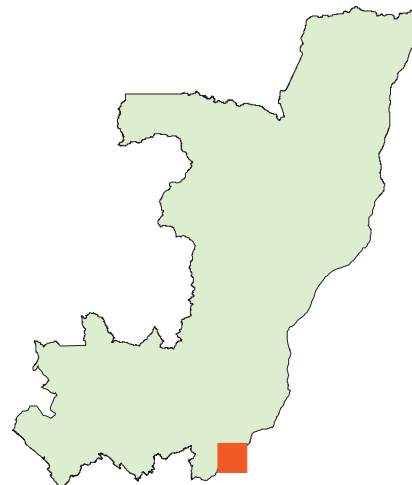
PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$178,457 FY14 ACTUAL: \$239,646 FY15 PLANNED: \$222,900

Total PD Spending by Theme

Top Spending by Activity

Cultural Programs (Post Generated)	\$65,563
Media/Press Activities	\$38,123
Other	\$27,512
Support for Foreign Assistance Programs	\$19,582
American Spaces (not centers)	\$13,233



Democratic Republic of the Congo

DEMOGRAPHICS

Geographic area (sq. km.): 341500
 Population: 4558594
 Below 24 yrs. old: 64.50%
 Refugee population: 113362
 Urban population: 65%
 GDP/capita: \$3,101
 Unemployment: 7%
 Below poverty line: 63% (2012)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 6.6
 Mobile phones/100 people: 105
 Literacy: (2011) 79% (F: 73%, M: 86%)
 Avg. years of education: 11 (F: 11, M: 11)

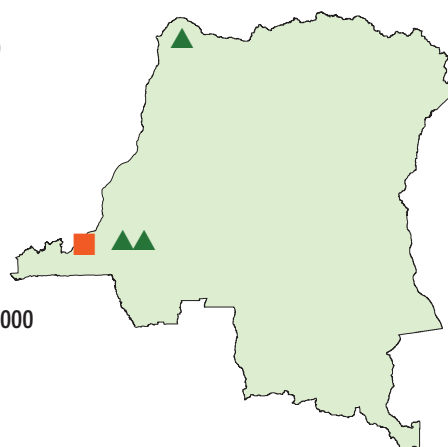
PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,031,283 FY14 ACTUAL: \$1,005,865* FY15 PLANNED: \$1,100,000

*Data provided by AF Bureau.

Total PD Spending by Theme

Top Spending by Activity



Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

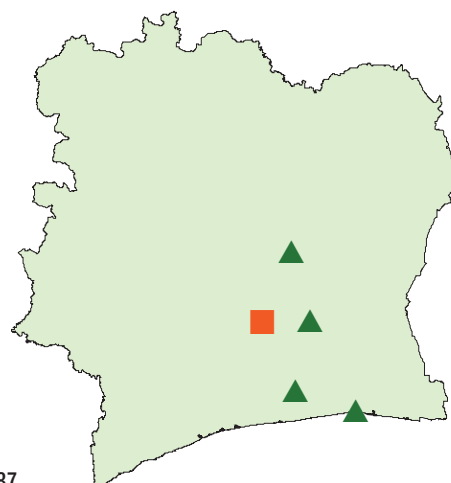
Cote d'Ivoire

DEMOGRAPHICS

Geographic area (sq. km.): 318000
 Population: 20804774
 Below 24 yrs. old: 59.40%
 Refugee population: 2980
 Urban population: 53%
 GDP/capita: \$1,646
 Unemployment: 4%
 Below poverty line: 42% (2006)

COMMUNICATIONS AND LITERACY

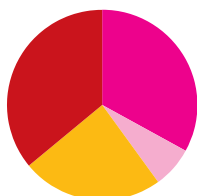
FH Media Freedom: Partly Free
 Internet users/100 people: 2.6
 Mobile phones/100 people: 95
 Literacy: (2012) 41% (F: 30%, M: 52%)
 Avg. years of education: (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,008,744 FY14 ACTUAL: \$1,183,040 FY15 PLANNED: \$801,600

Total PD Spending by Theme



Top Spending by Activity

American Centers	\$220,187
Support for Mission Initiatives	\$190,751
American Spaces (not centers)	\$175,608
Support for Information Resource Centers	\$160,383
Media/Press Activities	\$139,706

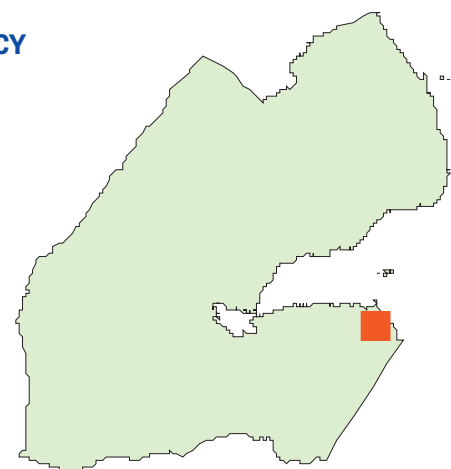
Djibouti

DEMOGRAPHICS

Geographic area (sq. km.): 23180
 Population: 886313
 Below 24 yrs. old: 54.90%
 Refugee population: 20015
 Urban population: 77%
 GDP/capita: \$1,784
 Unemployment:
 Below poverty line: 19% (2012)

COMMUNICATIONS AND LITERACY

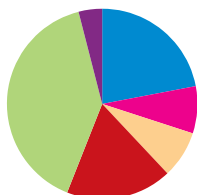
FH Media Freedom: Not Free
 Internet users/100 people: 9.5
 Mobile phones/100 people: 28
 Literacy: (No Data) (F: , M:)
 Avg. years of education: 6 (F: 6, M: 7)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$200,458 FY14 ACTUAL: \$194,358 FY15 PLANNED: \$200,000

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities	\$54,030
Digital Outreach	\$26,478
Other	\$26,331
Support for Mission Initiatives	\$16,887
Supplementing ECA Programs	\$16,092

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

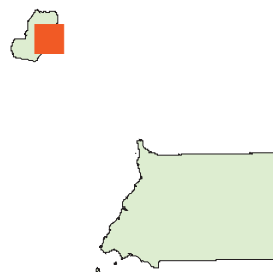
Equatorial Guinea

DEMOGRAPHICS

Geographic area (sq. km.): 28050
 Population: 778061
 Below 24 yrs. old: 60.30%
 Refugee population:
 Urban population: 40%
 GDP/capita: \$18,389
 Unemployment: 8%
 Below poverty line:

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 16.4
 Mobile phones/100 people: 67
 Literacy: (2012) 95% (F: 92%, M: 97%)
 Avg. years of education: 9 (F: 7, M: 10)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$204,200 FY14 ACTUAL: \$142,154* FY15 PLANNED: \$116,600

*Data provided by AF Bureau

Total PD Spending by Theme

Top Spending by Activity

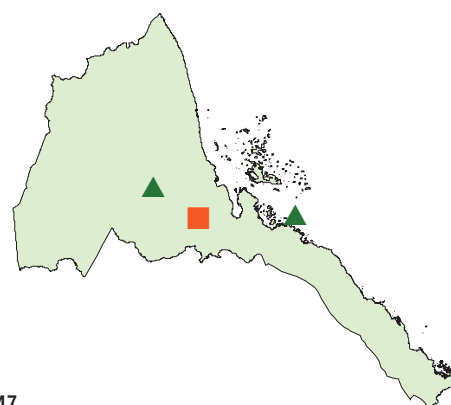
Eritrea

DEMOGRAPHICS

Geographic area (sq. km.): 101000
 Population: 6536176
 Below 24 yrs. old: 61.00%
 Refugee population: 3166
 Urban population: 22%
 GDP/capita: \$590
 Unemployment: 7%
 Below poverty line: 50% (2004)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 0.9
 Mobile phones/100 people: 6
 Literacy: (2012) 70% (F: 61%, M: 80%)
 Avg. years of education: 4 (F: 4, M: 5)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$277,462 FY14 ACTUAL: \$323,430 FY15 PLANNED: \$292,900

Total PD Spending by Theme

Top Spending by Activity

Other \$154,047
 American Spaces (not centers) \$91,897
 Cultural Programs (Post Generated) \$28,321
 Books & Publications \$14,954
 Educational Initiatives (not including English Language programs) \$10,895

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

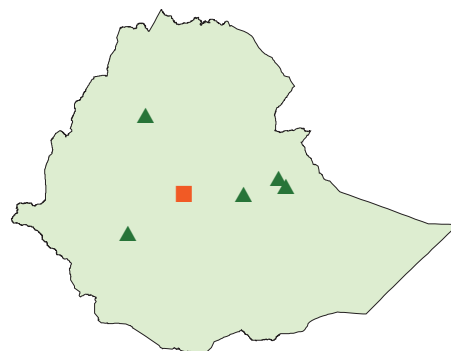
Ethiopia

DEMOGRAPHICS

Geographic area (sq. km.): 1000000
 Population: 96506031
 Below 24 yrs. old: 64.10%
 Refugee population: 433936
 Urban population: 19%
 GDP/capita: \$568
 Unemployment: 6%
 Below poverty line: 39% (2012)

COMMUNICATIONS AND LITERACY

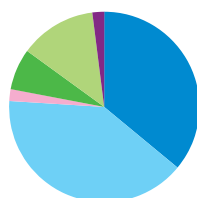
FH Media Freedom: Not Free
 Internet users/100 people: 1.9
 Mobile phones/100 people: 27
 Literacy: (2007) 39% (F: 29%, M: 49%)
 Avg. years of education: 7 (F: 6, M: 8)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$926,939 FY14 ACTUAL: \$921,465 FY15 PLANNED: \$828,800

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers) \$229,106
 Support for Mission Initiatives \$197,149
 Educational Initiatives (not including English Language programs) \$111,549
 Other \$96,267
 Media/Press Activities \$35,486

Gabon

DEMOGRAPHICS

Geographic area (sq. km.): 257670
 Population: 1711294
 Below 24 yrs. old: 62.40%
 Refugee population: 1594
 Urban population: 87%
 GDP/capita: \$10,067
 Unemployment: 20%
 Below poverty line:

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 9.2
 Mobile phones/100 people: 215
 Literacy: (2012) 82% (F: 80%, M: 85%)
 Avg. years of education: (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$184,688 FY14 ACTUAL: \$158,500 FY15 PLANNED: \$197,100

Total PD Spending by Theme

Top Spending by Activity

Support for Mission Initiatives \$69,650
 Media/Press Activities \$18,594
 Other \$13,318
 Cultural Programs (Post Generated) \$13,243
 Supplementing ECA Programs \$7,728

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

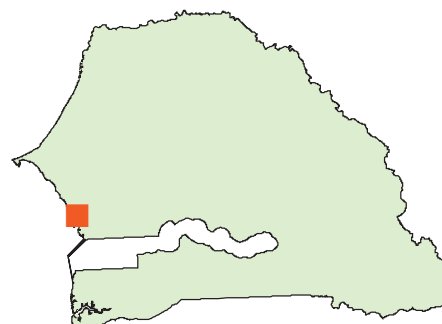
Gambia, The

DEMOGRAPHICS

Geographic area (sq. km.): 10120
 Population: 1908954
 Below 24 yrs. old: 59.70%
 Refugee population: 9563
 Urban population: 59%
 GDP/capita: \$423
 Unemployment: 7%
 Below poverty line: 48% (2010)

COMMUNICATIONS AND LITERACY

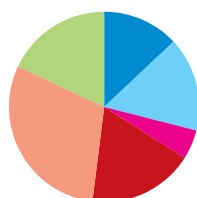
FH Media Freedom: Not Free
 Internet users/100 people: 14
 Mobile phones/100 people: 100
 Literacy: (2012) 52% (F: 43%, M: 61%)
 Avg. years of education: 9 (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$136,200 FY14 ACTUAL: \$208,850 FY15 PLANNED: \$118,900

Total PD Spending by Theme



Top Spending by Activity

Other \$176,877
 Cultural Programs (Post Generated) \$10,512
 Educational Initiatives (not including English Language programs) \$5,175
 Support for Mission Initiatives \$4,683
 American Centers \$3,308

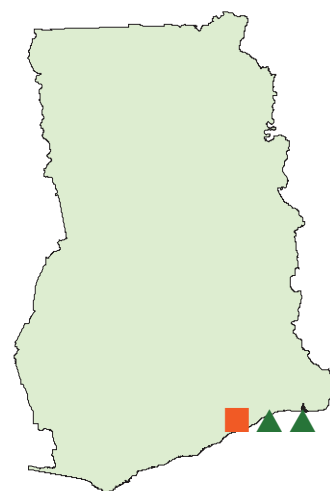
Ghana

DEMOGRAPHICS

Geographic area (sq. km.): 227540
 Population: 26442178
 Below 24 yrs. old: 57.30%
 Refugee population: 18681
 Urban population: 53%
 GDP/capita: \$1,462
 Unemployment: 5%
 Below poverty line: 24% (2013)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 12.3
 Mobile phones/100 people: 108
 Literacy: (2010) 71% (F: 65%, M: 78%)
 Avg. years of education: 12 (F: 11, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$736,702 FY14 ACTUAL: \$549,873* FY15 PLANNED: \$1,031,400

*Data provided by AF Bureau

Total PD Spending by Theme

Top Spending by Activity

Piechart Key: PD Spending by Theme

Culture (blue) Education (light blue) Economics (pink) Science (light pink) Military (yellow) CVE (orange)
 Democracy (red) Civil Society (light orange) Women (green) Youth (light green) Religious (purple) Other (grey)

Map Key

Embassy (orange square) Consulate (green circle)
 American Space (yellow triangle)

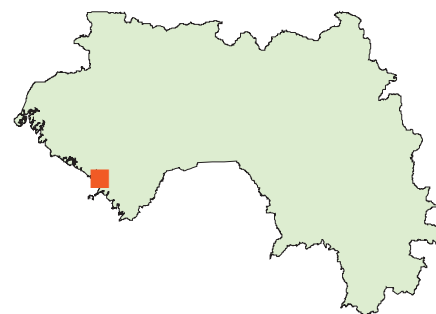
Guinea

DEMOGRAPHICS

Geographic area (sq. km.): 245720
 Population: 12043898
 Below 24 yrs. old: 61.50%
 Refugee population: 8560
 Urban population: 37%
 GDP/capita: \$550
 Unemployment: 2%
 Below poverty line: 47% (2006)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 1.6
 Mobile phones/100 people: 63
 Literacy: (2010) 25% (F: 12%, M: 37%)
 Avg. years of education: 9 (F: 7, M: 10)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$383,700 FY14 ACTUAL: \$632,527* FY15 PLANNED: \$433,300

*Data provided by AF Bureau

Total PD Spending by Theme

Top Spending by Activity

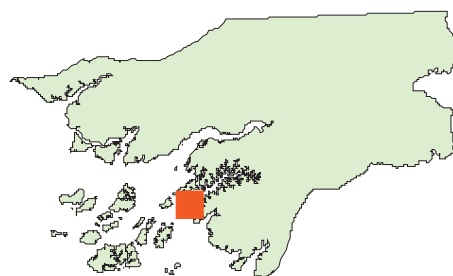
Guinea-Bissau

DEMOGRAPHICS

Geographic area (sq. km.): 28120
 Population: 1745798
 Below 24 yrs. old: 60.00%
 Refugee population: 8535
 Urban population: 49%
 GDP/capita: \$586
 Unemployment: 7%
 Below poverty line:

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 3.1
 Mobile phones/100 people: 74
 Literacy: (2012) 57% (F: 44%, M: 70%)
 Avg. years of education: 9 (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$62,400 FY14 ACTUAL: \$59,095 FY15 PLANNED: \$61,000

Total PD Spending by Theme

Top Spending by Activity

Media/Press Activities \$30,445
 Support for Mission Initiatives \$9,811
 American Spaces (not centers) \$8,108
 Cultural Programs (Post Generated) \$5,998
 Support for Information Resource Centers \$3,198

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

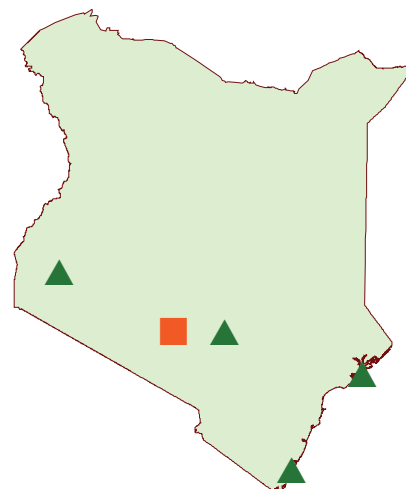
Kenya

DEMOGRAPHICS

Geographic area (sq. km.):
Population:
Below 24 yrs. old: **60.80%**
Refugee population: **534938**
Urban population:
GDP/capita:
Unemployment:
Below poverty line: **43%** (2012)

COMMUNICATIONS AND LITERACY

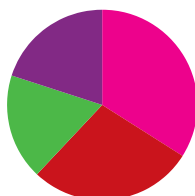
FH Media Freedom: **Partly Free**
Internet users/100 people:
Mobile phones/100 people:
Literacy: (F: , M:)
Avg. years of education: (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: **\$1,818,113** FY14 ACTUAL: **\$1,593,291** FY15 PLANNED: **\$1,454,200**

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$488,164
Media/Press Activities	\$260,829
American Spaces (not centers)	\$236,812
American Centers	\$111,054
Supplementing ECA Programs	\$94,438

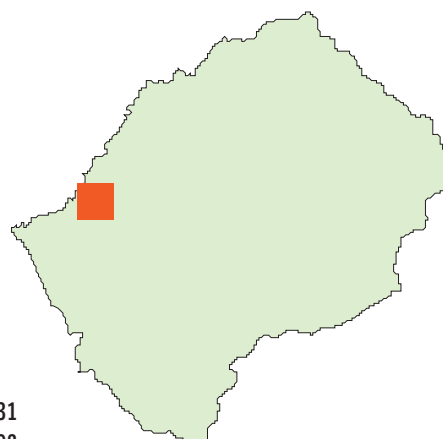
Lesotho

DEMOGRAPHICS

Geographic area (sq. km.): **30360**
Population: **2097511**
Below 24 yrs. old: **52.80%**
Refugee population: **30**
Urban population: **27%**
GDP/capita: **\$995**
Unemployment: **25%**
Below poverty line: **49%** (1999)

COMMUNICATIONS AND LITERACY

FH Media Freedom: **Partly Free**
Internet users/100 people: **5**
Mobile phones/100 people: **86**
Literacy: (2009) **76%** (F: **85%**, M: **66%**)
Avg. years of education: **11** (F: **12**, M: **11**)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: **\$130,318** FY14 ACTUAL: **\$101,426** FY15 PLANNED: **\$110,300**

Total PD Spending by Theme

Top Spending by Activity

Other	\$42,931
Support for Mission Initiatives	\$16,592
Supplementing ECA Programs	\$15,423
Supplementing Bureau of Public Affairs Programs	\$9,229
Educational Initiatives (not including English Language programs)	\$5,145

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

Liberia

DEMOGRAPHICS

Geographic area (sq. km.): **96320**
 Population: **4396873**
 Below 24 yrs. old: **61.10%**
 Refugee population: **53253**
 Urban population: **49%**
 GDP/capita: **\$461**
 Unemployment: **4%**
 Below poverty line: **64%** (2007)

COMMUNICATIONS AND LITERACY

FH Media Freedom: **Partly Free**
 Internet users/100 people: **4.6**
 Mobile phones/100 people: **59**
 Literacy: (2007) **43%** (F: 27%, M: 61%)
 Avg. years of education: **11** (F: 9, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: **\$448,968** FY14 ACTUAL: **\$575,754** FY15 PLANNED: **\$391,500**

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives **\$163,722**
 American Spaces (not centers) **\$109,080**
 Media/Press Activities **\$54,496**
 Support for Information Resource Centers **\$52,404**
 Other **\$36,776**

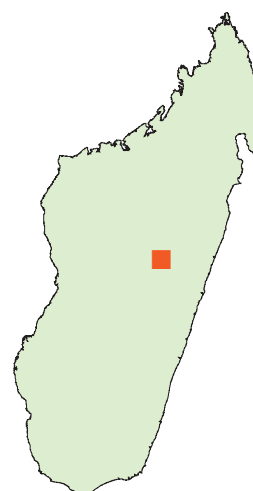
Madagascar

DEMOGRAPHICS

Geographic area (sq. km.): **581795**
 Population: **23571962**
 Below 24 yrs. old: **61.30%**
 Refugee population: **12**
 Urban population: **34%**
 GDP/capita: **\$449**
 Unemployment: **4%**
 Below poverty line: **50%** (2004)

COMMUNICATIONS AND LITERACY

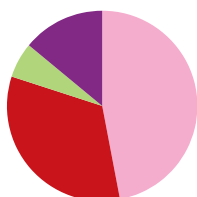
FH Media Freedom: **Not Free**
 Internet users/100 people: **2.2**
 Mobile phones/100 people: **37**
 Literacy: (2009) **64%** (F: 62%, M: 67%)
 Avg. years of education: **10** (F: 10, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: **\$553,142** FY14 ACTUAL: **\$628,369** FY15 PLANNED: **\$464,700**

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives **\$192,839**
 American Spaces (not centers) **\$93,507**
 Media/Press Activities **\$93,255**
 American Centers **\$70,797**
 Cultural Programs (Post Generated) **\$39,775**

Piechart Key: PD Spending by Theme

■ Culture ■ Education ■ Economics ■ Science ■ Military ■ CVE
 ■ Democracy ■ Civil Society ■ Women ■ Youth ■ Religious ■ Other

Map Key

■ Embassy ● Consulate
 ▲ American Space

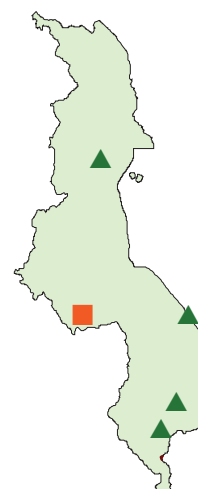
Malawi

DEMOGRAPHICS

Geographic area (sq. km.): **94280**
 Population: **16829144**
 Below 24 yrs. old: **67.10%**
 Refugee population: **5796**
 Urban population: **16%**
 GDP/capita: **\$253**
 Unemployment: **8%**
 Below poverty line: **53%** (2004)

COMMUNICATIONS AND LITERACY

FH Media Freedom: **Partly Free**
 Internet users/100 people: **5.4**
 Mobile phones/100 people: **32**
 Literacy: (2010) **61%** (F: 51%, M: 72%)
 Avg. years of education: **11** (F: 11, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: **\$490,272** FY14 ACTUAL: **\$510,596** FY15 PLANNED: **\$366,800**

Total PD Spending by Theme

Top Spending by Activity

Other	\$262,210
Educational Initiatives (not including English Language programs)	\$73,135
American Centers	\$42,435
Cultural Programs (Post Generated)	\$30,138
Support for Mission Initiatives	\$24,603

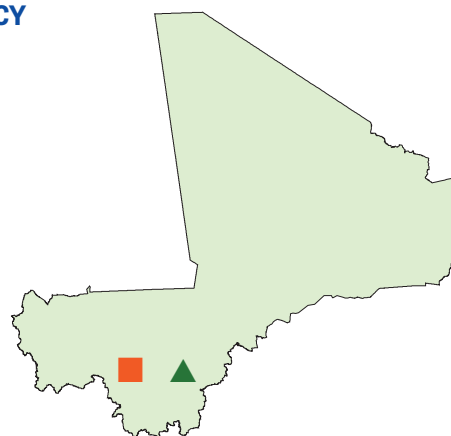
Mali

DEMOGRAPHICS

Geographic area (sq. km.): **1220190**
 Population: **15768227**
 Below 24 yrs. old: **66.60%**
 Refugee population: **14316**
 Urban population: **39%**
 GDP/capita: **\$766**
 Unemployment: **8%**
 Below poverty line: **36%** (2005)

COMMUNICATIONS AND LITERACY

FH Media Freedom: **Partly Free**
 Internet users/100 people: **2.3**
 Mobile phones/100 people: **129**
 Literacy: (2011) **34%** (F: 25%, M: 43%)
 Avg. years of education: **9** (F: 8, M: 10)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: **\$647,601** FY14 ACTUAL: **\$531,962** FY15 PLANNED: **\$515,600**

Total PD Spending by Theme

Top Spending by Activity

Cultural Programs (Post Generated)	\$170,212
Support for Information Resource Centers	\$92,230
Media/Press Activities	\$76,882
Other	\$36,037
Books & Publications	\$28,586

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

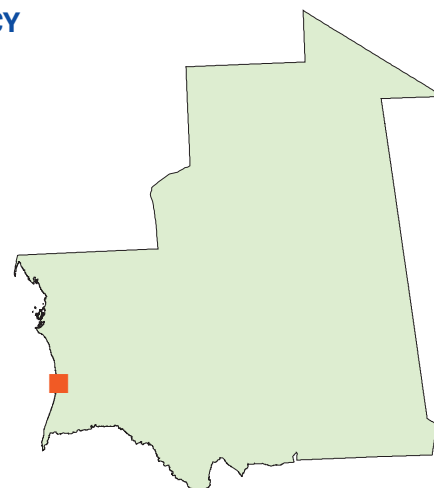
Mauritania

DEMOGRAPHICS

Geographic area (sq. km.): 1030700
 Population: 3984457
 Below 24 yrs. old: 59.50%
 Refugee population: 92767
 Urban population: 59%
 GDP/capita: \$1,270
 Unemployment: 31%
 Below poverty line: 40% (2004)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 6.2
 Mobile phones/100 people: 103
 Literacy: (2007) 46% (F: 35%, M: 57%)
 Avg. years of education: 8 (F: 8, M: 8)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$416,595 FY14 ACTUAL: \$318,901 FY15 PLANNED: \$339,900

Total PD Spending by Theme

Top Spending by Activity

Cultural Programs (Post Generated)	\$80,740
Other	\$77,326
Media/Press Activities	\$36,234
Support for English Language	\$18,742
Teaching/Learning	
American Spaces (not centers)	\$14,167

Mauritius

DEMOGRAPHICS

Geographic area (sq. km.): 2030
 Population: 1260934
 Below 24 yrs. old: 36.50%
 Refugee population:
 Urban population: 40%
 GDP/capita: \$10,006
 Unemployment: 8%
 Below poverty line: 8% (2006)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 39
 Mobile phones/100 people: 123
 Literacy: (2011) 89% (F: 87%, M: 92%)
 Avg. years of education: 16 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$358,565 FY14 ACTUAL: \$347,528* FY15 PLANNED: \$268,600

*Data provided by AF Bureau.

Total PD Spending by Theme

Top Spending by Activity

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

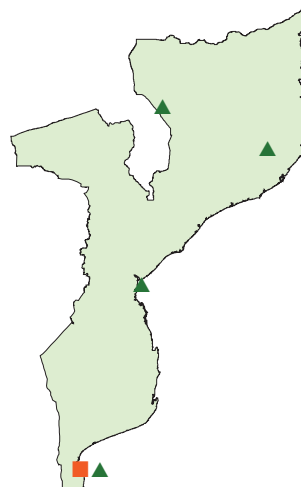
Mozambique

DEMOGRAPHICS

Geographic area (sq. km.): 786380
 Population: 26472977
 Below 24 yrs. old: 66.60%
 Refugee population: 4445
 Urban population: 32%
 GDP/capita: \$619
 Unemployment: 8%
 Below poverty line: 52% (2009)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 5.4
 Mobile phones/100 people: 48
 Literacy: (2009) 51% (F: 36%, M: 67%)
 Avg. years of education: 10 (F: 9, M: 10)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$920,947 FY14 ACTUAL: \$917,061 FY15 PLANNED: \$726,400

Total PD Spending by Theme

Top Spending by Activity

Other	\$391,733
Support for Mission Initiatives	\$148,040
American Centers	\$119,852
Cultural Programs (Post Generated)	\$98,350
Media/Press Activities	\$64,916

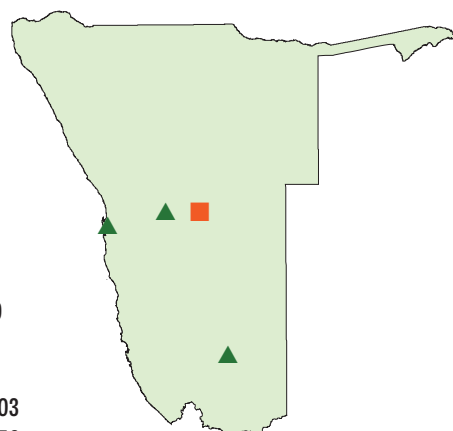
Namibia

DEMOGRAPHICS

Geographic area (sq. km.): 823290
 Population: 2347988
 Below 24 yrs. old: 54.80%
 Refugee population: 2332
 Urban population: 46%
 GDP/capita: \$5,720
 Unemployment: 17%
 Below poverty line: 29% (2010)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 13.9
 Mobile phones/100 people: 118
 Literacy: (2007) 76% (F: 78%, M: 74%)
 Avg. years of education: 11 (F: 11, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$541,628 FY14 ACTUAL: \$453,446 FY15 PLANNED: \$328,100

Total PD Spending by Theme

Top Spending by Activity

American Spaces (not centers)	\$118,803
Other	\$93,256
American Centers	\$52,920
Support for Mission Initiatives	\$50,666
Cultural Programs (Post Generated)	\$45,261

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

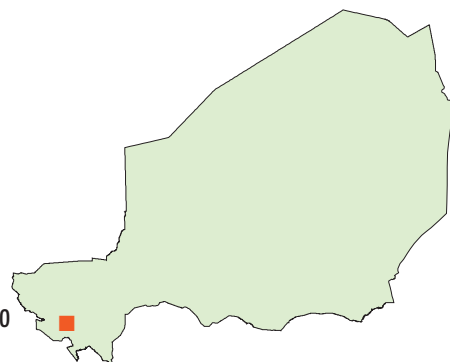
Niger

DEMOGRAPHICS

Geographic area (sq. km.): 1266700
 Population: 18534802
 Below 24 yrs. old: 68.20%
 Refugee population: 57661
 Urban population: 18%
 GDP/capita: \$441
 Unemployment: 5%
 Below poverty line: 63% (1993)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 1.7
 Mobile phones/100 people: 39
 Literacy: (2012) 15% (F: 9%, M: 23%)
 Avg. years of education: 5 (F: 5, M: 6)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$717,253 FY14 ACTUAL: \$716,308 FY15 PLANNED: \$587,000

Total PD Spending by Theme



Top Spending by Activity

Other	\$257,594
Cultural Programs (Post Generated)	\$87,076
Support for Mission Initiatives	\$69,736
Media/Press Activities	\$54,464
Supplementing Bureau of Public Affairs Programs	\$37,290

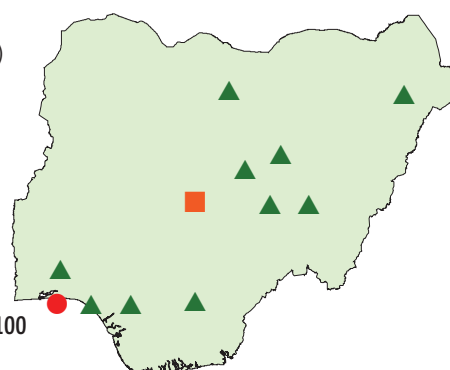
Nigeria

DEMOGRAPHICS

Geographic area (sq. km.): 910770
 Population: 178516904
 Below 24 yrs. old: 62.50%
 Refugee population: 1694
 Urban population: 47%
 GDP/capita: \$3,185
 Unemployment: 8%
 Below poverty line: 70% (2010)

COMMUNICATIONS AND LITERACY

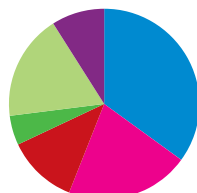
FH Media Freedom: Partly Free
 Internet users/100 people: 38
 Mobile phones/100 people: 73
 Literacy: (2008) 51% (F: 41%, M: 61%)
 Avg. years of education: 9 (F: 8, M: 10)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$3,500,247 FY14 ACTUAL: \$4,238,219 FY15 PLANNED: \$3,847,100

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities	\$1,038,369
Support for Mission Initiatives	\$785,334
Cultural Programs (Post Generated)	\$592,800
American Spaces (not centers)	\$357,535
Digital Outreach	\$286,651

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

Rwanda

DEMOGRAPHICS

Geographic area (sq. km.): 24670
 Population: 12100049
 Below 24 yrs. old: 61.00%
 Refugee population: 73349
 Urban population: 28%
 GDP/capita: \$652
 Unemployment: 1%
 Below poverty line: 45% (2011)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 8.7
 Mobile phones/100 people: 57
 Literacy: (2010) 66% (F: 62%, M: 71%)
 Avg. years of education: 10 (F: 10, M: 10)

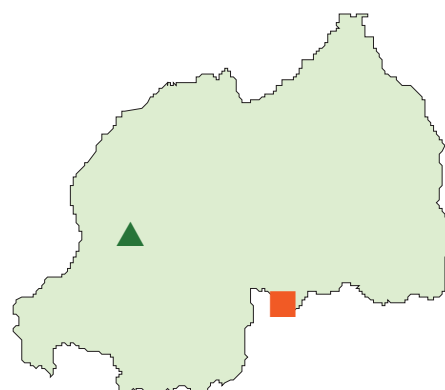
PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$521,892 FY14 ACTUAL: \$579,597 FY15 PLANNED: \$538,100

Total PD Spending by Theme

Top Spending by Activity

American Spaces (not centers) \$125,281
 Media/Press Activities \$71,988
 Cultural Programs (Post Generated) \$70,158
 Supplementing ECA Programs \$68,306
 Support for Mission Initiatives \$49,946



Senegal

DEMOGRAPHICS

Geographic area (sq. km.): 192530
 Population: 14548171
 Below 24 yrs. old: 63.00%
 Refugee population: 14247
 Urban population: 43%
 GDP/capita: \$1,071
 Unemployment: 10%
 Below poverty line: 47% (2011)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 20.9
 Mobile phones/100 people: 93
 Literacy: (2011) 52% (F: 40%, M: 66%)
 Avg. years of education: 8 (F: 8, M: 8)

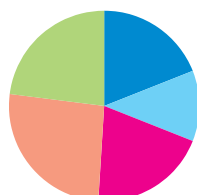
PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$895,370 FY14 ACTUAL: \$906,162 FY15 PLANNED: \$885,700

Total PD Spending by Theme

Top Spending by Activity

Support for Mission Initiatives \$158,877
 Cultural Programs (Post Generated) \$149,188
 Media/Press Activities \$106,214
 Support for Information Resource Centers \$66,747
 American Spaces (not centers) \$56,667

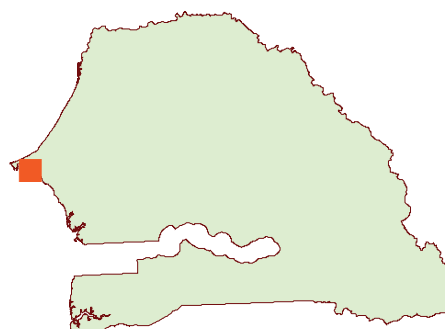


Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space



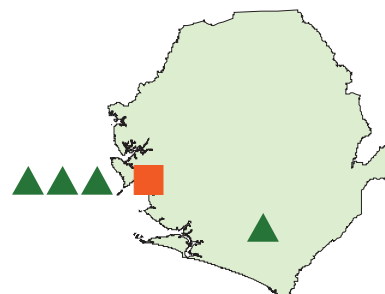
Sierra Leone

DEMOGRAPHICS

Geographic area (sq. km.): 72180
 Population: 6205382
 Below 24 yrs. old: 60.70%
 Refugee population: 2817
 Urban population: 40%
 GDP/capita: \$788
 Unemployment: 3%
 Below poverty line: 70% (2004)

COMMUNICATIONS AND LITERACY

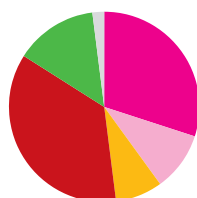
FH Media Freedom: Partly Free
 Internet users/100 people: 1.7
 Mobile phones/100 people: 66
 Literacy: (2012) 44% (F: 34%, M: 56%)
 Avg. years of education: 7 (F: 6, M: 8)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$194,922 FY14 ACTUAL: \$243,319 FY15 PLANNED: \$208,000

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$59,794
Align Resources with Strategic Priorities	\$55,834
Books & Publications	\$23,087
American Centers	\$22,587
Media/Press Activities	\$14,832

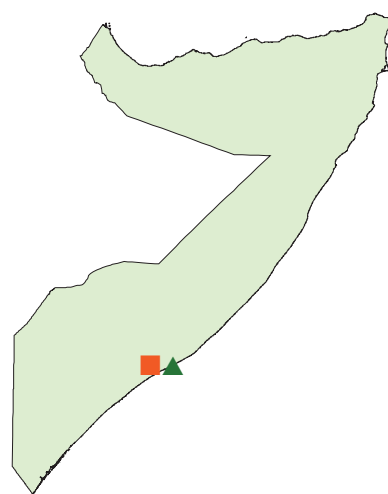
Somalia

DEMOGRAPHICS

Geographic area (sq. km.): 627340
 Population: 10805651
 Below 24 yrs. old: 62.90%
 Refugee population: 2425
 Urban population: 39%
 GDP/capita:
 Unemployment: 7%
 Below poverty line:

COMMUNICATIONS AND LITERACY

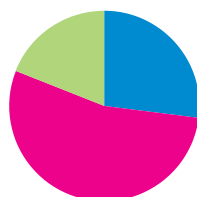
FH Media Freedom: Not Free
 Internet users/100 people: 1.5
 Mobile phones/100 people: 49
 Literacy: (No Data) (F: , M:)
 Avg. years of education: (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$637,646 FY14 ACTUAL: \$249,889 FY15 PLANNED: \$223,200

Total PD Spending by Theme



Top Spending by Activity

Other	\$143,172
Digital Outreach	\$38,033
Support for Mission Initiatives	\$22,013
American Spaces (not centers)	\$9,334
Supplementing Bureau of Public Affairs Programs	\$9,334

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

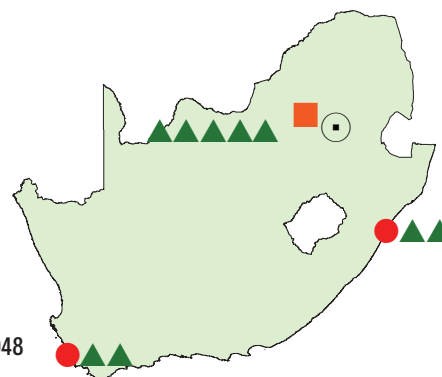
South Africa

DEMOGRAPHICS

Geographic area (sq. km.): 1213090
 Population: 54001953
 Below 24 yrs. old: 48.50%
 Refugee population: 65881
 Urban population: 64%
 GDP/capita: \$6,478
 Unemployment: 25%
 Below poverty line: 36% (2012)

COMMUNICATIONS AND LITERACY

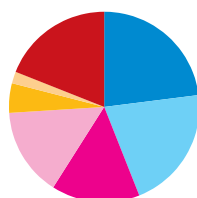
FH Media Freedom: Partly Free
 Internet users/100 people: 48.9
 Mobile phones/100 people: 146
 Literacy: (2012) 94% (F: 93%, M: 95%)
 Avg. years of education: (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$3,215,838 FY14 ACTUAL: \$3,127,100 FY15 PLANNED: \$2,864,048

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$858,435
Support for Mission Initiatives	\$585,341
Supplementing ECA Programs	\$322,373
Educational Initiatives (not including English Language programs)	\$260,734
Cultural Programs (Post Generated)	\$242,122

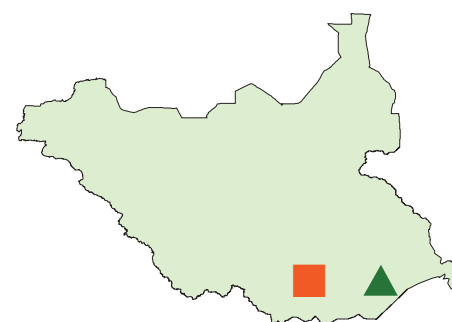
South Sudan

DEMOGRAPHICS

Geographic area (sq. km.):
 Population: 11738718
 Below 24 yrs. old: 65.70%
 Refugee population: 229587
 Urban population: 19%
 GDP/capita: \$1,113
 Unemployment:
 Below poverty line: 51% (2009)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people:
 Mobile phones/100 people: 25
 Literacy: (No Data) (F: , M:)
 Avg. years of education: (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$135,979 FY14 ACTUAL: \$159,760 FY15 PLANNED: \$214,600

Total PD Spending by Theme

Top Spending by Activity

Other	\$111,879
Media/Press Activities	\$10,291
Cultural Programs (Post Generated)	\$9,860
Alumni Outreach	\$3,674
Support for Mission Initiatives	\$2,705

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

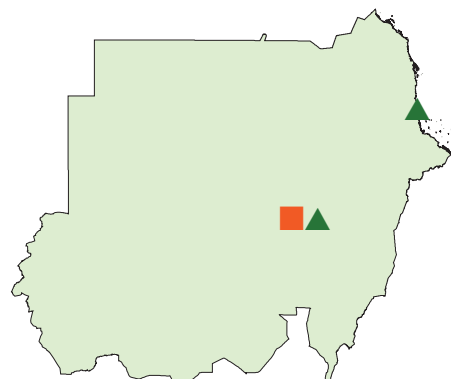
Sudan

DEMOGRAPHICS

Geographic area (sq. km.): 2376000
 Population: 38764090
 Below 24 yrs. old: 61.00%
 Refugee population: 159857
 Urban population: 34%
 GDP/capita: \$1,904
 Unemployment: 15%
 Below poverty line: 47% (2009)

COMMUNICATIONS AND LITERACY

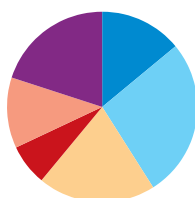
FH Media Freedom: Not Free
 Internet users/100 people: 22.7
 Mobile phones/100 people: 73
 Literacy: (2012) 73% (F: 65%, M: 82%)
 Avg. years of education: 4 (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$656,863 FY14 ACTUAL: \$629,270 FY15 PLANNED: \$630,000

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$138,464
Supplementing ECA Programs	\$76,441
Support for Foreign Assistance Programs	\$66,964
Books & Publications	\$59,323
Media/Press Activities	\$54,371

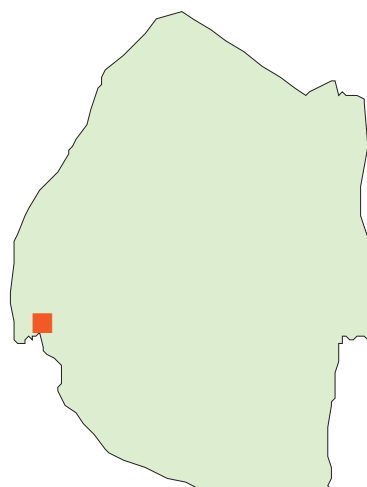
Swaziland

DEMOGRAPHICS

Geographic area (sq. km.): 17200
 Population: 1267704
 Below 24 yrs. old: 58.80%
 Refugee population: 507
 Urban population: 21%
 GDP/capita: \$2,682
 Unemployment: 23%
 Below poverty line: 69% (2006)

COMMUNICATIONS AND LITERACY

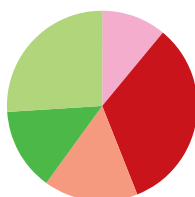
FH Media Freedom: Not Free
 Internet users/100 people: 24.7
 Mobile phones/100 people: 71
 Literacy: (2010) 83% (F: 82%, M: 84%)
 Avg. years of education: 11 (F: 11, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$383,298 FY14 ACTUAL: \$341,411 FY15 PLANNED: \$276,500

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$90,762
Educational Initiatives (not including English Language programs)	\$56,609
Cultural Programs (Post Generated)	\$36,105
Media/Press Activities	\$32,794
Other	\$26,992

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

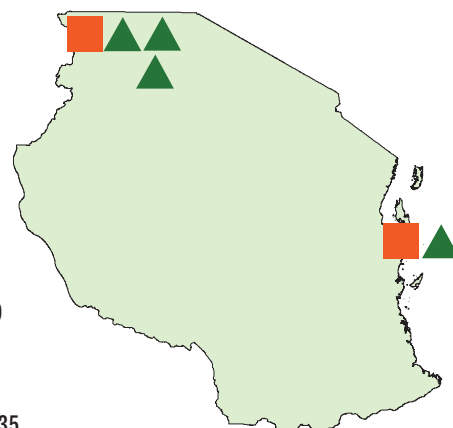
Tanzania

DEMOGRAPHICS

Geographic area (sq. km.): 885800
 Population: 50757459
 Below 24 yrs. old: 64.10%
 Refugee population: 102099
 Urban population: 31%
 GDP/capita: \$998
 Unemployment: 4%
 Below poverty line: 68% (2011)

COMMUNICATIONS AND LITERACY

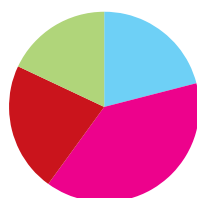
FH Media Freedom: Partly Free
 Internet users/100 people: 4.4
 Mobile phones/100 people: 56
 Literacy: (2010) 68% (F: 61%, M: 75%)
 Avg. years of education: 9 (F: 9, M: 9)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$812,276 FY14 ACTUAL: \$798,761 FY15 PLANNED: \$672,900

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$299,635
American Spaces (not centers)	\$106,275
Cultural Programs (Post Generated)	\$95,790
Supplementing Bureau of Public Affairs Programs	\$66,754
Other	\$41,721

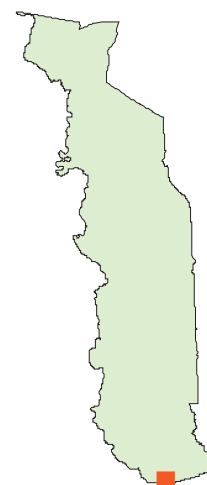
Togo

DEMOGRAPHICS

Geographic area (sq. km.): 54390
 Population: 6993244
 Below 24 yrs. old: 60.40%
 Refugee population: 20613
 Urban population: 39%
 GDP/capita: \$646
 Unemployment: 7%
 Below poverty line: 32% (1989)

COMMUNICATIONS AND LITERACY

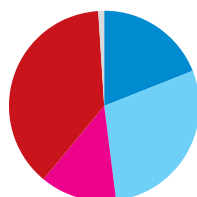
FH Media Freedom: Not Free
 Internet users/100 people: 4.5
 Mobile phones/100 people: 63
 Literacy: (2011) 60% (F: 48%, M: 74%)
 Avg. years of education: 12 (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$517,645 FY14 ACTUAL: \$559,213 FY15 PLANNED: \$465,700

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$79,308
Support for English Language Teaching/Learning	\$74,284
Other	\$63,500
American Spaces (not centers)	\$59,243
Educational Initiatives (not including English Language programs)	\$53,618

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

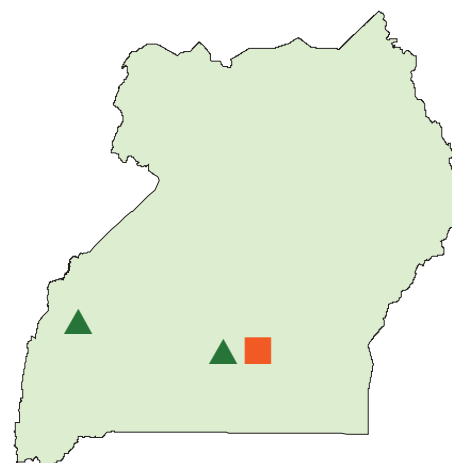
Uganda

DEMOGRAPHICS

Geographic area (sq. km.): 199810
 Population: 38844624
 Below 24 yrs. old: 69.90%
 Refugee population: 220555
 Urban population: 16%
 GDP/capita: \$677
 Unemployment: 4%
 Below poverty line: 20% (2013)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 16.2
 Mobile phones/100 people: 44
 Literacy: (2010) 73% (F: 65%, M: 83%)
 Avg. years of education: 11 (F: 11, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$877,124 FY14 ACTUAL: \$829,656 FY15 PLANNED: \$716,700

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities \$156,848
 American Spaces (not centers) \$120,890
 Cultural Programs (Post Generated) \$80,528
 Alumni Outreach \$61,977
 American Centers \$60,525

Zambia

DEMOGRAPHICS

Geographic area (sq. km.): 743390
 Population: 15021002
 Below 24 yrs. old: 66.20%
 Refugee population: 23594
 Urban population: 40%
 GDP/capita: \$1,802
 Unemployment: 13%
 Below poverty line: 61% (2010)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 15.4
 Mobile phones/100 people: 72
 Literacy: (2007) 61% (F: 52%, M: 72%)
 Avg. years of education: 14 (F: 13, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$0 FY14 ACTUAL: \$734,025 FY15 PLANNED: \$650,000

Total PD Spending by Theme

Top Spending by Activity

American Spaces (not centers) \$139,674
 Media/Press Activities \$120,223
 Support for Information Resource Centers \$73,591
 Inform Policy Making \$60,546
 Educational Advising & Promoting Study in the U.S. \$58,132

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

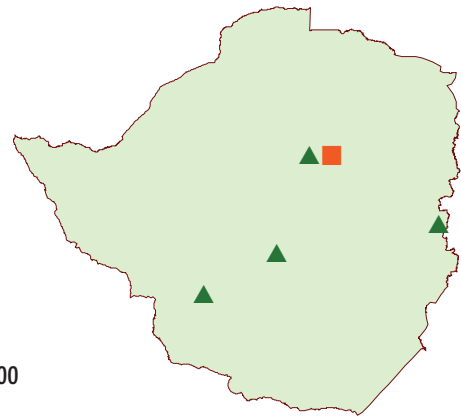
Zimbabwe

DEMOGRAPHICS

Geographic area (sq. km.): 386850
 Population: 14599325
 Below 24 yrs. old: 60.50%
 Refugee population: 6389
 Urban population: 33%
 GDP/capita: \$936
 Unemployment: 5%
 Below poverty line: 72% (2012)

COMMUNICATIONS AND LITERACY

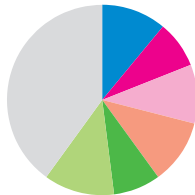
FH Media Freedom: Not Free
 Internet users/100 people: 18.5
 Mobile phones/100 people: 96
 Literacy: (2011) 84% (F: 80%, M: 88%)
 Avg. years of education: 9 (F: 9, M: 10)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,439,995 FY14 ACTUAL: \$1,485,807 FY15 PLANNED: \$1,080,000

Total PD Spending by Theme



Top Spending by Activity

American Centers \$349,341
 Support for Mission Initiatives \$293,866
 Other \$153,857
 Media/Press Activities \$119,356
 Cultural Programs (Post Generated) \$108,016

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

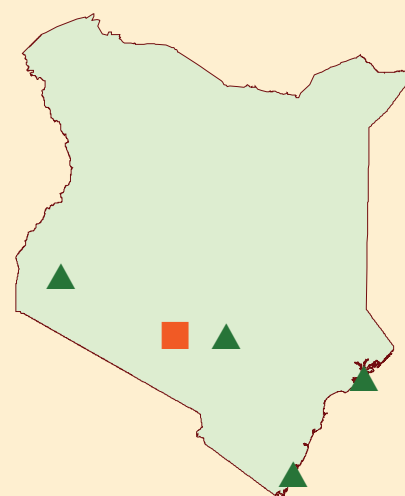
SPOTLIGHT COUNTRY: KENYA

DEMOGRAPHICS

Geographic area (sq. km.):
Population:
Below 24 yrs. old: **60.80%**
Refugee population: **534,938**
Urban population:
GDP/capita:
Unemployment:
Below poverty line: **43%** (2012)

COMMUNICATIONS AND LITERACY

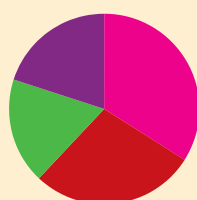
FH Media Freedom: **Partly Free**
Internet users/100 people:
Mobile phones/100 people:
Literacy: (F, M):
Avg. years of education: (F, M):



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,818,113 FY14 ACTUAL: \$1,593,291 FY15 PLANNED: \$1,454,200

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$488,164
Media/Press Activities	\$260,829
American Spaces (not centers)	\$236,812
American Centers	\$111,054
Supplementing ECA Programs	\$94,438

ACPD RECOMMENDATIONS:

COMMUNICATE MORE DIRECTLY HOW TARGETED RECRUITS FIT INTO THE YALI MANDELA WASHINGTON FELLOWSHIP: The three tracks of the Fellowship -- public management, civic leadership and business and entrepreneurship -- are central to the character of the program and are meant to be all-encompassing themes. Yet it is not always immediately obvious to targeted recruits how their skillsets may fit within those themes. People who define themselves by traditional careers -- education, agriculture, medicine, law, journalism -- may be uncertain about where they fit. During the recruitment process, we suggest that more efforts be made to explain the all-encompassing themes and how they are relevant to young leaders.

CONTINUE TO SUPPORT KENYAN CIVIL SOCIETY IN COUNTERING VIOLENT EXTREMISM: The U.S. Mission and Public Affairs Section should continue to work with civil society leaders who are able to identify issues at a more grassroots level. Training on countering narratives for civil society and Government of Kenya officials alike should continue. Supporting local law enforcement is also essential, and communities must view themselves in participants in countering extremist influences. We hope that the Kenyan Government will not be restrictive of civil society and their participation in these efforts.

EXAMINE PROGRESS OF AMERICAN SPACES IN KENYA: The PAS's American Spaces are under tight security

restrictions, with the American Corners in Moi University's Nairobi Campus and Nakuru Public Library (central Kenya) being the most open and accessible. It was difficult to gauge the overall impact that the Mission's six spaces have had on the Kenyan public given these restrictions. We encourage the adoption of the open access principles for the American Resource Center in the embassy compound, especially given the recent improvements to Internet connectivity, and also a close assessment of the amount of visitors and the quality of their engagement with the spaces before determining how to further allocate resources in this restrictive environment.

OVERVIEW

With more than 20 U.S. government agencies represented, the U.S. Embassy in Nairobi is the largest U.S. Mission in sub-Saharan Africa. It is a complex mission focused on several U.S. foreign policy priorities, including four global presidential initiatives: The President's Emergency Program for AIDS Relief (PEPFAR), the Global Health Initiative, Feed the Future, Power Africa, Trade Africa, and the Young African Leaders Initiative (YALI).

Kenya is currently facing weak governance and corruption, unemployment and job creation challenges, wildlife conservation issues, and a large refugee population.¹¹ Security is also a major concern, given the

¹¹ According to the Office of the UN High Commissioner for Refugees (UNHCR), roughly 585,000 refugees are registered in Kenya; since December 2013, the conflict in South Sudan

escalation of al-Shabaab, (the Somali-based terrorist group) activity in the country. The U.S. is enjoying a more positive relationship with the Government of Kenya after President Uhuru Kenyatta's participation in the U.S.-Africa Leaders Summit in Washington in 2014. This relationship was further boosted by President Obama's travel to Kenya in July 2015 for bilateral meetings and to attend the 6th Annual Global Entrepreneurship Summit, which gathered entrepreneurs, business leaders, investors, universities, and foundations to exchange innovative ideas in Nairobi.

U.S. public diplomacy efforts in Kenya focus on outreach to civil society, media networks and youth to emphasize the contribution the U.S. government is making to the empowerment, well being and security of Kenyans. PD programs also aim to emphasize engagement with marginalized communities, including women and Muslim groups. The security situation in Kenya, however, has meant that foreign public engagement sometimes has to be scaled back, especially along coastal areas.

U.S. FOREIGN POLICY GOALS & PUBLIC DIPLOMACY

The main U.S. foreign policy goals for Kenya are to encourage democratic reforms (Kenya passed a more progressive constitution in 2010); promote sustainable economic growth; create capacity to prevent and respond to counter-terrorism threats; and strengthen health and human capacity. U.S. mission assistance in the area of democracy, rights, and governance amounted to approximately \$14.5 million in 2014. This assistance has supported constitutional and electoral reform, capacity building among the media and civil society organizations, and stronger legislative processes in parliament.

Kenyan public attitudes toward the U.S. remain positive. The Public Affairs Section supports mission priorities and larger U.S. foreign policy goals for the East African region to help strengthen bilateral ties, dispel misperceptions of U.S. policies, and form meaningful partnerships through Kenyan society, citizens, business groups. This includes informing Kenyans of the significant U.S. contributions toward consolidating democratic institutions, transforming the economy, positively affecting the lives of Kenyans, and promoting peace and security.

The principal public diplomacy goals include:

- Improve Kenyan media's ability to report on government activity at national and local levels;
- Support Kenyan civil society's positive role in fostering government reform and promoting mainstream Islamic ideology to counter violent extremist ideology;

- Promote anticorruption campaigns in partnership with Kenyan civil society organizations;
- Inform and empower citizens to participate in Kenyan democracy;
- Targeted ECA exchange programs to country-level NGOs.
- Interact and engage the Muslim population in Kenya to counter violent extremism and identify the root causes of terrorism addressed at the community level.

There is significant opportunity to engage Kenyan youth given that 43 percent of the Kenyan population is under the age of 15 and another third is between the ages of 15 and 34. The youth, however, receive an average of seven years of education, which can leave many feeling marginalized. Women are also disadvantaged compared to men and face many barriers in accessing justice for sexual and gender based crimes.

PUBLIC AFFAIRS SECTION

The Public Affairs Section at the U.S. Embassy in Kenya has a sizeable team of 23 people. This includes a core team of a Public Affairs Officer, Information Officer, Cultural Affairs Officer, Information Resource Officer, and 19 local staff and non-Foreign Service staff.

Interagency Cooperation: Given the large size of the U.S. Mission, with 20 distinct agencies represented, there appears to be a good inter-agency working relationship for information and engagement activities with the Kenyan public. The U.S. Agency for International Development's Director of Communications works regularly with the Section to promote the U.S. Mission's development activities and noted good cooperation with the Public Affairs Section. This appears to be an improvement since the 2012 Office of Inspector General Report that slighted the PAS for poor internal communication and a lack of regular coordination meetings with other mission entities. Continued use of a strategic planning calendar to coordinate information, cultural and educational outreach that connects to the Integrated Country Strategy would support this effort significantly.

Information Programs: The Information Office Section works to inform Western and Kenyan news media about various U.S. policies and activities, but also to strengthen the Kenyan news media and support their development. This includes engaging journalists via exchange activities, like the International Visitor Leadership Program and the TV Co-ops. It also partners with local organizations to provide media training to Kenyan journalists.

This work is particularly important given the recent decline in freedom of the press. As some Kenyan journalists discussed with ACPD, there is a significant deal of self-censorship in both traditional and digital media.

has caused 46,057 new refugees to seek asylum there. In FY 2014, the U.S. government provided more than \$113 million in humanitarian aid to refugees in Kenya.

There are also consistent attempts to shame women journalists, bloggers and pundits on social media, which one Kenyan female journalist identified as a form of pervasive, “technological violence.” The U.S. mission is working to stay in contact with and empower women to stay engaged in traditional and new media and to communicate the importance of them being represented in the news media more positively.

In addition, the IO engages with Kenyan and Western journalists through editorial roundtables and interviews to generate more positive coverage and counter misinformation. The embassy has also expanded its digital media footprint for Kenya’s two million Internet users. The U.S. embassy’s social media presence has increased considerably in the last two years: from 9,000 to 102,000 on Twitter and from 8,000 to 69,000 on Facebook as of September 2015. The mission uses social media to engage Kenyans on consular issues; exchange opportunities (including YALI); opportunities to study in the U.S.; and in country programming events.

There were two concerns raised in regards to information programs: the media monitoring was particularly labor-intensive with produced products of questionable value; and the laborious clearance procedures with the Public Affairs Bureau in Washington inhibited the U.S. Ambassador to be able to speak with Western press in a timely manner. However, the new 3 FAM 4170 (in effect since July 2015) empowers employees and devolves most review and clearance responsibilities to the Chief of Mission.

Educational & Cultural Programs: The Cultural Affairs Section team focuses on organizing U.S. educational, professional, and cultural in-country and exchange programs that aim to build understanding of American culture and values among Kenyan thought leaders and emerging leaders. The programs include the YALI and the Washington Mandela Fellowship (see below), EducationUSA, Muslim community outreach, IVLP, Humphrey, Fulbright, Pan Africa Youth Leadership Program, alumni and speakers programs. The EducationUSA program, in particular, maintains an active network with Kenyan universities and was in the process of planning a fair to attract Kenyan students to U.S. universities with representatives from 50-60 of those institutions. The PAS aims to ensure that EducationUSA services reach all six American Spaces in the country (see below). Another mission goal has been to expand English Teaching Assistants and English language training programs with the Muslim communities to counter violent extremism and to ensure that English teaching programs reach students from underrepresented populations. The mission also works to promote wildlife conservation through social media events and the IVLP program.

There are also 3,500 alumni from various ECA programs over the years. PAS aims to expand opportunities for them by creating regional alumni chapters and promoting opportunities for alumni to support their

communities, but it needs more resources from Washington to offer small grants funding and networking events along the lines of the model set out for returning Mandela Fellows.

The two primary concerns raised for educational and cultural programs were: the need for funds for more robust and consistent alumni outreach and the need to keep a diversified basket of academic, professional and cultural exchange programs to cater to various Kenyan publics.

YOUNG AFRICAN LEADERS INITIATIVE MANDELA WASHINGTON FELLOWSHIP

Kenyans represented one of the largest cohorts, nearly one-tenth, of YALI Mandela Fellows in 2014 and 2015, with 46 and 40 participants respectively. The Mandela Fellowship was a first-time process in 2014. Therefore, the PAS and alumni expressed a large degree of tolerance for early mistakes, and a spirit of wanting to ensure that the program continues to improve with time.

For the Public Affairs Section, there were two overarching positives about the first run of Washington Mandela Fellows. First, it is a very high profile program that attracts a great deal of positive attention. In 2014, 5,000 applied, 190 interviews were conducted, and 46 fellows were selected. In 2015, applications dropped to 2,606, 150 interviews were conducted, and 40 were selected. The PAS attributes the drop-off in applications to the fading of the buzz of the program, combined with Kenyan young professionals being more hesitant to apply after seeing the high-caliber of 2014 Fellows. Second, the selection process was a whole-of-mission operation, involving roughly 10 panels with representatives from various agencies within the Mission.

The concerns expressed were mainly about staffing and time management. The Nairobi PAS is one of three posts in Africa that has one full-time staff member dedicated to administering YALI Mandela Fellow Selection and the alumni follow-up. There were concerns raised that if this staff position did not exist, then 50 percent of the Cultural Affairs Officer’s time would likely go only to the YALI program selection and maintenance when there are dozens of other programs that the PAS CAO facilitates. As one person expressed, “We cannot let YALI overwhelm other academic and professional exchange programs that are uniquely valuable to the Kenyan context.” ACPD agrees that the Mandela Fellowship, while valuable, should not eclipse these other valuable programs through lessening the amount of staff attention that is dedicated to them, diluting their respective brand names, or decreasing the amount of attention to other program alumni. The full time position therefore is critical and the section may also benefit from additional TDY support, especially as the number of Mandela Fellows will double throughout sub-Saharan

Africa in FY 2016.

There was a second concern that the American concept of leadership doesn't always resonate with Kenyans and there was some confusion on where they would fit within the three Mandela Fellow tracks: public policy, entrepreneurship and civil society. One suggestion was to widen these tracks and/or communicate better how more traditional tracks like education, health, agri-business, culture and the arts, and the media, fit into them. The availability for Fellows to be considered for a second track was also emphasized.

In ACPD discussions with YALI alumni and other observers, the mission was commended for reaching beyond urban areas to identify emerging leaders for the fellowship. Nearly eight months later, the alumni were still buoyed by their experience in the U.S. and eager to stay connected to the U.S. Mission. The principal concern among Kenyans is that while YALI has a strong brand as President Barack Obama's initiative, there are still issues to work out in the program. One of these criticisms was that the programming in the United States did not account for the sophisticated levels of experience and expertise that the Mandela Fellows had already reached in their careers. Some of the institutions within the U.S. were also not prepared to keep the Fellows occupied. As referenced in the YALI section of this larger report, ACPD has raised these concerns with the Educational and Cultural Affairs Bureau and has been shown several improvements for 2015's program that address these issues, such as more rigorous workshops and opportunities for the Fellows to network with other young professionals in the cities they are assigned.

COUNTERING VIOLENT EXTREMISM

Al-Shabaab has been responsible for more than 350 casualties in Kenya since the 2013 Westgate Shopping Mall attack in Nairobi, including the April 2015 Garissa University College attack, which left 148 dead. The U.S. has provided Kenya with \$54 million in non-military U.S. counterterrorism security assistance since 2007. The Government of Kenya sent a high-level delegation to the February 2015 White House CVE Summit and recently hosted a local, follow-up regional CVE Summit with the U.S. in June.

The U.S. embassy rightly sees CVE as a crosscutting issue and has an interagency CVE working group that discusses ways to coordinate programming with international partners and the Government of Kenya. The Public Affairs Section and U.S. Agency for International Development (USAID) fund CVE activities in the country. They focus on regions and populations that are under the greatest threat, such as youth empowerment and conflict mitigation among communities at risk. Engaging local civil society leaders to counter violent extremism is essential to the U.S. Missions' goals.

With the help of the PAS, ACPD met with several

leaders to hear their thoughts about the local challenges and opportunities for U.S.-supported CVE efforts. There was a broad consensus on various dimensions of how to approach this work within Kenya. First, women should be at the center, especially mothers, who can conduct early interventions with youth who may be attracted early to violent extremism ideology. Second, teachers in primary and religious schools should be supported in teaching messages of tolerance and pluralism, and in empowering youth. Third, there must be intense focus at the community, grassroots levels, which includes the need for community police training. Fourth, there needs to be more inclusion within, and training of, the Kenyan police forces since the strong majority of police are not Muslim and are isolated from many Muslim communities. Last, there needs to be a more holistic and integrated approach in CVE for all layers of society. There is a major concern that networks and efforts to counter violent extremism are unorganized. This requires working with the Ministry of Education and Ministry of Interior to stress the importance of addressing violent extremism across various sectors: education, policing, refugees, community development, health, and government information.

Since radicalization is a transnational issue, the civil society leaders emphasized that the international community needs to understand that the challenges are incredibly diverse not just by nation, but by cities and by communities. The threat of violent extremism needs to be studied more in-depth and the roles of local, national government and of civil society must be clarified. Countering violent extremism requires a nationwide effort that is sensitive to local needs. Information campaigns are valuable, but people need education and in-person contact and experience for those messages to resonate. There are many good ideas when it comes to CVE, but the Government of Kenya must continue to be active and supportive of these efforts and include civil society and community leaders.

AMERICAN SPACES IN KENYA & EAST AFRICA

When they function well, American Spaces serve to provide important resources, both print and digital, that reach key audiences including youth-at-risk, women, children, students, academics, NGOs, journalists, entrepreneurs and others. They are also platforms for English-language education, studying in the U.S., and accurate information about the U.S. The most effective Spaces are those with educated, motivated staff and that benefit from a whole of mission approach to engage them, and that are open and accessible to the public.

American Resource Center in Nairobi: The 1998 al-Qaeda bombing of the U.S. Embassy in Nairobi was the impetus for the Secure Embassy Construction and Counterterrorism Act of 1999 (SECCA), which led to the creation of a New Embassy Compound away from

downtown Nairobi. Since it is mandatory that all U.S. government entities be co-located within the NEC, Embassy Nairobi has an American Resource Center (an Information Resource Center) inside the compound.

Since the opening of the ARC, receives roughly 12-15 visitors a day. Yet the PAS emphasized that the quality of the visitors has changed considerably; since visitors can no longer stumble upon the space in downtown Nairobi, they are more self-selecting and there are various repeat visitors. Once they have a membership card, they can get through the first layer of security in the NEC fairly easily. The ARC includes EducationUSA advising, large screen internet enabled TVs, Wifi and iPads. Since 2011, membership has increased from approximately 1,600 in 2011 to over 17,000. The collections focus on entrepreneurship, business and management, English teaching and learning, and educational advising materials. There are also hundreds of commercially produced DVDs and audiobooks on entrepreneurship, business and management that members can check out. Another perk of membership is that they can access online research resources remotely. The ARC hosts programs in the IRC space and facilitates Massive Open Online Courses (MOOCs). Given the location of the ARC outside of central Nairobi, there is a big emphasis on outreach to college and university students, in addition to faculty members, outside of the U.S. embassy.

American Corners in Kenya: There are five American Corners in Kenya:

1. Kisumu Public Library (western Kenya), Partner: Kenya National Library Service (KNLS)
2. Lamu (northeast coast) - Historic Mwana Araf House, Partner: National Museums of Kenya (Lamu is a UNESCO world heritage site).
3. Mombasa (Kenyan coast), Partner: Muslim Education and Welfare Association
4. Nakuru Public Library (central Kenya), Partner: KNLS
5. Downtown Nairobi, Partner: Moi University Nairobi Campus

In 2012 PAS Nairobi received over \$600,000 from the Office of American Spaces to build an addition to the Kisumu Public Library in Western Kenya, renovate the Mwana Araf House on the northeast coast and build a library building for the Muslim Education and Welfare Association in Mombasa. A substantial part of the money was issued as grants for the construction and furnishings; the balance was spent by PAS to procure content for the spaces.

The grants that funded the projects in Lamu and Mombasa are closed, while the grant that funded the project in Kisumu is still open. Unfortunately, these three projects took a great deal of time and one project remains unfinished. Due to security restrictions, U.S. embassy staff also cannot regularly travel to Mombasa and Lamu. The regional director is optimistic that the

American Corners in Nakuru and in downtown Nairobi will attract key audiences since there seem to be no infrastructure problems and the local librarians are devoted to the Corners.

ACPD visited the new American Corner at Moi University's downtown Nairobi campus, which has 5,000 students. The space opened on Feb. 2, 2015 and focuses on building entrepreneurship skills and giving access to news and information on American business, culture, government and society. It provides access to on and offline resources, like the eGrainery. According to the university administrators, the corner has increased the public profile of the university and internationalized its image. Since it is open to the public and not just university students, it is also helping with university recruitment. ACPD recommends an assessment of the type and quality of the visitors this fall to see if more advertising needs to be done to bring in non-university visitors.

OTHER AMERICAN SPACES IN EAST AFRICA

The Regional Director for American Spaces for East Africa is based in Nairobi. He expressed the potential for American Spaces in Kenya, Somalia, Ethiopia, Eritrea, Tanzania, Madagascar, and Mauritius/Seychelles to overcome persistent operational challenges with sustained U.S. mission engagement and funding. He reported that the increase in funds to the Office of American Spaces, which began in 2010, has made a substantial difference to the platforms in the region, allowing new ones to open and existing ones to add badly needed new resources and in some cases provided for substantial renovations.

Modernizing the spaces in the region, however, requires sustained effort by the PAS and commitment by IIP. Renovation projects especially demand a great deal of oversight. In addition, various security concerns make access to embassy Information Resource Centers on embassy compounds difficult. Yet, the Regional Director reported that many RSOs have aimed to balance accessibility with security concerns. Information management officers, too, have been supportive with installing WiFi capability.

Somalia: The U.S. Embassy in Nairobi hosts a Somalia Unit that manages an American Corner at Mogadishu University. While the Corner does not meet standards established by the Office of American Spaces, it is reportedly used and valued by Somali students. The Corner is the only physical USG public diplomacy asset in Somalia but it does not receive support funds from the Office of American Spaces in IIP. The Unit assists with three community libraries in the Dadaab Kenya refugee camps that serve a combined refugee population of approximately 500,000. The libraries now receive funding from AF/PPD and the Center for Strategic Counterterrorism Communications (CSCC). Recently, CSCC funded the Open Learning Exchange – www.ole.

org – project to establish community learning centers in the country. English language materials are highly desired in the Dadaab camps and the modest educational programs they support help reach tens of thousands of youth at risk of falling under the influence of al-Shabaab.

Ethiopia: There are six American Spaces in Ethiopia including the Embassy’s IRC. The American Corners are located in Dire Dawa, Harar, Jimma, Bahir Dar and downtown Addis Ababa. The Spaces are reportedly heavily used by young Ethiopians and access to the IRC, which has become an important program platform for the U.S. Mission, is fairly easy. The Corners are challenged by poor infrastructure, poor English language skills and low educational levels of the spaces’ Coordinators. But PAS Addis manages to use the spaces as program platforms for the U.S. Mission.

Eritrea: PAS Asmara operates an American Center located outside the chancery in rented space inside a German cultural center, in addition to an American Corner in Karen. The spaces offer the only uncensored Internet in the country and collection of English language materials. While they maintain a low profile due to difficult relations between the USG and the Government of Eritrea, they remain open due to their popularity with Eritrean youth.

Tanzania: There are four American Spaces in Tanzania including the Embassy’s IRC. The three American Corners are located in Mwanza, Zanzibar, and Pemba and are used primarily for learning English and Internet access. A recent infusion of funding from IIP has made a substantial impact on these spaces, especially in Pemba.

Madagascar: After a failed attempt to open an American Center in a shopping mall, there is currently an IRC at the embassy. While many young Malagasies desire to become IRC members, the embassy’s Regional Security Office unfortunately requires a one-month vetting period for each prospective member, which severely restricts access. Post also manages American Corners in Mahajunga and the Comoros Islands.

Mauritius/Seychelles: The U.S. Mission in Mauritius, located on a floor in an office building, serves as programming space for the Mission. The PAS also manages an American Corner in Curepipe that is located in a Carnegie Library, which is popular for its English language teaching materials. The U.S. Ambassador to Mauritius, who is also accredited to the Seychelles, opened a small American Corner at the University of the Seychelles that provides the Mission with a much needed a programming platform there.

SPOTLIGHT COUNTRY: SOUTH AFRICA*

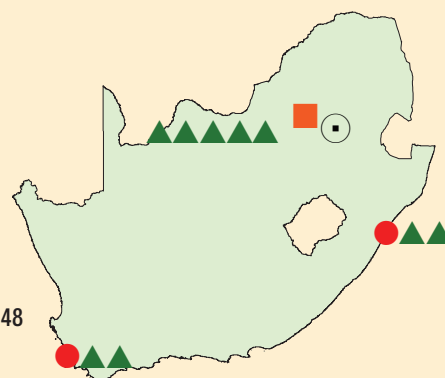
*Includes section on PAS in Central African Countries

DEMOGRAPHICS

Geographic area (sq. km.): 1213090
 Population: 54001953
 Below 24 yrs. old: 48.50%
 Refugee population: 65881
 Urban population: 64%
 GDP/capita: \$6,478
 Unemployment: 25%
 Below poverty line: 36% (2012)

COMMUNICATIONS AND LITERACY

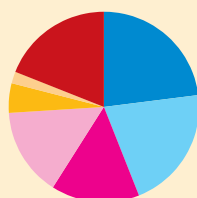
FH Media Freedom: Partly Free
 Internet users/100 people: 48.9
 Mobile phones/100 people: 146
 Literacy: (2012) 94% (F: 93%, M: 95%)
 Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$3,215,838 FY14 ACTUAL: \$3,127,100 FY15 PLANNED: \$2,864,048

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$858,435
Support for Mission Initiatives	\$585,341
Supplementing ECA Programs	\$322,373
Educational Initiatives (not including English Language programs)	\$260,734
Cultural Programs (Post Generated)	\$242,122

ACPD RECOMMENDATIONS

CLOSE EXAMINATION OF OVERSEAS STAFFING MODEL FOR PUBLIC AFFAIRS SECTIONS IN AFRICA:

The Under Secretary for Public Diplomacy and Public Affairs' Office of Policy, Planning and Resources (R/PPR) has recently completed a comprehensive review of the criteria the department uses to analyze staffing models for public diplomacy operations. They expect to make significant changes and clarifications in the baseline services public diplomacy will provide an embassy in each category and, most significantly, the specific resources that investment will require. ACPD strongly recommends that this pay special attention to Africa, where there are many small Public Affairs Sections that are managing an increasing load of educational, cultural and countering violent extremism programs.

ENSURE THAT WASHINGTON VISITS DIRECTLY CONNECT TO U.S. Mission Priorities:

Because South Africa is relatively more developed, has the largest PD staffing in the Africa region, and offers good international air connections, it is a go-to country for the State Department. However, public diplomacy speakers and events directed by Washington can often be forced upon the post with little clarity on how they fit with South Africa's Integrated Country Strategy and local priorities. Before deciding on South Africa as a destination for their efforts, PD and functional bureaus that want to advance their

agendas should give the post sufficient lead time and consider what may or may not resonate with a South African audience.

ADVANCE MESSAGES OF CULTURAL HERITAGE PRESERVATION AND THE GLOBAL SLAVE TRADE:

The discovery of the Portuguese slave ship São José off the coast of Cape Town, and the collaboration between the Smithsonian Institution and the Iziko Museums, is a tremendous opportunity for the State Department to broaden the conversation beyond Africa and the United States into a global one about the worldwide slave trade and to highlight the work of Ambassador Fund for Cultural Heritage Preservation.

OVERVIEW

The U.S. relationship with South Africa is pivotal for U.S. foreign policy on the continent and universally. South Africa is a prominent player in the African Union, the only African member of the G-20, a new addition to the BRICS consortium, a member of the Non-Aligned Movement (NAM), and is a member of the U.N. Human Rights Council. The United States shares with it goals for the global advancement of democratic development, nuclear nonproliferation, human rights and environmental protection. On the continent, South Africa has also been a leader in peacekeeping, especially in the Democratic Republic of the Congo and Sudan.

While South Africa has gained in regional and international prominence, domestically, legacies of apartheid, such as mass unemployment, underdeveloped education system, and income inequality, continue. South Africa is struggling to deliver economic benefits to the majority of its citizens and has one of the highest levels of income inequality in the world. While GDP per capita is \$8,202, 31 percent of the population lives on less than \$2 a day. The prevalence of HIV and AIDS among 15-49 year olds exceeds 18 percent of the population. In addition, more than one-third of all women in South Africa experience sexual assault before they are 18.

The current leaders of the party in power, the African National Congress, believe and resent that the U.S. government did not provide enough support to them during the early days of the anti-apartheid movement, however 74 percent of the South African public has a favorable opinion of the United States, according to the Pew Global Attitudes Project. ACPD visited the Public Affairs Sections in Cape Town, Johannesburg and Pretoria in March 2015 and found that public diplomacy activities were mainly used to support the U.S.-South African trade relationship and the country's economic development. Part of this is supporting emerging new leaders in South Africa through the Mandela Fellowship and enduring educational and cultural programs, such as the Fulbright Program, American Spaces, and Access Scholars program. During the Johannesburg visit, ACPD also met with PAOs based in Central African countries who were there for a workshop. A recurring theme in all of the conversations was that while Africa has become a presidential priority, they have not seen a commensurate increase in personnel and infrastructure support to buttress increased foreign public engagement, especially with the focus on the Young African Leaders Initiative (YALI). The Press and Public Diplomacy Office in the Bureau of African Affairs has informed ACPD that there will soon likely be funding for 19 full-time YALI coordinators, which is an improvement. Yet there still needs to be a review of the staffing size of Public Affairs Sections worldwide, and especially across Africa.

U.S. FOREIGN POLICY GOALS & PUBLIC DIPLOMACY

The main U.S. foreign policy goals for South Africa are to support its democratic and economic growth; to create a stable and prosperous trade and investment partner; and to partner with it to advance U.S. interests of peace, democracy and development in the Africa region and internationally. South Africa is the United States' 38th largest trading partner. For South Africa, the United States is its second largest trading partner. South Africa is the largest recipient of U.S. foreign direct investment in Sub-Saharan Africa, with roughly \$13.6 billion in investments in 2011. More than 600 U.S. companies conduct business in South Africa, despite high costs of exporting South African goods. Between

2004-2013, the United States invested \$4 billion to kill HIV/AIDS via PEPFAR in South Africa, where 6.3 million people live with the disease.

South African youth who have come of age post-apartheid are incredibly determined, and many public diplomacy programs are focused on supporting them to advance the country's economy. Roughly 40 percent of the population is under the age of 35, yet two-thirds of youth suffer from unemployment. U.S. public diplomacy programs work to support their educational advancement and professional development.

PUBLIC AFFAIRS SECTION

The U.S. mission in South Africa has four Public Affairs Sections in Durban, Pretoria, Johannesburg and Cape Town that received a collective \$3 million in public diplomacy funding in FY 2014. Of these sections, there are 14 full-time Foreign Service Officers and 40 locally employed staff. There is an Information Resource Center at the U.S. consulate in Johannesburg; an American Center (the Rosa Parks Library) in Soweto; and American Corners in public libraries in Pietermaritzburg, Bloemfontein, Westonaria, Cape Town and Pretoria, with one opening soon in Port Elizabeth. In addition to these eight spaces, there will be a YALI Regional Leadership Center for Southern Africa, located in Pretoria, that will benefit from an education alliance with the University of South Africa. This center will be linked to the American Spaces but run by USAID as part of the larger Young African Leaders Initiative.

Many Public Affairs Officers discussed with ACPD that because South Africa is relatively more developed in the region, has the largest PD staffing, and offers good international air connections, it is a go-to country for the State Department. However, public diplomacy speakers and events directed by Washington can often be forced upon the post with little clarity on how they fit with South Africa's Integrated Country Strategy and local priorities. Functional bureaus that want to advance their agenda should give the mission sufficient lead time and consider what may or may not resonate with a South African audience. As one officer articulated it, PAS are increasingly finding themselves in positions where they have to accommodate global interests that do not make sense for South Africans. While it is heartening that public engagement is becoming more important to advancing U.S. foreign policy goals, the structures are not present within current PAS to appropriately accommodate varied bureaus' interests.

Information Programs: South Africa is home to the Africa Regional Media Hub, which received high praise from PAOs throughout Africa and the journalists ACPD spoke with, and is explained more below. The Information Officers were most concerned about the clearance processes they have to go through with Washington to speak to the Western press. However, the new 3 FAM

4170 (in effect since July 2015) empowers employees and devolves most review and clearance responsibilities to the Chief of Mission.

Educational and Cultural Programs: The Public Affairs Sections manage more than 20 ECA programs, including International Visitor Leadership Program (IVLP), Fulbright Student and Scholars Program, Fulbright Teachers Excellence Program, Fulbright Specialists Program, English Access Microscholarship Program, Community College Initiative, Hubert Humphrey Fellowship Program, Youth Leadership Program (YLP), Study of the U.S. Institutes, Kennedy-Lugar Youth Exchange and Study (YES) Abroad program, Fortune 500: Women Leaders, and the Mandela Washington Fellowship. There were 46 South African Mandela Fellows in 2014, which was one of the largest cohorts of the 500 total fellows. With the Fulbright program, 70 percent of the beneficiaries are Masters students and the remaining are PhD scholars. The Public Affairs Sections expressed concerns over rumors that Fulbright spending may be cut to accommodate other exchange programs, emphasizing that degrees in public health and STEM were priority goals for South African participants to contribute to their country's development. The mission also has a youth council, Generation Next, which pre-dated the Young African Leaders Initiative. EducationUSA is also active in the four (soon-to-be five) American Spaces in the country. Last academic year, 1,716 South African students studied in the United States, which is the third highest in Sub-Saharan Africa behind Nigeria (7,921) and Ghana (2,914).

Collaboration with Smithsonian Institution and Iziko Museums South Africa: Earlier this year, the U.S. Consulate General in Cape Town publicly announced, along with the with Iziko Museums South Africa (Iziko) and the Smithsonian Institution's National Museum of African American History and Culture (NMAAHC), the discovery of the sunken Portuguese slave ship, São José, off the coast of Cape Town. The post was able to put \$1 million toward this project from the Ambassador's Cultural Heritage Preservation Fund. Currently, the two museums are working on an inter-institutional agreement for ongoing conservation work and for the ship to be on loan to the National Museum of African American History and Culture for five years. There are several opportunities for the PAS in Cape Town to partner with South African cultural institutions and to strengthen relationships with the South African public, focusing on the United States' and South Africa's shared histories. The State Department can also use this project to contribute to an improved global understanding of the slave trade.

Young African Leaders Initiative Mandela Washington Fellowship: The first run of the Mandela Washington Fellowship was successful with the South African cohort, especially given its launch by President Obama

in Soweto in June 2013. (The Young African Leaders Initiative was originally launched in 2010.) Yet recruitment, selection, and preparation of the Fellows in 2014 took an exorbitant amount of time, especially the time of the EducationUSA advisor who had to reduce the amount of time she could spend advising potential students. The addition of a full-time YALI coordinator was expected to alleviate much of the work in future years.

Alumni Networks: The U.S. mission in South Africa recently worked to build its alumni network in the country and is now connected to 7,718 alumni of the department's Bureau of Educational and Cultural Affairs exchange programs. South Africa's first participant was sent on an International Visitor Leadership Program in 1952, and the first Fulbright Foreign Student award was granted in 1953. Currently, 16 of the alumni are members of the cabinet, five are supreme court justices, and 10 are vice chancellors. A plurality (1,714) of the alumni are between the ages of 50-59 and 1,271 are under the age of 40. Sixty-one percent of the alumni are male. Thirty-six of the alumni participated in IVLP and nearly 25 percent participated in a Fulbright program. Because of the sizable amount of alumni compared to the small group of 46 Mandela alumni, the PAS officers were concerned about potential segregation of the Mandela Fellows. ACPD agrees that it is important that they not be completely segregated from the rest of the network.

While ECA provides case by case, proposal by proposal, funding to alumni worldwide annually, the PAS in Johannesburg indicated that no funding currently comes from the ECA Alumni Division to support this large alumni network. The YALI network, by contrast, receives broader, deeper alumni support in the amount of roughly \$2 million. There is a major concern that the alumni of different programs feel segregated from Mandela Fellowship alumni, as if they are second tier. It is important that posts throughout Africa pay acute attention to ensuring that all alumni are integrated in their outreach and events.

The alumni of various programs that ACPD spoke with were very candid in their attitudes toward South Africa's current challenges and U.S. programs. They urged that the United States continues to support young leaders' professional development, artists who are trying to create new spaces, and venues for self expression.

AFRICA REGIONAL MEDIA HUB

The Africa Regional Media Hub, located in Johannesburg, has been a successful model for helping African, American and international media gain access to information about U.S. foreign policy and official activities in the region. Its goal is to "increase official U.S. voices and faces on African television, radio, social and print media, so that the U.S. government message is visible, active and effective in advocating U.S. policies

and priorities on regional and global issues.” The hub organizes regional media events and supports journalism workshops and training, in addition to conducting media training for U.S. Ambassadors, Deputy Chiefs of Missions and other officials across the continent. The hub organizes media engagements for U.S. officials virtually from Washington and in-person when they are visiting Africa. The hub also connects journalists covering the region with American officials. In addition, it amplifies U.S. government messages on traditional and social media, and coordinates with the U.S. Africa Command (AFRICOM) on media tours of the region. The hub is particularly relevant to communicating about transnational issues within the continent, such as U.S. actions to curb Ebola and other infectious diseases.

ACPD spoke with several PAOs based in Eastern and Central Africa who were in Johannesburg for a workshop, the Public Affairs Section in Nairobi, and several journalists who cover the region for U.S. media outlets. The hub’s director received praise from PAOs and journalists alike for her work, filling a critical regional gap that PAOs do not fill because they are focused on the bilateral relationship, and/or do not have the bandwidth to due to staffing limitations.

CONCERNS OF PAOS BASED IN CENTRAL AFRICA

While in Johannesburg, ACPD was able to meet with PAOs who work in Central African posts regarding their concerns. They had traveled to South Africa for a regional PAO workshop. Their main issue was that as the workload from Washington continued to grow, the supporting personnel and infrastructure had not increased

to accommodate it. This is certainly the case with the addition of the YALI Mandela Washington Fellowship to a full slate of ECA programs. YALI has been enormously successful in empowering local, young leaders. Yet they, and ACPD, are wary of the increasing demands put on these smaller missions by Washington. As one PAO said, “One hundred percent of our workday is driven by Washington. It’s in the evenings that we have time to focus on local mission priorities.” This constant need to react to issues gives very little time for more long-term strategic planning on how PD fits with regional foreign policy goals. To have time to engage local audiences and not be completely absorbed with managing the myriad administrative tasks associated with a PAS, there should be at least two officers assigned to a section. ACPD understands that the Press and Public Diplomacy Office in the Bureau of African Affairs has worked to ensure that less first-tour Foreign Service Officers take on PAO assignments in these posts and that officers taking on their first PD assignments receive at least distance mentoring from more senior officers.

Another question the PAOs had had was the rationale behind the tiering of the American Spaces. Some received extra funding for spaces that they could not spend, while others could have used the additional financial support. ACPD encourages that when the priority American Spaces for Africa and the rest of the world are determined, they are done so in close coordination with the PAOs. Last, the PAOs also noted that the Community College Initiative works in African countries because the beneficiaries return with trade skills. This is a profound change because the students don’t have other opportunities for higher education.

FIELD-DIRECTED ACTIVITIES



U.S. PUBLIC DIPLOMACY IN THE EAST ASIA AND THE PACIFIC REGION

U.S. Secretary of State John Kerry and Indonesia Foreign Minister Marty Natalegawa hold a news conference after a bilateral meeting in Jakarta, Indonesia on February 17, 2014. [State Department photo/ Public Domain]

U.S. Public Diplomacy in East Asia and the Pacific

Recognizing that what happens in Asia has a profound effect on U.S. national security, U.S. foreign policy is placing more emphasis on the economic, diplomatic and military relationships with the region, which has a population of 2.25 billion people and diverse security and economic challenges. U.S. foreign policy goals require economic, diplomatic, strategic, and people-to-people initiatives throughout the region that are especially targeted at youth. A total of 717 million young people aged 15 to 24 live in the Asia-Pacific region, comprising 60 per cent of the world's youth. In FY15, the State Department will spend \$1.4 billion for programs in the EAP region, which is up 8 percent since FY13.

The region varies greatly in connectivity and media freedoms. South Korea leads the region with 84.8 percent of the population using the internet while Burma and Timor-Leste hover around 1 percent. Media freedom also varies widely across the region. Some countries such as Australia and Japan received a Free ranking from Freedom House, but the majority received Partly or Not Free. The U.S. enjoys high favorability ratings throughout the region, according to the Pew Global Attitudes Project, with its lowest ratings in China (50 percent), Malaysia (51 percent) and Indonesia (59 percent), and its highest in the Philippines (92 percent), South Korea (82 percent), Vietnam (76 percent) and Thailand (73 percent).

U.S. public diplomacy efforts work to support foreign policy in East Asia Pacific region. As the largest economy and political power in the region, China captures a large percentage of the U.S. public diplomacy focus, although lack of support for U.S. programs there is a major impediment. Challenges to conducting U.S. public diplomacy in East Asia Pacific are due mainly to the wide geopolitical, language, level of technological development, and cultural differences between East and Southeast Asia, in addition to a lack of press freedom.

In 2014 according to Open Doors Data, 568,510 students from the EAP region studied in the U.S., which shows an 8.1 percent increase from 2013. This accounts for nearly half of all the foreign students studying in the United States. China leads the region with 274,439 students, which represents over half of the overall total for the East Asian Pacific region. During this time, the Fulbright program also awarded 692 grants to U.S. citizens to study in the EAP region and 889 grants to EAP foreign national study in the U.S.

U.S. FOREIGN POLICY GOALS

Economic engagement is a key part of the rebalance strategy, and U.S. foreign policy promotes trade, investment and economic growth with the Trans Pacific Partnership (TPP). The U.S. also emphasizes protecting human rights and the environment, and enhancing maritime security. Foreign policy goals include working with China and allies to address North Korea's nuclear program. In addition, U.S. sees strengthening the institutions of the Asia Pacific and of the East Asian Summit, such as APEC and ASEAN, as essential to building cooperation and promoting regional peace and security.

U.S. policy in the region can be reduced to six core objectives: 1) increase trade and investment and expand broad-based economic growth to create and sustain American jobs; 2) modernize and strengthen U.S. alliances while developing ties with new partners; 3) support regional institutions that problem-solve based on internationally-recognized rules and norms; 4) ensure that U.S. military presence and security efforts in the region effectively support U.S. engagement; 5) promote democratic development, good governance, and human rights; and 6) expand people-to-people ties via public diplomacy tactics.

U.S. PUBLIC DIPLOMACY GOALS

U.S. public diplomacy efforts work to support foreign policy in the region. The Public Diplomacy and Public Affairs Office in the East Asian and Pacific Bureau provides policy guidance and program support for public diplomacy programs to support the rebalance, improve understanding of the U.S., and advocate for U.S. priorities.

There are American and locally engaged staff at the more than 20 U.S. embassies and consulates in the region. They aim to target youth, women, and entrepreneurs in addition to journalists, civil society leaders, and academics. Primary tactics include English-language teaching, educational advising, and cultural programs to engage audiences in face-to-face activities. Much of this is done in the 87 American Spaces (libraries, cultural centers, information resource centers) in the region. Person-to-person contact and exchanges such as the Fulbright program and the International Visitor Leadership Program remain especially popular. Described more below, the Young Southeast Asian Leaders Initiative (YSEALI) was launched in 2013 to encourage a new generation of entrepreneurs and civil society leaders in the ASEAN community.

**See Academic Programs: Fulbright Students & Scholars (Australia, Burma, Cambodia, China, Hong Kong,*

Indonesia, Japan, Laos, Macau, Malaysia, Mongolia, New Zealand, Philippines, Singapore, South Korea, South Pacific Island Nations, Taiwan, Thailand, Vietnam); UGRAD East Asia (Burma, Cambodia, China, Indonesia, Laos, Malaysia, Mongolia, Philippines, South Korea, Thailand, and Vietnam); Fulbright-Fogarty Fellowships in Public Health; Teachers of Critical Languages Program (China); Critical Language Scholarship (CLS) Program (Bangla, Chinese, Hindi, Indonesian, Japanese, Korean); U.S.-South Pacific Scholarship Program; U.S.-Timor-Leste Scholarship Program; Tibetan Scholarship Program; Vietnam Economics Teaching Program; EducationUSA EAP - 194,410 in-person and around 1.16 million virtual contacts.

**See Professional & Cultural Programs: Youth South-East Asian Leaders Initiative; National Security Language Initiative for Youth (NSLI-Y) Chinese (Mandarin); Kennedy-Lugar Youth Exchange & Study (YES); American Youth Leadership Program; Mike Mansfield Fellowship Program (Japan); U.S. Congress-Korea National Assembly Youth Exchange; The Ngwang Choephel Fellows Program (Tibet); Japan-U.S. Friendship (CULCON); Center Stage.*

U.S. PUBLIC DIPLOMACY SPENDING

FY 2014 U.S. Public Diplomacy Expenditures by Country/Mission

Country Name	Actual Expenditures
Japan	\$8,422,185
China	\$7,266,213
Indonesia	\$5,106,672
South Korea	\$4,145,021
Vietnam	\$2,867,814
Australia	\$2,540,844
Philippines	\$1,985,029
Thailand	\$1,858,466
Malaysia	\$1,803,970
Burma	\$1,485,045
Hong Kong	\$1,361,110
New Zealand	\$1,219,507
Singapore	\$1,100,916
Cambodia	\$711,001
Mongolia	\$473,808
Fiji	\$444,709
Laos	\$442,800*
Papua New Guinea	\$315,686
Brunei	\$243,650
Timor-Leste	\$132,154
Samoa	\$61,674
Marshall Islands	\$36,307
Micronesia	\$33,816
Palau	\$14,350

(Data in this table was provided by the Bureau and was within 3% of the data we received from the PDRP system except where noted with an asterisk.)

The majority of U.S. public diplomacy funds in FY14 went to Japan (\$8.44 million) and China (\$7.28 million), followed by Indonesia (\$5.11 million), South Korea (\$4.18 million), Vietnam (\$2.87 million), Australia (\$2.54 million), Philippines (\$1.99 million), Thailand (\$1.87 million), Malaysia (\$1.81 million), Myanmar (\$1.49 million), Hong Kong (\$1.36 million), and New Zealand (\$1.23 million). The remaining six countries, including Cambodia (\$711,196), spent less than \$1 million on public diplomacy expenditures. No public diplomacy funds were spent separately on Taiwan or North Korea. Expenditures in Japan were especially high given the high cost of living in Tokyo, numerous consulates and the need to support locally employed staff (LES) to implement a range of activities, including program support for ECA-driven activities like the Fulbright program.

PROGRAM SAMPLE

Young Southeast Asian Leaders Initiative (YSEALI): Launched in 2013, the Young Southeast Asian Leadership Initiative (YSEALI) is designed to strengthen bonds with emerging leaders in Southeast Asia through U.S.-based exchanges, regional exchanges, and seed funding. YSEALI aims to enhance leadership capabilities of young people ages 18 to 35, promote ASEAN, and establish ties between the most promising up-and-coming leaders in Southeast Asia and the United States.

YSEALI Fellowships: These fellowships bring 500 exceptional young leaders from ASEAN countries to the United States annually for a short-term exchange to further develop their expertise in entrepreneurship and economic empowerment, environment and natural resources management, and civic engagement. In the first track, young professionals receive direct work experience during their fellowships with U.S.-based businesses, NGOs, or government offices, and are chosen through an open application process. The second track is for academic fellows who spend six weeks at a U.S. university studying and planning activities to implement upon their return home. The program cost \$12.37 million and is funded through a mix of the Educational and Cultural Exchange budget (\$1 million), Economic Support Funds, and the Diplomatic and Consular Budget. The cost per participant in FY14 was \$24,750. The request for YSEALI in FY15 is \$10 million for 250 participants in YSEALI Institutes and 250 YSEALI Professional Fellows. In addition to exchanges, YSEALI has a digital engagement platform with more than 34,000 members throughout Southeast Asia. There are also regional exchanges which have provided hands-on training to 515 members, a small-grants program and smaller Embassy-based programs to promote the goals of YSEALI.

International Broadcasting in East Asia and the Pacific Region

The BBG uses radio, television, multimedia, social media, mobile sites and websites to reach audiences in the East Asia Pacific. Between the Voice of America and Radio Free Asia, content is produced and distributed in Burmese, Cantonese, English, Indonesian, Khmer, Korean, Lao, Mandarin, Thai, Tibetan, Vietnamese, and Uyghur.

The purpose of international broadcasting in the region is to provide domestic and international news in restrictive media environments. Programs cover local and international news, and focus on topics such as health, youth and women. Most of the services

incorporate public call-in shows to engage listeners and question local political leaders. The services reach audiences via radio, television, the Internet and social media.

Voice of America has 10 services in the East Asia and Pacific Division that cost \$35.659 million in FY 2014 with program delivery. Radio Free Asia's nine language services cost \$23.904 million (down from \$28.692 million in FY 2013) with program delivery. Program delivery costs include direct transmission via satellite; shortwave, medium wave, or FM radio; and lease payments to affiliate stations.

VOICE OF AMERICA

Burmese, Lao, Thai, Khmer, Indonesian, Vietnamese, Cantonese, Mandarin, Tibetan, Korean

VOA BURMESE SERVICE

FY 2014 \$2.405 million (\$2.690 million with program delivery)

Origin: 1943

Delivery Method: Radio (SW, AM, FM), Television (satellite), Social Media (YouTube, Twitter, Facebook, Blog)

Radio Original Programming: 17.5 hours/week

Radio Total Broadcasting: 31.5 hours/week

Television Original Programming: 3 hours/week

Television Total Broadcasting: 20 hours/week

VOA's Burmese service targets Burma and parts of Thailand. BBG research shows that in 2014, radio reach was 7 percent of the population and television reached 1 percent. VOA broadcasts daily news inside Burma and covers a variety of topics including U.S. politics, science, technology and sports. The government in Burma has begun to ease control over the media, but state-owned broadcasters remain censored. VOA plans to continue an across-the-border affiliation with FM radio stations and a cable distributor in Thailand. Sample programs include: "American Idioms," a daily morning segment that explains popular American idioms; "Burma News Update," a 30-minute morning news program that airs Monday through Friday; and "Burma TV Magazine," a 30-minute Saturday television program providing interviews and entertainment news.

VOA LAO SERVICE

FY 2014 \$693,000 (\$725,000 with program delivery)

Origin: 1962

Delivery Method: Radio (SW, MW, and cross border FM affiliates), Website and Mobile Site, Social Media

Radio Programming: 3.5 hours per week

Radio Total Broadcasting: 3.5 hours/week

BBG research from 2012 shows that VOA Lao has a weekly reach of 1.8 percent of the population in Laos and Lao-speaking people living in northeastern Thailand. The broadcasts can be heard on shortwave, medium wave, local FM affiliate stations, and the Internet. VOA programs provide news and information about Laos, the world, the United States. VOA Lao serves as a resource for information on emergency or critical situations developing in the country and reports on Lao government activities, including inefficiency, lack of accountability and corruption, which are not reported on in government-controlled media. The Lao service also provides information on education for isolated minority audiences in remote areas of the country. VOA Lao programs have also been rebroadcast on Lao National Radio, and the service's feature stories have run in newspapers and magazines in the capital city of Vientiane.

VOA THAI SERVICE

FY 2014 \$683,000 (no additional program delivery costs)

Origin: 1962 (also on air 1942-1958)

Delivery Method: Cable Television; Radio (FM affiliates); Website and Mobile Site; Social Media; SMS

Radio Original Programming: 8.7 hours/week

Radio Total Broadcasting: 8.7 hours/week

Television Original Programming: .28 hours/week

Television Total Broadcasting: .28 hours/week

VOA Thai Service operates an affiliate-based strategy, which places programs on FM radio and TV

affiliates in the country. BBG research shows that VOA Thai reaches 3.6 percent of the population weekly via radio and 3.6 percent weekly via television. Some of the Thai service affiliates broadcast in the predominantly Muslim south, where more than 4,000 people have been killed since 2004 by separatists who want to establish an Islamic State. Sample programs include: “Hotline News from VOA Washington,” a live news program on world news, U.S. government and economic policies, U.S. relations with Asian countries, and segments on business, science and medicine, and social issues; “Weekend with VOA,” a 30-minute talk show summarizing important events of the week; “English American Style,” a Sunday show that teaches American idioms; and “Report from America,” a show covering U.S.-Thai relations and reports on the Thai diaspora.

VOA VIETNAMESE SERVICE

FY 2014 \$1.524 million (\$1.544 million with program delivery)

Origin: 1951 (also on air 1943-1946)

Delivery Method: Television (satellite), Radio (MW, satellite), Website and Mobile Site, Social Media

Radio Original Programming: 10.5 hours/week

Radio Total Broadcasting: 10.5 hours/week

Television Original Programming: 1 hour/week

Television Total Broadcasting: 1 hour/week

VOA Vietnamese broadcasts news about Vietnam, the United States, and the world via television, radio and the Internet. It provides Vietnamese audiences with professional news in a market where media are state-owned and tightly controlled. VOA journalists engage with audience members through blogs, social media, RSS feeds, and an e-newsletter. The site also provides proxies to social media sites and other activist and dissident websites that are blocked by the government. Research shows that 72 percent of the service’s audience is between the ages of 15 and 44. In addition, VOA has more than 132,500 subscribers on YouTube with an average of 185,000 views per day over the last year. Sixty-four percent of VOA’s monthly users say a main reason they access VOA content is to get news about Vietnam they can’t get from other sources, while half (51 percent) say it is to get international news that is unavailable elsewhere. Sample programs include: “Focus on Vietnam,” a Monday to Friday program featuring interviews with newsmakers about Vietnam issues; “Viet Youth Roundtable,” a weekly program for Vietnamese youth worldwide to discuss current affairs; and “VOA Express,” a live video webcast on YouTube and also on satellite with phone interviews and video footage obtained from on-the-ground sources. The VOA Vietnamese website also provides breaking world news; a “Vietnam in the Media” news report; blogs covering politics, economics, world travel, and literature; and English language learning shows.

VOA KHMER SERVICE (CAMBODIA)

FY 2014 \$1.902 million (\$2.069 million with program delivery)

Origin: 1962 (also on air 1955-1957)

Delivery Method: Radio (SW, AM, FM affiliates), Television, Website and Mobile Site, Social Media

Radio Original Programming: 10.5 hours/week

Radio Total Broadcasting: 10.5 hours/week [Does not include 14 hours/week of affiliate replays of VOA Khmer programming]

Television Original Programming: 1.5 hours/week

Television Total Broadcasting: 1.5 hours/week [Does not include 1 hour/week of affiliate replay of VOA Khmer programming]

VOA Khmer served as a reliable voice on the airwaves during three decades of war and turmoil, and the service now reaches its audience in Cambodia on radio, TV, and the Internet. BBG research from 2014 shows that VOA Khmer reaches 17.4 percent of the population via radio on AM, shortwave, and FM affiliate stations and 8.5 percent of it via television. News focuses on information about the United States and Cambodia, in addition to coverage on sensitive Cambodian issues that local media tend to avoid such as land grabs, corruption, judicial reform, and human rights abuses. VOA Khmer TV programs air on two of the main TV stations in Cambodia, CTN and TVK. Sample programs include: “Washington Today,” a daily TV news segment covering U.S. news; “Discovering,” a collection of five international news stories aired each week on the Cambodian national television station, TVK; “TV Special English,” a four-minute special report on health, agriculture and economics that airs five times a week, and explains key English terms; “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 INDONESIAN SERVICE

FY 2014 \$5.591 million (no additional program delivery cost)

Origin: 1942

Method: Radio (FM affiliates), Television (national and regional affiliates), Website and Mobile Site, Social Media

Radio Original Programming: 53.1 hours/week

Radio Total Broadcasting: 74.68 hours/week

Television Original Programming: 3.73 hours/week

Television Total Broadcasting: 3.73 hours/week

VOA’s Indonesian Service targets politically engaged Indonesians under age 40, which is roughly 100 million people. According to 2014 BBG research, VOA Indonesian reaches roughly 30 million people, or 18.2 percent of the adult population. It works through more than 300 FM/AM, TV and web affiliates. The service aims to complement Indonesian media with professional news and information to support Indonesia’s young democracy. The service has 1.2 million fans

on its frequently updated Facebook page and more than 47,000 followers on Twitter. Other international broadcasters including BBC, Deutsche Welle and Radio Nederland have cut back programming in Indonesian while China Radio International has expanded its efforts in Indonesia. Sample programs include: “VOA Aje,” a short insert on life in America for one of Jakarta’s top stations, Bens Radio; “Start Your Day with VOA,” a 30-minute morning news program for the Sindo Radio Network; “VOA DC,” a one-hour popular culture and news program; and “Our World,” a weekly half-hour human interest TV magazine aired by the local affiliate, Metro TV.

VOA CANTONESE SERVICE

FY 2014 \$978,000 (\$1.006 million with program delivery)

Origin: 1987 (also on air 1941-1945 and 1949-1963)

Delivery Method: Radio (SW, MW, and affiliates in Hong Kong and Australia), Satellite Television, Website and Mobile Site, Social Media

Radio Original Programming: 14.17 hours/week

Radio Total Broadcasting: 27.5 hours/week

Television Original Programming: .5 hours/week

Television Total Broadcasting: 1.1 hours/week

The VOA Cantonese Service reaches an audience of elite entrepreneurs, businessmen, soldiers and students, as well as aspiring rural residents, who either do not understand Mandarin well or prefer their native dialect. The service also reaches Cantonese speakers in Hong Kong, Macau, Vietnam, Australia, and other Chinese communities where Cantonese is more widely spoken than Mandarin. VOA’s China Branch also provides popular English-language learning programs, and daily e-mail newsletters to Cantonese speakers. It offers audiences news with a broad range of views that are unavailable on Chinese state media and provides information that the average Chinese can use to build a civil society. Sample programs include four-minute headline news segments every half hour, with world, regional, and local developments, and “American Report,” a weekly TV feature on American life that airs on local stations throughout Guangdong province and Hong Kong.

VOA MANDARIN SERVICE

FY 2014 \$11.234 (\$14.310 million with program delivery)

Origin: 1941

Delivery Method: Radio (SW, Satellite, Satellite with pictures), Satellite Television, Website and Mobile Site, Social Media

Radio Original Programming: 35 hours/week

Radio Total Broadcasting: 112 hours/week

Television Original Programming: 14 hours/week

Television Total Broadcasting: 24 hours/week

VOA Mandarin provides news and feature reports that aim to counter Chinese government propaganda,

providing Chinese audiences with alternative viewpoints, and promote America’s democratic beliefs, institutions and way of life. VOA’s China Branch provides Mandarin and Cantonese language radio and television programming, as well as online content including podcasts. It also provides popular English-language learning programs, and daily e-mail newsletters. VOA offers audiences in China, Taiwan, Singapore, Hong Kong, and other regions news with a broad range of views that are unavailable on Chinese state media. Sample programs include: “VOA Weishi,” a two-hour daily television news program with segments that explain American society, institutions and ideals, in addition to China-related reporting and discussions on social media that are blocked by the Chinese firewall; “U.S.-China Report,” a 25-minute Monday through Friday program on U.S.-China relations; “Issues and Opinions,” a 60-minute live television/radio news simulcast, four days a week; “History’s Mysteries,” a 50-minute program that highlights political and social events in Chinese history; and “Strait Talk,” a weekly 60-minute television talk show on China-Taiwan relations, co-produced with Taiwan affiliate BCC.

VOA TIBETAN SERVICE

FY 2014 \$3.224 million (\$3.430 million with program delivery)

Origin: 1991

Delivery Method: Radio (SW, Satellite), Television (Satellite), Website and Mobile Site, Social Media

Radio Original Programming: 42 hours/week

Radio Total Broadcasting: 70 hours/week

Television Original Programming: 3 hours/week

Television Total Broadcasting: 24 hours/week

VOA Tibetan audiences are located in Tibet, in the ethnic Tibetan regions of China in Qinghai, Sichuan, Gansu, and Yunnan, as well as in Bhutan, Nepal, and India, where Tibetan speakers live. VOA Tibetan reaches its target audience on television, radio and the Internet with news and features unavailable to Tibetans through state-controlled Chinese media. VOA offers critical discussions on important issues and provides information and expertise that help support the development of civil society. Sample 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; “Youth & Education,” a radio call-in show; “Table Talk,” an audio interview program with newsmakers, writers, artists, entrepreneurs, educators and politicians; “Phayul Lengthig,” a call-in program focusing on cultural life inside Tibet; “Tibet in Review,” a feature program that takes an in-depth look at news stories; and “VOA Interviews,” a 15-minute TV program optimized for mobile devices that speaks with successful, innovative and creative Tibetans around the world who can act as role models for young people in the target region.

VOA KOREAN SERVICE

FY 2014 \$2.659 million (\$3.611 million with program delivery)

Origin: 1942

Delivery Method: Radio (SW, MW, Satellite), Website and Mobile Site, Social Media

Radio Original Programming: 42 hours/week

Radio Total Broadcast: 42 hours/week

VOA's Korean Service broadcasts information about events in North Korea, South Korea, the United States, and the world, including international reactions to human rights conditions in North Korea and North Korean nuclear and missile programs. It aims to serve an audience that has no freedom of speech, press, or assembly. The service targets the elites in North Korea

and informs them about U.S. policy toward North Korea and closely covers activities of U.S. government officials and members of Congress. The service also dispels systematic propaganda against the United States imposed by the North Korean government. Sample programs include: "VOA News Today," a daily news program, focuses on current events, and trends affecting North Korea; "News Focus," a weekly program, reviews the week's top news stories; "Radio World," a daily program that includes history, education, stories of world leaders, science, business, and culture; "Current Affairs Wide," a 45-minute weekly show featuring the major news and analysis in the Korean peninsula and the United States.

RADIO FREE ASIA

Burmese, Cambodian, Lao, Vietnamese, Mandarin, Cantonese, Uyghur, Korean, Tibetan

NOTE: All radio broadcast hours below exclude broadcasts on affiliates, like the Khmer program on Beehive Radio.

RFA'S BURMESE SERVICE

FY 2014 \$1.692 million (\$2.136 million with program delivery)

RFA's Yangon Office: FY14 \$377,000

Origin: 1997

Delivery Method: Radio (SW, MW, Cross-border and local FM), Satellite Television, Website and Mobile applications,

Radio Original Programming: 14 hours/week

Radio Total Broadcast: 28 hours/week

Television Original Programming: 3 hours/week

Television Total Broadcast: 10.5 hours/week

RFA plays a critical role in monitoring the implementation of political, economic and other reforms following more than five decades of harsh military rule. Many of the reforms have stalled as the country braces for what could be its first free elections since the junta gave up power in 2011. RFA's Burmese Service exposes abuses of power in land confiscation and highlights ethnic minority, environmental, and media freedom issues, including the harassment of journalists. RFA provides top news in seven ethnic languages and is increasingly accessed throughout the provinces. It is the only international broadcaster with a regular Q&A program with opposition leader and Nobel laureate Aung San Suu Kyi. Other sample programs include political satire ("Jambon Says") and a weekly news analysis roundtable. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and Tunein.

Delivery Method: Radio (SW, FM affiliates), Video (webcast), Website and Mobile applications, Social Media

Radio Original Programming: 14 hours/week

Radio Total Broadcast: 14 hours/week

Television Original Programming: 35 minutes/week of web TV

Television Total Broadcast: 35 minutes/week of web TV

RFA's Cambodian Service is a watchdog for ordinary Cambodians and aims to provide a neutral voice on political issues and to expose abuses of power, including extrajudicial killings and land grabs, as well as corruption, labor disputes and judicial actions targeting human rights defenders. Cambodians rely on RFA as a key provider of information. Most papers, all the TV stations, and almost all radio are controlled or influenced by the ruling party. Sample programs include: "Daily Hot News," covering corruption, land grabs, and similar stories; and "Roundtable" featuring topical discussions and interviews on religion, Khmer Krom, health, women's issues and youth trends. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts, and Tunein.

RFA'S LAO SERVICE

FY 2014 \$1.143 million (\$1.214 million with program delivery)

RFA Bangkok Office: FY 2014 \$242,000

Origin: 1997

Delivery Method: Radio (SW, cross-border FM affiliates, Satellite), Website and Mobile applications, Social Media

Radio Original Programming: 7 hours/week

Radio Total Broadcast: 14 hours/week

Television Original Programming: 1 hr/week of web TV

Television Total Broadcast: 1 hour/week of web TV

RFA'S CAMBODIAN SERVICE (KHMER)

FY 2014 \$789,000 (\$964,000 with program delivery)

RFA's Phnom Penh Office: FY 2014 \$446,000

Origin: 1997

RFA provides Laotian audiences with news on issues and events that are censored by the domestic media. The Lao government is accused of severely restricting fundamental rights amid concerns over forced disappearances and crackdown on freedom of expression and association. The media in Laos is mostly government controlled and the authorities bar reporting of issues it considers contrary to undefined “national interests” or “traditional culture and dignity.” Primary sources of information are Thai stations, China Radio International, and Voice of Vietnam, which broadcast in Lao but keep away from controversial issues, including land grabs, corruption, human rights abuses and environmental degradation. Sample programs include: “Weekly Women and Children;” “Weekly Listeners’ Corner;” “Weekly Lao Language,” which was used before the communist regime took power in 1975; and the “Weekly Call-in Show.” Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts, and Tunein.

RFA'S VIETNAMESE SERVICE

FY 2014 \$1.596 million (\$1.792 million with program delivery)

Origin: 1997

Delivery Method: Radio (SW, MW, satellite), Video Webcasts, Website and applications, Social Media

Radio Original Programming: 14 hours/week

Radio Total Broadcast: 14 hours/week

Television Orig. Programming: 10 newscasts/week on webTV

Television Total Broadcast: 10 newscasts/week on webTV

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. On shortwave, RFA provides information for those without access to other media, as well as traditional SW users. On the web, RFA provides material for online discussions that provide an alternative viewpoint, especially via blog discussions. As Vietnam cracks down on dissidents, bloggers, religious minorities and activists, RFA's consistent provision of banned news ensures that the thoughts of censored bloggers live on in RFA's reporting, analysis and repostings, and that important discussions are not stifled. Sample programs include an economic forum, life and health issues, and discussions on arts and culture, science and technology, and the environment, and insight into the lives of the Vietnamese diaspora. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and Tunein.

RFA'S MANDARIN SERVICE

FY 2014 \$4.513 million (\$6.072 million with program delivery)

RFA's Hong Kong Office: FY 2014 \$466,000 (Mandarin and Cantonese)

RFA's Taipei Office: FY 2014 \$122,000

Origin: 1996

Delivery Method: Radio (SW, MW, Satellite), Video Webcasts, Website and applications, Social Media

Radio Original Programming: 30 hours/week

Radio Total Broadcast: 84 hours/week

Television Original Programming: 3.5 hours/week

Television Total Broadcast: 14 hours/week

RFA's Mandarin Service breaks sensitive news stories, investigates corruption and abuse of power, provides a forum for free discussion and presents analysis of news that is banned in China. RFA allows censored content to live on digitally and on the air waves. The Mandarin service engages China's social media spaces, such as Weibo and QQ, which has facilitated communication and supplied news tips. RFA aims to help build Chinese civil society, provide a model free press, and increase coverage of China's NGO efforts and achievements, which can offer an alternative vision in this Chinese society. It also provides a forum for inter-ethnic understanding. Sample programs include: “APR PM,” which focuses on breaking stories on rights related issues such as church demolitions, lawyer arrests, land grab clashes and mass protests; “APR AM,” which focuses on current affair analysis such as South China Sea dispute, China's volatile stock market, China's media/Internet censorship, among other topics; and RFA call-in shows that take calls from listeners inside China. The service also has in-depth feature shows focusing on women's and children's issues, and historical events that have been intentionally covered up and ignored by the ruling Chinese Communist Party. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts, and Tunein.

RFA'S CANTONESE SERVICE

FY 2014 \$991,000 (\$1.060 million with program delivery)

Origin: 1998

Delivery Method: Radio (SW and Satellite), Video Webcasts, Website and applications, Social Media

Radio Original Programming: 9 hours/week

Radio Total Broadcast: 14 hours/week

Television Original Programming: 30 minutes/week

Television Total Broadcast: 10.5 hours/week

RFA Cantonese breaks sensitive news stories and specializes in issues in Cantonese speaking areas, including in Hong Kong where the people have demanded full democracy in a 2017 election for the city's leaders. China's largest factory centers in and around the Pearl River Delta are also a focus of RFA coverage. Among issues highlighted are those relating to China's rapid economic change, including environmental problems, land grabs, public health issues, corruption, and labor, which can often be banned from local coverage or censored by the Chinese Internet firewall. RFA Cantonese publishes and verifies netizen content before it

is deleted by the authorities, allowing censored content to live on digitally and on the air waves. Like RFA Mandarin, the service engages China's social media spaces, such as Weibo and QQ, which facilitate communication with netizens and provide news leads. Sample programs include daily news covering demonstrations, labor issues, land grabs, corruption, and more; news features on such issues as food safety and toxic waste; and call-in shows and talk shows on current affairs. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts, and Tunein.

RFA'S UYGHUR SERVICE

FY 2014 \$1.208 million (\$1.659 million with program delivery)

Origin: 1998

Delivery Method: Radio (SW and Satellite), Video Webcasts, Website and applications, Social Media

Radio Original Programming: 7 hours/week

Radio Total Broadcast: 14 hours/week)

Television Orig. Programming: 10 min/week on webTV

Television Total Broadcast: 10 minutes/week on webTV

RFA is a key channel of uncensored local and international news in the Uyghur language inside the Xinjiang region in China. It focuses on breaking news on Uyghur dissent, crackdowns, detentions and human rights abuses amid Beijing's ongoing "strike hard" campaign following a string of violent incidents that has left hundreds dead in recent years. RFA's Uyghur Service is also a forum for Uyghurs throughout the world to share their concerns and gives this ethnic Muslim minority a resource to engage with the global community. Reports on Uyghur history, language and culture through RFA programming are aimed at educating younger Uyghurs about what it means to be Uyghur. It also provides a forum for inter-ethnic understanding for Han Chinese, Tibetans and Uyghurs to better understand the issues of China's ethnic minorities. Sample programs include daily news; news analysis; and features on women, health, environment, human rights, exile communities, education, culture, history, and Uyghur literature. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts, and Tunein.

RFA'S KOREAN SERVICE

FY 2014 \$2.221 million (\$3.342 million with program delivery)

RFA Seoul Office: FY 2014 \$450,000

Origin: 1997

Delivery Method: Radio (SW, MW, and Satellite), Website and applications, Social Media

Radio Original Programming: 24.5 hours/week

Radio Total Broadcast: 35 hours/week

RFA provides uncensored news and commentary about North Korea to the people of the tightly ruled state. It offers a platform for North Koreans to voice their experiences and thoughts on the air. RFA provides breaking news on key events inside North Korea and

also perspectives from the North Korean diaspora. Increasingly, RFA's Korean Service is providing cultural information, especially news about the thriving cultural world in South Korea. RFA plans to explore more deeply the implications of North Korea's dependence on China and China's role in North Korea. Sample programs include North Korea's human rights and other domestic issues; personal experiences of defectors based in South Korea and other countries; IT and mobile communications in North Korea; and trends/hot issues in South Korea. RFA has more than a dozen North Korean defectors contributing programs relevant to people in the hard-line communist state. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts, and Tunein.

RFA'S TIBETAN SERVICE

FY 2014 \$3.888 million (\$5.665 million with program delivery)

RFA Dharamsala Office: FY 2014 \$13,000

Origin: 1996

Delivery Method: Radio (SW, Satellite), Website and applications, Social Media

Radio Original Programming: 35 hours/week

Radio Total Broadcast: 70 hours/week

Television Original Programming: 1.5 hours/week

Television Total Broadcast: 14 hours/week

RFA provides uncensored Tibetan news in all three Tibetan dialects to the people in the Tibet Autonomous Region and Tibetan-populated areas in Chinese provinces. It features breaking news on human rights abuses, dissent, crackdowns, detentions and the wave of self-immolations aimed at protesting Chinese rule. RFA is an authoritative source of news about Tibet for the international media. The RFA Tibetan Service also works to preserve Tibetan history, language, and culture through programming aimed at educating younger Tibetans and acts as 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 connection to disenfranchised Tibetans. The service also plays a critical role in countering Chinese official propaganda relating to Tibetan issues. In addition, RFA provides a neutral forum for inter-ethnic understanding where Han Chinese, Tibetans and Uyghurs can better grasp the issues facing China's ethnic minorities. Sample programs include daily morning and evening news programs, talks shows, lectures by the Dalai Lama. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts, and Tunein.

COUNTRY PROFILES

EAST ASIA AND THE PACIFIC REGION COUNTRY BY COUNTRY PROFILES

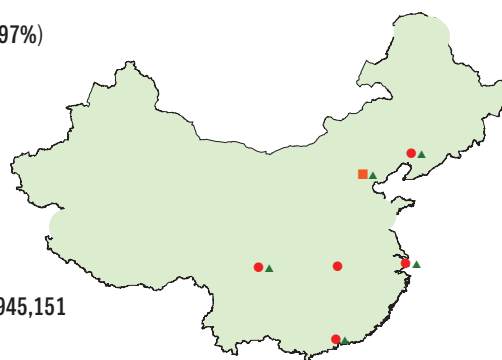
China

DEMOGRAPHICS

Geographic area (sq. km.): 9388211
 Population: 1364270000
 Below 24 yrs. old: 31.80%
 Refugee population: 301047
 Urban population: 54%
 GDP/capita: \$7,594
 Unemployment: 5%
 Below poverty line: 6% (2013)

COMMUNICATIONS AND LITERACY

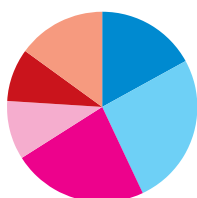
FH Media Freedom: Not Free
 Internet users/100 people: 45.8
 Mobile phones/100 people: 89
 Literacy: (2010) 95% (F: 93%, M: 97%)
 Avg. years of education: 13 (F: 13, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$6,383,297 FY14 ACTUAL: \$7,281,588 FY15 PLANNED: \$6,945,151

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated)	\$2,955,072
Support for Mission Initiatives	\$962,506
Educational Advising & Promoting	\$698,482
Study in the U.S.	
Media/Press Activities	\$539,747
Supplementing ECA Programs	\$306,829

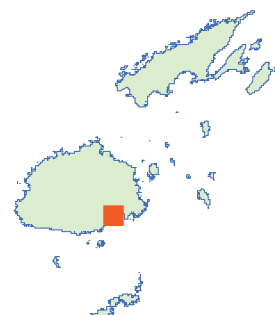
Fiji

DEMOGRAPHICS

Geographic area (sq. km.): 18270
 Population: 887027
 Below 24 yrs. old: 45.30%
 Refugee population: 5
 Urban population: 53%
 GDP/capita: \$4,543
 Unemployment: 8%
 Below poverty line: 31% (2009)

COMMUNICATIONS AND LITERACY

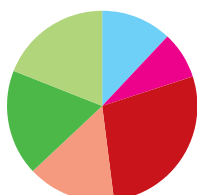
FH Media Freedom: Partly Free
 Internet users/100 people: 37.1
 Mobile phones/100 people: 106
 Literacy: (No Data)
 Avg. years of education: 16



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$411,673 FY14 ACTUAL: \$447,397 FY15 PLANNED: \$327,343

Total PD Spending by Theme



Top Spending by Activity

Other	\$245,347
American Spaces (not centers)	\$52,869
Cultural Programs (Post Generated)	\$28,129
Media/Press Activities	\$20,704
Digital Outreach	\$17,289

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

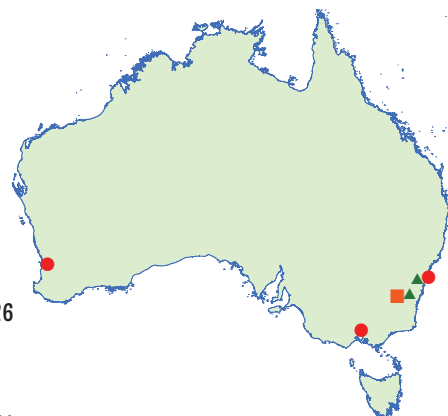
Australia

DEMOGRAPHICS

Geographic area (sq. km.): 7682300
 Population: 23490736
 Below 24 yrs. old: 31.30%
 Refugee population: 34503
 Urban population: 89%
 GDP/capita: \$61,887
 Unemployment: 6%
 Below poverty line: NA%

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 83
 Mobile phones/100 people: 107
 Literacy: (No Data)
 Avg. years of education: 20 (F: 20, M: 19)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$2,522,642 FY14 ACTUAL: \$2,541,407 FY15 PLANNED: \$2,297,826

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated)	\$786,941
Digital Outreach	\$306,170
Media/Press Activities	\$247,151
Support for Mission Initiatives	\$238,630
Speaker Programs (Post Generated)	\$167,442

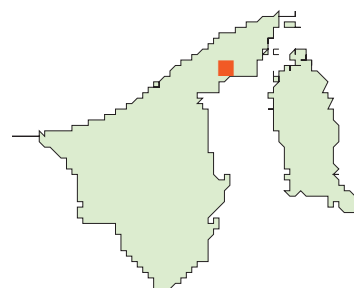
Brunei

DEMOGRAPHICS

Geographic area (sq. km.): 5270
 Population: 423205
 Below 24 yrs. old: 41.50%
 Refugee population:
 Urban population: 77%
 GDP/capita: \$40,776
 Unemployment: 4%
 Below poverty line: NA%

COMMUNICATIONS AND LITERACY

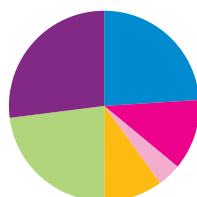
FH Media Freedom: Not Free
 Internet users/100 people: 64.5
 Mobile phones/100 people: 112
 Literacy: (2012) 95% (F: 94%, M: 97%)
 Avg. years of education: 15 (F: 15, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$202,030 FY14 ACTUAL: \$243,942 FY15 PLANNED: \$269,000

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$48,613
Educational Advising & Promoting	\$42,975
Study in the U.S.	
Cultural Programs (Post Generated)	\$29,113
Media/Press Activities	\$27,822
Post-Generated Exchanges	\$25,462

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

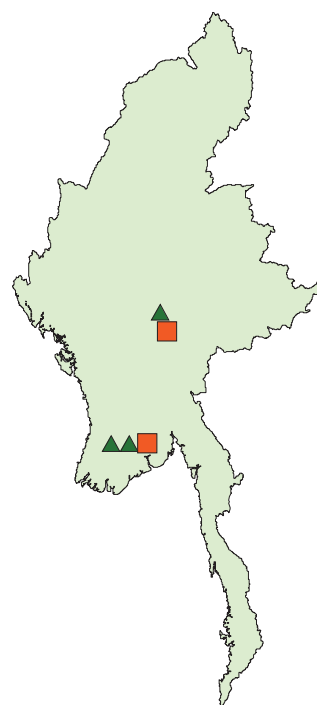
Burma

DEMOGRAPHICS

Geographic area (sq. km.): 653290
 Population: 53718958
 Below 24 yrs. old: 44.70%
 Refugee population:
 Urban population: 34%
 GDP/capita: \$1,198
 Unemployment: 3%
 Below poverty line: 33% (2007)

COMMUNICATIONS AND LITERACY

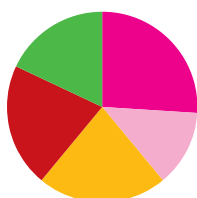
FH Media Freedom: Not Free
 Internet users/100 people: 1.2
 Mobile phones/100 people: 13
 Literacy: (2012) 93% (F: 90%, M: 95%)
 Avg. years of education: 9



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$940,254 FY14 ACTUAL: \$1,487,365 FY15 PLANNED: \$866,599

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities \$386,287
 American Spaces (not centers) \$250,470
 Support for English Language \$203,100
 Teaching/Learning
 Support for Mission Initiatives \$186,095
 Supplementing ECA Programs \$148,010

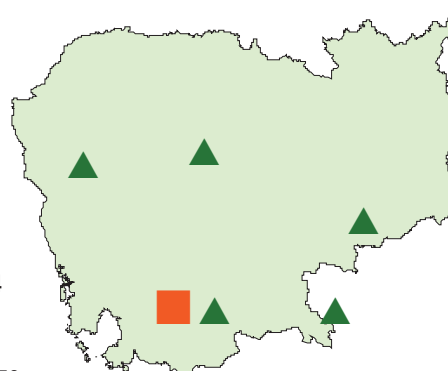
Cambodia

DEMOGRAPHICS

Geographic area (sq. km.): 176520
 Population: 15408270
 Below 24 yrs. old: 52.10%
 Refugee population: 68
 Urban population: 21%
 GDP/capita: \$1,084
 Unemployment: 0%
 Below poverty line: 18% (2012)

COMMUNICATIONS AND LITERACY

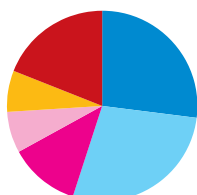
FH Media Freedom: Not Free
 Internet users/100 people: 6
 Mobile phones/100 people: 134
 Literacy: (2009) 74% (F: 66%, M: 83%)
 Avg. years of education: 11 (F: 10, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$570,349 FY14 ACTUAL: \$711,196 FY15 PLANNED: \$521,594

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$207,250
 American Spaces (not centers) \$102,832
 Supplementing ECA Programs \$96,221
 Digital Outreach \$46,721
 Support for English Language \$44,112
 Teaching/Learning

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

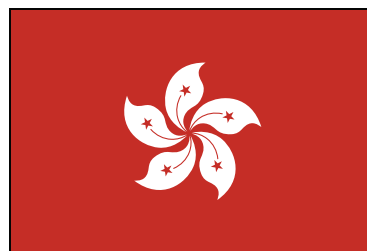
Hong Kong

DEMOGRAPHICS

Geographic area (sq. km.): 1050
 Population: 7241700
 Below 24 yrs. old: 23.60%
 Refugee population: 126
 Urban population: 100%
 GDP/capita: \$40,170
 Unemployment: 3%
 Below poverty line: 20% (2012)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 74.2
 Mobile phones/100 people: 237
 Literacy: (No Data)
 Avg. years of education: 16 (F: 15, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,295,057 FY14 ACTUAL: \$1,361,110 FY15 PLANNED: \$1,375,169

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities \$235,263
 Support for Mission Initiatives \$185,646
 Cultural Programs (Post Generated) \$173,100
 Educational Initiatives (not including English Language programs) \$113,927
 Educational Advising & Promoting Study in the U.S. \$100,723

Indonesia

DEMOGRAPHICS

Geographic area (sq. km.): 1811570
 Population: 252812245
 Below 24 yrs. old: 43.30%
 Refugee population: 3206
 Urban population: 53%
 GDP/capita: \$3,515
 Unemployment: 6%
 Below poverty line: 11% (2014)

COMMUNICATIONS AND LITERACY

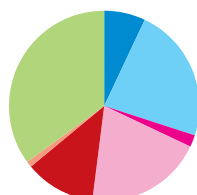
FH Media Freedom: Partly Free
 Internet users/100 people: 15.82
 Mobile phones/100 people: 125
 Literacy: (2011) 93% (F: 90%, M: 96%)
 Avg. years of education: 13 (F: 13, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$4,334,519 FY14 ACTUAL: \$5,113,591 FY15 PLANNED: \$3,986,120

Total PD Spending by Theme



Top Spending by Activity

American Centers \$2,077,612
 Alumni Outreach \$869,838
 Support for Mission Initiatives \$640,376
 Cultural Programs (Post Generated) \$384,687
 American Spaces (not centers) \$362,170

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

Japan

DEMOGRAPHICS

Geographic area (sq. km.): 364560
 Population: 127131800
 Below 24 yrs. old: 22.90%
 Refugee population: 2584
 Urban population: 93%
 GDP/capita: \$36,194
 Unemployment: 4%
 Below poverty line: 16% (2013)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 86.25
 Mobile phones/100 people: 118
 Literacy: (No Data)
 Avg. years of education: 15 (F: 15, M: 15)

PUBLIC DIPLOMACY SPENDING

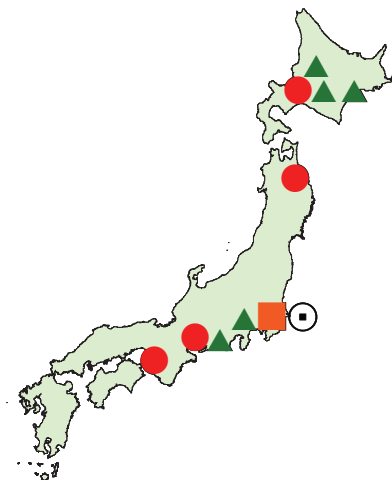
TOTALS FY13 ACTUAL: \$8,474,231 FY14 ACTUAL: \$8,437,195 FY15 PLANNED: \$7,967,883

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities	\$1,381,028
Support for Mission Initiatives	\$1,273,130
Speaker Programs (Post Generated)	\$1,184,167
Educational Advising & Promoting	\$977,928
Study in the U.S.	
Cultural Programs (Post Generated)	\$742,882



South Korea

DEMOGRAPHICS

Geographic area (sq. km.): 97350
 Population: 50423955
 Below 24 yrs. old: 27.60%
 Refugee population: 547
 Urban population: 82%
 GDP/capita: \$27,970
 Unemployment: 3%
 Below poverty line: 15% (2013)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 84.77
 Mobile phones/100 people: 111
 Literacy: (No Data)
 Avg. years of education: 17 (F: 16, M: 18)

PUBLIC DIPLOMACY SPENDING

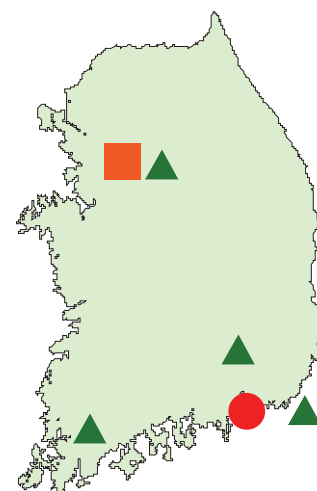
TOTALS FY13 ACTUAL: \$3,748,614 FY14 ACTUAL: \$4,178,311 FY15 PLANNED: \$4,133,929

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$905,429
American Centers	\$751,515
Cultural Programs (Post Generated)	\$557,444
Media/Press Activities	\$356,986
Alumni Outreach	\$278,112



Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

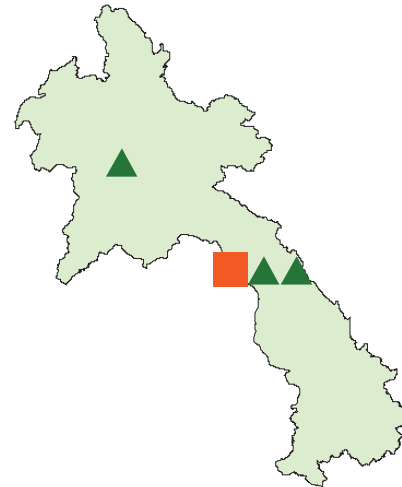
Laos

DEMOGRAPHICS

Geographic area (sq. km.): 230800
 Population: 6894098
 Below 24 yrs. old: 56.10%
 Refugee population:
 Urban population: 38%
 GDP/capita: \$1,708
 Unemployment: 1%
 Below poverty line: 22% (2013)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 12.5
 Mobile phones/100 people: 68
 Literacy: (2005) 73% (F: 63%, M: 82%)
 Avg. years of education: 10 (F: 10, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$412,347 FY14 ACTUAL: \$442,800* FY15 PLANNED: \$306,092

*EAP Bureau Figure

Total PD Spending by Theme

Top Spending by Activity

Malaysia

DEMOGRAPHICS

Geographic area (sq. km.): 328550
 Population: 30187896
 Below 24 yrs. old: 45.70%
 Refugee population: 97513
 Urban population: 74%
 GDP/capita: \$10,830
 Unemployment: 3%
 Below poverty line: 4% (2009)

COMMUNICATIONS AND LITERACY

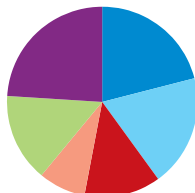
FH Media Freedom: Not Free
 Internet users/100 people: 66.97
 Mobile phones/100 people: 145
 Literacy: (2010) 93% (F: 91%, M: 95%)
 Avg. years of education: 13 (F: 13, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,480,589 FY14 ACTUAL: \$1,805,280 FY15 PLANNED: \$1,350,799

Total PD Spending by Theme



Top Spending by Activity

Alumni Outreach \$341,988
 American Spaces (not centers) \$279,867
 Cultural Programs (Post Generated) \$242,259
 Media/Press Activities \$181,491
 Support for Mission Initiatives \$172,556

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

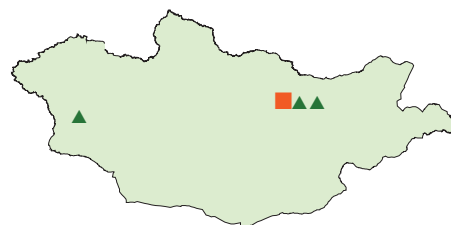
Mongolia

DEMOGRAPHICS

Geographic area (sq. km.): 1553560
 Population: 2881415
 Below 24 yrs. old: 45.50%
 Refugee population: 9
 Urban population: 71%
 GDP/capita: \$4,170
 Unemployment: 5%
 Below poverty line: 30% (2011)

COMMUNICATIONS AND LITERACY

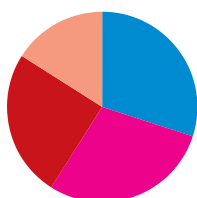
FH Media Freedom: Partly Free
 Internet users/100 people: 17.7
 Mobile phones/100 people: 124
 Literacy: (2010) 98% (F: 98%, M: 98%)
 Avg. years of education: 15 (F: 16, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$442,540 FY14 ACTUAL: \$475,522 FY15 PLANNED: \$397,033

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$141,855
 American Spaces (not centers) \$85,316
 Cultural Programs (Post Generated) \$65,858
 Supplementing ECA Programs \$58,638
 Educational Initiatives (not including English Language programs) \$39,067

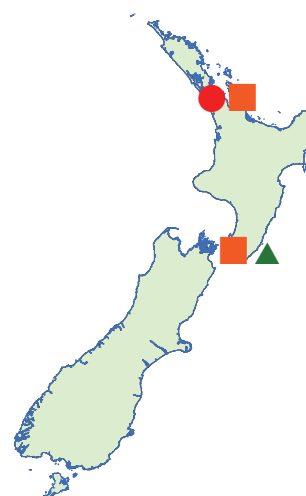
New Zealand

DEMOGRAPHICS

Geographic area (sq. km.): 263310
 Population: 4509700
 Below 24 yrs. old: 33.90%
 Refugee population: 1403
 Urban population: 86%
 GDP/capita: \$42,409
 Unemployment: 6%
 Below poverty line: NA%

COMMUNICATIONS AND LITERACY

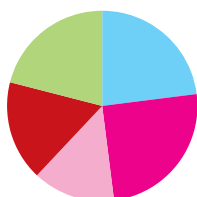
FH Media Freedom: Free
 Internet users/100 people: 82.78
 Mobile phones/100 people: 106
 Literacy: (No Data)
 Avg. years of education: 19 (F: 20, M: 19)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,048,990 FY14 ACTUAL: \$1,229,955 FY15 PLANNED: \$1,022,800

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$450,398
 Digital Outreach \$149,586
 Cultural Programs (Post Generated) \$132,055
 Supplementing ECA Programs \$124,154
 Media/Press Activities \$78,273

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

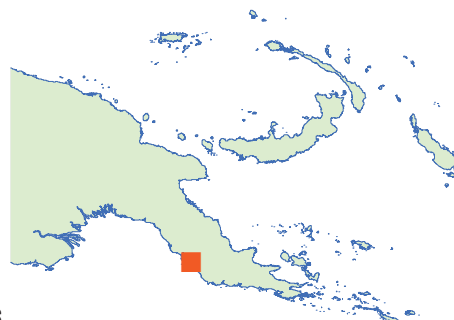
Papua New Guinea

DEMOGRAPHICS

Geographic area (sq. km.): 452860
 Population: 7476108
 Below 24 yrs. old: 54.70%
 Refugee population: 9378
 Urban population: 13%
 GDP/capita: \$2,105
 Unemployment: 2%
 Below poverty line: 37% (2002)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 6.5
 Mobile phones/100 people: 41
 Literacy: (2012) 63% (F: 60%, M: 65%)
 Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$0 FY14 ACTUAL: \$318,520 FY15 PLANNED: \$317,886

Total PD Spending by Theme

Top Spending by Activity

American Spaces (not centers)	\$82,997
Support for Mission Initiatives	\$80,248
Other	\$53,444
Supplementing IIP Programs	\$24,201
Supplementing ECA Programs	\$15,077

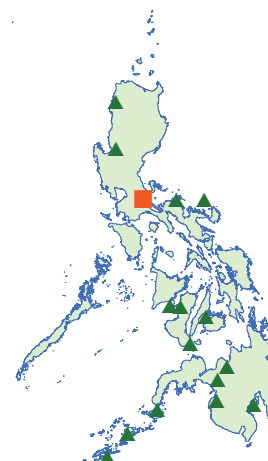
Philippines

DEMOGRAPHICS

Geographic area (sq. km.): 298170
 Population: 100096496
 Below 24 yrs. old: 52.70%
 Refugee population: 182
 Urban population: 44%
 GDP/capita: \$2,843
 Unemployment: 7%
 Below poverty line: 25% (2012)

COMMUNICATIONS AND LITERACY

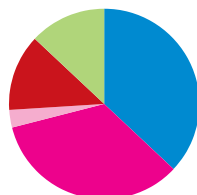
FH Media Freedom: Partly Free
 Internet users/100 people: 37
 Mobile phones/100 people: 105
 Literacy: (2008) 95% (F: 96%, M: 95%)
 Avg. years of education: 11 (F: 12, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,543,052 FY14 ACTUAL: \$1,990,210 FY15 PLANNED: \$1,418,695

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$1,002,881
American Spaces (not centers)	\$266,952
Media/Press Activities	\$141,729
Supplementing ECA Programs	\$104,261
Alumni Outreach	\$91,336

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

Singapore

DEMOGRAPHICS

Geographic area (sq. km.): 700
 Population: 5469700
 Below 24 yrs. old: 31.20%
 Refugee population: 3
 Urban population: 100%
 GDP/capita: \$56,287
 Unemployment: 3%
 Below poverty line: NA%

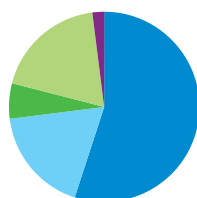
COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 73
 Mobile phones/100 people: 156
 Literacy: (2012) 96% (F: 94%, M: 98%)
 Avg. years of education:

PUBLIC DIPLOMACY SPENDING

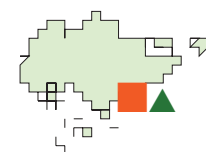
TOTALS FY13 ACTUAL: \$784,316 FY14 ACTUAL: \$1,105,400 FY15 PLANNED: \$957,500

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$519,927
 Cultural Programs (Post Generated) \$143,336
 Digital Outreach \$71,292
 Media/Press Activities \$62,241
 Educational Initiatives (not including English Language programs) \$58,016



Thailand

DEMOGRAPHICS

Geographic area (sq. km.): 510890
 Population: 67222972
 Below 24 yrs. old: 32.60%
 Refugee population: 136499
 Urban population: 49%
 GDP/capita: \$5,561
 Unemployment: 1%
 Below poverty line: 13% (2012)

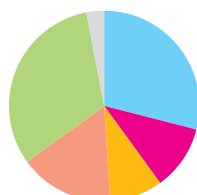
COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 28.94
 Mobile phones/100 people: 140
 Literacy: (2010) 96% (F: 96%, M: 96%)
 Avg. years of education: 13 (F: 13, M: 13)

PUBLIC DIPLOMACY SPENDING

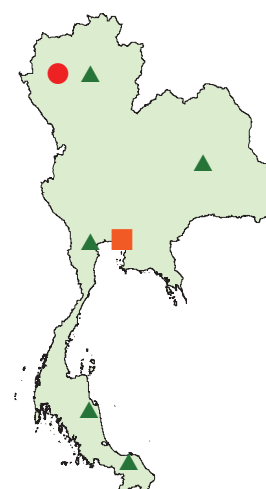
TOTALS FY13 ACTUAL: \$1,689,951 FY14 ACTUAL: \$1,866,209 FY15 PLANNED: \$1,532,819

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated) \$435,562
 Support for Mission Initiatives \$401,653
 Media/Press Activities \$216,177
 Support for English Language Teaching/Learning \$194,520
 Educational Initiatives (not including English Language programs) \$106,406



Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

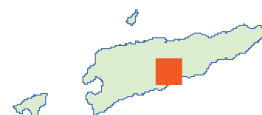
Timor-Leste

DEMOGRAPHICS

Geographic area (sq. km.): 14870
 Population: 1212107
 Below 24 yrs. old: 62.20%
 Refugee population:
 Urban population: 32%
 GDP/capita: \$1,280
 Unemployment: 4%
 Below poverty line: 37% (2011)

COMMUNICATIONS AND LITERACY

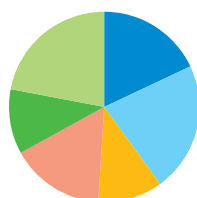
FH Media Freedom: Partly Free
 Internet users/100 people: 1.1
 Mobile phones/100 people: 57
 Literacy: (2010) 58% (F: 53%, M: 64%)
 Avg. years of education: 12 (F: 11, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$235,759 FY14 ACTUAL: \$133,154 FY15 PLANNED: \$200,957

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$24,315
Supplementing ECA Programs	\$24,253
Support for English Language Teaching/Learning	\$20,293
Support for Foreign Assistance Programs	\$14,097
Cultural Programs (Post Generated)	\$12,468

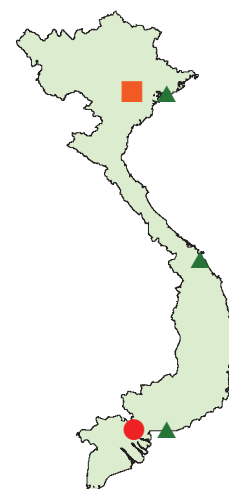
Vietnam

DEMOGRAPHICS

Geographic area (sq. km.): 310070
 Population: 90730000
 Below 24 yrs. old: 42.10%
 Refugee population:
 Urban population: 33%
 GDP/capita: \$2,052
 Unemployment: 2%
 Below poverty line: 11% (2012)

COMMUNICATIONS AND LITERACY

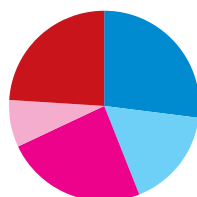
FH Media Freedom: Not Free
 Internet users/100 people: 43.9
 Mobile phones/100 people: 131
 Literacy: (2009) 94% (F: 91%, M: 96%)
 Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,528,532 FY14 ACTUAL: \$2,868,323 FY15 PLANNED: \$1,225,391

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$1,302,306
Media/Press Activities	\$396,418
American Spaces (not centers)	\$296,379
American Centers	\$214,919
Supplementing ECA Programs	\$117,821

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

FIELD-DIRECTED ACTIVITIES



U.S. PUBLIC DIPLOMACY IN THE EUROPE AND EURASIA REGION

New Orleans jazz saxophonist Donald Harrison chats with Embassy Moscow staffer Luis de Andrade at the Independence Day reception at the Spaso House, the U.S. Ambassador's Residence in Moscow, Russia, on July 4, 2014. Donald Harrison's Jazz Band performed for Spaso House guests during the reception. [State Department photo/Public Domain]

U.S. Public Diplomacy in Europe and Eurasia

U.S. public diplomacy efforts in Europe focus on strengthening relationships with some of America's closest allies and the region's 740 million people. Europe enjoys a high level of connectivity with 120 mobile phones per 100 members of the population, and roughly 63.2 percent Internet penetration. Europe's record on media freedom is mixed: Western Europe, Scandinavia, and the Baltic States have some of the most free media in the world, but in the Balkans and many former Soviet states, such as Hungary, Ukraine, and Moldova, the press operates with partial freedom. Russian and Belarusian media are not free. The favorability rating for the United States in the region is above 50 percent, with the exception of Greece (34 percent) and Russia (23 percent). With more than 60 U.S. missions in the region, public diplomacy expenditures in Europe amounted to roughly \$70 million, with the most going to Germany (\$6.757 million) and Russia (\$4.938 million).

During the last two years, the main challenges for U.S. public diplomacy in Europe have included supporting Ukraine and addressing the Kremlin's propaganda and aggressive, anti-Western influence throughout the Russian periphery. Russia spends more than \$500 million a year to support an international media infrastructure that sows disinformation and counter-narratives about the European Union and the United States to support Russian foreign policy. U.S. engagement to counter Moscow's disinformation campaign involves using public diplomacy resources strategically to support independent, reliable media; strengthening pro-democracy civil society groups; and conveying policy messaging to key audiences. One of many partners in this strategic outreach has been the Broadcasting Board of Governors (See: International Broadcasting in Europe).

Efforts to counter violent extremism (CVE) are also critical given the rising threat of the Islamic State of Iraq and the Levant (ISIL) recruitment of foreign fighters from Europe. For example, U.S. mission in Europe support a variety of public diplomacy programs through which European audiences, including vulnerable youth in CVE countries, discuss how to reduce conditions that give rise to extremist views in their communities. Moreover, public diplomacy programs provide the European public with platforms to address challenging social and economic problems, such as immigration, integration, and youth unemployment.

U.S. FOREIGN POLICY GOALS

In 2015, U.S. foreign policy priorities in Europe included: 1) negotiate the Transatlantic Trade and Investment Partnership (TTIP), promote economic openness and growth, and invest in European entrepreneurship;

2) continue to work for a Europe whole, free and at peace; 3) defend and advance universal values, democracy, and human rights where they are threatened; 4) strengthen NATO in support of a strong global security community; and 5) cooperate with Russia in areas of mutual interest yet hold Russia accountable for its aggression in Ukraine.

U.S. PUBLIC DIPLOMACY GOALS

U.S. missions in Europe aim to maintain a policy-focused approach to public diplomacy programs to contribute to the above goals for the region. In addition to supporting a Europe that is whole, free, and at peace—and deepening vital research, cultural and educational ties—U.S. public diplomacy in Europe specifically prioritized foreign public engagement to counter violent extremism, combat Russian disinformation and propaganda, support Ukraine policy, and promote closer cooperation on TTIP in 2014 and 2015. U.S. public diplomacy in Europe also has developed targeted action plans in 23 countries in Central, Eastern, and South-eastern Europe to strategically fight corruption, as corruption threatens not only democratic institutions and economic growth, but also regional security.

There are American and locally engaged staff at 62 U.S. embassies and consulates in Europe. Primary public diplomacy outreach activities include educational advising and youth engagement, with the 155 American Spaces (libraries, cultural centers, information resource centers) in the region often serving as conveners. Academic and professional exchange programs play a crucial role in engaging foreign audiences. The Fulbright Program and the International Visitor and Leadership Program remain popular, prestigious U.S. exchanges that are sought after by academics, students, and emerging leaders in the region. Other short-term and long-term exchange programs, such as the Professional Fellows Program and the Humphrey Fellowship Program, are equally important in reaching a diverse audience and addressing key European themes in the region, such as youth entrepreneurship. In addition, the American Speakers and other cultural programs work to deepen the European public's understanding of American culture, values, and society.

**See Academic Programs on ECA: Fulbright Student & Scholars (Albania, Andorra, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, European Union, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kosovo, Latvia, Lithuania, Luxembourg, Macedonia, Malta, Moldova, Montenegro, Netherlands, Norway, Poland, Portugal, Romania, Russia, Serbia, Slovak Republic, Slovenia, Spain, Sweden,*

Switzerland, Turkey, Ukraine, and the United Kingdom); Fulbright mtvU Fellowship; UGRAD Serbia and Montenegro; UGRAD Eurasia and Central Asia; Summer Institutes for European Student Leaders; EducationUSA EUR - 615,857 in-person and 2.06 million virtual contacts. *See Professional & Cultural Programs on ECA: IVLP; National Security Language Initiative for Youth (NSLI-Y); Future Leaders Exchange (FLEX); Benjamin Franklin Summer Institutes; American-Serbia & Montenegro Youth Leadership Exchange (A-SMYLE); Congress-Bundestag Youth Exchange (CBYX) – Germany; German-American Partnership Program (GAPP)—Germany; Congress-Bundestag Staff Exchange—Germany; IWP Between The Lines.

According to Open Doors Data, the majority of European students who studied in the United States in 2014 were from Turkey (10,821), followed by Germany (10,160), the United Kingdom (10,191), France (8,302), Spain (5,350), Russia (5,138), Sweden (4,369), Italy (4,443), Norway (2,304), and Greece (2,170). Austria, Bulgaria, Denmark, Ireland, the Netherlands, Poland, Romania, Switzerland, and Ukraine all had more than 1,000 students studying in the United States. Between 1949 and 2014, 132,666 European Fulbright students and scholars went to the United States and 82,502 American Fulbright recipients traveled to Europe. In FY 2014, there were 1,350 Europeans and 1,043 Americans with Fulbright awards.

U.S. Public Diplomacy 20FY14 Actual Expenditures by Country/Mission

Country Name	Actual Expenditures	NATO	\$974,734
Germany	\$6.757 million	Bulgaria	\$930,697
Russia	\$4.938 million	Azerbaijan	\$922,108
France	\$4.279 million	Norway	\$905,006
Italy	\$3.899 million	Denmark	\$902,589
Turkey	\$3.637 million	Macedonia	\$765,512
Spain	\$2.986 million	Estonia	\$753,179
United Kingdom	\$2.570 million	Slovenia	\$750,248
Poland	\$2.382 million	Cyprus	\$712,903
Ukraine	\$2.364 million	Latvia	\$681,041
Belgium	\$2.001 million	Belarus	\$673,342
Greece	\$1.927 million	Lithuania	\$637,767
Austria	\$1.836 million	Switzerland	\$636,656
European Union	\$1.534 million	Albania	\$626,758
Czech Republic	\$1.501 million	Kosovo	\$616,805
Romania	\$1.453 million	Ireland	\$569,444
Serbia	\$1.432 million	Armenia	\$566,182
Slovakia	\$1.390 million	Moldova	\$486,606
Netherlands	\$1.335 million	OSCE	\$414,588
Bosnia and Herzegovina	\$1.293 million	Montenegro	\$361,930
Croatia	\$1.220 million	Luxembourg	\$333,944
Hungary	\$1.175 million	Iceland	\$325,774
Sweden	\$1.170 million	Macedonia	\$293,140
Georgia	\$1.124 million	Malta	\$159,484
Finland	\$997,132	Vatican	\$136,815*
Portugal	\$993,247		

According to the self-reported data at each of the 62 missions, the dominant programming themes in FY 2014 were culture, sports, and American society (\$12.697 million); civil society (\$4.671 million); democracy, good governance, and rule of law (\$4.195 million); diversity (\$4.974 million); education (\$9.160 million); and youth engagement (\$8.736 million). The current focus on CVE, entrepreneurship, TTIP, and countering Russian propaganda in FY 2015 will likely change these percentages in future data.

Sample Public Diplomacy Programs

PD programs in FY 2014 and FY 2015 included posted outreach like working with the Ukrainian Ministry of Education to support public sector reforms; supporting education in Russia through the English Access Microscholarship (Access) Program and institutional grants that build partnerships between universities in the United States and Russia; fostering entrepreneurship and innovation through programs such as Massive Open Online Courses (MOOCs) and “maker space” programming at American Corners; and supporting Serbia’s EU integration through a program to provide English language lessons to civil servants using EU instruction materials. Below are some feature programs:

America House, Kyiv, Ukraine, which Under Secretary Stengel officially opened in May 2015, is an American Center that provides an open, accessible platform for Ukrainians to learn more about the United States and to connect them with American speakers, government personnel, and with each other. Located in the heart of Ukraine’s capital, the “house” is actually a two-story building featuring free Wi-Fi access, a 76-seat multipurpose space, a classroom with computers available to visitors interested in taking massive open online courses (MOOCs), an art gallery, an interactive lounge, and a café with daily service. The center’s staff will lead English-language workshops and offer other training and group activities. America House is run by an American non-profit organization, which includes

both American and Ukrainian personnel.

The Benjamin Franklin Summer Institutes are intensive academic institutes hosted by Wake Forest and Purdue universities that bring together approximately 92 high school students and recent graduates from across Europe and the United States. These four week programs are academic in nature, and focus on global issues, leadership, and community service. Program themes may include conflict resolution, social entrepreneurship, or environmental stewardship.

The Vilvoorde–Columbus City Pair Program was a recent, two-way exchange between law enforcement, municipal officials, and civil society from Vilvoorde, Belgium and Columbus, Ohio to share expertise on approaches to countering violent extremism. The program included visits to schools and mosques, meetings with community engagement organizations, and meetings with federal and local law enforcement representatives. As a result of this program, officials in Vilvoorde have modified their approach to countering violent extremism. Based on the success of this program, similar exchanges throughout Europe are planned.

International Broadcasting in Europe

There are currently 20 services that target European audiences, with the most funding going toward the Russian Service of Radio Free Europe/Radio Liberty (RFE/RL) at \$7.269 million with program delivery in FY 2014. Voice of America's highest expenditures in the region also targeted Russian-speaking populations at \$3.844 million with program delivery. VOA's Russian, Ukrainian, Albanian, Turkish, Serbian, Bosnian, Georgian, Azerbaijani, Macedonian, and Armenian services cost a collective \$13.592 million with program delivery. RFE/RL's Russian, Ukrainian, Balkans, Belarus, Georgian, Azerbaijani, Armenian, North Caucasus, Romanian to Moldova, and Tatar-Bashkir services cost a collective \$27.815 million with program delivery in FY 2014.

Russian, Ukrainian, Georgian, Azerbaijani, and Armenian have both RFE/RL and VOA broadcasts; RFE/RL also has a Balkan service and VOA Albanian, Bosnian, Serbian, and Macedonian services. In BBG's FY 2016 budget request, BBG stated it would reduce RFE/

RL broadcasting to the North Caucasus and Balkans, in order to focus on high priority broadcasting.

During FY 2014 and FY 2015, there was a notable shift in resources to increase services in Eastern Europe, especially to Ukraine and the Russian periphery. With seed money from the Under Secretary of State for Public Diplomacy, RFE/RL and Voice of America launched a new Russian-language television news program in October 2014 (FY 2015) carried by public and private broadcasters in Ukraine, Moldova, Georgia, Lithuania, and Latvia. In addition, in 2015 RFE/RL launched a digital media response team (DIGIM) tasked with producing and curating Russian-language content targeted directly at social and mobile platforms preferred by audiences in Russia and neighboring countries. The unit aims to engage in real time with audiences online and produce accurate, reliable, social media-friendly reporting from both RFE/RL and other USIM networks.

VOICE OF AMERICA

Russian, Ukrainian, Albanian, Serbian, Turkish, Bosnian, Serbian, Azerbaijani, Georgian, Armenian

VOA RUSSIAN SERVICE

FY 2014 \$3.844 million (\$3.844 million with program delivery)

Origin: 1947

Delivery Method: Television affiliates, Website and Mobile Site, Social Media

Television Original Programming: 3.58 hours/week

Television Total Broadcasting: 3.58 hours/week

VOA Russian targets the Russian Federation and the significant Russian-speaking populations of former Soviet republics. It employs a digital strategy to inform and engage a Russian audience that prefers TV but is very active on social media sites, such as Facebook, Twitter, YouTube, and Vkontakte. The Russian Service provides professional multimedia, cross-platform content that is participatory. It serves to engage audiences in conversation about America and its values while offering insights into U.S. policy, life and thought, including American reactions to developments in Russia and other former Soviet republics. Currently, VOA serves as a "Washington/New York Bureau" for independent media outlets in Russia. VOA Russian provides live daily reports from the NYSE to the Russian Business Channel. The service also delivers live reports from Washington on major U.S. news and events for both Dozhd TV and RBC. RBC's weekly audience reach in

Russia is 11 percent, and that of Dozhd, 1.8 percent. VOA Russian's web and mobile sites register more than 1.5 million visits every month, and more than 1.75 million video files were downloaded from the website in the last year. In addition, the YouTube channel registered almost 14 million views as of August 2013. VOA Russian had over 88,000 Twitter followers. Sample programs include: "Current Time," a daily 30-minute Russian-language television news program, jointly produced by RFE/RL and VOA; "U.S. News in 60 Seconds," a video product that provides quick daily updates on the latest U.S. news; "Made in USA," a weekly video feature on American people, life, thought and institutions; and "Hollywood Boulevard," a weekly video feature showcasing the latest releases from the American movie industry.

VOA UKRAINIAN SERVICE

FY 2014 \$1.384 million (\$1.685 million with program delivery)

Origin: 1949

Delivery Method: Television, Website and Mobile Site, Social Media

Television Original Programming: 2.5 hours/week

Television Total Broadcasting: 2.5 hours/week

Via television and the Internet, VOA Ukrainian Service provides U.S. and international news coverage, including features on U.S. foreign policy, feature stories about American life, social trends, and achievements in science, technology, medicine and business. Ukrainian Service journalists provide blogs and engage the audience using social media, particularly Facebook and Twitter. VOA Ukrainian's original content is syndicated to popular online outlets in the target area—Ukrayinska Pravda, Maidan and Ukr.net. Video stories are available on VOA Ukrainian's YouTube channel. With a weekly audience of 18.3 percent of the Ukrainian public, an April 2014 Gallup survey found VOA the leading international broadcaster in the country. Sample programs include: "Chas-Time," a daily 15-minute TV news and information program featuring international news, and newsmaker interviews on U.S.-Ukrainian relations; and "Window on America," a weekly 20-minute TV magazine program that profiles Americans and reviews trends in American society and cultural life.

VOA ALBANIAN SERVICE

FY 2014 \$1.869 million (\$1.930 million with program delivery)

Origin: 1943 (closed in 1945, reopened in 1951)

Delivery Method: Radio, Television, Website and Mobile Site, Social Media

Radio Original Programming: 7 hours/week

Radio Total Broadcasting: 7 hours/week

Television Original Programming: 3.67 hours/week

Television Total Broadcasting: 3.67 hours/week

VOA Albanian programming targets Albania, Kosovo and Macedonia and provides uncensored and professional news and information. The service's programming is widely disseminated by local media with 41 television affiliates. VOA Albanian also broadcasts two 30-minute radio programs daily, which are carried by 29 affiliates, and two IBB FMs. According to surveys conducted in 2011, VOA states that it has a weekly audience of 59 percent in Kosovo, 49 percent in Albania, and 29 percent in Macedonia. Its program line-up includes "Ditari," a daily 30-minute news and information program that presents interviews with high-level U.S. and regional political leaders and is aired by 41 TV affiliates in Albania, Kosovo, Macedonia, Montenegro and Serbia.

VOA SERBIAN SERVICE

FY 2014 \$1.451 million (\$1.472 million with program delivery)

Origin: 1943

Delivery Method: Television, Website and Mobile Site, Social Media

Television Original Programming: 3.67 hours/week

Television Total Broadcasting: 3.67 hours/week

The VOA Serbian Service broadcasts targets Serbs in Serbia, Montenegro, Kosovo, Bosnia and Herzegovina, Croatia and Macedonia. The October 2011 InterMedia survey stated that VOA reaches more than one million people with a weekly audience of 11 percent in Serbia and 28 percent in Montenegro. The service has some 60 affiliates in Serbia, Montenegro, Kosovo, Republic Srpska (Bosnia and Herzegovina) and Macedonia. In addition to its full-length TV shows, VOA Serbian provides interactive reports on science, technology and medicine for the Belgrade-based affiliate TV B92 and public service TV Montenegro. VOA Serbian regularly updates its web page with relevant reports, features and interviews, and offers live streaming of TV shows and on-demand video and audio files. Sample programs include: "Open Studio," a daily 30-minute TV news on Serbia, Kosovo, Montenegro and the wider Balkan region with a focus on democratic consolidation and ethnic reconciliation, with U.S. and regional newsmakers; and "Weekend Studio," a 30-minute program on feature stories from the United States and the world.

VOA TURKISH SERVICE

FY 2014 \$1.325 million

Origin: 1942 (closed in 1945, reopened in 1948)

Delivery Method: Television, Website and Mobile Site, Social Media

Television Original Programming: 2.5 hours/week [Doesn't include FY15 increase to five days/weekly on TGRT described below]

Television Total Broadcasting: 2.5 hours/week

VOA Turkish produces content for Internet and television. Television broadcasts are simulcast by a leading news network in Turkey, TGRT Haber. TGRT News TV network, the seventh largest in Turkey, now carries five live, 15-minute VOA Turkish newscasts, Monday-Friday, and a 30-minute magazine program each week. VOA Turkish also presents, Monday through Friday, a daily five to 10 minutes live webcam report for the affiliate. News and interviews broadcast by VOA Turkish are frequently re-distributed in the Turkish media and the service receives substantial audience feedback from Turkey, Cyprus, Germany and other countries in Europe, the United States, and the Caucasus. Through the "Washington Bureau" concept, VOA Turkish service staff frequently provides commentary, analysis and background information on major Washington news events. The service produces both audio and video products for the Internet that include a wide variety of topics: Turkish-American relations, civil rights, press and Internet freedom, U.S. policies, the U.S., European and Turkish economy, global economic issues (unemployment, price hikes, food prices), health, education, environment, arts and entertainment. VOA Turkish also 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. VOA Turkish has web and mobile sites, a Facebook fan page, Twitter, YouTube, Google+ accounts, and sends a daily newsletter to more than 3,000 subscribers. The service also maintains 5 blogs.

VOA BOSNIAN SERVICE

FY 2014 \$956,000

Origin: 1996

Delivery Method: Television, Website and Mobile Site, Social Media

Television Original Programming: 2.67 hours/week

Television Total Broadcasting: 2.67 hours/week

The VOA Bosnian Service's target audience primarily resides in Bosnia and Herzegovina, but the service also reaches audiences in southern parts of Serbia and parts of Kosovo, as well as throughout Western Europe among the Bosnian diaspora. According to a June 2011 survey, VOA attracts a weekly audience of 21 percent of the population of Bosnia. It conducts a weekly live-to-tape interactive program with the nationally broadcast Bosnian PBS that focuses on political and social issues in the United States and provides U.S. perspectives on developments affecting the target audience. The service also maintains an up-to-date website and mobile site, and engages the listeners via social networking sites, such as Facebook and Twitter. VOA Bosnian uploads its original video reports on the service's YouTube channel. A sample program is "Studio Washington," a live, 30-minute news and current affairs television program that airs by satellite and includes interviews with newsmakers from the United States and the region.

VOA GEORGIAN SERVICE

FY 2014 \$603,000 (\$603,000 with program delivery)

Origin: 1951

Delivery Method: Radio (FM), Television, Website and Mobile Site, Social Media

Radio Original Programming: 3.5 hours/week

Radio Total Broadcasting: 3.5 hours/week

Television Original Programming: 0.25 hours/week

Television Total Broadcasting: 0.5 hours/week

VOA's Georgian Service uses radio, television and Internet programming to inform and engage with the Georgian audience in an otherwise highly politicized media environment. VOA has a weekly audience of 1.9 percent Georgians on television and 0.9 percent on radio, according to a September 2012 survey. It provides insights into American life, thought and institutions, and analysis on Georgia's democratic evolution and its prospects for Euro-Atlantic integration. It broadcasts an hour a day on the Georgian Public Broadcaster and provides occasional live news reports on the United States via the website and social media, Georgians can also access news and English learning content. A

sample program includes "Washington Today," a weekly 20-minute show on Georgian Public TV regarding major developments in the region, the Georgian diaspora, and features on social issues, medicine, science, technology and culture from the U.S. vantage point.

VOA AZERBAIJANI SERVICE

FY 2014 \$646,000 (\$646,000 with program delivery)

Origin: 1982

Delivery Method: Radio, Television, Website and Mobile Site, Social Media

Radio Original Programming: 1.5 hours/week

Total Radio Broadcasting: 2.2 hours/week

Television Original Programming: 3.5 hours/week

Total Television Broadcasting: 4.2 hours/week

The VOA Azerbaijani Service seeks to retain and strengthen its role in the Azerbaijani media as a full service multimedia news agency that provides news in various formats and on subjects that include political, social, economic, medical, technological, and cultural developments. Its television content features "American Review" and "World View" programs that present an American perspective on issues of interest to the target audience. VOA Azerbaijani also is a major source of news for Iranian Azeris. It produces 15 minute daily audio packages that usually consist of two interviews/reports and a summary of top world news; daily 5-6 minute video news program; a weekly 6-8 minute "Showbiz" program; and original Internet video reports and interviews on issues relating to Azerbaijan.

VOA MACEDONIAN SERVICE

FY 2014 \$603,000

Origin: 1999

Delivery Method: Television, Website and Mobile Site, Social Media

Television Programming: 0.83 hours/week

Television Total Broadcasting: 0.83 hours/week

VOA Macedonian targets the country and neighboring countries with Macedonian-speaking minorities. According to a June 2011 survey, VOA reaches 29.4 percent of the adult population of Macedonia and is the top-rated international broadcaster in Macedonia. Through a mix of television and Internet programming, the service offers news and perspectives on life in the United States and U.S. foreign policy. In addition to maintaining a website that expands the TV coverage with feature reporting, VOA Macedonian provides video on its YouTube channel and maintains Facebook and Twitter accounts. Sample programs include "NewsFlash," which discusses news from a U.S. vantage point and broadcasts for 10 minutes a day on Alfa, 24 Vesti and Sitel 3, and a number of regional and local stations throughout Macedonia.

VOA ARMENIAN SERVICE

FY 2014 \$528,000

Origin: 1951

Delivery Method: Television, Website and Mobile Site, Social Media

Television Programming: 1.17 hours/week

Television Total Broadcasting: 1.5 hours/week

According to a September 2012 Gallup survey, VOA Armenian reaches 33.7 percent of the Armenian public. With only two full-time employees, it is one of VOA's smallest services. It provides professional and

comprehensive news and information and serves as a vital source of information about the United States, its society and institutions, and its policies toward Armenia and other former Soviet republics. Sample programs include: "Armenian Daily Report," a 10-minute TV report with four short segments on U.S. and world events, U.S. foreign policy, business, science and U.S.-Armenian relations; and "Armenian Weekly Magazine," a 20-minute program on life in America, Armenians in America, science, medicine, business, the environment, Hollywood and entertainment, and American pop music.

RADIO FREE EUROPE/RADIO LIBERTY

.....
Russian, Ukrainian, Balkans, Belarusian, Georgian, Azerbaijani, Armenian

RFE/RL'S RADIO SVOBODA (RUSSIAN)

FY14 \$6.675 million (\$7.269 million with program delivery)

Origin: 1953

Delivery Method: Radio (SW, MW, satellite), Website and Mobile Site, Social Media

Radio Original Programming: 43.3 hours/week

Radio Total Broadcast: 168 hours/week via Internet; 105 hours/week via SW

RFE/RL's Russian Service, Radio Svoboda, delivers professional news on Russia and the region, however, due to political pressure within Russia, all broadcast affiliates have dropped its programming. Radio Svoboda has historically been a trusted source of balanced information about political, social, civic, cultural and human rights issues that are un- or under-reported in Russia. It has also provided a forum where discussion and debate on these issues can take place. This mission has not changed, but the platforms are now digital and the service is focused on producing a range of integrated multimedia content—audio, video, and social media—that will connect with target audiences across Russia and enhance 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 regionally based content, a variety of discussion shows, and highly engaging foreign coverage. Sample programs include: "Face the Event," which is a live talk show on the main event of the day; and "Over the Barriers," the Russian Service's flagship cultural program that covers Russia and the world.

"Current Time" (RFE/RL / VOA in Russian)

Origin: 2014

Delivery Method: Television (affiliates), Website and Mobile Site, Social Media

Television Original Programming: 3 hours/week

In mid-October 2014, with resource support from the State Department, USIM launched "Current Time," a daily, 30-minute Russian-language television news program jointly produced by RFE/RL and VOA that targets Russian-speaking audiences in countries along Russia's borders. Its purpose is to provide a compelling, balanced alternative to the disinformation produced by Russian media outlets that is driving conflict in the region. "Current Time," draws upon an extensive network of reporters across Ukraine and Russia, and the top-notch production teams of RFE/RL in Prague and VOA in Washington, D.C. The daily program, aired Monday through Friday, presents live, front-line news coverage, interviews, original features, and political satire in a format enhanced by cutting-edge digital techniques and graphics. It is carried by more than 15 affiliates in five countries, reaching audiences on domestic television stations in Ukraine, Moldova, Georgia, Latvia, and Lithuania.

RFE/RL RADIO SVOBODA (UKRAINIAN)

FY 2014 \$3.028 million (\$3.644 million with program delivery)

Origin: 1954

Delivery Method: Radio (FM, UKW, satellite), TV (via affiliates), Website and Mobile Site, Social Media

Radio Original Programming: 9.5 hours/week

Radio Total Broadcast: 83.42 hours/week
Television Original Programming: 4.15 hours/week
Television Total Broadcast: 4.15 hours/week

RFE/RL's Ukrainian Service, Radio Svoboda, delivers professional reporting on every available platform to serve the public interest in Ukraine. The service was at the forefront of covering the crisis in Ukraine, which erupted at the end of November 2013 when the government unexpectedly pulled out of an agreement on closer ties with the European Union. The service's live streams and multimedia reports were carried by major international media as well as local stations. Since April 2014, Svoboda has launched six television shows that are aired by local partners in Ukraine, including the nationwide First National and popular online TV Espresso. Radio Svoboda plays a crucial role by providing a platform to open, pluralistic voices. Svoboda's anti-corruption reporting, including the "Schemes" TV product, has exposed high-level corruption in the country including an investigation looking into how Ukrainian leader President Petro Poroshenko, one of the country's wealthiest men, may have used his presidential influence to shut down investigations into a land deal on a historic site in the Ukrainian capital, Kyiv. In terms of radio programming, national radio affiliate Era FM carries the agenda setting "Morning Liberty" and the analytical "Liberty Today" program in the evening, along with thematic programs "Europe-Connect" on EU-Ukraine relations, "We Together" on regional issues, and "YouthPlus." Since March 2014, the service also targets the annexed Crimea region with the new website Krymr.org, providing information about the peninsula in Russian, Ukrainian and Crimean Tatar languages. The new weekly "Crimea Realities" television program covers events on the annexed peninsula.

RFE/RL BALKAN SERVICE (ALBANIAN TO KOSOVO, BOSNIAN, CROATIAN, MACEDONIAN, MONTENEGRIN, SERBIAN)

FY 2014 \$4.273 million (\$4.685 million with program delivery)

Origin: Bosnian, Croatian, Serbian: 1994; Albanian to Kosovo: 1999; Montenegrin: 2005; Macedonia: 2001
Delivery Method: Radio (FM, satellite), TV, Websites and Mobile Sites (3 websites/5 languages), Social Media
Radio Original Programming: 50 hours/week
Radio Total Broadcast: 50 hours/week
Television Original Programming: Bosnian - 0.5 hours/week; Macedonian - 0.2 hours/week
Television Total Broadcast: Bosnian - 0.5 hours/week; Macedonian - 0.2 hours/week

RFE/RL's Balkan Service promotes a civil society that defines people by their actions and beliefs, not by ethnicity. By giving voice to minorities and promoting individual opinions, the Balkan Service helps to build

trust among people in the region and contributes to stability in the Balkans. The Balkan Service also works to unmask Russian propaganda in order to help counterbalance the growing political and economic influence of Russia in the Balkans. More than 150 affiliate stations broadcast the service's programming. The Balkan Service is a regional media organization that covers stories of interest to regular people in its programming that are not addressed by local media. Apart from daily shows targeting the individual markets in Bosnia, Kosovo, Macedonia, Montenegro and Serbia, the Balkan Service also has a daily 60-minute regional show through affiliates in Bosnia, Montenegro, and Serbia, focusing on stories of regional interest. The service also provides critical coverage on breaking news events, including live reporting on rising civil unrest in the Macedonian capital, Skopje, as well as the ongoing refugee crisis.

RFE/RL RADIO SVABODA (BELARUSIAN)

FY 2014 \$2.291 million (\$2.494 million with program delivery)

Origin: 1954
Delivery Method: Radio (AM/SW/satellite); Television (Belsat); Website and Mobile Site; Social Media
Radio Original Programming: 12.5 hours/week
Radio Total Broadcast: 28 hours/week
Television Original Programming: 0.5 hours/bi-weekly (Belsat)
Television Total Broadcast: 0.5 hours/bi-weekly (Belsat)

Radio Svaboda's unique role as a surrogate broadcaster is to provide uncensored news, trusted analysis and feature programming in Belarusian about events in Belarus and the world to a closed, authoritarian society. Another vital dimension of this role is countering ubiquitous Russian propaganda in Belarus and through reporting and analysis on Ukraine. Unique programs include "Liberty in Prison," a weekly program about life in Belarusian prisons, and other programs including roundtables and resources of Belarusian culture and topics of regional interest. Svaboda also provides unrivaled live online multimedia reporting from protests, public trials, and other unfolding events. Special attention is paid to human rights and political prisoners. Svaboda serves as a source of original content for numerous web sites with on average 600 reprints monthly. Svaboda's Facebook and Twitter operations are top-rated among all media in Belarus.

RFE/RL RADIO TAVISUPLEBA (GEORGIAN)

FY 2014 \$2.222 million (\$2.463 million with program delivery)

Origin: 1953
Delivery Method: Radio (FM, satellite), TV, Website and Mobile Site, Social Media

Radio Original Programming: 115 hours/week
Radio Total Broadcast: 115 hours/week
Television Original Programming: 11 hours/week
Television Total Broadcast: 11 hours/week

Radio Tavisupleba delivers professional news to the Georgian people via television, radio and the Internet. Radio retains an important role in Georgia despite limited reach. Tavisupleba launched a new project in April 2014 that now allows Tavisupleba to broadcast 18 hours a day from 8:00 a.m. to 2:00 p.m. on a national network owned by Green Wave FM. This new program stream should increase the visibility of Tavisupleba and provide the opportunity to compete head-to-head with local FM stations. RFE/RL Russian, Armenian and Azeri Services also prepare programs for ethnic minorities in their languages on a daily basis. Tavisupleba uses materials from VOA, including reports from VOA Georgian, VOA Music Mix, and Learning English programs. In cooperation with the Georgian Public Broadcaster, the service produces a weekly, one-hour TV show called "Red Zone." In the digital sphere, Tavisupleba maintains websites, Facebook fan pages, and Twitter accounts in both Georgian and Russian. In addition, Tavisupleba continues to cover Georgia's breakaway regions of Abkhazia and South Ossetia through "Echo of the Caucasus," a daily one-hour Russian-language program that seeks to use impartial reporting to overcome mistrust between the peoples of these conflict zones. Tavisupleba has taken advantage of the facilities in its new bureau to launch three new television programs. Weekday radio programs "Gender Stories" and "One Hour of Liberty" are simulcast live on the Tavisupleba website and carried later in the day on TV by cultural channel Artarea. The weekly video news program "Tavisupleba Newsroom" is also carried by regional affiliates in addition to Artarea. RFE/RL programming includes daily 1-hour "Ekho Kavkaza" in Russian, 25-minute Armenian program, 30-minute Azeri program and 55-minute and 60-minute Russian programs. TV broadcasts include 2 hours daily video versions of radio shows (video from the studio) aired by local affiliate.

RFE/RL RADIO AZADLIQ (AZERBAIJANI)

FY 2014 \$1.887 million (\$1.939 million with program delivery)

Origin: 1953

Delivery Method: Radio (satellite), TV (Hotbird, TurkSat satellites); Website and Mobile Site (in Azeri/Russian), Social Media

Radio Original Programming: 8 hours/week

Radio Total Broadcast: 23.5 hours/week

Television Original Programming: 21.5 hours/week

Television Total Broadcast: 42 hours/week

Azadliq provides uncensored and reliable information that promotes transparency, accountability and

pluralism in Azerbaijan. Azadliq's investigative reports address issues that are absent in official media. Recently, Azadliq broke several stories identifying corruption in Azerbaijan's ruling family. In a country where the government controls the flow of information, Azadliq is viewed as the only remaining source of uncensored and balanced news. By being objective and balanced, the service provides a credible and influential alternative to the official media and serves as a role model for young journalists and independent journalism. At the end of 2014, Azerbaijani authorities arrested RFE/RL contributor Khadija Ismayilova following her extensive reporting on high-level corruption connected to the president's family. Shortly after her arrest, Azerbaijani authorities raided and shut down RFE/RL's Baku Bureau. Current and former bureau staff have been continuously harassed, threatened, and interrogated by authorities. Sample programs include: "AzadliqLive," a current events show; "Azadliq on Hotbird," a daily news program with video reports from Baku and international stories; and "Hotline," which addresses listeners' social and legal problems and connects them with lawyers and officials.

RFE/RL RADIO AZATUTYUN (ARMENIAN)

FY 2014 \$1.747 million (\$1.897 million with program delivery)

Origin: 1953

Delivery Method: Radio (FM, satellite), TV (affiliates), Website and Mobile Site (Armenian/Russian/English languages), Social Media

Radio Original Programming: 24.2 hours/week

Radio Total Broadcast: 24.2 hours/week

Television Original Programming: 7 hours/week

Television Total Broadcast: 7 hours/week

Azatutyun provides objective coverage of events and accurate reports, which are rare in Armenia. It has become the top source of live video coverage of key political and social developments in the country thanks to heavy investments into Internet streaming technology and its ability to cover news without censorship and control, unlike its competitors. Its uncensored political talk shows, like "Crossroad of Opinions," are not available in the local market. Armenian news agencies frequently cite Azatutyun's exclusive reports as the primary sources for their own stories. Azatutyun also facilitates peer-to-peer dialogue and works to serve as a bridge between people and the government. Sample programs include: "News Center," Azatutyun's flagship evening news program broadcast live on Azatutyun's website and branded YouTube channel; "Exclusive," a TV show featuring interviews with top Armenian newsmakers; and "Crossroads of Opinions," a Saturday evening political talk show offered via radio and video webcast.

RFE/RL NORTH CAUCASUS LANGUAGES SERVICES (AVAR, CHECHEN, CIRCASSIAN)

FY 2014 \$1.243 million (\$1.30 million with program delivery)

Origin: 2002

Delivery Method: Radio (SW, satellite), Websites (3) and Mobile Sites, Social Media

Radio Original Programming: 7 hours/week

Radio Total Broadcast: 7 hours/week

RFE/RL's North Caucasus Languages Service reports news in a violent region where media freedom and journalists remain under severe threat. RFE/RL is the sole international broadcaster transmitting in the Avar, Chechen and Circassian languages. And it is the only one to provide objective coverage of the ongoing, low-level insurgency, reporting not just statements by government agencies, but also input from insurgency commanders and the relatives of civilian victims. The service produces 20-minute daily news programs in each language. The segments in the three languages differ from one another and address topics of greatest interest to each target group. Each daily 20-minute segment is comprised of a 3-minute newscast followed by three or four reports on key local, Russian and international stories plus billboards and promos. Topics include: human rights, religion and tolerance, social issues, language and linguistics, history, women's rights and youth programs. The Chechen unit also has a special SMS/phone-in show, which drives audience engagement. Audience research consistently shows that the North Caucasus Languages Service is highly trusted by its audience. The service is therefore uniquely placed to communicate with, and between, rival groups in the various North Caucasus republics.

RFE/RL RADIO EUROPA LIBERA (ROMANIAN, MOLDOVAN)

FY 2014 \$1.237 million (\$1.341 million with program delivery)

Origin: 1950 (to Romania, ended in 2008; Moldova programs continue since 1998)

Delivery Method: Radio (FM, UKV, satellite), TV, Website and Mobile Site, Social Media

Radio Original Programming: 11.1 hours/week

Radio Total Broadcast: 11.1 hours/week

Television Original Programming: 4.7 hours/week

Television Total Broadcast: 4.7 hours/week

Europa Libera provides credible and impartial information and analysis as well as a forum for debate and analysis on major themes related to Moldova, the region and the world. Europa Libera promotes free speech, respect of human rights and of minorities, and democratic values. It is the only Western international media available on Moldovan radio with programs designed to serve the Moldovan audience. The Moldovan Service began producing a 10-minute, weekday television program in November 2014 called "Clear and Simple" that airs first in Romanian

and then dubbed into Russian on the national public TV channel Moldova 1. Other TV projects include: a 60-minute roundtable "Moldova Live" moderated twice a week by an Europa Libera journalist on Moldova 1; and a joint project with private Pro TV that features Europa Libera's Chisinau bureau chief as the co-anchor of the "In Depth" talk show on Mondays. The RFE/RL Roundup is voiced in Romanian each weekday and airs on Canal Regional. Europa Libera also offers special radio programs, in Romanian and Russian, to the separatist region of Transdnier. Those programs are designed to build bridges between the people living in a divided society. Listeners in Romania are also able to stay informed by a much respected source about the realities of its closest neighbor. Sample programs include: "Moldova at 7," "Synthesis of the Day," and "Weekly Diaries," in which everyday Moldovans provide a personal perspective and historical record of domestic and international events of the week. Programming for Moldova includes 30 minutes of Romanian and 30 minutes of Russian radio programming to Transnistria broadcast by a local affiliate. TV includes daily 10-minute show in Romanian plus 10-minute Russian-language version of the show.

RFE/RL RADIO AZATLIQ (TATAR, BASHKIR, CRIMEAN TATAR)

FY 2014 \$783,000

Origin: 1953

Delivery Method: Radio (satellite), Website and Mobile Site, Social Media

Radio Original Programming: 3.5 hours/week

Radio Total Broadcast: 3.5 hours/week

Radio Azatliq is the only major international news provider in the Tatar and Bashkir languages. It aims to serve as a bridge between Tatar communities in Russia, Crimea, and the world. Radio Azatliq primarily operates online and provides the most technologically advanced web source in the Tatar language. Azatliq's provides a free platform for open and fruitful discussion of critical issues of Tatar/Bashkir identity and peaceful coexistence of various ethnic and religious communities as a vital basis for developing and nourishing civil society and democratic institutions in the region. Radio Azatliq's website provides a public platform for virtual meetings enabling users to discuss issues including Russia's policy toward ethnic and religious minorities; centralization; corruption; the role of Islam in predominantly Muslim regions; Islam's compatibility with Western values and institutions; and gender issues. Azatliq also produces a special program highlighting user-generated content called "People's Word," which features analyses and commentaries from outside contributors on the website to promote a spirit of discussion and tolerance of other views.

COUNTRY PROFILES

EUROPE AND EURASIA REGION COUNTRY BY COUNTRY PROFILES

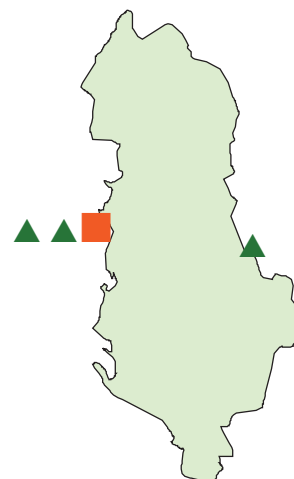
Albania

DEMOGRAPHICS

Geographic area (sq. km.): 27400
 Population: 2894475
 Below 24 yrs. old: 38.50%
 Refugee population: 93
 Urban population: 56%
 GDP/capita: \$4,619
 Unemployment: 16%
 Below poverty line: 14% (2012)

COMMUNICATIONS AND LITERACY

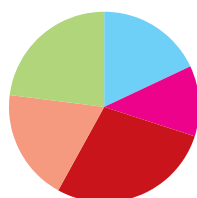
FH Media Freedom: Partly Free
 Internet users/100 people: 60.1
 Mobile phones/100 people: 116
 Literacy: (2011) 97% (F: 96%, M: 98%)
 Avg. years of education: 10 (F: 10, M: 10)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$639,922 FY14 ACTUAL: \$626,758 FY15 PLANNED: \$526,528

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$190,260
Cultural Programs (Post Generated)	\$142,612
American Spaces (not centers)	\$106,965
Supplementing Bureau of Public Affairs Programs	\$94,283
Supplementing ECA Programs	\$19,009

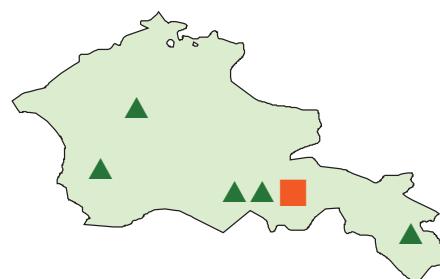
Armenia

DEMOGRAPHICS

Geographic area (sq. km.): 28470
 Population: 2983990
 Below 24 yrs. old: 34.30%
 Refugee population: 13732
 Urban population: 63%
 GDP/capita: \$3,647
 Unemployment: 16%
 Below poverty line: 32% (2013)

COMMUNICATIONS AND LITERACY

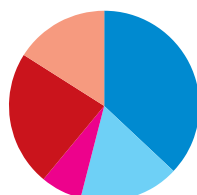
FH Media Freedom: Not Free
 Internet users/100 people: 46.3
 Mobile phones/100 people: 112
 Literacy: (2012) 100% (F: 100%, M: 100%)
 Avg. years of education: 12 (F: 14, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$586,881 FY14 ACTUAL: \$566,182 FY15 PLANNED: \$563,298

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$116,992
Support for Mission Initiatives	\$98,685
Cultural Programs (Post Generated)	\$76,033
Alumni Outreach	\$35,394
Digital Outreach	\$34,638

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

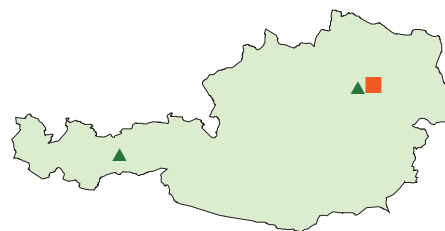
Austria

DEMOGRAPHICS

Geographic area (sq. km.): 82409
 Population: 8534492
 Below 24 yrs. old: 25.20%
 Refugee population: 55598
 Urban population: 66%
 GDP/capita: \$51,127
 Unemployment: 5%
 Below poverty line: 4% (2013)

COMMUNICATIONS AND LITERACY

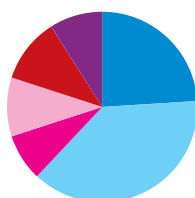
FH Media Freedom: Free
 Internet users/100 people: 80.6188
 Mobile phones/100 people: 156
 Literacy: (No Data) (F: , M:)
 Avg. years of education: 16 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,818,911 FY14 ACTUAL: \$1,835,908 FY15 PLANNED: \$1,697,507

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities	\$412,110
Educational Initiatives (not including English Language programs)	\$299,241
Support for Mission Initiatives	\$282,029
Speaker Programs (Post Generated)	\$213,194
Cultural Programs (Post Generated)	\$179,581

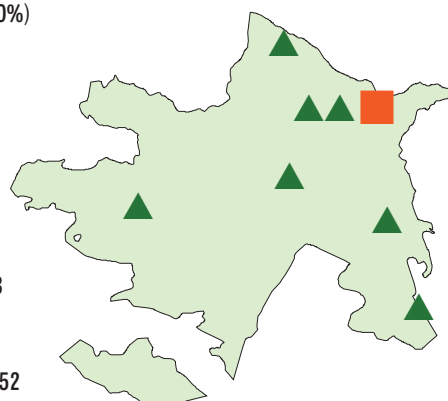
Azerbaijan

DEMOGRAPHICS

Geographic area (sq. km.): 82658
 Population: 9537823
 Below 24 yrs. old: 40.20%
 Refugee population: 1380
 Urban population: 54%
 GDP/capita: \$7,884
 Unemployment: 6%
 Below poverty line: 6% (2012)

COMMUNICATIONS AND LITERACY

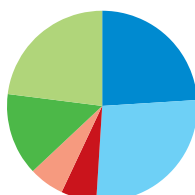
FH Media Freedom: Not Free
 Internet users/100 people: 58.7
 Mobile phones/100 people: 108
 Literacy: (2012) 100% (F: 100%, M: 100%)
 Avg. years of education: 12 (F: 12, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$918,499 FY14 ACTUAL: \$922,108 FY15 PLANNED: \$882,693

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$210,052
Support for Mission Initiatives	\$140,439
Media/Press Activities	\$137,409
Cultural Programs (Post Generated)	\$95,085
Educational Initiatives (not including English Language programs)	\$67,758

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

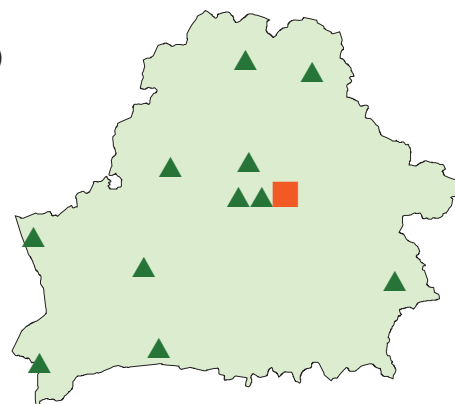
Belarus

DEMOGRAPHICS

Geographic area (sq. km.): 202910
 Population: 9470000
 Below 24 yrs. old: 27.10%
 Refugee population: 604
 Urban population: 76%
 GDP/capita: \$8,040
 Unemployment: 6%
 Below poverty line: 6% (2012)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 54.17
 Mobile phones/100 people: 119
 Literacy: (2009) 100% (F: 99%, M: 100%)
 Avg. years of education: 16 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$587,832 FY14 ACTUAL: \$673,342 FY15 PLANNED: \$587,100

Total PD Spending by Theme

Top Spending by Activity

American Spaces (not centers)	\$166,816
Cultural Programs (Post Generated)	\$127,599
Support for Mission Initiatives	\$109,385
Support for Information Resource Centers	\$73,079
Supplementing ECA Programs	\$36,518

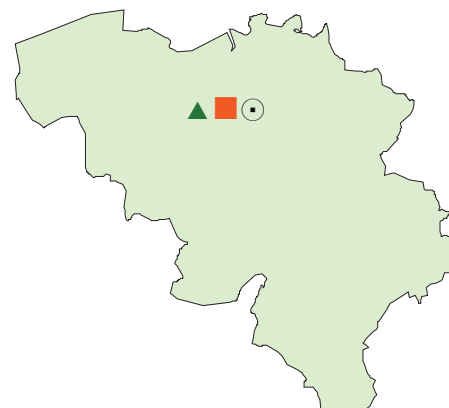
Belgium

DEMOGRAPHICS

Geographic area (sq. km.): 30280
 Population: 11225207
 Below 24 yrs. old: 27.30%
 Refugee population: 25633
 Urban population: 98%
 GDP/capita: \$47,517
 Unemployment: 8%
 Below poverty line: 15% (2013)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 82.1702
 Mobile phones/100 people: 111
 Literacy: (No Data)
 Avg. years of education: 16 (F: 17, M: 16)



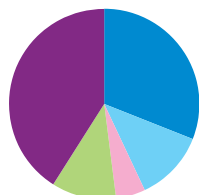
PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,776,411 FY14 ACTUAL: \$2,001,497 FY15 PLANNED: \$1,815,321

Total PD Spending by Theme

Top Spending by Activity

Support for Mission Initiatives	\$1,015,085
Digital Outreach	\$384,627
Post-Generated Exchanges	\$245,207
Cultural Programs (Post Generated)	\$126,346
American Centers	\$68,000



Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

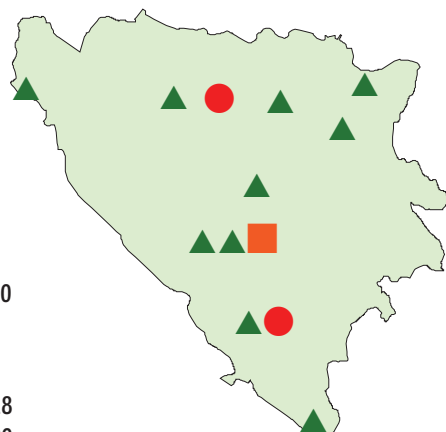
Bosnia and Herzegovina

DEMOGRAPHICS

Geographic area (sq. km.): 51000
 Population: 3824746
 Below 24 yrs. old: 26.40%
 Refugee population: 6926
 Urban population: 40%
 GDP/capita: \$4,796
 Unemployment: 28%
 Below poverty line: 17% (2011)

COMMUNICATIONS AND LITERACY

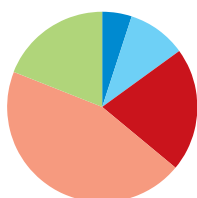
FH Media Freedom: Partly Free
 Internet users/100 people: 67.9
 Mobile phones/100 people: 91
 Literacy: (2012) 98% (F: 97%, M: 99%)
 Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,302,674 FY14 ACTUAL: \$1,292,516 FY15 PLANNED: \$1,049,220

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$264,418
 American Spaces (not centers) \$218,220
 Supplementing Bureau of Public Affairs Programs \$191,158
 Cultural Programs (Post Generated) \$139,822
 VIP Visits (Press Support) \$124,282

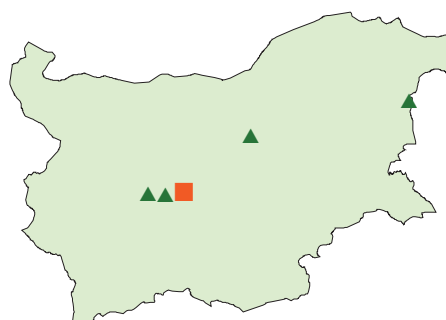
Bulgaria

DEMOGRAPHICS

Geographic area (sq. km.): 108560
 Population: 7226291
 Below 24 yrs. old: 24.30%
 Refugee population: 4320
 Urban population: 74%
 GDP/capita: \$7,713
 Unemployment: 13%
 Below poverty line: 21% (2012)

COMMUNICATIONS AND LITERACY

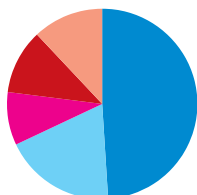
FH Media Freedom: Partly Free
 Internet users/100 people: 53.0615
 Mobile phones/100 people: 145
 Literacy: (2011) 98% (F: 98%, M: 99%)
 Avg. years of education: 14 (F: 15, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$875,043 FY14 ACTUAL: \$930,697 FY15 PLANNED: \$869,849

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$298,349
 Cultural Programs (Post Generated) \$207,423
 Media/Press Activities \$116,540
 American Spaces (not centers) \$96,579
 Digital Outreach \$35,296

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

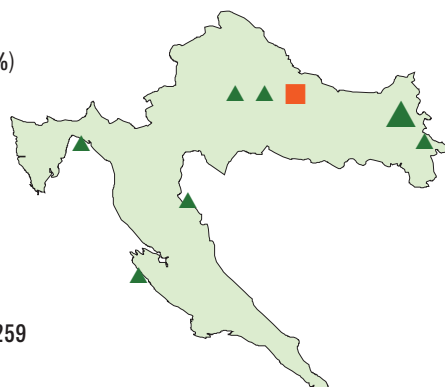
Croatia

DEMOGRAPHICS

Geographic area (sq. km.): 55960
 Population: 4236400
 Below 24 yrs. old: 26.60%
 Refugee population: 684
 Urban population: 59%
 GDP/capita: \$13,507
 Unemployment: 18%
 Below poverty line: 20% (2014)

COMMUNICATIONS AND LITERACY

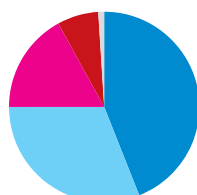
FH Media Freedom: **Partly Free**
 Internet users/100 people: 66.7476
 Mobile phones/100 people: 115
 Literacy: (2011) 99% (F: 99%, M: 100%)
 Avg. years of education: 15 (F: 15, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,182,322 FY14 ACTUAL: \$1,219,543 FY15 PLANNED: \$1,064,259

Total PD Spending by Theme



Top Spending by Activity

Supplementing Bureau of Public Affairs Programs	\$205,896
Support for Mission Initiatives	\$201,252
Cultural Programs (Post Generated)	\$152,296
American Spaces (not centers)	\$112,468
Supplementing ECA Programs	\$97,970

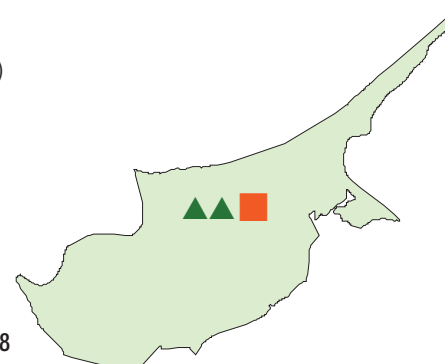
Cyprus

DEMOGRAPHICS

Geographic area (sq. km.): 9240
 Population: 1153058
 Below 24 yrs. old: 31.00%
 Refugee population: 3883
 Urban population: 67%
 GDP/capita: \$27,194
 Unemployment: 16%
 Below poverty line: NA%

COMMUNICATIONS AND LITERACY

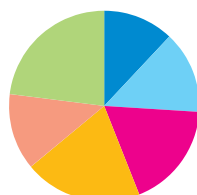
FH Media Freedom: **Free**
 Internet users/100 people: 65.4548
 Mobile phones/100 people: 96
 Literacy: (2011) 99% (F: 98%, M: 99%)
 Avg. years of education: 14 (F: 14, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$698,863 FY14 ACTUAL: \$712,903 FY15 PLANNED: \$640,778

Total PD Spending by Theme



Top Spending by Activity

Support for Foreign Assistance Programs	\$129,638
Media/Press Activities	\$99,812
Support for Mission Initiatives	\$95,051
Cultural Programs (Post Generated)	\$77,313
Supplementing IIP Programs	\$67,167

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

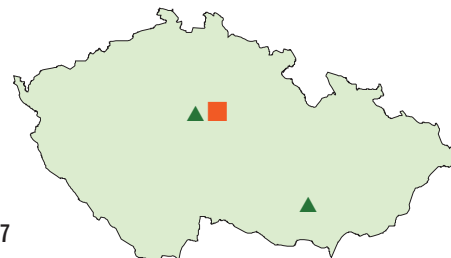
Czech Republic

DEMOGRAPHICS

Geographic area (sq. km.): 77230
 Population: 10510566
 Below 24 yrs. old: 25.50%
 Refugee population: 3184
 Urban population: 73%
 GDP/capita: \$19,554
 Unemployment: 7%
 Below poverty line: 9% (2012)

COMMUNICATIONS AND LITERACY

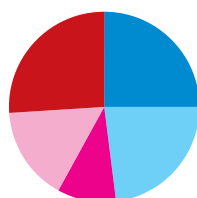
FH Media Freedom: Free
 Internet users/100 people: 74.1104
 Mobile phones/100 people: 128
 Literacy: (No Data)
 Avg. years of education: 16 (F: 17, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,566,637 FY14 ACTUAL: \$1,501,388 FY15 PLANNED: \$1,339,127

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$451,719
 Cultural Programs (Post Generated) \$183,024
 Media/Press Activities \$151,107
 Educational Initiatives (not including English Language programs) \$133,094
 American Centers \$119,357

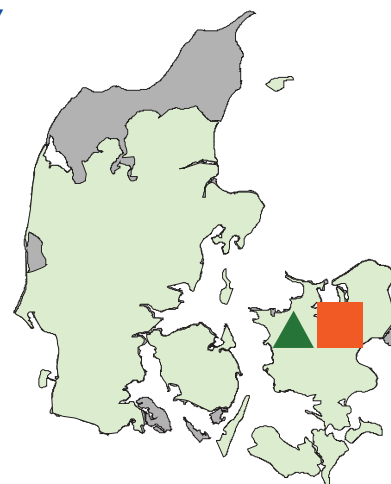
Denmark

DEMOGRAPHICS

Geographic area (sq. km.): 42430
 Population: 5639565
 Below 24 yrs. old: 30.10%
 Refugee population: 13170
 Urban population: 88%
 GDP/capita: \$60,634
 Unemployment: 7%
 Below poverty line: 13% (2011)

COMMUNICATIONS AND LITERACY

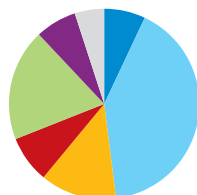
FH Media Freedom: Free
 Internet users/100 people: 94.6297
 Mobile phones/100 people: 127
 Literacy: (No Data)
 Avg. years of education: 17 (F: 18, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$850,355 FY14 ACTUAL: \$902,589 FY15 PLANNED: \$860,238

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$247,273
 Cultural Programs (Post Generated) \$131,561
 Media/Press Activities \$114,337
 Educational Initiatives (not including English Language programs) \$73,487
 Supplementing ECA Programs \$57,624

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

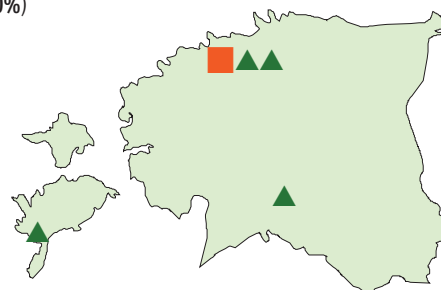
Estonia

DEMOGRAPHICS

Geographic area (sq. km.): 42390
 Population: 1313645
 Below 24 yrs. old: 26.80%
 Refugee population: 70
 Urban population: 68%
 GDP/capita: \$19,720
 Unemployment: 9%
 Below poverty line: 22% (2013)

COMMUNICATIONS AND LITERACY

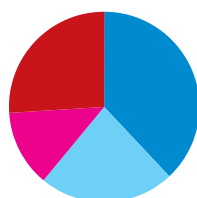
FH Media Freedom: Free
 Internet users/100 people: 80.0043
 Mobile phones/100 people: 160
 Literacy: (2011) 100% (F: 100%, M: 100%)
 Avg. years of education: 17 (F: 18, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$713,846 FY14 ACTUAL: \$753,179 FY15 PLANNED: \$621,014

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated)	\$122,624
Other	\$116,402
Support for Mission Initiatives	\$93,124
Media/Press Activities	\$83,976
Digital Outreach	\$79,773

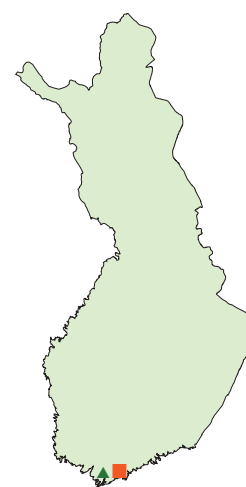
Finland

DEMOGRAPHICS

Geographic area (sq. km.): 303890
 Population: 5463596
 Below 24 yrs. old: 27.90%
 Refugee population: 11252
 Urban population: 84%
 GDP/capita: \$49,541
 Unemployment: 8%
 Below poverty line: NA%

COMMUNICATIONS AND LITERACY

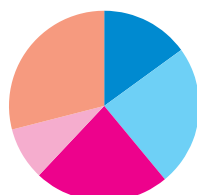
FH Media Freedom: Free
 Internet users/100 people: 91.5144
 Mobile phones/100 people: 172
 Literacy: (No Data)
 Avg. years of education: 17 (F: 18, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$946,753 FY14 ACTUAL: \$997,132 FY15 PLANNED: \$941,640

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$223,633
Support for Mission Initiatives	\$213,860
Cultural Programs (Post Generated)	\$105,527
Digital Outreach	\$98,007
Post-Generated Exchanges	\$59,537

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

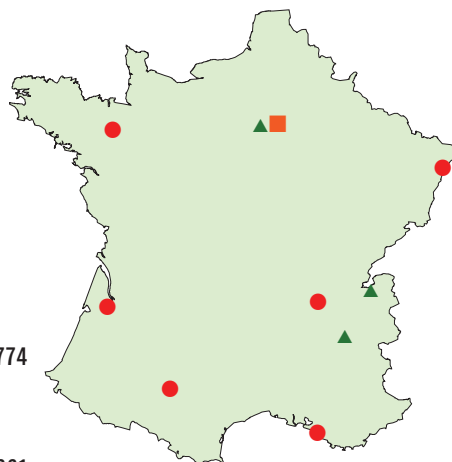
France

DEMOGRAPHICS

Geographic area (sq. km.): 547561
 Population: 66201365
 Below 24 yrs. old: 30.60%
 Refugee population: 232487
 Urban population: 79%
 GDP/capita: \$42,736
 Unemployment: 10%
 Below poverty line: 8% (2012)

COMMUNICATIONS AND LITERACY

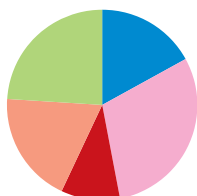
FH Media Freedom: Free
 Internet users/100 people: 81.9198
 Mobile phones/100 people: 98
 Literacy: (No Data)
 Avg. years of education: 16 (F: 16, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$5,619,335 FY14 ACTUAL: \$4,278,860 FY15 PLANNED: \$3,739,774

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated)	\$856,261
Support for Information Resource Centers	\$727,891
Support for Mission Initiatives	\$680,642
Media/Press Activities	\$588,612
Supplementing ECA Programs	\$534,083

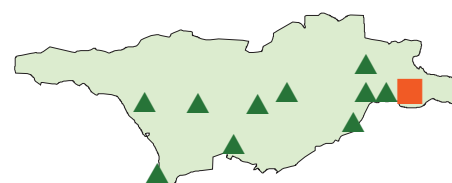
Georgia

DEMOGRAPHICS

Geographic area (sq. km.): 69490
 Population: 4504100
 Below 24 yrs. old: 31.60%
 Refugee population: 847
 Urban population: 53%
 GDP/capita: \$3,670
 Unemployment: 14%
 Below poverty line: 9% (2010)

COMMUNICATIONS AND LITERACY

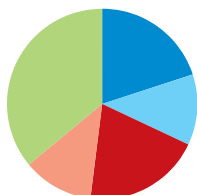
FH Media Freedom: Partly Free
 Internet users/100 people: 43.1
 Mobile phones/100 people: 115
 Literacy: (2012) 100% (F: 100%, M: 100%)
 Avg. years of education: 13 (F: 13, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$898,468 FY14 ACTUAL: \$1,123,793 FY15 PLANNED: \$895,766

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$211,869
Cultural Programs (Post Generated)	\$194,063
Educational Initiatives (not including English Language programs)	\$167,232
Support for Mission Initiatives	\$78,408
Supplementing Bureau of Public Affairs Programs	\$70,519

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

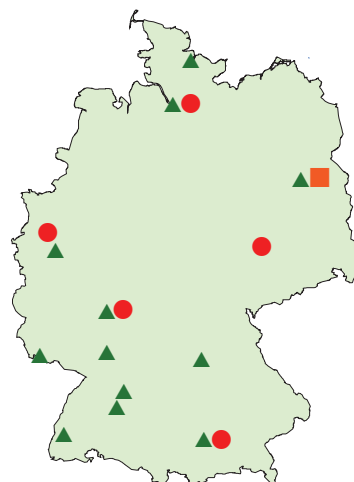
Germany

DEMOGRAPHICS

Geographic area (sq. km.): 348540
 Population: 80889505
 Below 24 yrs. old: 23.60%
 Refugee population: 187567
 Urban population: 75%
 GDP/capita: \$47,627
 Unemployment: 5%
 Below poverty line: 16% (2010)

COMMUNICATIONS AND LITERACY

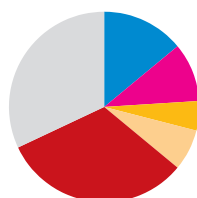
FH Media Freedom: Free
 Internet users/100 people: 83.9614
 Mobile phones/100 people: 121
 Literacy: (No Data)
 Avg. years of education: 16 (F: 16, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$6,547,724 FY14 ACTUAL: \$6,757,252 FY15 PLANNED: \$6,256,674

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities	\$1,327,183
Support for Mission Initiatives	\$974,601
Speaker Programs (Post Generated)	\$833,089
Post-Generated Exchanges	\$734,891
American Spaces (not centers)	\$683,021

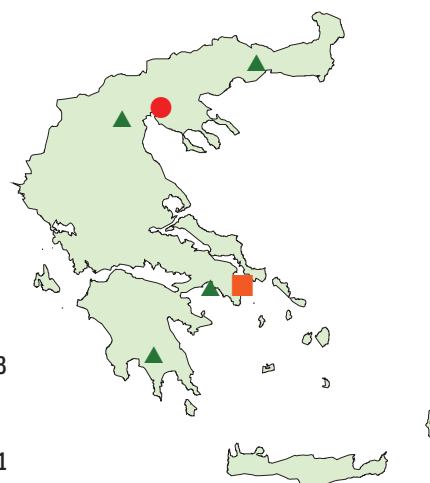
Greece

DEMOGRAPHICS

Geographic area (sq. km.): 128900
 Population: 10957740
 Below 24 yrs. old: 23.90%
 Refugee population: 3485
 Urban population: 78%
 GDP/capita: \$21,683
 Unemployment: 27%
 Below poverty line: 44% (2013)

COMMUNICATIONS AND LITERACY

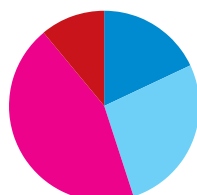
FH Media Freedom: Partly Free
 Internet users/100 people: 59.8663
 Mobile phones/100 people: 117
 Literacy: (2012) 97% (F: 96%, M: 98%)
 Avg. years of education: 17 (F: 17, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,876,231 FY14 ACTUAL: \$1,927,301 FY15 PLANNED: \$1,779,658

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$562,571
Cultural Programs (Post Generated)	\$262,155
VIP Visits (Press Support)	\$164,232
Media/Press Activities	\$119,371
Digital Outreach	\$105,094

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

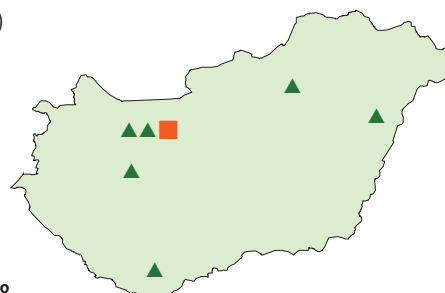
Hungary

DEMOGRAPHICS

Geographic area (sq. km.): 90530
 Population: 9861673
 Below 24 yrs. old: 26.50%
 Refugee population: 2440
 Urban population: 71%
 GDP/capita: \$13,903
 Unemployment: 10%
 Below poverty line: 14% (2012)

COMMUNICATIONS AND LITERACY

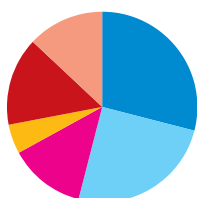
FH Media Freedom: Partly Free
 Internet users/100 people: 72.6439
 Mobile phones/100 people: 116
 Literacy: (2012) 99% (F: 99%, M: 99%)
 Avg. years of education: 15 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,158,088 FY14 ACTUAL: \$1,174,700 FY15 PLANNED: \$988,028

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$546,490
American Spaces (not centers)	\$157,334
Alumni Outreach	\$86,462
Educational Initiatives (not including English Language programs)	\$67,661
Cultural Programs (Post Generated)	\$58,620

Iceland

DEMOGRAPHICS

Geographic area (sq. km.): 100250
 Population: 327589
 Below 24 yrs. old: 34.20%
 Refugee population: 79
 Urban population: 94%
 GDP/capita: \$52,111
 Unemployment: 6%
 Below poverty line: NA%

COMMUNICATIONS AND LITERACY

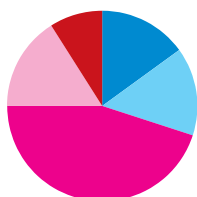
FH Media Freedom: Free
 Internet users/100 people: 96.5468
 Mobile phones/100 people: 108
 Literacy: (No Data)
 Avg. years of education: 19 (F: 20, M: 18)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$266,769 FY14 ACTUAL: \$325,774 FY15 PLANNED: \$359,754

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated)	\$131,563
Digital Outreach	\$80,683
Support for Mission Initiatives	\$42,922
Media/Press Activities	\$42,713
Post-Generated Exchanges	\$6,500

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

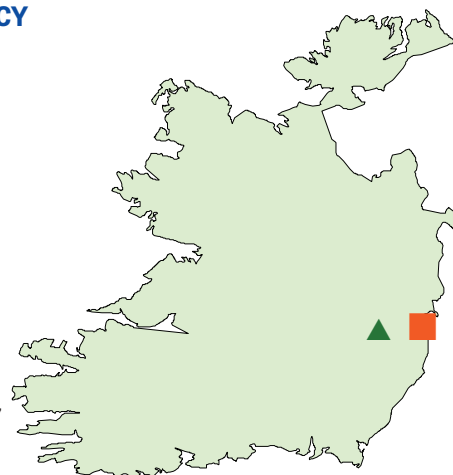
Ireland

DEMOGRAPHICS

Geographic area (sq. km.): 68890
 Population: 4612719
 Below 24 yrs. old: 33.30%
 Refugee population: 6001
 Urban population: 63%
 GDP/capita: \$53,314
 Unemployment: 13%
 Below poverty line: 6% (2009)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 78.2477
 Mobile phones/100 people: 103
 Literacy: (No Data)
 Avg. years of education: 19 (F: 19, M: 19)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$619,226 FY14 ACTUAL: \$569,444 FY15 PLANNED: \$556,667

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$102,659
Supplementing Bureau of Public Affairs Programs	\$85,919
Digital Outreach	\$85,224
Alumni Outreach	\$54,926
Speaker Programs (Post Generated)	\$53,422

Italy

DEMOGRAPHICS

Geographic area (sq. km.): 294140
 Population: 61336387
 Below 24 yrs. old: 23.60%
 Refugee population: 78061
 Urban population: 69%
 GDP/capita: \$34,960
 Unemployment: 12%
 Below poverty line: 30% (2012)

COMMUNICATIONS AND LITERACY

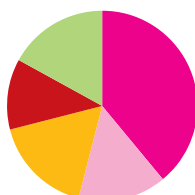
FH Media Freedom: Partly Free
 Internet users/100 people: 58.4593
 Mobile phones/100 people: 159
 Literacy: (2012) 99% (F: 99%, M: 99%)
 Avg. years of education: 16 (F: 17, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$3,675,855 FY14 ACTUAL: \$3,898,697 FY15 PLANNED: \$3,638,851

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated)	\$1,229,138
Support for Mission Initiatives	\$989,988
Public-Private Partnerships	\$726,508
Digital Outreach	\$694,101
Inform Policy Making	\$355,288

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

Kosovo

DEMOGRAPHICS

Geographic area (sq. km.): 10887

Population:

Below 24 yrs. old: 44.40%

Refugee population:

Urban population:

GDP/capita:

Unemployment:

Below poverty line: 30% (2013)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free

Internet users/100 people: 84.77

Mobile phones/100 people: 111

Literacy: (No Data)

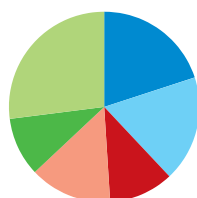
Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$645,229 FY14 ACTUAL: \$616,805 FY15 PLANNED: \$496,357

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$132,685
Support for Mission Initiatives	\$105,609
Cultural Programs (Post Generated)	\$105,337
Support for Foreign Assistance Programs	\$61,163
Media/Press Activities	\$58,841

Latvia

DEMOGRAPHICS

Geographic area (sq. km.): 62180

Population: 1990351

Below 24 yrs. old: 25.20%

Refugee population: 160

Urban population: 67%

GDP/capita: \$16,038

Unemployment: 11%

Below poverty line: NA%

COMMUNICATIONS AND LITERACY

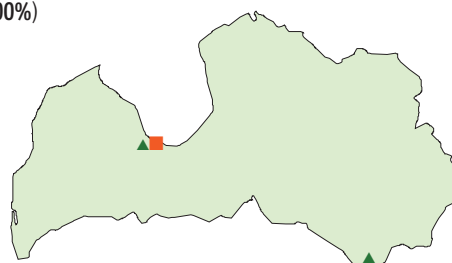
FH Media Freedom: Free

Internet users/100 people: 75.2344

Mobile phones/100 people: 228

Literacy: (2011) 100% (F: 100%, M: 100%)

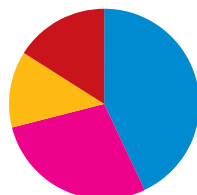
Avg. years of education: 16 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$623,765 FY14 ACTUAL: \$681,041 FY15 PLANNED: \$600,308

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$230,810
Cultural Programs (Post Generated)	\$141,099
Supplementing ECA Programs	\$55,253
Speaker Programs (Post Generated)	\$50,279
Media/Press Activities	\$40,327

Piechart Key: PD Spending by Theme

■ Culture ■ Education ■ Economics ■ Science ■ Military ■ CVE
■ Democracy ■ Civil Society ■ Women ■ Youth ■ Religious ■ Other

Map Key

■ Embassy ● Consulate
▲ American Space

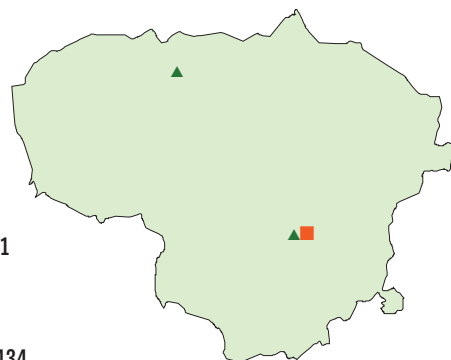
Lithuania

DEMOGRAPHICS

Geographic area (sq. km.): 62674
 Population: 2929323
 Below 24 yrs. old: 26.00%
 Refugee population: 916
 Urban population: 67%
 GDP/capita: \$16,445
 Unemployment: 12%
 Below poverty line: 4% (2008)

COMMUNICATIONS AND LITERACY

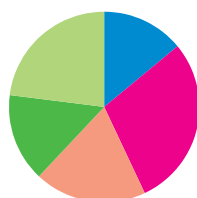
FH Media Freedom: Free
 Internet users/100 people: 68.4529
 Mobile phones/100 people: 151
 Literacy: (2011) 100% (F: 100%, M: 100%)
 Avg. years of education: 17 (F: 17, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$645,623 FY14 ACTUAL: \$637,767 FY15 PLANNED: \$591,201

Total PD Spending by Theme



Top Spending by Activity

Educational Initiatives (not including English Language programs)	\$112,434
Support for Mission Initiatives	\$108,282
Cultural Programs (Post Generated)	\$86,249
Media/Press Activities	\$54,316
Alumni Outreach	\$38,274

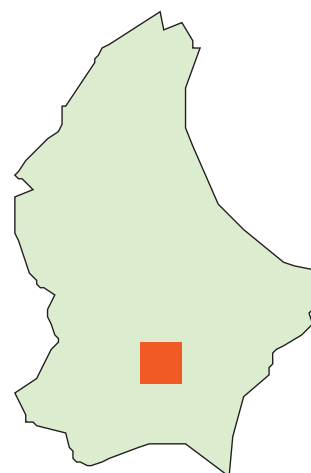
Luxembourg

DEMOGRAPHICS

Geographic area (sq. km.): 2590
 Population: 556074
 Below 24 yrs. old: 30.60%
 Refugee population: 2873
 Urban population: 90%
 GDP/capita: \$110,665
 Unemployment: 6%
 Below poverty line: NA%

COMMUNICATIONS AND LITERACY

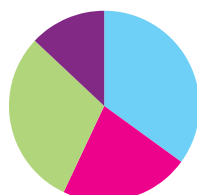
FH Media Freedom: Free
 Internet users/100 people: 93.7765
 Mobile phones/100 people: 149
 Literacy: (No Data)
 Avg. years of education: 14 (F: 14, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$248,530 FY14 ACTUAL: \$333,944 FY15 PLANNED: \$378,696

Total PD Spending by Theme



Top Spending by Activity

Other	\$116,896
Digital Outreach	\$36,489
Educational Initiatives (not including English Language programs)	\$36,489
Supplementing Bureau of Public Affairs Programs	\$30,547
VIP Visits (Press Support)	\$30,547

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

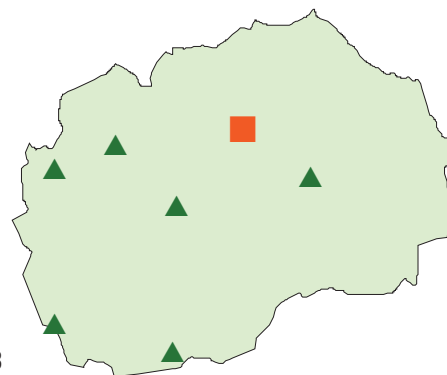
Macedonia

DEMOGRAPHICS

Geographic area (sq. km.): 25220
 Population: 2108434
 Below 24 yrs. old: 31.80%
 Refugee population: 982
 Urban population: 57%
 GDP/capita: \$5,371
 Unemployment: 29%
 Below poverty line: 30% (2011)

COMMUNICATIONS AND LITERACY

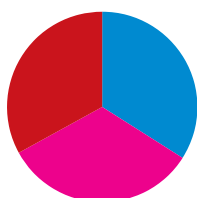
FH Media Freedom: Partly Free
 Internet users/100 people: 61.2
 Mobile phones/100 people: 106
 Literacy: (2012) 98% (F: 96%, M: 99%)
 Avg. years of education: 13 (F: 13, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$253,329 FY14 ACTUAL: \$765,512 FY15 PLANNED: \$772,163

Total PD Spending by Theme



Top Spending by Activity

Align Resources with Strategic Priorities	\$287,503
Inform Policy Making	\$5,220
Digital Outreach	\$300
Other	\$117
Alumni Outreach	\$0

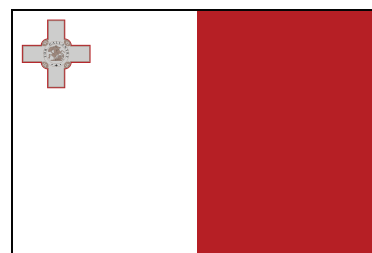
Malta

DEMOGRAPHICS

Geographic area (sq. km.): 320
 Population: 427404
 Below 24 yrs. old: 27.70%
 Refugee population: 9906
 Urban population: 95%
 GDP/capita: \$22,776
 Unemployment: 7%
 Below poverty line: 16% (2013)

COMMUNICATIONS AND LITERACY

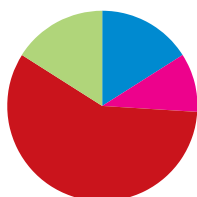
FH Media Freedom: Free
 Internet users/100 people: 68.9138
 Mobile phones/100 people: 130
 Literacy: (2005) 92% (F: 94%, M: 91%)
 Avg. years of education: 15 (F: 15, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$170,730 FY14 ACTUAL: \$159,484 FY15 PLANNED: \$151,319

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities	\$32,009
Supplementing ECA Programs	\$25,169
Post-Generated Exchanges	\$24,670
Cultural Programs (Post Generated)	\$17,475
Support for Mission Initiatives	\$14,050

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

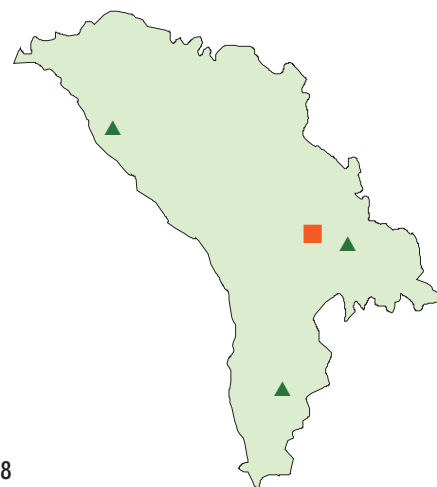
Moldova

DEMOGRAPHICS

Geographic area (sq. km.): 32860
 Population: 3556400
 Below 24 yrs. old: 31.90%
 Refugee population: 250
 Urban population: 45%
 GDP/capita: \$2,234
 Unemployment: 5%
 Below poverty line: 22% (2010)

COMMUNICATIONS AND LITERACY

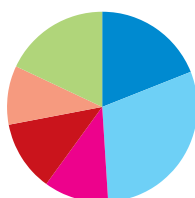
FH Media Freedom: Partly Free
 Internet users/100 people: 48.8
 Mobile phones/100 people: 106
 Literacy: (2012) 99% (F: 99%, M: 100%)
 Avg. years of education: 12 (F: 12, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$436,198 FY14 ACTUAL: \$486,606 FY15 PLANNED: \$485,069

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$107,418
Cultural Programs (Post Generated)	\$81,213
Support for English Language Teaching/Learning	\$71,287
Media/Press Activities	\$60,465
American Centers	\$41,306

Montenegro

DEMOGRAPHICS

Geographic area (sq. km.): 13450
 Population: 621800
 Below 24 yrs. old: 26.00%
 Refugee population: 8476
 Urban population: 64%
 GDP/capita: \$7,371
 Unemployment: 20%
 Below poverty line: 9% (2013)

COMMUNICATIONS AND LITERACY

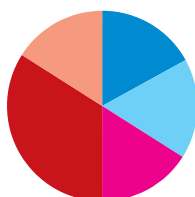
FH Media Freedom: Partly Free
 Internet users/100 people: 56.8
 Mobile phones/100 people: 160
 Literacy: (2011) 98% (F: 98%, M: 99%)
 Avg. years of education: 15 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$430,555 FY14 ACTUAL: \$361,930 FY15 PLANNED: \$312,508

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$91,903
American Spaces (not centers)	\$44,826
Media/Press Activities	\$36,078
Educational Initiatives (not including English Language programs)	\$31,409
Support for Foreign Assistance Programs	\$31,199

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

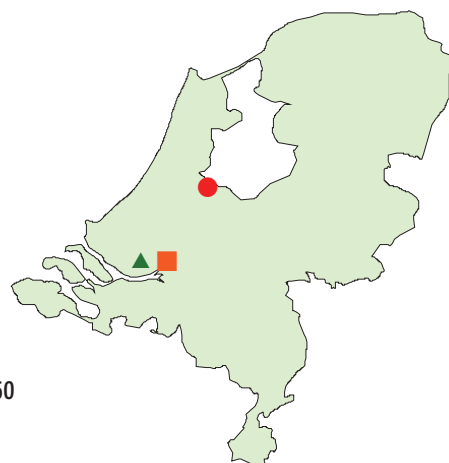
Netherlands

DEMOGRAPHICS

Geographic area (sq. km.): 33720
 Population: 16854183
 Below 24 yrs. old: 29.10%
 Refugee population: 74707
 Urban population: 90%
 GDP/capita: \$51,590
 Unemployment: 7%
 Below poverty line: 9% (2013)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 93.9564
 Mobile phones/100 people: 114
 Literacy: (No Data)
 Avg. years of education: 18 (F: 18, M: 18)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,259,303 FY14 ACTUAL: \$1,335,360 FY15 PLANNED: \$1,256,350

Total PD Spending by Theme

Top Spending by Activity

Support for Mission Initiatives	\$420,830
Cultural Programs (Post Generated)	\$173,345
Media/Press Activities	\$144,066
Supplementing ECA Programs	\$110,266
Digital Outreach	\$109,137

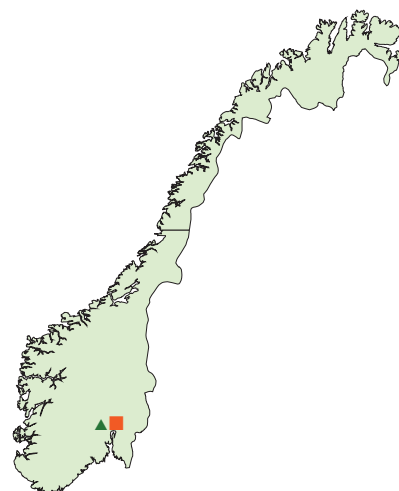
Norway

DEMOGRAPHICS

Geographic area (sq. km.): 365268
 Population: 5136475
 Below 24 yrs. old: 31.30%
 Refugee population: 46106
 Urban population: 80%
 GDP/capita: \$97,363
 Unemployment: 4%
 Below poverty line: NA%

COMMUNICATIONS AND LITERACY

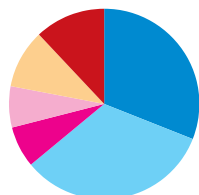
FH Media Freedom: Free
 Internet users/100 people: 95.0534
 Mobile phones/100 people: 116
 Literacy: (No Data)
 Avg. years of education: 18 (F: 18, M: 17)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$925,039 FY14 ACTUAL: \$905,006 FY15 PLANNED: \$862,930

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$326,360
Cultural Programs (Post Generated)	\$121,729
Post-Generated Exchanges	\$83,241
Supplementing ECA Programs	\$72,095
Media/Press Activities	\$66,184

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

OSCE Vienna

DEMOGRAPHICS

Geographic area (sq. km.):
Population:
Below 24 yrs. old:
Refugee population:
Urban population:
GDP/capita:
Unemployment:
Below poverty line:

COMMUNICATIONS AND LITERACY

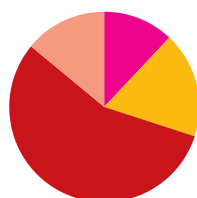
FH Media Freedom:
Internet users/100 people:
Mobile phones/100 people:
Literacy:
Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$390,624 FY14 ACTUAL: \$414,588 FY15 PLANNED: \$395,266

Total PD Spending by Theme



Top Spending by Activity

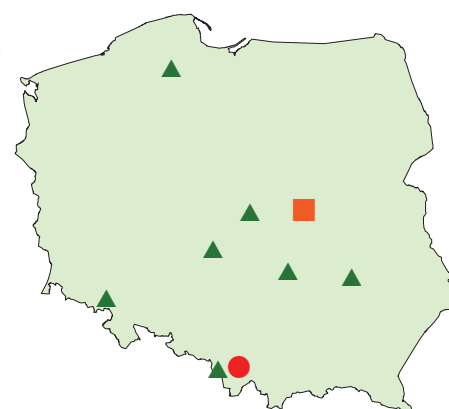
Poland

DEMOGRAPHICS

Geographic area (sq. km.): 306220
Population: 3795529
Below 24 yrs. old: 26.50%
Refugee population: 16438
Urban population: 61%
GDP/capita: \$14,423
Unemployment: 10%
Below poverty line: 11% (2008)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
Internet users/100 people: 62.8492
Mobile phones/100 people: 149
Literacy: (2012) 100% (F: 100%, M: 100%)
Avg. years of education: 16 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$2,084,588 FY14 ACTUAL: \$2,382,449 FY15 PLANNED: \$2,102,072

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$935,174
American Spaces (not centers) \$341,606
Cultural Programs (Post Generated) \$279,816
Digital Outreach \$155,486
Media/Press Activities \$108,156

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
American Space

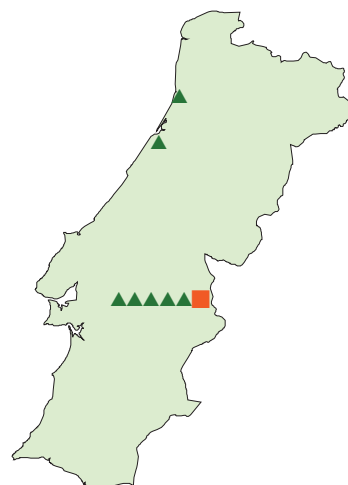
Portugal

DEMOGRAPHICS

Geographic area (sq. km.): 91590
 Population: 10397393
 Below 24 yrs. old: 27.30%
 Refugee population: 598
 Urban population: 63%
 GDP/capita: \$22,081
 Unemployment: 17%
 Below poverty line: 19% (2012)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 62.0956
 Mobile phones/100 people: 113
 Literacy: (2011) 94% (F: 93%, M: 96%)
 Avg. years of education: 16 (F: 17, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$939,382 FY14 ACTUAL: \$993,247 FY15 PLANNED: \$871,165

Total PD Spending by Theme

Top Spending by Activity

Support for Mission Initiatives \$253,983
 Educational Initiatives (not including English Language programs) \$128,525
 VIP Visits (Press Support) \$103,339
 Cultural Programs (Post Generated) \$92,323
 American Spaces (not centers) \$89,942

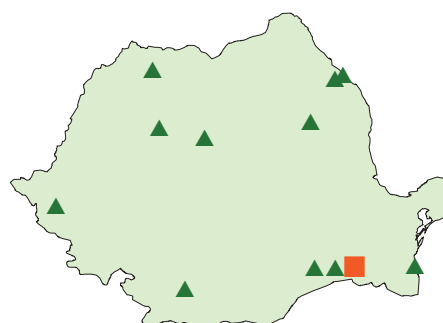
Romania

DEMOGRAPHICS

Geographic area (sq. km.): 230020
 Population: 19910995
 Below 24 yrs. old: 25.90%
 Refugee population: 1770
 Urban population: 54%
 GDP/capita: \$9,997
 Unemployment: 7%
 Below poverty line: 23% (2011)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 49.7645
 Mobile phones/100 people: 106
 Literacy: (2011) 99% (F: 98%, M: 99%)
 Avg. years of education: 14 (F: 15, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,417,266 FY14 ACTUAL: \$1,452,758 FY15 PLANNED: \$1,293,584

Total PD Spending by Theme

Top Spending by Activity

Support for Mission Initiatives \$546,847
 American Spaces (not centers) \$187,033
 Cultural Programs (Post Generated) \$172,122
 Educational Initiatives (not including English Language programs) \$135,060
 Support for English Language Teaching/Learning \$120,915



Piechart Key: PD Spending by Theme

■ Culture ■ Education ■ Economics ■ Science ■ Military ■ CVE
 ■ Democracy ■ Civil Society ■ Women ■ Youth ■ Religious ■ Other

Map Key

■ Embassy ● Consulate
 ▲ American Space

Russia

DEMOGRAPHICS

Geographic area (sq. km.): 16376870
 Population: 143819569
 Below 24 yrs. old: 27.10%
 Refugee population: 3458
 Urban population: 74%
 GDP/capita: \$12,736
 Unemployment: 6%
 Below poverty line: 11% (2013)

COMMUNICATIONS AND LITERACY

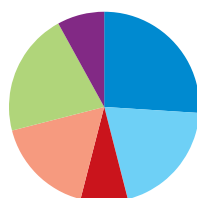
FH Media Freedom: Not Free
 Internet users/100 people: 61.4
 Mobile phones/100 people: 153
 Literacy: (2010) 100% (F: 100%, M: 100%)
 Avg. years of education: 14 (F: 15, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$4,864,144 FY14 ACTUAL: \$4,937,789 FY15 PLANNED: \$4,551,795

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated) \$1,251,559
 American Centers \$556,834
 Support for Mission Initiatives \$534,199
 American Spaces (not centers) \$454,376
 Support for English Language Teaching/Learning \$388,826

Serbia

DEMOGRAPHICS

Geographic area (sq. km.): 87460
 Population: 7129428
 Below 24 yrs. old: 26.40%
 Refugee population: 57083
 Urban population: 55%
 GDP/capita: \$6,153
 Unemployment: 22%
 Below poverty line: 9% (2013)

COMMUNICATIONS AND LITERACY

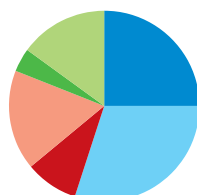
FH Media Freedom: Partly Free
 Internet users/100 people: 51.5
 Mobile phones/100 people: 119
 Literacy: (2012) 98% (F: 97%, M: 99%)
 Avg. years of education: 14 (F: 14, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$0 FY14 ACTUAL: \$1,431,561 FY15 PLANNED: \$1,175,728

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated) \$334,485
 American Spaces (not centers) \$326,715
 Support for Mission Initiatives \$174,983
 Media/Press Activities \$117,810
 Supplementing ECA Programs \$94,248

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

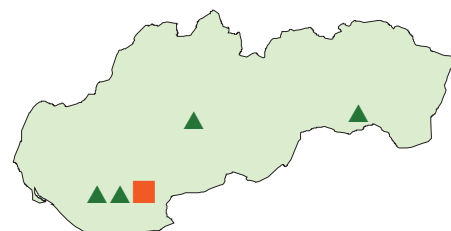
Slovakia

DEMOGRAPHICS

Geographic area (sq. km.): 48088
 Population: 5418506
 Below 24 yrs. old: 27.40%
 Refugee population: 701
 Urban population: 54%
 GDP/capita: \$18,417
 Unemployment: 14%
 Below poverty line: 21% (2012)

COMMUNICATIONS AND LITERACY

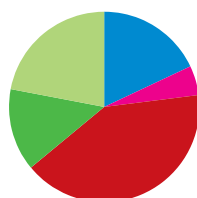
FH Media Freedom: Free
 Internet users/100 people: 77.8826
 Mobile phones/100 people: 114
 Literacy: (No Data)
 Avg. years of education: 12 (F: 12, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,263,407 FY14 ACTUAL: \$1,389,881 FY15 PLANNED: \$1,287,875

Total PD Spending by Theme



Top Spending by Activity

Other	\$282,496
Cultural Programs (Post Generated)	\$249,653
Support for Mission Initiatives	\$245,094
Media/Press Activities	\$129,173
Supplementing Bureau of Public Affairs Programs	\$55,675

Slovenia

DEMOGRAPHICS

Geographic area (sq. km.): 20140
 Population: 2062218
 Below 24 yrs. old: 23.40%
 Refugee population: 213
 Urban population: 50%
 GDP/capita: \$23,963
 Unemployment: 10%
 Below poverty line: 14% (2012)

COMMUNICATIONS AND LITERACY

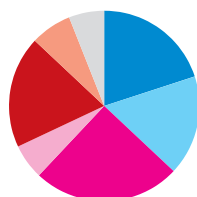
FH Media Freedom: Free
 Internet users/100 people: 72.6756
 Mobile phones/100 people: 110
 Literacy: (2012) 100% (F: 100%, M: 100%)
 Avg. years of education: 17 (F: 18, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$698,609 FY14 ACTUAL: \$750,248 FY15 PLANNED: \$719,294

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$276,712
Cultural Programs (Post Generated)	\$141,651
Educational Initiatives (not including English Language programs)	\$109,133
Media/Press Activities	\$72,150
Digital Outreach	\$53,343

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

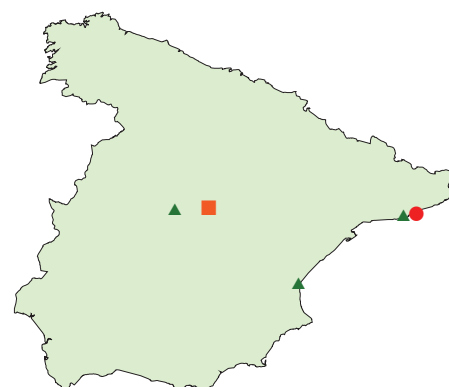
Spain

DEMOGRAPHICS

Geographic area (sq. km.): 498800
 Population: 46404602
 Below 24 yrs. old: 25.00%
 Refugee population: 4637
 Urban population: 79%
 GDP/capita: \$30,262
 Unemployment: 27%
 Below poverty line: 21% (2012)

COMMUNICATIONS AND LITERACY

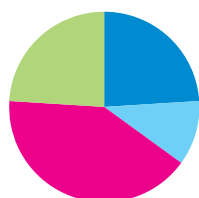
FH Media Freedom: Free
 Internet users/100 people: 71.5719
 Mobile phones/100 people: 107
 Literacy: (2012) 98% (F: 97%, M: 99%)
 Avg. years of education: 17 (F: 18, M: 17)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$2,815,531 FY14 ACTUAL: \$2,985,583 FY15 PLANNED: \$2,783,389

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$644,026
 Cultural Programs (Post Generated) \$422,640
 Digital Outreach \$330,830
 Media/Press Activities \$283,109
 Supplementing ECA Programs \$208,663

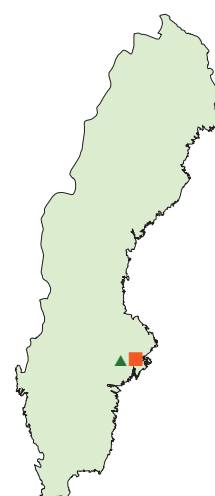
Sweden

DEMOGRAPHICS

Geographic area (sq. km.): 407340
 Population: 9689555
 Below 24 yrs. old: 29.20%
 Refugee population: 114175
 Urban population: 86%
 GDP/capita: \$58,887
 Unemployment: 8%
 Below poverty line: 14% (2011)

COMMUNICATIONS AND LITERACY

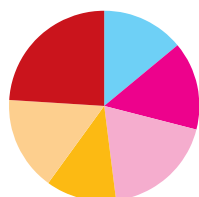
FH Media Freedom: Free
 Internet users/100 people: 94.7836
 Mobile phones/100 people: 124
 Literacy: (No Data)
 Avg. years of education: 16 (F: 17, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,091,670 FY14 ACTUAL: \$1,170,219 FY15 PLANNED: \$1,058,677

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$484,655
 Digital Outreach \$162,436
 Media/Press Activities \$113,702
 Supplementing ECA Programs \$99,351
 Educational Initiatives (not including English Language programs) \$81,317

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

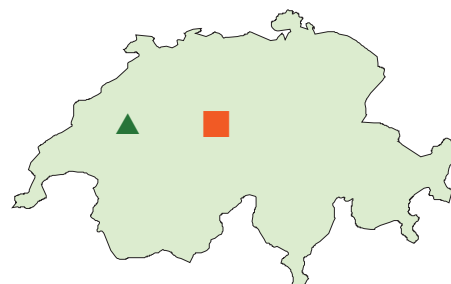
Switzerland

DEMOGRAPHICS

Geographic area (sq. km.): 39516
 Population: 8190229
 Below 24 yrs. old: 26.50%
 Refugee population: 52464
 Urban population: 74%
 GDP/capita: \$84,733
 Unemployment: 4%
 Below poverty line: 8% (2011)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 86.7
 Mobile phones/100 people: 137
 Literacy: (No Data)
 Avg. years of education: 16 (F: 16, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$532,065 FY14 ACTUAL: \$636,656 FY15 PLANNED: \$545,700

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$137,212
Speaker Programs (Post Generated)	\$117,990
Cultural Programs (Post Generated)	\$103,138
Post-Generated Exchanges	\$71,347
Other	\$65,248

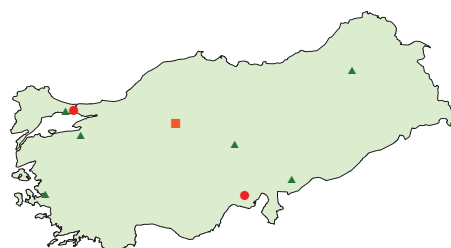
Turkey

DEMOGRAPHICS

Geographic area (sq. km.): 769630
 Population: 75837020
 Below 24 yrs. old: 42.30%
 Refugee population: 609938
 Urban population: 73%
 GDP/capita: \$10,543
 Unemployment: 10%
 Below poverty line: 17% (2010)

COMMUNICATIONS AND LITERACY

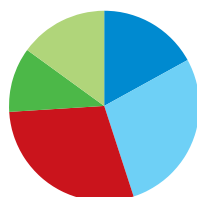
FH Media Freedom: Not Free
 Internet users/100 people: 46.25
 Mobile phones/100 people: 93
 Literacy: (2012) 95% (F: 92%, M: 98%)
 Avg. years of education: 14 (F: 14, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$3,525,448 FY14 ACTUAL: \$3,636,964 FY15 PLANNED: \$3,455,083

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated)	\$1,582,459
Support for English Language Teaching/Learning	\$621,858
Support for Mission Initiatives	\$496,740
Media/Press Activities	\$300,844
Digital Outreach	\$148,311

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

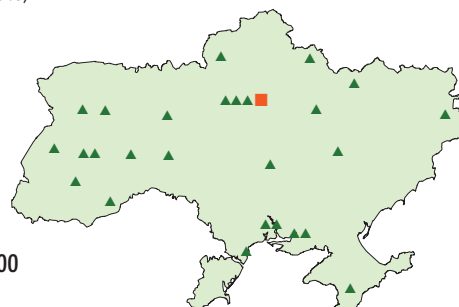
Ukraine

DEMOGRAPHICS

Geographic area (sq. km.): 579320
 Population: 45362900
 Below 24 yrs. old: 59.90%
 Refugee population: 2968
 Urban population: 69%
 GDP/capita: \$3,082
 Unemployment: 8%
 Below poverty line: 24% (2010)

COMMUNICATIONS AND LITERACY

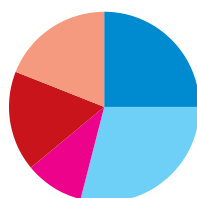
FH Media Freedom: Not Free
 Internet users/100 people: 41.8
 Mobile phones/100 people: 138
 Literacy: (2012) 100% (F: 100%, M: 100%)
 Avg. years of education: 15 (F: 15, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,923,830 FY14 ACTUAL: \$2,363,701 FY15 PLANNED: \$1,693,800

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$737,193
Cultural Programs (Post Generated)	\$358,170
Support for Mission Initiatives	\$338,346
Educational Initiatives (not including English Language programs)	\$305,710
Digital Outreach	\$124,539

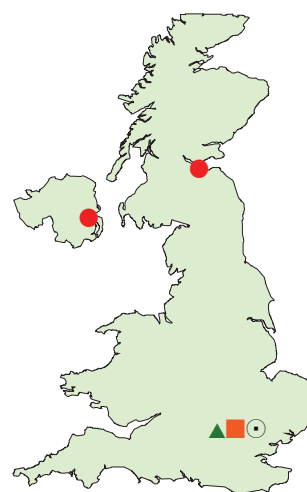
United Kingdom

DEMOGRAPHICS

Geographic area (sq. km.): 241930
 Population: 64510376
 Below 24 yrs. old: 29.90%
 Refugee population: 126055
 Urban population: 82%
 GDP/capita: \$45,603
 Unemployment: 8%
 Below poverty line: 15% (2013)

COMMUNICATIONS AND LITERACY

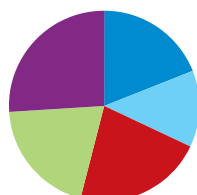
FH Media Freedom: Free
 Internet users/100 people: 89.8441
 Mobile phones/100 people: 125
 Literacy: (No Data)
 Avg. years of education: 16 (F: 17, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$2,273,662 FY14 ACTUAL: \$2,570,240 FY15 PLANNED: \$2,692,154

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$905,503
Cultural Programs (Post Generated)	\$381,024
Post-Generated Exchanges	\$231,737
Digital Outreach	\$224,988
Educational Initiatives (not including English Language programs)	\$170,796

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

USEU BRUSSELS

DEMOGRAPHICS

Geographic area (sq. km.):

Population:

Below 24 yrs. old:

Refugee population:

Urban population:

GDP/capita:

Unemployment:

Below poverty line:

COMMUNICATIONS AND LITERACY

FH Media Freedom:

Internet users/100 people:

Mobile phones/100 people:

Literacy:

Avg. years of education:

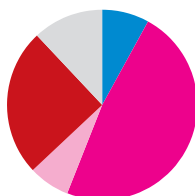


PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,133,006 FY14 ACTUAL: \$1,534,482 FY15 PLANNED: \$972,190

Total PD Spending by Theme

Top Spending by Activity



USNATO BRUSSELS

DEMOGRAPHICS

Geographic area (sq. km.):

Population:

Below 24 yrs. old:

Refugee population:

Urban population:

GDP/capita:

Unemployment:

Below poverty line:

COMMUNICATIONS AND LITERACY

FH Media Freedom:

Internet users/100 people:

Mobile phones/100 people:

Literacy:

Avg. years of education:

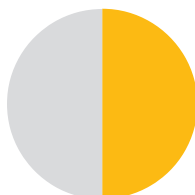


PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$875,101 FY14 ACTUAL: \$974,734 FY15 PLANNED: \$898,127

Total PD Spending by Theme

Top Spending by Activity



Piechart Key: PD Spending by Theme

■ Culture ■ Education ■ Economics ■ Science ■ Military ■ CVE
■ Democracy ■ Civil Society ■ Women ■ Youth ■ Religious ■ Other

Map Key

■ Embassy ● Consulate
▲ American Space

Vatican City

DEMOGRAPHICS

Geographic area (sq. km.): **0.44**

Population: 842

Below 24 yrs. old:

Refugee population:

Urban population:

GDP/capita:

Unemployment:

Below poverty line:

COMMUNICATIONS AND LITERACY

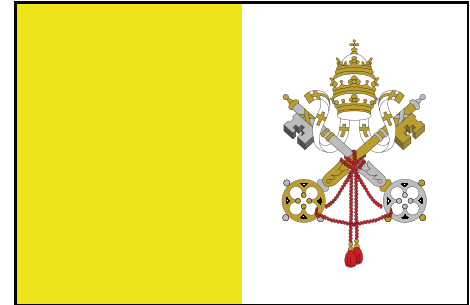
FH Media Freedom:

Internet users/100 people:

Mobile phones/100 people:

Literacy:

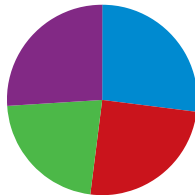
Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: **\$123,600** FY14 ACTUAL: **\$136,815** FY15 PLANNED: **\$126,327**

Total PD Spending by Theme



Top Spending by Activity

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
American Space

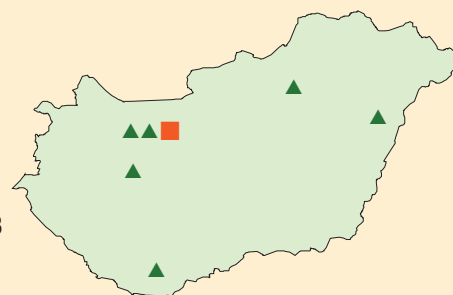
SPOTLIGHT COUNTRY: HUNGARY

DEMOGRAPHICS

Geographic area: 90530 sq. km.
Population: 9861673
Below 24 yrs. old: 26.50%
Refugee population: 2440
Urban population: 71%
GDP/capita: \$13,903
Unemployment: 10%
Below poverty line: 14% (2012)

COMMUNICATIONS AND LITERACY

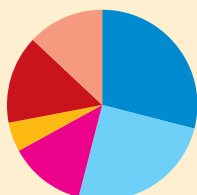
FH Media Freedom: Partly Free
Internet users/100 people: 72.6439
Mobile phones/100 people: 116
Literacy: (2012) 99% (F: 99%, M: 99%)
Avg. years of education: 15 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,158,088 FY14 ACTUAL: \$1,174,700 FY15 PLANNED: \$988,028

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$546,490
American Spaces (not centers)	\$157,334
Alumni Outreach	\$86,462
Educational Initiatives (not including English Language programs)	\$67,661
Cultural Programs (Post Generated)	\$58,620

RECOMMENDATIONS:

INCREASE INFORMATION OPERATIONS SUPPORT:

Given the creeping increase of anti-American rhetoric and pro-Russian sentiment in the Hungarian news media environment, the Public Affairs Section could use more personnel support for its Information Operations to focus on countering negative Russian influence in the country.

CONTINUE USE OF STRATEGIC PLANNING CALENDAR:

The recently departed Public Affairs Officer employed the use of a strategic planning calendar to ensure that all information, educational and cultural activities work to support the goals of the integrated country strategy. We encourage the continued use of this practice with the new PAO, especially as it works to encourage the Ambassador and the entire mission to be involved in PD activities.

OVERVIEW

Hungary, as a member of the European Union and NATO, has a democratically elected government and a market-based economy. Yet lately, issues of corruption, bleak economic prospects, a lack of government transparency, and divisive politics have influenced a rise in societal extremist views and populist rhetoric by leaders that can encourage anti-Western and anti-American views. U.S. foreign policy is focused on preserving the diplomatic, security and economic partnership with Hungary (with more than \$9 billion in investment in Hungary, the U.S. is second only to the EU)

and strengthening democratic institutions, stabilizing its economy, and supporting an independent, free and pluralistic media and civil society.

ACPD visited the U.S. Embassy in Budapest in July 2015 and witnessed a strong Public Affairs Section in action that is focused on advancing U.S. foreign policy goals through a variety of PD programs. In FY 2014, the mission spent \$1.175 million on these activities, which is close to the worldwide U.S. public diplomacy spending median of \$1.9 million. U.S. public diplomacy efforts have been focused on outreach to civil society groups, engagement with a wide variety of the news media, and supporting the professionalization of journalists through exchange and training programs. To increase understanding of American culture and values and support for U.S. policy, the PAS works closely with the front office and other sections within the U.S. embassy to promote people-to-people ties through exchange programs, in addition to speaker programs and others that target Hungarian thought and civil society leaders. The section also benefits from having the Regional English Language Officer (RELO) in residence who is using innovative practices in the region. Given the creeping increase of anti-American rhetoric and pro-Russian sentiment in Hungary, the section could use more personnel support for its Information Operations. We also encourage the mission to continue to employ its strategic planning calendar to align PD activities with mission goals, and to continue to strengthen its alumni network.

U.S. FOREIGN POLICY GOALS & PUBLIC DIPLOMACY

The main mission goals that public diplomacy seeks to support are helping to make Hungary's independent democratic institutions more responsive to the public; strengthening the bilateral relationship; ensuring Hungarians have a more increased understanding of American culture and U.S. foreign policy; and encouraging Hungarians' contributions to EU, NATO and UN collective objectives. Hungarian public opinion is generally supportive of NATO and U.S. leadership on key foreign policy issues, but Russian disinformation is increasingly trying to thwart several U.S. foreign policy goals. For instance, Hungarians currently know little about the Transatlantic Trade and Investment Partnership (TTIP) and Russia appears to be feeding into negative narratives about the potential agreement, which would strengthen EU ties with the United States. Hungary also remains deeply dependent on Russia for its energy needs, as 80 percent of its gas currently comes from there, and it will continue to be dependent on Russia unless it further diversifies its energy sources.

PUBLIC AFFAIRS SECTION

The Public Affairs Section at the U.S. Embassy in Hungary has 19 people. This includes a core team of a Public Affairs Officer, Information Officer and Cultural Affairs Officer, in addition to 15 local staff and non-Foreign Service staff. There is also a Regional English Language Officer (RELO) who is based in Budapest and works throughout the central and eastern European region.

In addition to the informational, educational and cultural programs, PAS Budapest also provides small grants to non-governmental organizations (NGOs) to support projects and activities aimed at empowering youth, minorities, women and entrepreneurs that focus on minority rights, promoting tolerance, and combating extremism. The PAS measures its success based on its reach to Hungarian audiences, number of exchange program participants, membership on and engagement through social media, positive and accurate reporting in the press, and strong public attendance at American Spaces and other Mission sponsored events. PD officials in Budapest look mainly to attitudes toward the U.S. and our policies in polls and to the advancement of key policy objectives as indicators of impact.

In order to make sure that public diplomacy activities align with mission goals, the Public Affairs Section has a strategic planning calendar that charts events by date, participation (Ambassador, DCM, PAO/CAO/IO, RELO, American Corners, etc), the activity and the goal(s) that it supports. This calendar helps ensure that PAS maintains a strategic mix of programming, press, and online outreach to showcase American policy and advocacy on issues across the entire spectrum of the Mission's bilateral and multilateral engagement. The

Office of the Inspector General recently noted it as a best practice and ACPD agrees that it is an excellent tool to keep public diplomacy activities focused on mission strategic objectives and regional goals.

Information Programs: The PAS aims to highlight positive stories of bilateral and multilateral cooperation through increased engagement with the Hungarian news media. The U.S. Mission in Hungary's website is in both English and Hungarian, and it also has Facebook, Twitter, YouTube and Prezi (which was created in Hungary) platforms. The website is a central source for official U.S. messages and content for the social media platforms. Nearly half of the Hungarian public has a Facebook account and the U.S. Embassy's, with roughly 45,000 followers, is the most popular government platform page in the country. The embassy also has a Hungarian-language blog, similar to the State Department's DipNote blog, that targets journalists, think tank leaders, academics, students and Hungarian government officials to discuss U.S. foreign policy. Twitter is not as popular in Hungary, but the Embassy's Twitter feed has 15,500 followers. Prezi is a technology firm founded in Hungary that focuses on presentations and is pervasive in the country. The embassy's presentation on the Ambassadorial nomination-to-credentialing process has been viewed nearly 15,000 times. The embassy feels that Prezi is a valuable tool that could be used for other public diplomacy purposes, such as countering disinformation.

The mission receives strong support from the State Department's regional media hub in Brussels, which organizes phone interviews for Hungarian media with senior American experts, and with the U.S. mission to NATO, which organizes journalism tours for central and eastern European journalists in an effort to counter Russian influence. Yet the section needs an additional position as part of the Information Operations team to expand day to day, coordinated media messaging to counter negative Russian influence. Two major conservative Hungarian newspapers are pro-Russian and the populist rhetoric that is anti-Western can pose a challenge in combating negative narratives while the information section continues to fulfill its ongoing role of providing media analysis and press outreach throughout Hungary.

Educational & Cultural Programs: The mission works to identify individuals who are emerging and established leaders, especially in democracy and human rights. The International Visitor Leadership Program (IVLP) and the Fulbright Program are core to the U.S. Mission in Hungary, as is the Benjamin Franklin Transatlantic Fellows Summer Institute for Youth (BFTF), which are intensive academic institutes hosted by a U.S. college or university and targeted toward high school students. The mission also organizes a Professional Development Fellowship Program, English for Journalists (with support of the RELO), and "America Days" for high school

students around the country. The Professional Development Fellowship Program was established in 2009 for individuals of Roma descent who are current university students or recent graduates to build their professional capacity and language skills by exposing them to the everyday life of business at the embassy, high-level meetings with Hungarian authorities, and English language courses. The program lasts for eight weeks, and includes mentoring, intensive English language training, briefings with sections of the embassy, and meetings with Hungarian government ministries, NGOs and other missions. The PAS has three grant officers and one administrative LES to focus on budgets and administration, which seems to be sufficient support.

Alumni: “RETURN,” the Hungary-United States Alumni Program, is the umbrella organization for alumni who have returned to Hungary from the Benjamin Franklin, Eisenhower, and Fulbright Fellows in addition to other U.S.-Hungarian exchange programs. Soon it will expand to include Hungarian alumni from other J-1 visa programs and not just USG-supported programs. This includes the Summer Work and Travel program, which sends hundreds of young, educated Hungarians each year to America. ACPD applauds this move as it rightly keeps close people who are so committed to engaging with the U.S. that they find a way to do so. There is one alumni coordinator in the PAS who has held the job for one year; she works with the Alumni Office in the ECA Bureau. ACPD also met with alumni from IVLP, Fulbright, the Benjamin Franklin Institute, and English language programs, who all reported that their experiences were transformative for their worldviews and professional careers. Hungarian journalists who were alumni, for instance, communicated that they learned that, as journalists, they had the right to challenge leaders and ask questions, which was especially relevant in Hungary when the government is perceived as cutting civil liberties in the name of security.

FULBRIGHT PROGRAM

The Hungarian-American Fulbright Commission has a local Executive Director who focuses on outreach to underserved minorities, especially Roma students. The Commission sends roughly 15-18 students and 15-18 scholars to the U.S. with scholarships, each year. The Fulbright program in return brings roughly 25 U.S. scholars and students to Hungary. Hungary is a top destination for U.S. applicants, and the Roma English Teaching Assistant program generated an 80 percent increase in U.S. student applications this past academic year. The Commission promotes Hungary’s strengths in robotics, biomedical research, music, arts, math, hard sciences and some social sciences. The top five U.S. host institutions for Hungarian grantees are Columbia University, Harvard University, New York University, George Washington University, and University

of California at Berkeley. Hungarian students are most interested in law and business, while scholars are most interested in science.

In 2015, the U.S. contributed \$826,753 while the Hungarian government contributed \$208,000. While the Hungarian government is moving in the right direction -- it has increased its contribution by 67 percent from 2011-2015 -- the U.S. government is hoping to see a higher contribution so that it is 50/50. At the moment, 56 percent of the contribution is from the U.S. government, 14% from the Hungarian government, 26 percent from fundraising and 4 percent from advising and testing. The Commission is working to increase both the amount of dollars via fundraising and the Hungarian government. In the meanwhile, the cycle of Continuing Resolutions that affect the International Affairs budget, including the Educational and Cultural Exchange budget, have affected how the Fulbright Commission in Budapest can operate. The lack of clarity on the budget and how much it has inhibits their ability to select students for upcoming school years.

The Executive Director seems to care greatly about the prospective candidates for Fulbright fellowships and those who want to attend U.S. universities regardless, as the EducationUSA Center is housed at the Commission. He noted to ACPD that the most successful candidates are often repeat applicants. They also do considerable work in maintaining a tight alumni network. The Hungarian Fulbright Association, the official Alumni Association of Hungarian Fulbrighters, hosts the Fulbright Club, which attracts prominent speakers every two months.

ENGLISH LANGUAGE EDUCATION IN CENTRAL AND EASTERN EUROPE

The U.S. Embassy in Budapest is home to a Regional English Language Officer (RELO), who works under the premise that English is a fundamental path to supporting various mission goals and connecting with multiple audiences. The Office of English Language Programs (ECA/A/L) runs the program and RELOs report directly to Washington. They administer a host of English language activities that are designed to support English language educators, students and others involved in English language education. The RELO for Central and Southeastern Europe is responsible for 17 countries in the region: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Kosovo, Latvia, Lithuania, Macedonia, Montenegro, Poland, Romania, Serbia, Slovakia and Slovenia. ACPD found his work to be innovative and himself to be keenly aware of how English language advancement can support U.S. foreign policy objectives in Hungary and the region.

As described further in the ECA section of this report, there are seven major English language programs the RELO works to advance: English Language Fellows,

English Language Specialist Program, English Access Microscholarship Program, E-Teacher Scholarship Program (in 2014/15, the region had over 140 scholarships), “Shaping the Way We Teach English” Webinars (in 2014/15, the region had a total of 60-75 “seats” for each series of webinars), Fulbright English Teaching Assistants, and the provision of teaching materials.

In the region, there are four unique programs. One is the “English for Journalists” Course, in which 10 English language and media educators from across Central and Eastern Europe collaborated with the U.S. in a blended (online and in-person) course. One course participant from each country was offered a two week fellowship at Voice of America this fall. Another is the series of “Teaching Tolerance through English” events, which include a summer camp program that works to build understanding and tolerance towards other cultures through English language instruction. A third one, the “Green” English Program focuses on introducing English teachers and school administrators in how to integrate critical thinking skills and environmental topics into their teaching practice. Last, the RELO recently oversaw a “Global Issues through English” mobile application learnathon/hackfest in which teams developed plans for a mobile app that raises awareness of a human rights or environmental issue through English lessons. The winning team was from Serbia and is currently getting their app developed.

In Hungary specifically, the RELO works with the International Association of Teachers of English as a Foreign Language (IATEFL) and sponsors representatives to attend the annual TESOL International Convention in the U.S., in addition to their annual international conference and several training workshops throughout Hungary that engage dozens of English language educators. The RELO also sponsors initiatives with the Department of English Language Pedagogy at Budapest’s Eötvös Loránd University of Sciences (DELP, ELTE) to support English teachers in their professional development and develop messages of ethnic tolerance. Throughout the region, RELO consults with secondary schools, English and American studies departments of universities, Ministries of Education, in-service teacher training centers, the British Council, training centers for journalism (e.g. the Budapest-based Center for Independent Journalism), and other institutions.

AMERICAN SPACES

The American Spaces in Hungary give Hungarian publics the opportunity to understand the U.S. in a multi-dimensional way. Much of the programming focuses on civil rights, American history, and America’s pluralistic culture and government. They are especially crucial since Hungarians value in-person engagement over virtual engagement.

The five American corners are located in Budapest, Debrecen, Eger, Pecs and Veszprem. Three of them -- Pecs, Veszprem, and Debrecen -- have EducationUSA advising centers. In Budapest, the EducationUSA center is not located at the American Corner, but at the Fulbright Commission’s office. Yet the space at Corvinus University is located at the foot of Liberty Bridge and averages 800-1,000 visitors a month, ranging in age 4 to 44. Because of its central location in downtown Budapest, the Corner is able to attract a large audience beyond university students and use the university’s facilities. Programming takes place in English-language learning, educational advising, alumni programs, cultural programs, information about the U.S. On average, the five corners host more than 500 programs combined annually reaching roughly 30,000 Hungarians. The spaces have a common website -- <http://www.americancorner.hu> -- that features a list of upcoming events, along with an archive of past ones. The content is further amplified through Facebook and YouTube platforms, which are integrated with the embassy’s social media outreach. The programs include special events, such as lectures, workshops, roundtable discussions, performances, exhibitions, concerts, or film screenings; event series, that are programs based on a theme; and regular programs, such as movie nights, American language club, and KIDScorner. It also has programs for special target groups, such as young mothers, low-income workers, and university students.

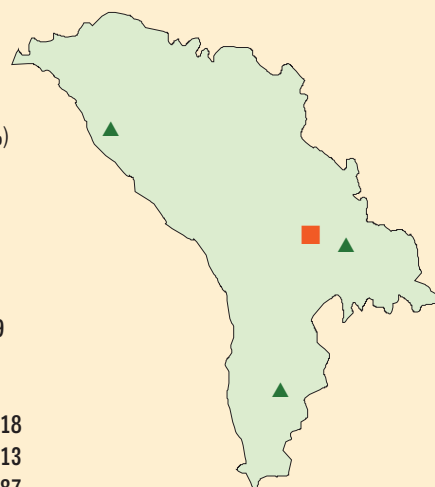
SPOTLIGHT COUNTRY: MOLDOVA

DEMOGRAPHICS

Geographic area: 32860 sq. km.
Population: 3556400
Below 24 yrs. old: 31.90%
Refugee population: 250
Urban population: 45%
GDP/capita: \$2,234
Unemployment: 5%
Below poverty line: 22% (2010)

COMMUNICATIONS AND LITERACY

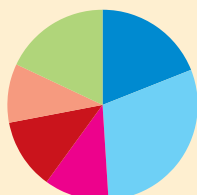
FH Media Freedom: Partly Free
Internet users/100 people: 48.8
Mobile phones/100 people: 106
Literacy: (2012) 99% (F: 99%, M: 100%)
Avg. years of education: 12 (F: 12, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$436,198 FY14 ACTUAL: \$486,606 FY15 PLANNED: \$485,069

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$107,418
Cultural Programs (Post Generated)	\$81,213
Support for English Language Teaching/Learning	\$71,287
Media/Press Activities	\$60,465
American Centers	\$41,306

RECOMMENDATIONS

FINALIZE LEASE ON AMERICAN CENTER: The mission has identified a new space for the American Resource Center (ARC) in Chisinau that is in a prime location across the street from Moldova State University and downstairs from the current, less accessible, location. At the moment, the finalization of the lease for the new space is on hold as funding issues are resolved. Once funding is identified, OBO and IIP must agree on the design concept of the space to include security requirements. It is critical that the lease be finalized as soon as possible as other foreign embassies in Chisinau are considering the new space for their engagement activities with the Moldovan public and the U.S. mission is unlikely to find a comparable replacement.

ADD A PERMANENT INFORMATION OFFICER: Given the significance of influencing the media environment in Moldova, the Public Affairs Section needs an additional FSO, an Information Officer. Though approved for FY16, at the moment, this position is not finalized for FY17, leaving a gap that impacts the ability to affect the information environment.

CONTINUE ESF FUNDS FOR INDEPENDENT MEDIA AND CIVIL SOCIETY GRANTS: The additional \$1 million in ESF funds given to the PAS in FY14 has been impactful for the embassy's civil society and independent media partners, yet it was one-time funding[1]. If the U.S. is to support generational goals of building civil society and independent media in Moldova to move the country toward European integration, this funding must be more sustainable and strategic.

OVERVIEW

The past year has been transformational for the U.S. mission in Moldova due to a sharp increase in both funding and attention from Congress, and due to events in neighboring Ukraine. Funding for post's public diplomacy programming had not been approached strategically for a very long time. It was the fifth least funded Public Affairs Section in the region. In the last year alone, however, it has seen five congressional delegations and four staff delegations and was the beneficiary of an additional \$8 million in Economic Support Funds (ESF) in FY 2014. Of this money, \$1 million was given to the PAS to support independent news media development. The additional funding has been impactful for the embassy's partners, yet it was a one-time grant. If the United States is to support generational goals of building civil society and independent media in Moldova to move the country toward European integration, this funding stream must be more sustainable.

Currently, Moldova is facing serious economic, political and societal problems. Undermining it all is a serious lack of confidence in its current leadership. The overall political landscape in Moldova is hyper-local and hyper-fragmented. According to a widely cited April 2015 survey of the Moldovan public from the Institutul de Politici Publice, 75.4 percent of the country thinks it is moving in the wrong direction. When asked, "Which is the political personality in the Republic of Moldova you trust in the most," 46 percent responded that they have "no trust in anybody." When it comes to the federal government, 15 percent trusts the courts, 11 percent the president, 11 percent the parliament and 10 percent political parties. Most Moldovans place their trust in the church, the media, and local government.

With a weak economy due to government corruption, Moscow's trade bans, the fall of the value of remittances from Russia, economic uncertainty in Ukraine, and a banking crisis in which \$1 billion, or 15 percent of the GDP, disappeared, the population is shrinking as youth especially leave Moldova to find opportunity elsewhere. While there is a sense that most Moldovans see their future in Europe, and the 2015 local elections led to a majority of pro-European leaders, there is a certain nostalgia for Russia. Moscow's guarantees it once gave for stability and influence through its proxies and its news media, is promoting a view that EU integration will negatively impact Moldovans' daily lives and undermine their values. The April poll found that if a vote to join the EU would happen soon, 40 percent would vote for it, 42 percent against it, and 12 percent were undecided (6 percent said they would not partake).^{*} When asked if they could move to another country, 35 percent said they wouldn't move to another country, 24 percent said Russia, 19 percent said an EU country, 15 percent said it was difficult to respond, and 2 percent said the United States.

Moldova, however, is not neatly divided between Russia and the West: The population is rife with political, individual, and corporate interests. To understand the richly complex Moldovan audiences, much of the U.S. mission relies on U.S. public diplomacy efforts. ACPD visited the U.S. embassy in Moldova in July 2015 and found the PAS in need of increased and sustained support from Washington. With an Ambassador who speaks fluent Russian and Romanian, there is significant potential for the U.S. mission to counter Russian disinformation in the news media; engage Moldovan youth through in-country programs and exchanges; and support the nascent and struggling civil society and independent media organizations working daily to promote pluralism, human rights, transparency and tolerance. The PAS could benefit from a quick finalization of the lease for the new American Center so it can increase its engagement of Moldovan youth and young professionals; a full time Information Officer to work daily with the news media; and continued ESF assistance to support the civil society leaders and independent journalists who have practically no other funders but the United States.

U.S. FOREIGN POLICY GOALS & PUBLIC DIPLOMACY

In an effort to strengthen Moldova's economy, increase transparency and rule of law, and secure its borders, U.S. assistance to Moldova has totaled more than \$1.1 billion since the mid-1990s and is closely linked to European integration goals and Moldova's democratic

reforms. To support Moldova's economic growth, the United States provided \$6.5 million in FY 2014 to help the country's export-oriented industries, such as wine, information communication technology, and high-value agriculture. To counter the corruption that is eroding Moldova's business environment, the United States spent \$4.6 million in FY 2014 on programs that aim to strengthen rule of law, such as increasing the skills of judges and prosecutors and supporting civil society advocacy for justice sector reforms and legislation. In addition, \$4.4 million in FY 2013 went toward security assistance to combat transnational crime and \$33 million has been spent the last three years on nonproliferation programs. The United States provides \$2 million annually to Moldova through FMF and IMET. Last, the United States has spent \$2 million in humanitarian assistance through the European Command in FY 2015.

According to a USAID-commissioned survey, the plurality of Moldovans believes that the U.S. wants good things for Moldova, although one-third does not know. Moldovans are divided in their impressions particularly in smaller cities. They believe that the EU is the largest assistance provider to the country (47 percent), followed by Russia (14 percent) and the U.S. (6 percent). When it comes to naming the types of U.S. assistance, Moldovans could not. There is opportunity for the PAS to engage everyday Moldovans and the news media more robustly with increased and sustained funding, in addition to at least one more staff position.

PUBLIC AFFAIRS SECTION

The Public Affairs Section at the U.S. Embassy in Moldova has a small team of two American officers, a Public Affairs Officer and an Assistant Public Affairs Officer. Soon, the PAS will add an eligible family member employee (EFM). There are also 11 local employees who support Information Operations (3); exchanges, alumni and speakers (3); the American Center (2); grants (2); and an administrative assistant who also splits his time supporting cultural programming. Glaringly, it does not have an FSO Information Officer. The mission was just approved for a one-time IO in FY 2016, which may or may not continue. Given the strong emphasis on the news media and the incredible trust that the Moldovan people put in the news media, this is an excellent first step. However, this position should be made permanent to solidify the gains the IO will make in the information environment. In addition, if there will be an expansion in exchange programs in Moldova, then the PAS also requires another LES.

In FY 2014, Moldova spent \$486,606 for PD activities, which was the fifth least in the European region. The PAS has a base budget of approximately \$450,000, but also receives roughly \$600,000 in Economic Support Funds (ESF). Of that, \$427,000 went to the Democracy Commission (see below); \$100,000 for alumni support; \$30,000 for speakers; and \$45,000 for the media Co-op

^{*} When given a choice to join the EU or the Customs Union (Russia, Belarus, Kazakhstan), 32 percent said they would join the EU, 50 percent said the Customs Union, 13 percent were undecided and 4 percent said they would not partake. In addition, 48 would vote against an accession to NATO, only 23 percent would for sure. Last, 55 percent have at least some trust in Putin, which is far above Merkel (44 percent), Obama (32 percent), Hollande (24 percent) or Cameron (20 percent).

program. In addition, it received \$67,000 from IIP since the American Center in Chisinau is a top-tier space. The \$1 million in ESF funds provided at the end of FY 2014 was a one-time addition that was not renewed in FY 2015 and is unlikely to be renewed in FY 2016, which will severely affect the embassy's ability to support independent media.

Education and Cultural Affairs Section: The cultural team at the PAS is absorbed with a myriad of educational and cultural programming. In the last year, the U.S. Embassy in Chisinau helped to facilitate 18 long- and short-term programs with 131 Moldovan and 60 American participants. There were seven short-term programs: IVLP (23 participants), Library of Congress's Open World (25), Professional Legislative Fellows (6), Study of the U.S. Institute (2 participants), English Language Teaching Assistants (2 participants), American Senior English Language Fellow (1 participant), and American Fulbright Specialist (1 participant). There were also 11 long-term programs: Moldovan Fulbright Visiting Scholars (3 participants), Moldovan Fulbright Faculty Development (1 participant), Moldovan Fulbright Masters' Students (3 participants), Humphrey Fellows (2 participants), FLEX (60 participants), Global UGRAD (4 participants), American Fulbright Visiting Scholars (3 participants), American Fulbright Students (1 participant), American Fulbright Teaching Assistants (3 participants), American English Language Fellow (1 participant), and American National Security Language Initiative for youth (50 participants). In FY 2014 and FY 2015, the IVLP themes were focused on U.S. foreign policy goals such as promoting the country's export capacity, increasing transparency in government, strengthening rule of law, and supporting investigative journalism. The American Councils for International Education is an implementing partner for the Public Affairs Section for the FLEX program, ACCESS program, National Security Language Initiative, Open World, and the Legislative Professional Fellows program. It also helps to run an EducationUSA center in central Chisinau.

Within Moldova, the mission benefits from the speakers program, although their regular \$30,000 allotment in FY 2015 allowed for just four to five speakers. In the last couple years, the topics have included domestic violence, decentralization of government, women's political participation, and small business administration. The mission suggested that they share speakers with the U.S. missions in Ukraine and Russia since they likely speak on similar mission goals, which is a reasonable request that the IIP Bureau should consider.

The PAS has also used sports and culture to reach elusive publics in Transnistria and Gaugazia, both of which are anti-Chisinau. American sports and culture, the PAS noted, can transcend lines of resistance and are easy to pitch to local officials for their cooperation. The recent American Film Festival in Transnistria was

a major step forward. The festival had 15 showings with 200 to 300 people in attendance and embassy officials introduced each film, giving them rare opportunities to engage Transnistrians.

The PAS requests that they receive more Masters in Fulbright slots. English Language Fellows are also in high demand among Moldovans. They also request more slots for the global UGRAD program, which is very popular. However, it is noted that these programs, despite the support of the American Councils, absorb exorbitant staff time. The Fulbright Program, for instance, is ran completely out of the embassy as there is no cost share for Fulbright fellows with the Moldovan government or a local Fulbright Commission. Should PAS be given more slots for exchange programs, they also should receive an additional local staff to facilitate them.

Information Programs: The news media is pervasive and influential in the country. Given the very small media market, estimated to be roughly \$15 to \$20 million, the channels are created and maintained by power-brokers mainly for political purposes. Twenty percent of the coverage is original content and 80 percent of it is Russian re-broadcasts. Seventy-three percent of Moldovans also claim to get national and international news from Moldovan television and radio while 40 percent get it from Russian television and radio broadcasts. Yet in a comparison of trust among various institutions, roughly 47 percent of the Moldovan public trusts the media, which is second only to the church at 81 percent. The news media has a particular influence on youth.**

The U.S. embassy is on every major social media platform. Facebook is the most visited social media site in the country, with approximately 260,000 to 440,000 Moldovans online, and the U.S. mission is the most popular public institution on Facebook in the country. Twitter is not as popular, but the embassy has roughly 4,000 followers. The embassy also maintains Flickr, Instagram and YouTube accounts. Most comments from Moldovans are about larger U.S. foreign policy initiatives, which the PAS engages in selectively.

There is currently no Information Officer at the PAS in Chisinau, which represents a significant gap in the mission's media operations. Given the enormous influence of the Moldovan media and the large advantage that Russia has in this space, the U.S. mission needs more support in engaging the press through an Information Officer and sustained funds in supporting independent media (see below). This position would also help oversee the growing social media presence and ensure quality engagement with Moldovan youth.

** When given a choice to join the EU or the Customs Union (Russia, Belarus, Kazakhstan), 32 percent said they would join the EU, 50 percent said the Customs Union, 13 percent were undecided and 4 percent said they would not partake. In addition, 48 would vote against an accession to NATO, only 23 percent would for sure. Last, 55 percent have at least some trust in Putin, which is far above Merkel (44 percent), Obama (32 percent), Hollande (24 percent) or Cameron (20 percent).

AMERICAN SPACES

There are five American spaces in Moldova, with the American Resource Center in Chisinau as the hub. The ARC in Chisinau is currently in a limited access space across the street from Moldova State University. The post has identified another space at the ground level of the same building, which is more accessible to members of the public, could be wired for Internet access, and has an open floor layout that makes it versatile for a variety of activities. Given Moldova's strategic importance to U.S. foreign policy, the space has been designated a top-tier space by the European Affairs Bureau and IIP.

The embassy team is working with its current space to conduct daily programming and provide resources on U.S. information, policy and culture. While visitor attendance has increased recently, the limited space does not meet the Open Access Principles for the American Spaces. The current space has secure doors, a difficult entry point from the street, and rules that visitors must leave their wireless devices at the entrance. Yet the new space allows for a premium American Center and ACPD is highly skeptical that another similar space in close proximity to embassy staff and Moldovan youth exists.

At the moment, the finalization of the lease for the new space is on hold as the Overseas Building Operations Bureau (OBO) identifies funding. Once funding is identified, OBO and IIP must agree on the design concept of the space to include security requirements. ACPD understands that OBO should have a designated budget line that allows for the renovations of existing U.S. government owned and operated public diplomacy facilities. However, it is critical that this issue be resolved as soon as possible so that the post can move forward. Currently, other foreign embassies in Chisinau are considering the new space for their engagement activities with the Moldovan public.

At the end of FY 2014, the U.S. Mission in Moldova received \$8 million in ESF funds. Of that, \$1 million went to the Public Affairs Section to support civil society and independent media (an additional \$2.3 million went to USAID for supporting European integration). As part of the embassy's recurring Economic Support Funds, in FY 2015, the PAS also disbursed \$427,000 among 32 grantees under the Democracy Commission Small Grants Program, which provides seed money for projects that help develop the capacity and sustainability for non-governmental organizations in Moldova. They include projects that target the democratization (especially at the local level), promoting civic education, and strengthening civil society. Yet to change current norms in Moldovan media, government and civil society, the work must be constant and extend beyond one year.

ACPD met with several independent media and civil society grantees on its July 2015 visit. Overall, they said that media freedoms have improved the last five years in the sense that journalists no longer have to fear for their lives. Yet the media environment is still largely suppressive and the current media, which the public puts overwhelming trust in, pursues the interests of Russians and Moldovan oligarchs. While the oligarchs have been positioned their work and their control of the press as a way to fight Russian propaganda, they have actually used it to manipulate the market.

Independent news media is the only space where investigative journalism exists. Due to the overwhelming influence of Moldovan oligarchs in the news media, their journalists largely act as public relations agents, the grantees said. They repeatedly stated the need in Moldova for equipment, staffing, training and financial support for independent media outlets to increase their news coverage and ensure they are reaching Russian speaking audiences. Independent media is focusing on the judiciary and banking sectors, to expose corruption in both, yet they rely significantly on U.S. funding. Another request was for the United States to focus on countering Russian propaganda at the state level since it is especially fertile ground for Russian disinformation.

ACPD is concerned that there is no current replacement to support independent media should the PAS not receive additional funding for media support.

FIELD-DIRECTED ACTIVITIES



U.S. PUBLIC DIPLOMACY IN THE NEAR EAST ASIA REGION

A young Algerian girl takes a shot on a professional soccer goalie after U.S. Secretary of State John Kerry spoke about the value of sports in life and State Department Sports Diplomacy programs during a visit to a Nike flagship store in Algiers - the largest in the African continent - on April 3, 2014. [State Department photo/ Public Domain]

U.S. Public Diplomacy in Near East Asia

The Department of State aims to carry out robust public diplomacy programming in the Near Eastern Affairs (NEA) region despite challenges such as weak partner institutions; host government suspicion of, and in some cases hostility toward, public diplomacy programming; and the need to implement activities in high-threat security environments. Yet programs that foster economic growth and integration through the teaching of English and entrepreneurial skills are in high demand throughout the region. Young people especially are eager participants in exchange programs to the United States, and American scholars and students are welcome in many countries. U.S. embassies engage in social as well as traditional media outreach. Sports and cultural diplomacy, carefully used, allow access to underserved communities that may be vulnerable to radicalization.

More than 30 percent of the population in the region is between the ages of 15 and 29, and these youth are increasingly connected to each other and to the world via technology. There are 105 mobile phones for every 100 people, and the region has an Internet penetration rate of roughly 40 percent. Traditional media, however, remains largely not free, according to Freedom House. With the exception of Israel (84 percent), U.S. favorability is well below 50 percent according to the Pew Global Attitudes Project: Tunisia (42 percent), Lebanon (41 percent), Palestinian Territories (30 percent), Jordan (12 percent) and Egypt (10 percent). With this environment as the backdrop, the Office of Press and Public Diplomacy in the NEA Bureau provides guidance and support to Public Affairs Sections in consulates and embassies in 18 countries.

U.S. FOREIGN POLICY GOALS

U.S. interests in the region are to: promote the free flow of commerce and ensure global energy security; combat terrorism, violent extremism, and the proliferation of weapons of mass destruction; preserve Israel's security and achieve a comprehensive and lasting Middle East Peace between Israel and its neighbors; and support successful and sustainable democratic transitions. Supporting private sector-led economic growth and job creation is a top priority to address the region's persistent high unemployment and promote stability. Nurturing nascent civil society groups, and encouraging governments to allow them the space to operate freely, is another key goal. A strong private sector and civil society can produce partners with whom governments can engage to advance the cause of reform. The search for a just and lasting peace in the Middle East, while difficult, is an element of the U.S. commitment to, and strong support for, Israel's security. The United

States has also adopted a comprehensive strategy to degrade and defeat ISIL so that it can no longer threaten the region, the United States, and our allies and partners around the world.

U.S. PUBLIC DIPLOMACY GOALS

Public diplomacy and strategic communications are core to U.S. foreign policy efforts to support stability, democracy, and security in the region. Public diplomacy and public affairs programming aims to:

1. Ensure clear, articulate messaging on U.S. foreign policy, especially during times of crisis and transition;
2. Support democratic transitions and empower an informed, active citizenry;
3. Promote and support U.S. economic statecraft in partnership with embassy economic and commercial counterparts; and
4. Counter extremist messaging.

Public diplomacy activities have been used in a variety of ways to support these goals. The State Department has provided economic and educational opportunities to underserved and marginalized populations through English-language and entrepreneurial training and promoted alternatives to violence through TV and radio talk shows in the Arabic language. Many programs operate through the region's 63 American spaces. The ECA Bureau also currently operates more than 15 programs in the region, five of which are targeted towards youth: the English Access Microscholarship, the Kennedy-Lugar Youth Exchange & Study (YES) Abroad, the TechGirls program, the Youth Leadership Program (YLP), and the Fulbright program. Other academic programs include Critical Language Scholarships and EducationUSA advising.

**See Academic Programs: Fulbright Students & Scholars (Algeria, Bahrain, Egypt, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestinian Territories, Qatar, Saudi Arabia, Tunisia, United Arab Emirates, and Yemen); UGRAD Middle East (Algeria, Bahrain, Egypt, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestinian Territories, Qatar, Saudi Arabia, Tunisia, United Arab Emirates, and Yemen); UGRAD Tunisia; Fulbright Short-Term Visiting Scholar Program for Iraq and Libya; Teachers of Critical Languages Program; Critical Language Scholarship (CLS) Program; Tunisia Community College Scholarship Program; EducationUSA NEA - 546,845 in-person and 238,016 virtual contacts. *See Professional & Cultural Programs: IVLP; National Security Language Initiative for Youth (NSLI-Y); Kennedy-Lugar Youth Exchange & Study (YES); TechGirls; TechWomen; American Youth Leadership Program; International*

Writing Program (IWP); IWP Between The Lines; Center Stage.

U.S. PUBLIC DIPLOMACY SPENDING

FY14 U.S. Public Diplomacy Spending by Country

Country	Actual Expenditures
Iraq	\$10.713 million*
Israel	\$4.242 million
Palestinian Territories	\$3.757 million
Egypt	\$2.702 million
Morocco	\$2.159 million
Jordan	\$2.068 million
Saudi Arabia	\$2.053 million
Lebanon	\$1.492 million
United Arab Emirates	\$1.471 million
Yemen	\$1.140 million
Qatar	\$948,775
Tunisia	\$898,345
Kuwait	\$690,598
Algeria	\$689,955
Bahrain	\$686,916
Oman	\$456,751
Libya	\$330,517
Syria	\$214,050

(Data in this table is from PDRP and was within 3 percent of the data we received from the the Bureau except where noted with an asterisk. Iraq budget includes OCO funding.)

The largest public diplomacy programs in FY 2014 were Iraq (\$10.713 million), Israel (\$4.242 million), Palestinian Territories (\$3.757 million), Egypt (\$2.702 million), Morocco (\$2.159 million) and Jordan (\$2.068 million). Activities in Iraq were funded by Congress through a separate appropriation. As this designated funding is phased out, public diplomacy funds will become necessary to support activities in Iraq.

Regional spending was focused in four strategic areas: countering violent extremism; culture, sports, and American society; democracy, good governance, and the rule of law; and education and youth engagement. Lesser amounts of funding went to categories such as evaluation; audience research and public opinion polling; educational advising and promoting study in the

United States; alumni outreach; American Centers; public-private partnerships; speaker programs (post generated); and supplementing educational and cultural affairs.

PUBLIC DIPLOMACY PROGRAM SAMPLES:

Countering ISIL (DAESH) and Extremism: Communications are a critical aspect of the broader fight against Daesh. U.S. public diplomacy in the Near East Asia Bureau has taken a leading role in the U.S. government's comprehensive efforts to degrade ISIL, or Daesh. NEA has implemented exchange programs with visiting leaders from anti-ISIL coalition countries, spokesperson trainings to sharpen anti-extremist messaging, and social media workshops in the region to coordinate anti-Daesh messaging and amplify a counter narrative of tolerance and coexistence online. In April 2015, NEA hosted a countering violent extremism training workshop in Amman in collaboration with the government of Jordan, civil society, and other U.S. government agencies. The hands-on, two-day training brought together more than 75 senior Jordanian government leaders, entrepreneurs, media officials and civil society leaders from all sectors and parts of Jordan. Organized in close coordination with the Jordanian government, the TechCamp focused on bridging the long-standing lack of trust and absence of cooperation between government and civil society, in this case to tackle the shared problem of countering extremist messaging and recruiting.

Entrepreneurship Outreach: Regional economic empowerment is one of U.S. foreign policy's highest priorities. In FY 2015, for the first time, female businesswomen from North Africa joined Sub-Saharan counterparts for the African Women's Entrepreneurship Program (AWEP) IVLP. This fostered regional cooperation while providing all the participants with useful advice on navigating bureaucracies, raising capital, marketing, and other topics. Angie Chang, a co-founder of "Women 2.0," also recently conducted a workshop with Gaza Sky Geeks, an organization that supports tech entrepreneurs in Gaza and in Jerusalem. Chang led workshops for more than 30 Gazans, sharing her experiences working in the heart of the Silicon Valley tech industry. In addition, she also met with international investors to help generate funding for Gaza start-up companies.

English Language Learning in Iraq: Recent PD initiatives in Iraq have concentrated on expanding and improving English language learning opportunities around the country. In April 2015, a noted English language specialist visited the country, providing workshops on technology utilization and other teaching techniques in person in Basrah, as well as over Skype to Najaf, Kirkuk and elsewhere. English language

programs provide a crucial opportunity for educational outreach that also boosts long-term economic development prospects.

Youth-Targeted Programming in Algeria: NEA continues to work with youth communities across the region. In Algeria, Delia Dunlap, a Senior English Language Fellow, led a team of 16 youth on a four-day retreat. The program built on the success of the initial October 2014 Algerian Youth Voices training, which was funded by the Under Secretary for Public Diplomacy and Public Affairs' Innovation Fund. During the three day program, the participants produced eight creative and insightful audio recordings that covered a range of topics, including traveling, family, conflict resolution, recreation, and friendship.

Educational Innovation in Lebanon: Expanding knowledge of innovative higher education opportunities is a critical NEA priority. In the fall semester of 2014, the U.S. embassy in Beirut began an initiative to promote Massive Open Online Courses (MOOC) as a way to encourage education and online learning, particularly given the challenging security environment. NEA selected courses from the publicly available MOOCs—Introduction to Environmental Science and Shaping the Way We Teach English—and then encouraged the general public to sign up for these selected courses. In addition to following the online course, students who enroll in PD's "MOOC camp" were then invited to attend supplementary facilitated sessions in

collaboration with Notre Dame University (NDU) and Beirut Arab University (BAU), and offered by alumni of U.S. government programming, on the same topic. A total of 31 participants attended the facilitated sessions and 20 attended a final reception to receive embassy certificates that highlighted the U.S. government's commitment to supporting education as a tool to counter the mounting extremism in the region.

Science, Technology, Engineering and Mathematics (STEM) Initiatives in Qatar: Over the past year, the U.S. embassy in Doha has conducted a series of youth programs promoting STEM education in Qatar, engaging students and sparking interest in science and math. These programs have helped to build long-lasting relationships between Qatari and American institutions and to support our joint goals to promote a strong, free, knowledge-based economy in Qatar. The programs also further mission-wide strategic efforts to combat violent extremism by engaging vulnerable youth and providing them with alternative opportunities. To commemorate NASA's achievements in space exploration, and promote Qatari youth's interest in space science and engineering, the U.S. embassy brought George F. Gabrielle, program engineer at the Kennedy Space Center, to conduct a speaking tour of Qatar, accompanied by a roving exhibition of spacecraft models and an IIP poster show called "Exploring Mars." Upon learning of the successful program with George Gabrielle, Boeing's Middle East office suggested a collaboration with the U.S. embassy to promote STEM education.

International Broadcasting in the Near East Asia Region

In FY 2014, the BBG had eight services in the Middle East: Radio Free Europe/Radio Liberty's (RFE/RL) Radio Farda (Persian), RFE/RL's Radio Free Iraq, Voice of America's (VOA) Persian Service, VOA's Kurdish Service, Middle East Broadcasting Networks' (MBN) Alhurra, Alhurra Iraq, and Radio Sawa, and MBN Digital. While Afia Darfur is focused in the Africa region, Alhurra also broadcasts in Djibouti, Mauritania, Somalia, Sudan, and South Sudan. In FY 2015, RFE/RL's Radio Free Iraq service was combined with Radio Sawa.

RFE/RL spent \$12.976 million with program

delivery in FY 2014; VOA spent \$21.559 million with program delivery; and MBN spent \$53.75 million via its television and radio services in the region. [Note: MBN's total agency cost is \$106.178 million.]

Programs cover local and international news, as well as focusing on topics such as health, youth, technology, economics, democracy, culture, and gender. Most of the services incorporate public call-in shows to engage listeners and question local political leaders. The services reach audiences via radio, television, the Internet and social media.

MIDDLE EAST BROADCASTING NETWORKS

Arabic

MBN ALHURRA TV

FY 2014 \$28.015 million (\$29.089 million with program delivery)

Origin: 2004

Delivery Method: Satellite Television (Nilesat, Arabsat and in HD on Eutelsat), Website, Mobile Site and Social Media

TV Original Programming: 59 hours/week; 15 hours/week of acquired programming

TV Total Broadcast: 168 hours/week

Alhurra reaches the entire Arabic-speaking world from the Atlantic Ocean to the Gulf. Recent BBG research shows that it has more than 20 million weekly viewers. MBN's mission is to provide objective, accurate, and relevant news and information to the people of the Middle East about the region, the world, and the United States, and to support democratic values. Alhurra Television broadcasts Arabic-language news and information to 22 countries throughout the Middle East on the Nilesat and Arabsat satellite systems; it is also available in HD on Eutelsat. In addition to reporting on world events, Alhurra provides context and analysis to give viewers a broader understanding of the actions impacting the region. MBN's Arabic-speaking editorial staff generates much of the news from a facility in Springfield, Va. Alhurra also has bureaus and production centers in Baghdad, Dubai, Beirut, Cairo and Jerusalem, and bureaus in Rabat and Erbil will be operational in the next few months. MBN has correspondents and stringers throughout the Middle East, as well as in Europe and the United States. Sample Programs on Alhurra:

- **Al Youm ("Today"):** A three-hour live daily program that originates simultaneously from five countries in three continents including Dubai, Beirut, Cairo, Jerusalem and Alhurra's headquarters in Springfield, Va. The program provides viewers coverage of the latest news from the Middle East, the United States and the world; as well as topics such as health, entertainment news, sports, technology, social and cultural issues. The program also includes interviews with everyone from politicians to athletes; leaders in business and the arts. Located in Dubai's Media City, *Al Youm* is co-anchored by Nabila Kilani and Basel Sabri, who are joined by Mona Wehbi in Beirut, Osama Yossef in Cairo and Eman Haddad in Jerusalem, along with news updates from Alhurra's headquarters.
- **Hunna ("Women's Views"):** An hour-long program that brings together lively and engaging women to discuss social and political issues that are sensitive in the region. Each week, "Women's Views" provides viewers an intimate look at these issues through interviews with brave women who are living the topics they discuss.
- **Street Pulse:** Takes a unique look at the most important social and cultural issues; examining a single topic each week. The program goes from the streets of Cairo to the most rural villages. It takes experts and interviewees out of their formal offices and speaks with them in a more relaxed atmosphere.
- **Sa'aa Hurra ("Free Hour"):** Alhurra's flagship talk show examining latest news and issues of the day, with expert analysis and debate. "Free Hour" airs five times a week.

MBN ALHURRA IRAQ

FY 2014 \$4.329 million (\$5.903 million with program delivery)

Origin: 2004

Delivery Method: Satellite Television (Nilesat and Arabsat), Terrestrial Transmitters, Website, Mobile Site and Social Media

TV Original Programming: 73 hours/week; 12.5 hours/week of acquired programming

TV Total Broadcast: 168 hours/week

Alhurra-Iraq Television is broadcast via satellite, as well as via terrestrial transmitters in five Iraqi cities. Alhurra-Iraq's news and current affairs programs concentrate on issues facing the Iraqi viewers. It was launched to address the specific challenges facing the Iraqi people and to give the United States a voice in overwhelming anti-U.S. rhetoric found on the other Iraqi channels. Alhurra-Iraq programming includes a mix of current affairs, political, and news programs, that cover a variety of topics including health, technology, business, democracy, entertainment, sports, gender issues, culture, economics, and science. Programs are produced in Alhurra's Baghdad Bureau and in Springfield, Va. A team of approximately 20 correspondents across the country report on the Iraqi news, provide analysis of Iraqi issues and highlight Iraq's rich cultural history. Nearly 40 percent of the Alhurra-Iraq programming schedule is Iraq specific, including almost all of prime time, which is anchored by a daily hour-long Iraq-centric newscast. Alhurra.com has an Iraq-specific page to provide the latest news from Iraq.

Sample of Programs on Alhurra-Iraq include:

- **AlIraq Alyoum ("Iraq Today"):** A daily newscast on the events happening in Iraq.
- **Beliraqi ("In Iraqi"):** Based in Iraq, this talk show that airs weekdays following the daily Iraqi newscast to provide viewers in-depth analysis of the most important political events in Iraq. The show hosts a variety of voices to give Iraqis a broad spectrum of opinions.
- **Hadith Annahrain ("Talk Of Two Rivers"):** This weekly talk show examines issues facing Iraqi society, such as poverty, the lack of basic services, the rights of women and the differences between social classes.

MBN Digital: (FY 2014 \$2.793 million) MBN Digital's cost covers Alhurra and Radio Sawa websites, mobile sites and social media sites, which launch topical campaigns for special events, such as elections, and seeks conversation with consumers. Alhurra also has a YouTube channel. The Alhurra and Radio Sawa are all news websites that include news and information from across the region, the United States and the world. In addition to original reporting, Alhurra.com live streams Alhurra and Alhurra-Iraq and RadioSawa.com live streams all eight of Radio Sawa's streams.

MBN RADIO SAWA

FY 2014 \$9.641 million (\$18.758 million with program delivery)

Origin: 2002

Delivery Method: Radio (AM, FM), Satellite Television (Nilesat and Arabsat), Website, Mobile Site and Social Media

Radio Original Programming: 168 hours/week

Radio Total Broadcast: 168 hours/week

Radio Sawa targets Middle Eastern publics under the age of 35. Broadcasting 24/7, mostly on FM, it provides news and a blend of Western and Arabic popular music. Radio Sawa broadcasts nearly six hours of pan-Arab news and information each day via eight targeted, regional streams: 1) Iraq (FM and AM); 2) Levant, including Jordan and the West Bank (FM); 3) the Gulf (FM and AM); 4) Egypt (AM); 5) Morocco (FM); 6) Sudan, Libya, Djibouti and Yemen (FM and AM); 7) Lebanon and Syria (FM); and 8) Mauritania (FM). Additionally, Radio Sawa Iraq broadcasts Iraq-specific news and information to Iraqis. Radio Sawa's all news website also provides news and information in Arabic in print, in addition to live broadcasts of its regional streams. MBN's Arabic-speaking editorial staff generates much of the news from a facility in Springfield, Va. Along with Alhurra, Radio Sawa's Iraq-based staff works out of a bureau in Baghdad and has correspondents and stringers throughout the Middle East, as well as in Europe and the United States.

Sample programs of Radio Sawa include:

- **Al-Mintaqa Al-Hurra ("Free Zone"):** Radio Sawa's signature program on freedom and democracy issues in the Middle East, including the democratization process, elections, women's rights, human rights, freedom of the press, and other subjects. This is the only Arabic-language program broadcast in the region on freedom and democracy issues. It is broadcast for 20 minutes once a week.
- **Isaal Al-Alaim Al-Yaoum ("Ask The World Now")** – Uses broadcast quotes from senior administration policymakers—including President Obama, Vice President Biden, Secretary of State Kerry, and others—to answer questions about a range of policy issues pertinent to the overall U.S. relationship to the Middle East. Runs on all streams three times, for two-three minutes each time, every Monday, Wednesday and Friday.
- **Radio Sawa Iraq: Shono Rayek ("What is Your Opinion"):** A hour-long daily call-in program on Radio Sawa's Iraq stream during evening drive time. The program's two Iraqi hosts field calls and social media interaction throughout the program. This program discusses topics that serve as the underlying causes of Daesh's existence.

RADIO FREE EUROPE/RADIO LIBERTY

Persian, Arabic

RFE/RL RADIO FARDA (PERSIAN)

FY 2014 \$6.967 million (\$10.857 million with program delivery)

Origin: 2002

Delivery Method: Radio (SW, MW, satellite), Television (satellite), Website and Mobile Site, Social Media

Radio Original Programming: 140.56 hours/week

Radio Total Broadcast: 168 hours/week

Radio Farda is the only 24/7 Persian-language international broadcaster available to Iranian audiences via satellite, shortwave, medium wave/AM, and online or mobile apps. Programming provides professional news, analysis and reporting on events in and related to Iran, in addition to news from the Middle East and the world. It offers popular music, interviews with banned artists and performers, as well daily cultural news, features and programs. Free thinkers, intellectuals and the political opposition also discuss their views on various issues. An average of 11.5 million pages were viewed on Radio Farda's website during FY 2014, and its main Facebook page has 1.3 million fans. Despite an official Iranian government ban on the site, the need for a proxy to access it, and deliberately slow internet speeds, more than two-thirds of visitors to the website came from inside Iran in 2013. Iran has set up imitation websites to discredit Farda reporting, and has targeted Farda journalists in over 15 cases of online harassment. Sample programs include: "Pas Farda," an award-winning satire show with more than 200,000 Facebook fans, hosted by Farshid Manafi; the documentary series "30 Presidential Controversies," which examined Mahmud Ahmadinejad's eight years in office; and the documentary "Born in Prison," which tells the story of a young man born in prison to parents who were later executed. Radio Farda also airs a visualized "radio-on-TV" version of its morning news magazine "Breakfast with News" at 7:00 in Iran on VOA Persian's satellite channels as well as Farda's own satellite channel. Farda expanded its television production in 2015 with seven 5-minute newscasts that run at the top of the hour from 8:00 a.m. to 1:00 p.m. in Iran, and is preparing to launch a 15-minute midday news magazine.

RFE/RL RADIO FREE IRAQ* (ARABIC)

FY 2014 \$2.089 million (\$2.119 million with program delivery)

Origin: 1998

Delivery Method: Radio (FM, AM, satellite), Website and Mobile Site, Social Media

Radio Original Programming: 36 hours/week

Radio Total Broadcasting: 98 hours/week

**On August 1, 2015 Radio Free Iraq was merged with MBN's Radio Sawa Iraq service.*

Radio Free Iraq (RFI) leads local Iraqi media in live coverage of important events such as local and national elections, the ISIL insurgency and anti-government protests. It provides news and analysis, fosters informed debate of issues that are not otherwise covered, and reports on cultural and social issues other Iraqi media often ignore, such as discrimination, honor killings, domestic violence and corruption. CNN, Reuters, Vice News and other respected international media outlets have featured Radio Free Iraq video reporting as part of their coverage of the restive region. The tone of analysis and discussion is constructive and engaged in furthering debate through promoting tolerance and civic activity, covering the local and national perspectives, and providing regional and international context. Coverage of civil society initiatives and the activities of local NGOs helps to distinguish RFI from local media outlets. RFI's weekly program "Human Rights in Iraq" is the first of its kind not only in Iraq but in the region. Its content encourages a constructive search for solutions.

VOICE OF AMERICA

Persian, Kurdish

VOA PERSIAN SERVICE

FY 2014 \$15.133 million (\$19.821 million with program delivery)

Origin: 1979, (also 1942-1945; 1949-1960; and 1964-1966). Became a TV network in 2007.

Delivery Method: Satellite Television, Satellite Radio,* Website and Mobile Site, Social Media

Radio Original Programming: 14 hours/week*

Radio Total Broadcast: 14 hours/week*

Television Original Programming: 54.5 hours/week (reduced to 38.9 hours/week in FY2015)

Television Total Broadcast: 168 hours/week

*Note: Satellite radio broadcasts were dropped in FY 2015.

The VOA Persian Service provides for direct communication via television with the people of Iran, who have limited access to free media. BBG research shows that 24 percent of the adult population in Iran watches VOA Persian weekly for coverage of American, Iranian, and international developments. Programs can be accessed on direct-to-home satellite, streaming sites, radio and a host of social media sites. VOA Persian maintains a multimedia website with text, audio, video, live streaming, reporters' and TV host's blogs; YouTube Channel with 36.8 million total views; and social media presence with 2.6 million followers (Facebook, Twitter, Google Plus, Instagram). VOA Persian highlights U.S. policies, critical issues within Iran, including human rights and democracy, in addition to featuring Iranian achievements in the arts, culture, science and academics. The service also reports on U.S. values, culture and society to deliver a comprehensive view of life in America. Sample programs include "Early News & Late News," which features top stories from around the world; "NewsHour," a flagship news program that delves into the top stories of the day; "Straight Talk," which is an audience engagement show driven by social media; and "Tablet," a youthful, energetic show that originates from VOA's New York City bureau, and focuses on cultural and social issues involving young people in Iran and the United States.

VOA KURDISH SERVICE

FY 2014 \$1.642 million (\$1.6351.738 million with program delivery)

Origin: 1992

Delivery Method: Radio (SW, AM, FM, television), Website and Mobile Site, Social Media

Radio Original Programming: 14 hours/week

Radio Total Broadcast: 21 hours/week*

TV Original Programming: 1 hour/week

TV Total Broadcast: 1 hour/week*

*Note: In FY 2016, broadcast times will increase with the affiliate partnership with Kurdish broadcaster NRT.

The VOA Kurdish Service's primary target audience is Iraqi Kurds, but it also produces special programming relevant to Kurdish speaking populations in Turkey, Syria, Iran, and Eurasia and the approximately one million Kurds in Europe and North America. The Kurdish Service has expanded its staffing in Washington and stringer network in the region in order to focus on extremism, ISIL activities and U.S. policies toward the region and ISIL. BBG research in 2014 shows that the weekly audience reach among Iraqi Kurds is 14.9 percent. FM affiliates in Arbil, Sulaimania, Kirkuk, Mosul, Baghdad, and Basra broadcast VOA content and video reports are streamed on its website. It is the only international broadcaster that speaks to the Kurds of the Middle East in their main dialects, Sorani and Kurmanji. It promotes the Kurdish language that has been neglected in the Kurdish-speaking regions and 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. The shows also include daily sports news and press reviews from U.S., regional, and international newspapers. Sample programs include "Hello Washington," an hour-long weekly current affairs program with expert guests taking calls from the Middle East and other areas of the world; "Kurd Connection," a 15-minute television/web program which includes a roundup of news-related material and features of interest to the Kurdish region, and which is expanding to twice weekly, live broadcast on NRT, one of Kurdistan's premier television networks; "Smart Living," a three- to four-minute television/web program including health, new technology, women and lifestyle news; and "Social Media," a 5-minute television/web program which discusses the various social media websites including Facebook, Twitter, and YouTube.

COUNTRY PROFILES

NEAR EAST ASIA REGION COUNTRY BY COUNTRY PROFILES

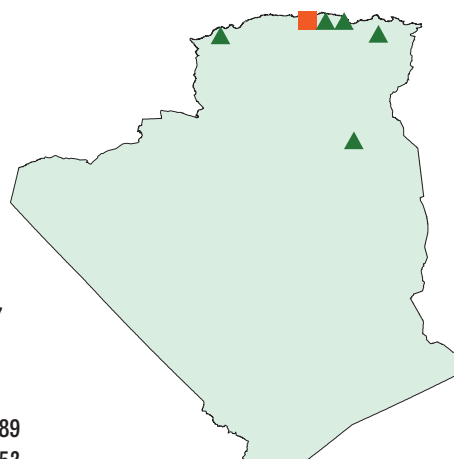
Algeria

DEMOGRAPHICS

Geographic area (sq. km.): 2381740
 Population: 39928947
 Below 24 yrs. old: 45.80%
 Refugee population: 94150
 Urban population: 70%
 GDP/capita: \$5,361
 Unemployment: 10%
 Below poverty line: 23% (2006)

COMMUNICATIONS AND LITERACY

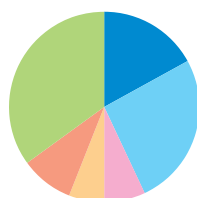
FH Media Freedom: Partly Free
 Internet users/100 people:
 Mobile phones/100 people: 101
 Literacy: (2006) 73% (F: 64%, M: 81%)
 Avg. years of education: 14 (F: 14, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$612,426 FY14 ACTUAL: \$689,956 FY15 PLANNED: \$663,497

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$154,089
Support for English Language Teaching/Learning	\$96,952
Cultural Programs (Post Generated)	\$72,188
American Spaces (not centers)	\$70,618
Other	\$62,393

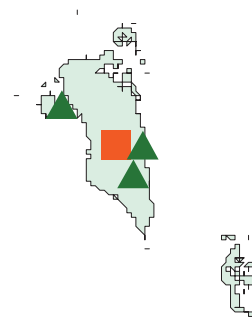
Bahrain

DEMOGRAPHICS

Geographic area (sq. km.): 760
 Population: 1344111
 Below 24 yrs. old: 35.60%
 Refugee population: 294
 Urban population: 89%
 GDP/capita: \$25,198
 Unemployment: 7%
 Below poverty line: NA% ()

COMMUNICATIONS AND LITERACY

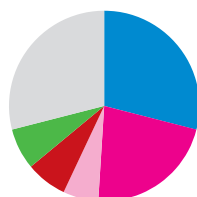
FH Media Freedom: Not Free
 Internet users/100 people: 90
 Mobile phones/100 people: 166
 Literacy: (2010) 95% (F: 92%, M: 96%)
 Avg. years of education: (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$654,170 FY14 ACTUAL: \$686,916 FY15 PLANNED: \$700,541

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated)	\$160,944
Support for Mission Initiatives	\$92,169
Alumni Outreach	\$89,700
Other	\$81,007
Educational Initiatives (not including English Language programs)	\$51,477

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

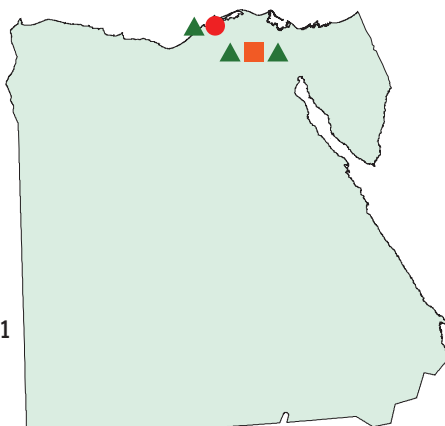
Egypt

DEMOGRAPHICS

Geographic area (sq. km.): 995450
 Population: 83386739
 Below 24 yrs. old: 49.90%
 Refugee population: 230086
 Urban population: 43%
 GDP/capita: \$3,436
 Unemployment: 13%
 Below poverty line: 25% (2011)

COMMUNICATIONS AND LITERACY

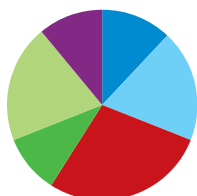
FH Media Freedom: Not Free
 Internet users/100 people: 49.56
 Mobile phones/100 people: 122
 Literacy: (2012) 74% (F: 66%, M: 82%)
 Avg. years of education: 13 (F: 13, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$2,565,128 FY14 ACTUAL: \$2,702,563 FY15 PLANNED: \$2,705,491

Total PD Spending by Theme



Top Spending by Activity

Other \$1,404,360
 Media/Press Activities \$150,796
 Books & Publications \$141,226
 Cultural Programs (Post Generated) \$137,122
 Support for English Language Teaching/Learning \$113,760

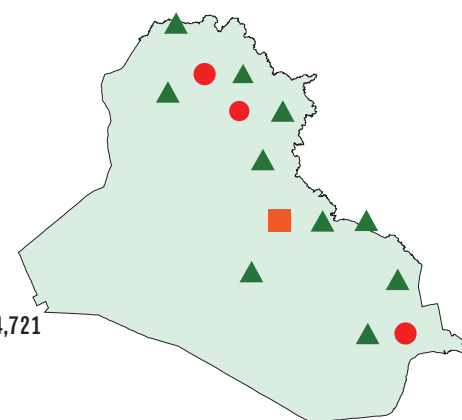
Iraq

DEMOGRAPHICS

Geographic area (sq. km.): 434320
 Population: 34278364
 Below 24 yrs. old: 56.30%
 Refugee population: 246298
 Urban population: 69%
 GDP/capita: \$6,433
 Unemployment: 16%
 Below poverty line: 25% (2008)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 9.2
 Mobile phones/100 people: 96
 Literacy: (2012) 79% (F: 72%, M: 86%)
 Avg. years of education: 10 (F: 9, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$10,713,000 FY14 ACTUAL: \$10,713,000* FY15 PLANNED: \$10,884,721

*Data provided by NEA Bureau. Includes Economic Support Funds.

Total PD Spending by Theme

Top Spending by Activity

Supplementing ECA Programs \$347,211
 Media/Press Activities \$230,696
 Post-Generated Exchanges \$184,954
 Cultural Programs (Post Generated) \$112,945
 Educational Advising & Promoting Study in the U.S. \$82,498

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

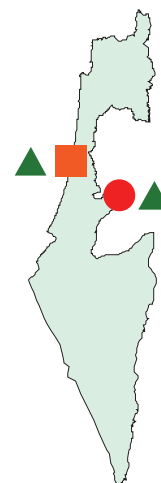
Israel

DEMOGRAPHICS

Geographic area (sq. km.): 21640
 Population: 8215300
 Below 24 yrs. old: 42.80%
 Refugee population: 48325
 Urban population: 92%
 GDP/capita: \$37,032
 Unemployment: 6%
 Below poverty line: 21% (2012)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 70.8
 Mobile phones/100 people: 123
 Literacy: (2011) 98% (F: 97%, M: 99%)
 Avg. years of education: 16 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$4,162,260 FY14 ACTUAL: \$4,242,046 FY15 PLANNED: \$3,800,663

Total PD Spending by Theme

Top Spending by Activity

Support for Mission Initiatives \$718,679
 Cultural Programs (Post Generated) \$596,835
 Supplementing Bureau of Public Affairs Programs \$523,662
 Media/Press Activities \$428,526
 Educational Initiatives (not including English Language programs) \$400,276

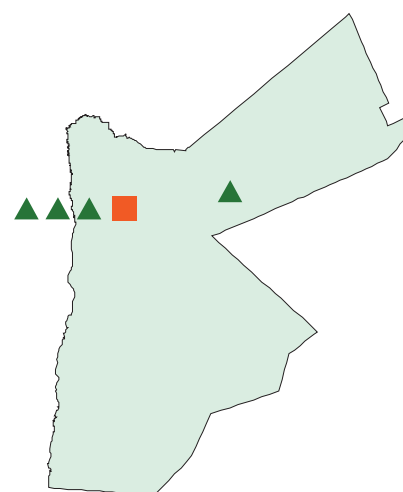
Jordan

DEMOGRAPHICS

Geographic area (sq. km.): 88780
 Population: 6607000
 Below 24 yrs. old: 56.20%
 Refugee population: 2712888
 Urban population: 83%
 GDP/capita: \$5,423
 Unemployment: 13%
 Below poverty line: 14% (2002)

COMMUNICATIONS AND LITERACY

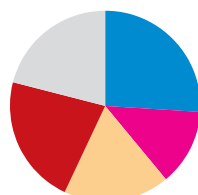
FH Media Freedom: Not Free
 Internet users/100 people: 44.2
 Mobile phones/100 people: 142
 Literacy: (2012) 98% (F: 97%, M: 98%)
 Avg. years of education: 13 (F: 14, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,342,501 FY14 ACTUAL: \$2,068,571 FY15 PLANNED: \$965,500

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers) \$805,712
 Support for Mission Initiatives \$378,662
 Educational Initiatives (not including English Language programs) \$242,767
 Supplementing ECA Programs \$135,795
 Media/Press Activities \$125,911

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

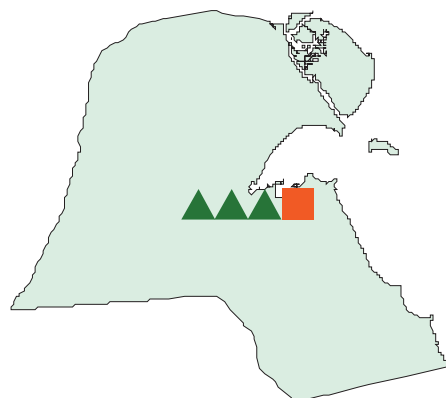
Kuwait

DEMOGRAPHICS

Geographic area (sq. km.): 17820
 Population: 3479371
 Below 24 yrs. old: 40.70%
 Refugee population: 635
 Urban population: 98%
 GDP/capita: \$52,196
 Unemployment: 3%
 Below poverty line: NA% ()

COMMUNICATIONS AND LITERACY

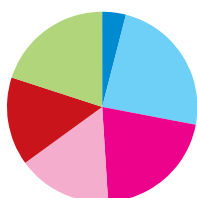
FH Media Freedom: Partly Free
 Internet users/100 people: 75.46
 Mobile phones/100 people: 190
 Literacy: (2012) 96% (F: 95%, M: 96%)
 Avg. years of education: 15 (F: 15, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$655,090 FY14 ACTUAL: \$690,599 FY15 PLANNED: \$681,654

Total PD Spending by Theme



Top Spending by Activity

Educational Advising & Promoting Study in the U.S.	\$82,783
Other	\$68,621
Cultural Programs (Post Generated)	\$65,294
Support for Mission Initiatives	\$56,768
Digital Outreach	\$51,552

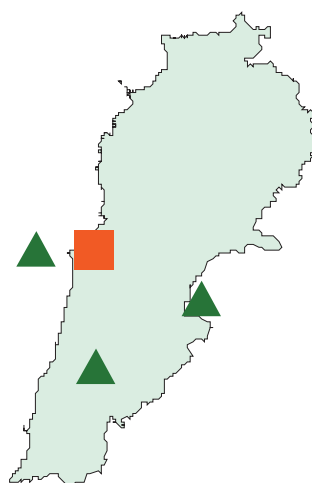
Lebanon

DEMOGRAPHICS

Geographic area (sq. km.): 10230
 Population: 4510301
 Below 24 yrs. old: 42.40%
 Refugee population: 447328
 Urban population: 88%
 GDP/capita: \$10,139
 Unemployment: 7%
 Below poverty line: 29% (2004)

COMMUNICATIONS AND LITERACY

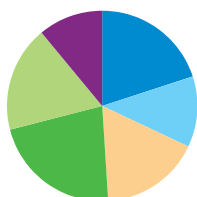
FH Media Freedom: Partly Free
 Internet users/100 people: 70.5
 Mobile phones/100 people: 81
 Literacy: (2007) 90% (F: 86%, M: 93%)
 Avg. years of education: 13 (F: 13, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,559,666 FY14 ACTUAL: \$1,492,412 FY15 PLANNED: \$1,042,889

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$1,056,410
Supplementing Bureau of Public Affairs Programs	\$133,012
Educational Initiatives (not including English Language programs)	\$60,151
Support for English Language Teaching/Learning	\$49,966
Other	\$38,879

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

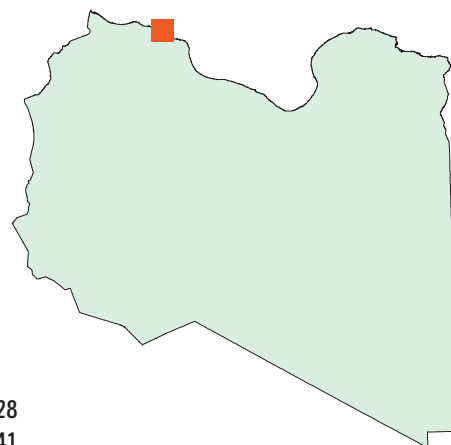
Libya

DEMOGRAPHICS

Geographic area (sq. km.): 1759540
 Population: 6253452
 Below 24 yrs. old: 45.10%
 Refugee population: 25561
 Urban population: 78%
 GDP/capita: \$6,575
 Unemployment: 20%
 Below poverty line: 33% (estimated)

COMMUNICATIONS AND LITERACY

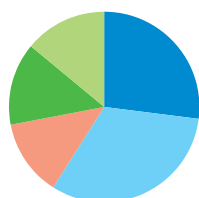
FH Media Freedom: Not Free
 Internet users/100 people: 16.5
 Mobile phones/100 people: 165
 Literacy: (2012) 90% (F: 84%, M: 96%)
 Avg. years of education: 16 (F: 16, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$507,235 FY14 ACTUAL: \$330,517 FY15 PLANNED: \$303,044

Total PD Spending by Theme



Top Spending by Activity

Other	\$81,128
Digital Outreach	\$39,341
Alumni Outreach	\$32,312
Media/Press Activities	\$32,023
Cultural Programs (Post Generated)	\$28,082

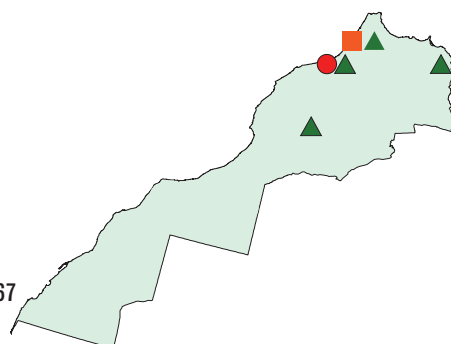
Morocco

DEMOGRAPHICS

Geographic area (sq. km.): 446300
 Population: 33492909
 Below 24 yrs. old: 44.40%
 Refugee population: 1470
 Urban population: 60%
 GDP/capita: \$3,140
 Unemployment: 9%
 Below poverty line: 15% (2007)

COMMUNICATIONS AND LITERACY

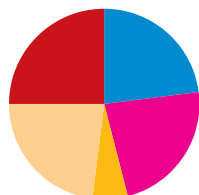
FH Media Freedom: Not Free
 Internet users/100 people: 56
 Mobile phones/100 people: 129
 Literacy: (2011) 67% (F: 58%, M: 76%)
 Avg. years of education: 11 (F: 11, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,995,103 FY14 ACTUAL: \$2,159,958 FY15 PLANNED: \$2,007,467

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$548,779
Cultural Programs (Post Generated)	\$365,524
Other	\$223,200
Supplementing ECA Programs	\$207,160
Media/Press Activities	\$168,911

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

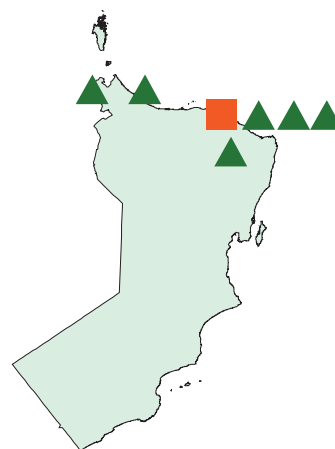
Oman

DEMOGRAPHICS

Geographic area (sq. km.): 309500
 Population: 3926492
 Below 24 yrs. old: 50.30%
 Refugee population: 138
 Urban population: 77%
 GDP/capita: \$20,832
 Unemployment: 8%
 Below poverty line: NA% ()

COMMUNICATIONS AND LITERACY

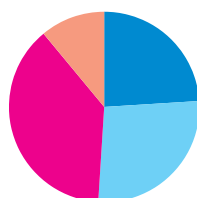
FH Media Freedom: Not Free
 Internet users/100 people: 66.45
 Mobile phones/100 people: 155
 Literacy: (2010) 87% (F: 82%, M: 90%)
 Avg. years of education: 14 (F: 14, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$476,783 FY14 ACTUAL: \$456,752 FY15 PLANNED: \$462,624

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$105,237
 Public-Private Partnerships \$81,133
 Cultural Programs (Post Generated) \$39,853
 Supplementing ECA Programs \$35,441
 Educational Initiatives (not including English Language programs) \$35,162

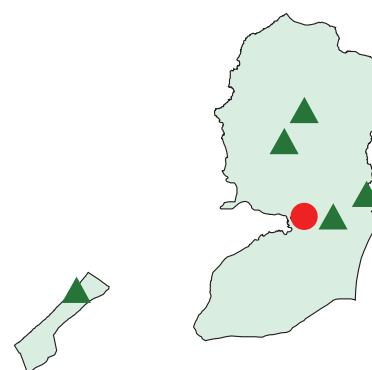
Palestinian Territories

DEMOGRAPHICS

Geographic area (sq. km.):
 Population: 4294682
 Below 24 yrs. old: 55.40%
 Refugee population: 1994493
 Urban population: 75%
 GDP/capita: \$2,966
 Unemployment: 23%
 Below poverty line: 18% (2011)

COMMUNICATIONS AND LITERACY

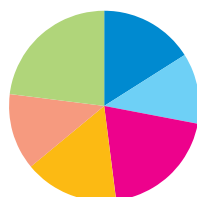
FH Media Freedom: Not Free
 Internet users/100 people: 46.6
 Mobile phones/100 people: 74
 Literacy: (2012) 96% (F: 94%, M: 98%)
 Avg. years of education: (F: , M:)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$3,446,156 FY14 ACTUAL: \$3,757,841 FY15 PLANNED: \$2,882,973

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$1,130,879
 Cultural Programs (Post Generated) \$599,624
 Educational Initiatives (not including English Language programs) \$441,151
 Supplementing ECA Programs \$250,447
 Media/Press Activities \$212,360

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

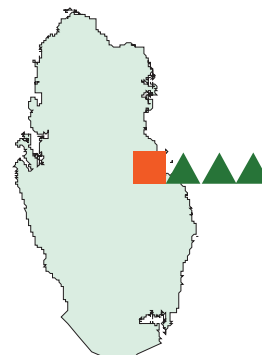
Qatar

DEMOGRAPHICS

Geographic area (sq. km.): 11610
 Population: 2267916
 Below 24 yrs. old: 25.90%
 Refugee population: 130
 Urban population: 99%
 GDP/capita: \$93,397
 Unemployment: 1%
 Below poverty line: N/A

COMMUNICATIONS AND LITERACY

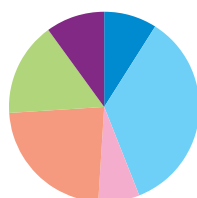
FH Media Freedom: Not Free
 Internet users/100 people: 85.3
 Mobile phones/100 people: 153
 Literacy: (2012) 97% (F: 96%, M: 97%)
 Avg. years of education: 14 (F: 14, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$855,095 FY14 ACTUAL: \$948,776 FY15 PLANNED: \$842,522

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$130,253
 Media/Press Activities \$111,654
 Educational Initiatives (not including English Language programs) \$109,769
 American Spaces (not centers) \$108,532
 Public-Private Partnerships \$98,276

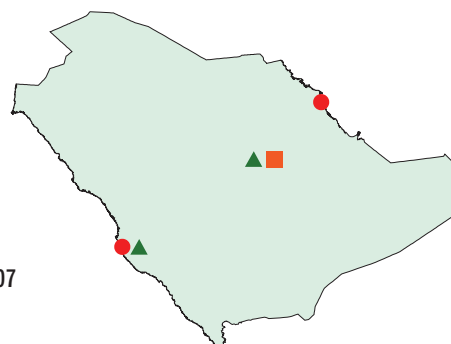
Saudi Arabia

DEMOGRAPHICS

Geographic area (sq. km.): 2149690
 Population: 29369428
 Below 24 yrs. old: 46.90%
 Refugee population: 559
 Urban population: 83%
 GDP/capita: \$25,409
 Unemployment: 6%
 Below poverty line: N/A

COMMUNICATIONS AND LITERACY

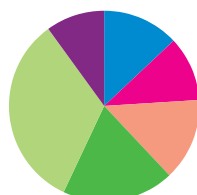
FH Media Freedom: Not Free
 Internet users/100 people: 60.5
 Mobile phones/100 people: 184
 Literacy: (2013) 94% (F: 91%, M: 97%)
 Avg. years of education: 16 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,992,987 FY14 ACTUAL: \$2,053,954 FY15 PLANNED: \$2,156,707

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$564,239
 Post-Generated Exchanges \$416,620
 Educational Advising & Promoting Study in the U.S. \$244,554
 Digital Outreach \$134,797
 Alumni Outreach \$110,587

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

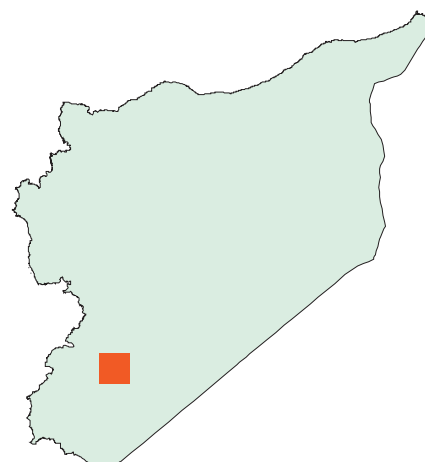
Syria

DEMOGRAPHICS

Geographic area (sq. km.): 183630
 Population: 23300738
 Below 24 yrs. old: 53.30%
 Refugee population: 517255
 Urban population: 57%
 GDP/capita: \$2,066
 Unemployment: 11%
 Below poverty line: 12% (2006)

COMMUNICATIONS AND LITERACY

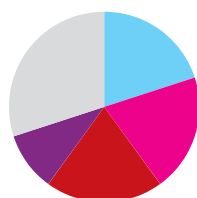
FH Media Freedom: Not Free
 Internet users/100 people: 26.2
 Mobile phones/100 people: 56
 Literacy: (2012) 85% (F: 79%, M: 91%)
 Avg. years of education: 12 (F: 12, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$280,998 FY14 ACTUAL: \$214,051 FY15 PLANNED: \$577,167

Total PD Spending by Theme



Top Spending by Activity

VIP Visits (Press Support) \$24,425
 Cultural Programs (Post Generated) \$22,298
 Alumni Outreach \$20,202
 Supplementing Bureau of Public Affairs Programs \$18,728
 Digital Outreach \$15,725

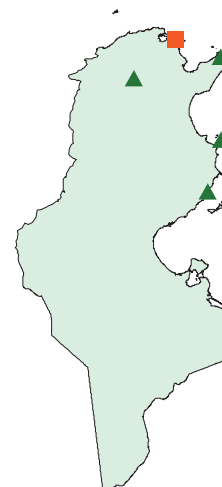
Tunisia

DEMOGRAPHICS

Geographic area (sq. km.): 155360
 Population: 10996600
 Below 24 yrs. old: 39.00%
 Refugee population: 730
 Urban population: 67%
 GDP/capita: \$4,317
 Unemployment: 13%
 Below poverty line: 4% (2005)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 43.8
 Mobile phones/100 people: 116
 Literacy: (2011) 80% (F: 72%, M: 88%)
 Avg. years of education: 15 (F: 15, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$930,808 FY14 ACTUAL: \$898,345 FY15 PLANNED: \$881,574

Total PD Spending by Theme

Top Spending by Activity

Educational Initiatives (not including English Language programs) \$307,028
 Cultural Programs (Post Generated) \$81,848
 Support for Mission Initiatives \$80,193
 Other \$69,893
 American Centers \$45,326

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

United Arab Emirates

DEMOGRAPHICS

Geographic area (sq. km.): 83600
 Population: 9445624
 Below 24 yrs. old:
 Refugee population: 603
 Urban population: 85%
 GDP/capita: \$42,522
 Unemployment: 4%
 Below poverty line: 20% (2013)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 88
 Mobile phones/100 people: 172
 Literacy: (2005) 90% (F: 91%, M: 89%)
 Avg. years of education: (F: , M:)

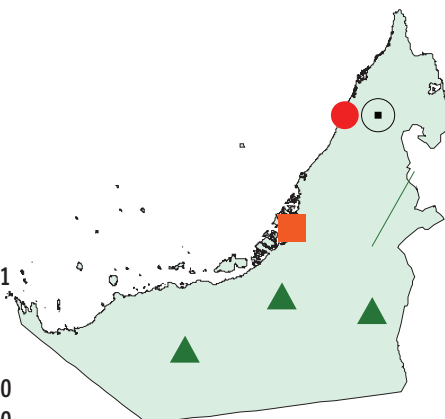
PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,630,585 FY14 ACTUAL: \$1,471,583 FY15 PLANNED: \$2,187,861

Total PD Spending by Theme

Top Spending by Activity

Other	\$397,120
Media/Press Activities	\$383,650
Educational Advising & Promoting	\$101,339
Study in the U.S.	
Support for Mission Initiatives	\$101,212
Supplementing ECA Programs	\$85,091



Yemen

DEMOGRAPHICS

Geographic area (sq. km.): 527970
 Population: 24968508
 Below 24 yrs. old: 62.80%
 Refugee population: 241288
 Urban population: 34%
 GDP/capita: \$1,473
 Unemployment: 17%
 Below poverty line: 54% (2014)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 20
 Mobile phones/100 people: 69
 Literacy: (2012) 66% (F: 50%, M: 83%)
 Avg. years of education: 9 (F: 8, M: 11)

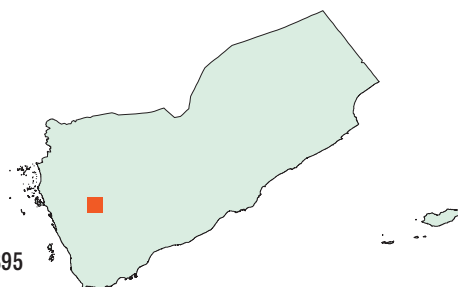
PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,389,403 FY14 ACTUAL: \$1,140,940 FY15 PLANNED: \$1,209,895

Total PD Spending by Theme

Top Spending by Activity

Other	\$444,671
Support for Mission Initiatives	\$141,658
Media/Press Activities	\$126,275
Support for English Language	\$106,606
Teaching/Learning	
Supplementing Bureau of Public Affairs	\$53,574
Programs	



Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

SPOTLIGHT COUNTRY: ALGERIA

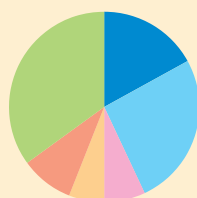
DEMOGRAPHICS

Geographic area:	2381740 sq. km.
Population:	39,928,947
Below 24 yrs. old:	45.80%
Refugee population:	94150
Urban population:	70%
GDP/capita:	\$5,361
Unemployment:	10%
Below poverty line:	23% (2006)

PUBLIC DIPLOMACY SPENDING

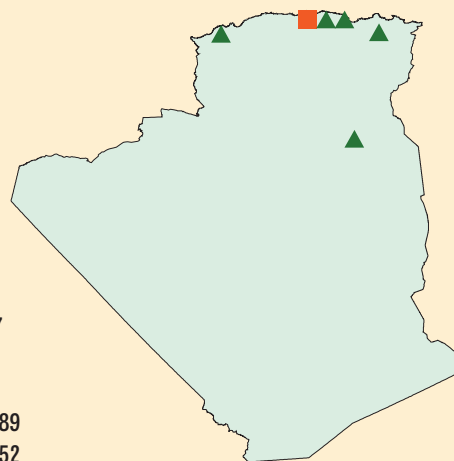
TOTALS FY13 ACTUAL: \$612,426 FY14 ACTUAL: \$689,956 FY15 PLANNED: \$663,497

Total PD Spending by Theme



COMMUNICATIONS AND LITERACY

FH Media Freedom:	Partly Free
Internet users/100 people:	
Mobile phones/100 people:	101
Literacy: (2006)	73% (F: 64%, M: 81%)
Avg. years of education:	14 (F: 14, M: 12)



2015: 12

Top Spending by Activity

Support for Mission Initiatives	\$154,089
Support for English Language Teaching/Learning	\$96,952
Cultural Programs (Post Generated)	\$72,188
American Spaces (not centers)	\$70,618
Other	\$62,393

RECOMMENDATIONS

INCREASE THE MISSION'S BASE BUDGET: The base PD budget for Algeria should be increased closer to the median of \$1.4 million in worldwide PD spending to account for the enormous demand for engagement with the United States and for English-language education, which provides a vehicle for messages about liberal democratic principles about countering violent extremism.

HIGHLIGHT AMERICAN SPACES: Given its new and welcome prioritization from Washington as a "top-tier" space, the Information Resource Center in Algiers should be receiving more funding and support for program development. The mission should examine how to best use this increase in funding to expand the IRCs reach throughout the country through other American Spaces.

INCREASE ENGLISH LANGUAGE FELLOWS FROM ONE TO FOUR: With the enormous demand for English-language in Algeria and the restrictive travel environment that impedes embassy staff's mobility, the number of English Language Fellows should increase from one to four.

ADD LOCAL MEDIA SPECIALISTS TO PAS: The Public Affairs Section at the U.S. embassy in Algeria has a small team of roughly 17 people, which will likely grow to 19 by 2016 with the arrival of an Assistant Cultural Affairs Officer and an Alumni Coordinator. The PAS needs two additional local media specialists to ensure that the section has the bandwidth to engage with print, broadcast and social media simultaneously.

OVERVIEW

With nearly 40 million citizens, a median age of 27, the largest landmass on the continent of Africa, and an extraordinarily high demand for English-language instruction, Algeria provides prime opportunity to expand U.S. public diplomacy programs in a critical region for U.S. national security. The Public Affairs Section in Algeria has been working on limited resources. Its base budget at roughly \$600,000 a year is the third smallest at any functioning U.S. mission in the Near East Asia region, followed only by the missions in Bahrain and Oman, both of which have significantly smaller populations. Yet ACPD found during its May 2015 visit that the section has been able to do extraordinary work that merits more attention and resources to target Algerian youth who are eager to connect with the United States.

The U.S. mission in Algeria works to support the country's regional objectives to bring security to the region, especially in neighboring Mali and Libya, and to eliminate terrorist safe havens in Northern Africa. Algeria has become an ally in global counterterrorism and is an eager leader in countering violent extremism activities. Once defined by its "dark decade" of the 1990s, Algeria has made progress as a democracy, although its statist economy and lack of liberal institutions keep many Algerians isolated from international financial, education, and communications networks. Algerians are not very familiar with the United States, but the youth especially are more open to U.S. values and PD programs that advance foreign policy goals.

The Public Affairs Section is appropriately responding to the high demand for English-language to connect with Algerian youth, especially disadvantaged youth who may be targets for violent extremist activities. It has built a robust platform in its IRC to cultivate and

maintain relationships with Algerians through a variety of programs, despite the IRC being based inside the U.S. embassy compound. Given that much of the U.S. mission's focus is on people, and the stifling bureaucracy that can impede daily diplomatic interaction, ACPD recommends that the base budget for Algeria be increased closer to the median of \$1.4 million to account for the enormous demand for engagement with the United States and for English-language education, which provides a vehicle for messages about countering violent extremism and the principles of a liberal democracy.

PUBLIC DIPLOMACY GOALS

The U.S. mission has five core public diplomacy goals, which are closely connected to its mission strategic objectives related to countering terrorism and violent extremism, building closer bilateral commercial ties, and supporting civil society. First, build capacity of English language teaching in Algeria through teacher training programs and partner with the government of Algeria to strategically meet the high demand for English language teaching throughout the country. Second, counter violent extremism among Algerian youth by giving them constructive alternative activities and providing examples of alternative livelihoods. Third, provide Algerians with access to American expertise in the fields of education, entrepreneurship, and civic engagement, which could support Algeria's development as a liberal democratic society. Fourth, expand engagement with Algerians, particularly through electronic and social media. And fifth, support the professionalization of the Algerian news media. The target audience for most of these activities are youth, who, according to recent polls, have a more positive view of the United States than older generations.

PUBLIC AFFAIRS SECTION

The PAS's actual funds spent in FY 2014 were \$689,955, but its base budget was \$495,878, which meant that the post applied regularly for supplemental funding. While we salute the creativity of the mission to acquire these funds, we acknowledge that the applications take up a great amount of administrative time that could be better used in actually engaging Algerian people. This engagement takes an especially long time in Algeria, as it is difficult for embassy staff to travel throughout the country and to coordinate activities with the Algerian government, which communicates primarily by diplomatic note and has a long response time.

The Public Affairs Section at the U.S. embassy in Algeria has a small team of roughly 17 people. This includes a core team of a Public Affairs Officer, Information Officer and Cultural Affairs Officer, and then 14 local staff and non-Foreign Service staff. A new Assistant

Cultural Affairs Officer will arrive at post in September and there is a vacancy for an Alumni Coordinator. The PAS needs two additional local media specialists to ensure that the section has the bandwidth to engage with print, broadcast and social media simultaneously.

Information Programs: Algeria's four languages—French, Arabic, Derdja and Berber—are reflected on the news media, which remains largely under state control. There are a number of private television stations that broadcast from offshore locations via satellite. The government controls all radio, including several national stations and dozens of local radio stations. Print press is more robust but self-censorship is a norm since the government maintains the power to close news agencies if it disapproves of its reportage and it controls advertising dollars. According to the Algerian government's Post and Telecommunications Regulation Authority (ARPT) at least 4% (1.6 million people) have Internet access, although this number is rapidly increasing. The PAS works to support the development of professional journalism, and has done so utilizing ECA programs such as IVLP, and through a unique partnership with the University of Missouri School of Journalism. Recognizing that short-term training for journalists and news media representatives does not replace a professional education, PAS is working with the university to establish a sister school relationship with the Algerian universities that have a School of Journalism. This initiative received super-funded approval from the "R Priority Fund" in FY 2014.

Another major public diplomacy goal is to engage with Algerians via social media. Starting in 2014, the embassy focused its social media messages on U.S. foreign policy issues and saw its Facebook followers increased from 130,000 to 177,000. The mission also noted an increase in the quality of the engagement, so that followers can learn more about U.S. issues. The mission recognizes that far more can be done to increase its engagement with the Algerian public through social media and, as mentioned, seeks additional LES staff to focus on this critical goal.

Educational and Cultural Programs: The small PAS facilitates 40 ECA and Washington-oriented programs, including the Middle East Partnership Initiative. There is a large imbalance in flows of Algerians that go to the United States vs. Americans who go to Algeria. Between FY 2013 and FY 2015, roughly 15 Americans traveled to Algeria on U.S. sponsored educational programs, while nearly 450 have Algerians have come to the United States on IVLP, SUSI, TechWomen, Fulbright, and other programs. Half of the programs focus on youth and leadership development. There is no Fulbright Board in Algeria, meaning that the Fulbright programs are directly administered through the U.S. mission, in addition to the roughly 39 other programs.

EducationUSA is a challenge for the PAS given the

free higher education system in Algeria and the bureaucratic hurdles limiting timely recognition of American university degrees by the Algerian government. While PAS is working through its American Spaces to increase the number of Algerians studying in the United States, the high cost of study in the United States, coupled with the uncertainty that their degrees would be merited in Algeria, means the trickle of Algerian college students will likely remain. Given these hurdles, PAS is strategically seeking to create one-semester and one-year “study abroad” partnerships, focusing on a “gap year” concept to help lower the bar to encourage more Algerians to study in the United States.

The mission has done some breakthrough programming using culture to further not only people-to-people relationships, but also to amplify key messages. In one extraordinary performance that was lauded by Algerian media, PAS Algiers reunited an Algerian orchestra of Jewish and Arab musicians who had not played together in Algeria since the Jewish musicians fled after the War of Independence. Any U.S.-embassy-supported performance includes a fusion of American and Algerian artists to show the strength of both cultures. Additionally, the mission has successfully encouraged significant cost-sharing with the Algerian government, whereby the Algerian government covers, at minimum, all in-country costs for U.S. performers participating in its many government-sponsored performing arts festivals. The government of Algeria also provides at no cost performance venues for visiting U.S. performers.

A space where PAS could use considerable help is through alumni engagement. Currently 55 percent of the alumni are women and there is a strong, sizable, and engaged core group of Middle East Partnership Initiative (MEPI) and PD exchange alumni around the country. The alumni ACPD met with were doing phenomenal things to promote the values and lessons they learned from their time in the United States, including sponsoring an English-language TEDx conference focused on women’s issues. Each year, PAS holds a fair about the 40 ECA programs so that potential recruits can learn about the programs from various alumni. It is critical to the success of PD efforts in Algeria that these alumni stay engaged in promoting and supporting travel, study, and work in the United States. While the alumni currently feel as if there is sufficient follow-through from the U.S. embassy, a full-time alumni coordinator is necessary in order to maintain these relationship. Currently, an American from the State Department’s Expanded Professional Associates Program (EPAP) is filling that role, which is critical.

ENGLISH LANGUAGE EDUCATION & COUNTERING VIOLENT EXTREMISM

Algerian youth are focused on economic stability, which plays into their high demand for English, the lingua franca of international business and the Internet,

which is their gateway to connect with the wider world after years of isolation. Since ECA recently doubled Algeria’s English Access Microscholarship Program through a pilot program, the U.S. mission in Algeria plans to reach more than 400 disadvantaged youth, ages 13 to 20, in English classes at 19 locations nationwide. World Learning organizes half of the programs. The embassy also partners with Berlitz on the Amel Project, which provides free intensive English-language summer school and enrichment programs to 200 economically disadvantaged high school students. It also partners on the Access program in Algiers and Oran. In 2014, the U.S. mission also launched five new “PLUS” schools, which build on the Access model by incorporating soft CVE components like diversity, civic engagement, and employability into the English language curriculum. Current programming levels should continue, if not be increased.

ACPD visited Access schools and found the students to be enthusiastic, grateful, and, given their penchant for Algeria’s four languages, quick to pick up English. With the Plus program especially, we found students using English to expand their critical thinking skills and to learn about liberal democratic values like transparency, pluralism, tolerance, debate and individual empowerment. Another strong benefit of the Access program is that it targets deeper into society than traditional PD programs and gives the non-elite opportunities to learn English. This makes them eligible to participate in other U.S. exchange programs and to stay connected to the U.S. mission in the future. The program has already proven its success, with Access alumni successfully applying to several exchange and other mission programs.

The U.S. mission has one English Language Fellow (ELF) who was officially assigned to the Ministry of Youth and Sport, but who, in her second year, focused the majority of her time teaching future English language teachers at the Ecole Normale Supérieure, Algeria’s elite teaching institute. On her own volition, she also visits the Access sites in country to provide teacher training and to meet with students. While observing her volunteer book club, it was evident that she was working to satisfy a high demand for English language. PAS would benefit from at least four other ELF in the country, and ideally several more.

Last, the U.S. mission is working with seven Algerian government ministries (Foreign Affairs, Education, Higher Education, Vocational Technical Education, Communications, Youth and Religious Affairs) to build Algeria’s capacity for English language teaching. This is a long-term process, but it demonstrates the importance of public diplomacy programs to the bilateral relationship. There are a great deal of opportunities to expand the reach of these programs into the South and areas where there is the threat of violent extremism. Finally, there is enormous potential for promoting English language through television and radio programming, a need that VOA could potentially help fulfill.

AMERICAN SPACES

The IRC is co-located on the embassy compound and there are also American Corners at universities in Oran, Constantine and Ouargla. The IRC opened in 2011 and has more than 3,000 members. Since January 2014, the number of visitors has expanded from 300 to 1,000 a month. In the IRC is an EducationUSA advising center, staffed by a professional associate. IRC hosts roughly five programs a day, the majority of which are organized by volunteer members.

This IRC was the most well utilized one ACPD has visited in the last year and we applaud the recent decision to designate it as a tier-one space. It did receive IIP funds for a renovation, which included new furniture to provide maximum space for the growing audience, in addition to new eReaders. It provides important resources, both print and digital, that reach young professionals and youth-at-risk. Most importantly, the mission has created a safe place where Algerian youth can find their own voice and develop critical leadership and community engagement skills. It also delivers a platform for English-language education, studying in the United States, and accurate information about the United States. It could benefit from the Open Access Principles to ensure that the eager visitors have easier entry to the space and are able to use their portable devices.

FIELD-DIRECTED ACTIVITIES



U.S. PUBLIC DIPLOMACY IN THE SOUTH AND CENTRAL ASIA REGION

Tajik youth study the globe at Camp America, a U.S. Embassy Dushanbe-supported summer camp, in Hoyt, Tajikistan, in July 2010. [State Department photo/ Public Domain]

U.S. Public Diplomacy in South and Central Asia

The South and Central Asia region presents a diverse range of public diplomacy challenges and opportunities for U.S. officials. Of the nearly 1.75 billion people in South and Central Asia, nearly half (800 million) are under the age of 30, more than 600 million people are Muslim, and 70 percent of the population live in rural areas. Literacy rates vary, as does Internet access (5 percent of Afghanistan and Turkmenistan's population use the Internet, while 45 percent of Kazakhstan's population uses it). However, the South and Central Asia region is enjoying increasing connectivity. On average, there are 92.6 mobile phone subscriptions per 100 people. Low standards for the news media limit professional and fair journalism. No country in the region received a "free" media ranking in 2014 from Freedom House, although India, Nepal, Bangladesh, and the Maldives are "partly free."

The U.S. faces unique challenges with publics in each country. In Afghanistan, the inauguration of the national unity government and the signing of the Bilateral Security Agreement shifted the narrative from one of U.S. abandonment with a withdrawal of U.S. troops to a focus on the strong enduring bilateral relationship. Yet disparaging narratives about the United States can still spread quickly in the region. In Pakistan, where, according to the Pew Research Center, only 14 percent of the Pakistanis had a favorable view of the United States, the narrative that the United States is the core of all problems for Pakistanis sustains. Throughout Central Asia, there is a common Russian-propagated narrative that outsiders, and particularly the United States, cannot be trusted. Relatively negative views of the United States and positive views of Russia dominate in the Central Asian countries. Many South Asian countries naturally see Russia and China as strategic partners given their proximity.

Overall, public diplomacy efforts throughout the region focus mainly on students of all ages, key influencers in civil society, and local news media to advance U.S. foreign policy goals. With recent Russian aggression in the region and an active Russian propaganda campaign in its periphery, public diplomacy and public affairs offices are looking for ways to increase Central Asian citizens' access to accurate information about the United States and to counter Russian influence.

U.S. FOREIGN POLICY GOALS

U.S. foreign policy goals vary country by country. Throughout the region, however, the objectives are to advance regional economic cooperation and development within it; support security and stability to advance U.S. interests; and promote democratic, accountable and inclusive governance. The United States is working with countries throughout the region to reduce the

threats of terrorism and violent extremism and promote greater economic development through access to education and regional cooperation on energy and water resources. In Afghanistan, Pakistan and India, U.S. foreign policy objectives are to advance strategic partnerships and promote stability so that each country plays a constructive role in the region. In Central Asia, the foundation for U.S. engagement is to support independent, sovereign states that have good relations with their neighbors and are able to provide opportunities for their people—states that increasingly uphold regional security, increase their economic integration with regional and global markets, and demonstrate respect for human rights and democratic governance. Countering Russian disinformation in Central Asia is also an increasingly important foreign policy objective.

U.S. PUBLIC DIPLOMACY GOALS

U.S. public diplomacy supports the above foreign policy objectives through a mix of tools. The stated goals include enhancing connectivity, democratic reform and human rights in the region; increasing access to education, especially for girls and women; countering violent narratives in the region; and increasing access to information. Members of civil society, journalists, and exchange visitors who take part in U.S.-government public diplomacy programs are likely to have more favorable views of U.S. foreign policy, thereby providing an alternative to Russian and Chinese narratives.

There are American and locally engaged staffs at more than a dozen U.S. embassies and consulates in the region. They aim to target youth and strengthen domestic outreach to think tanks, universities and journalists. Outreach is primarily done through 96 American Spaces (libraries, cultural centers, corners, information resource centers) in the region. Regional public diplomacy uses virtual exchanges, cultural and sports exchanges, and English language programs, such as the English Access Microscholarship Program (Access), to meet a growing demand for instruction. Youth and educational exchanges such as the Youth Leadership Program, FLEX program, YES program, and Fulbright and Humphrey Fellowships are popular means to connect with emerging leaders, as is the International Visitor Leadership Program, which will aim to be more flexible and responsive to U.S. foreign policy goals in coming years. There are more than 70,000 alumni in the region from various U.S.-sponsored exchange programs. Pakistan has the largest cohort at more than 15,000 people actively organized in the Pakistan-U.S. Alumni Network (PUAN).

**See Academic Programs: Fulbright Students & Scholars (Afghanistan, Bangladesh, Bhutan, India, Kazakhstan,*

*Kyrgyzstan, Maldives, Nepal, Pakistan, Sri Lanka, Tajikistan, Turkmenistan, and Uzbekistan); UGRAD Pakistan; UGRAD Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan); UGRAD South Asia (Bangladesh, India, Nepal, and Pakistan); Afghanistan Junior Faculty Development Program (AJFDP); English Fellows; Access Microscholarships; EducationUSA (468,467 in-person and 1.5 million virtual contacts). *See Professional & Cultural Programs: National Security Language Initiative for Youth (NSLI-Y), Kennedy-Lugar Youth Exchange & Study (YES), Future Leaders Exchange (FLEX), Center Stage.*

In academic year 2013/2014, 127,301 students from the South and Central Asia region studied in the United States, according to Open Doors Data. This translates to a 5.1 percent increase from 2012/2013 and this accounts for only 14 percent of the foreign students studying in the United States. Indian students represent nearly 81 percent of all student exchanges from this region to the United States. Between 1949 and 2014, 11,578 students from the region have traveled to the United States on Fulbright fellowships and 5,852 Americans have held Fulbrights in the region. In FY 2014, 973 of the students were Americans in South and Central Asia and 689 were South and Central Asian students in the United States.

U.S. PUBLIC DIPLOMACY SPENDING

In the region as a whole, according to the data available, U.S. public diplomacy spending in FY 2014 was focused on education; democracy, good governance and rule of law; and women and society. In terms of program activities, the most spending went toward American Centers and Spaces, cultural programs, and support for mission initiatives. The least funded activities included evaluation, books and publications, speaker programs, and supplementing D.C.-directed programs in from the Educational and Cultural Affairs

and International Information Programs budgets.

Afghanistan, Bangladesh and Pakistan all spent funding on countering violent extremism. In FY 2013, 28 percent of Afghanistan spending went toward CVE; in FY 2014, 31 percent did. In Pakistan, 5.9 percent of FY 2013 funds went toward CVE; in FY 2014, 4.8 percent went toward it. The majority of funds were spent strengthening people-to-people ties.

Public Diplomacy FY 2014 Expenditures

Country	Actual Expenditures
Afghanistan	\$56.482 million*
Pakistan	\$36.345 million*
India (and Bhutan)	\$8,409,687
Kazakhstan	\$1,953,582
Kyrgyzstan	\$1,364,517
Nepal	\$1,372,570
Bangladesh	\$1,641,922
Tajikistan	\$1,314,722
Sri Lanka (and Maldives)	\$885,163
Turkmenistan	\$956,659
Uzbekistan	\$761,374

(Data in this table was provided by the bureau and was within 3 percent of the data we received from the PDRP system except where noted with an asterisk. Afghanistan and Pakistan budget figures include Economic Support Funds)

In Afghanistan and Pakistan in FY 2014 and FY 2015, Economic Support Funds (ESF) significantly supplemented funds from the Diplomatic & Consular Programs (D&CP) budget. The Afghanistan and Pakistan break down follows.

AFGHANISTAN FY 2014

FY14 Actual - \$56.482 million

Civil Society and Women – 9.37 percent

\$2.424 million (D&CP) + \$2.870 million (ESF) = \$5.294 million

Sample Program: Embassy Scholarship Program 2014 (\$4.4 million)

This grant provides 62, 4-year full-ride scholarships at the American University of Afghanistan. The 62 scholarships consists of 40 women undergraduates, 12 women MBA students, and 10 are male or female alumni of State Department academic and English-language programs. Of the 62 scholarship recipients selected, 60 are still currently enrolled.

Countering Violent Extremism – 31.02 percent

\$1.007 million (D&CP) + \$16.513 million (ESF) = \$17.520 million

Sample Program: Police Community Outreach Program (\$1.085 million)

This program builds public confidence in police and prosecutors through community police engagements

that strengthen the police's accountability and responsiveness by enabling them to establish a relationship with the districts they oversee. Key activities include local sports events, key leader engagements, and a reality television series similar to the U.S. program "Cops."

People to People Ties – 42.09 percent

\$8.570 million (D&CP) + \$15.202 million (ESF) = \$23.772 million

Sample Program: Lincoln Learning Centers (\$4.966 million)

This three-year cooperative agreement aims to manage and enhance strategic programming and engagement in 20 Lincoln Learning Centers (LLCs) across 18 provinces: Asadabad (male), Asadabad (female), Bamyan, Charikar, Faizabad, Gardez, Ghazni, Herat, Jalalabad, Kabul (Kabul University and Shaharara Women's Garden), Kandahar, Kapisa, Khost, Kunduz, Lashkar Gah, Maimana, Mazar-e-Sharif, Qali-I-Naw, and Sharana. LLCs provide free and open access to the internet, books, information on educational opportunities in the United States, as well as cultural programming to promote mutual understanding between the people of the United States and the people of Afghanistan.

Operations – 9.57 percent

\$4.489 million (D&CP) + \$918,179 (ESF) = \$5.408 million

Building Afghan Communications Capacity & Expanding Media Outreach – 7.95 percent

\$4.489 million (ESF)

Sample Program: Media Information Center (\$2,008 million)

This grant established four Regional Media Information Centers (MICs) in the governor's offices of Balkh, Herat, Nangarhar, and Kandahar Provinces. The primary objectives are to provide the required infrastructure to facilitate government-citizen communications; to counter violent extremist messaging; to enhance the capacities of relevant provincial communicators in each region through training and professional development activities; and to support a strong and sustainable media environment in provincial Afghanistan.

AFGHANISTAN FY 2015

FY15 Planned - \$49.962 million*

*Based on projections

People to People Ties – 34.97 percent

\$8.599 million (D&CP) + \$8.871 million (ESF) = \$17.470 million

Countering Violent Extremism – 22.76 percent

\$11.369 million (ESF)

Civil Society and Women – 20.31 percent

\$7.310 million (D&CP) + \$2.835 million (ESF) = \$10.145 million

Operations – 13.13 percent

\$6.061 million (D&CP) + \$500,000 (ESF) = \$6.561 million

Operations include monitoring and evaluation of grants and cooperative agreements, procurements and services contracts, travel, and salaries for locally employed staff.

Building Afghan Communications Capacity and Expanding Media Outreach – 2.19 percent

\$0 (D&CP) + \$1.095 million (ESF) = \$1.095 million

Regional Integration/New Silk Road – 0.60 percent

\$250,000 (D&CP) + \$50,000 (ESF) = \$300,000

Unallocated – 6 percent

\$3.022 million

Final programming decisions have not yet been made for these funds. Generally, most PAS funding, other than ESF funding, is available for two years. The "unallocated" funding noted in this question will be used and carried over to the second year. Due to the two year availability of funding, PAS carries over funding each fiscal year to the next fiscal year. The FY 2014 carry over was roughly \$9 million. The FY 2015 total carry over is expected to be about \$5 million.

Additionally, the U.S. Embassy in Kabul has an Information Resource Center (IRC) responsible for oversight of the LLCs and supports digital diplomacy efforts out of the Public Affairs Section. As part of the President's guidance to move towards a Kabul-based diplomatic presence after 2016, the U.S. Consulates in Herat and Mazar-e-Sharif closed in FY 2015.

PAKISTAN FY 2014

FY14 Actual - \$36.345 million

People to People Ties - 59.4 percent

\$7.273 million (D&CP) + \$14.303 million (ESF) = \$21.576 million

Sample Program: Music Mela and South by Southwest Music Festival

Music Mela 2015 in Pakistan featured 25 acts from diverse musical genres, including several intercultural collaborations with American and Pakistani artists. In addition to live performances, Music Mela 2015 hosted a number of master classes for musicians and workshops on intellectual property rights and artist royalties. The South-by-Southwest Showcase in Austin, Texas highlighted a diverse group of Pakistani voices at one of the world's premier music festivals, providing an unparalleled opportunity for American audiences to gain a better understanding of Pakistani culture and tradition. In addition to these two programs, the U.S. embassy supports year-round visual and performing arts programming in Pakistan designed to strengthen people-to-people ties and foster mutual understanding.

Strengthening Local Partners - 16.6 percent

\$4.785 million (D&CP) + \$1.239 million (ESF) = \$6.024 million

Sample Program: University Partnerships

The U.S.-Pakistan University Partnership Initiative establishes long-term, ongoing relationships between Pakistani institutions of higher learning with those in the United States. These three-year partnerships promote professional development for faculty, curriculum reform, joint research, and increased mutual understanding between Pakistan and the United States through sustainable, peer-to-peer relationships. There are currently 19 university partnerships in Pakistan.

Operations - 15.7 percent

\$4.706 million (D&CP) + \$1.018 million (ESF) = \$5.723 million

Operations include monitoring and evaluation of grants and cooperative agreements, procurements and services contracts, travel, and salaries for locally employed staff.

Countering Violent Extremism - 4.8 percent

\$926,620 (D&CP) + \$818,257 (ESF) = \$1.745 million

Sample Program: Community Action Project

This program engages and builds the capacity of community, civil society, and nongovernmental leaders from 30 "tier-two" districts of Pakistan to develop linkages and initiatives that promote long-term community resilience. "Tier-two" districts are defined as remote districts that are not connected with the development mainstream of Pakistan and are often underserved and isolated. Through the implementing partner's outreach, this project identifies key community leaders and invites them to Islamabad to introduce them to various democratic, nongovernmental, and civil society organizations, as well as to think tanks. Mentoring lectures and training workshops are held by development practitioners and subject specialists to identify falsehoods, provide alternate perspectives, and counter violent extremist narratives with positive messages. The workshops also provide project design and management training to enable participants to develop Community Action Projects, or CAPs, that address communal conflicts or challenges, thereby building long-term community resilience. The program awards 24 sub-grants for these grassroots projects. One notable CAP was a debate competition organized in public schools and madrassas in Khyber Pakhtunkhwa on the topic of peace and harmony. The district had been plagued by sectarian violence. During the three-day competition, students and religious leaders focused on how to restore peace. This was the district's first such public event in years.

Expanded Media Outreach - 3.5 percent

\$778,754 (D&CP) + \$498,482 (ESF) = \$1.277 million

Sample Program: Center for Excellence in Journalism

This three-year cooperative agreement to the International Center for Journalism (ICFJ), in conjunction with the Medill School of Journalism at Northwestern University, provides funding to establish a Center for Excellence in Journalism at the Karachi School of Business and Leadership. The agreement also provides funding to develop a journalism curriculum and conduct in-service training programs for journalists in print, broadcast and social media. The center addresses the need for skills-based journalism education in Pakistan.

PAKISTAN FY 2015

FY15 Planned - \$35.626 million*

*This is based on projections

People to People Ties – 31.5 percent

\$2.5 million (D&CP) + \$8.726 (ESF) = \$11.226 million

Strengthening Local Partners – 30.3 percent

\$10.8 million (D&CP)

Operations – 13.8 percent

\$4.9 million (D&CP)

Countering Violent Extremism – 15.4 percent

\$2 million (D&CP) + \$3.5 million (ESF) = 5.5 million

Expand Media Outreach – 3.4 percent

\$1.2 million (D&CP)

In addition to the U.S. embassy in Islamabad, the U.S. mission in Pakistan has consulates in Peshawar, Lahore and Karachi; Information Resource Centers in Islamabad, Karachi and Peshawar; and 16 Lincoln Corners throughout the country.

SOUTH ASIA PUBLIC DIPLOMACY SAMPLE PROGRAMS

Bangladesh

The United States supports Bangladesh's efforts to achieve a peaceful, secure, prosperous, healthy, and democratic future. Bangladesh has the fourth-largest Muslim population in the world, with most Bangladeshis maintaining their Sufi traditions. Eighty percent of Bangladesh's 160 million residents are under the age of 40; 65 percent are under the age of 25. The U.S. mission's public diplomacy focus is on youth and the promotion of exchange and commercial relationships. Through outreach, mentoring, and an extensive grants portfolio, the embassy has supported youth-led organizations in community service, education, entrepreneurship, environmental protection and women's empowerment. It also established an Ambassador's Council of Youth Advisors specifically to gain insight into the views of youth leaders.

In addition, the embassy launched the "Entrepreneurship Initiative" through the Edward M. Kennedy (EMK) Center in late 2013 to help support an increasing interest among Bangladeshi youth in social entrepreneurship. The \$100,000 program connects aspiring Bangladeshi entrepreneurs with U.S. businesses and successful Bangladeshi-American business leaders through mentorship and training programs. The young Bangladeshis also receive access to seed funding and infrastructure support to ensure success. In addition, the embassy will send 16 outstanding young entrepreneurs to the United States for a three-week training program called "Project Catalyst" in 2015. The American space, the Edward M. Kennedy (EMK) Center for Public Service and the Arts, opened in September 2012 in the heart of Dhaka's university area. The partner-managed center hosts more than 1,000 programs annually and has reached over 100,000 people since its inauguration. It offers opportunities to develop leadership skills, encourage community service and professional development, learn English, and learn more about American culture and policy through programs and speakers. In addition to the EMK Center in Dhaka, there are currently four American Corners outside of the capital (Rajshahi, Chittagong, Sylhet, and Khulna).

India

The second-largest country in the world by population, India is an increasingly important partner for the United States. Polls show that the majority of ordinary Indian citizens hold a positive view of the U.S. and there are many areas of policy focus that depend on people-to-people engagement. U.S. public diplomacy programming in India directly supports current mission goals, namely: promoting stronger U.S.-India bilateral relations, with an emphasis on economic, scientific, and educational ties; encouraging India's more productive regional and global role; enhancing security

and law enforcement cooperation; and contributing to India's stronger internal capacity to address its challenges and prepare for its future.

Key public diplomacy programming themes, especially climate change and environment, women's issues and empowerment, and diversity and inclusion, are all directly tied to these goals. The Indian public opinion landscape towards the U.S. changed dramatically with the civil nuclear agreement, initiated in 2005, which allowed the U.S. and India to find areas of common strategic interest and decreased lingering Cold War tensions. More recently, the election of Prime Minister Modi in 2014, his visit to Washington, and President Obama's attendance at India's Republic Day in January 2015, the first time a U.S. president attended this ceremony, have underscored commitment to a strong U.S.-India relationship. Increased economic growth in India and growing bilateral trade is a hallmark of the current relationship, and India is second only to China in sending students to the U.S. (more than 102,000 students in 2013-14). To advance U.S. public diplomacy goals in India, U.S. Embassy New Delhi, as well as Consulates General Mumbai, Chennai, Hyderabad, and Kolkata, interact with students, leaders in academia and think tanks, the media, civil society, underserved populations, and other audiences. The American Center New Delhi, which opened in 1951, continues to be a major hub for public outreach in the capital, with nearly 350,000 visitors in FY 2014. American Spaces in Chennai, Mumbai, and Kolkata also see thousands of visitors each year, many of whom are students seeking advising through EducationUSA.

Nepal

Nepal is recovering from a devastating earthquake and its political leaders are finalizing a new constitution. The April 25, 2015 7.8 magnitude earthquake and its aftershocks killed nearly 9,000 people and caused widespread damage in Kathmandu and several surrounding districts. The U.S. mission is supporting the country's recovery including the preservation of cultural heritage damaged during the earthquake. In past few years there have been 17 grants from the Ambassador's Fund for Cultural Preservation, including a \$1.2 million project to restore the 17th century Patan Royal Palace in greater Kathmandu. The embassy's Public Affairs Section also works closely with the U.S. Agency for International Development to support three global Presidential initiatives: Global Health, Feed the Future, and Global Climate Change. Other public diplomacy activities emphasize the need to empower minorities, women and youth.

Youth is a central element in all PD activities because 50 percent of Nepalis are under the age of 18 and 75 percent is under the age of 35. In 2014, 440 candidates applied from across Nepal to be part of the U.S. Embassy Youth Council and 53 were selected

for the year-long tenure. Members meet regularly with the Ambassador and participate in embassy programs, small grant competitions and mentoring programs. The U.S. mission in Kathmandu has eight American Spaces across the country. In 2013, a new mobile American Space called the “Book Bus,” which brings public diplomacy activity to hard-to-reach corners of the country, began service. In early 2015, in partnership with the Federation of Nepalese Chambers of Commerce and Industry, another American Space, the Nepal America Entrepreneurship Center in Kathmandu, opened. This center hosts a business incubator and several programs on entrepreneurship. The U.S. mission also has a robust alumni program, which includes a network of more than 2,200 Nepalese, eight of whom are currently government ministers.

Sri Lanka

U.S. public diplomacy programs in Sri Lanka focus on advancing reconciliation, freedom of expression, and the empowerment of youth and women. Activities to promote reconciliation include interfaith dialogue, community service, and training in conflict resolution, peacebuilding and nonviolence. Sports programming, including sports envoys and an inter-ethnic cricket league, are effective means in bringing communities together. In 2015, the Public Affairs Section is taking social media training on the road with a new iBus. It also provides innovative, small-scale projects targeting the 15-25 age group that support education and community development, in addition to the environment and civil society. Embassy-organized youth forums, writers’ labs, bi-monthly poetry slam sessions and speaker programs at universities, colleges and Muslim schools, are also part of a comprehensive set of community outreach efforts. In 2014, the Public Affairs Section organized a week-long Voluntary Visitor program for the Sri Lanka parliament’s women’s caucus. It has also organized entrepreneurship workshops for rural women throughout the country, and alumni activities regularly promote women’s entrepreneurial efforts.

International Broadcasting in South and Central Asia

The BBG operates 12 services via the Voice of America (VOA) and Radio Free Europe/Radio Liberty (RFE/RL) in the South and Central Asian region. Using radio, television, websites, and social media, the networks reach audiences speaking Bangla, Dari, Kazakh, Kyrgyz, Pashto, Russian, Tajik, Turkmen, Urdu and Uzbek. Two services target Afghanistan and two target the

Afghanistan-Pakistan border region.

VOA's Bangla, Dari, Pashto, Urdu and Uzbek services that target the region cost \$18.138 million with program delivery. RFE/RL's services in Dari, Pashto, Kazakh, Kyrgyz, Tajik, Turkmen, and Uzbek amounted to \$17.696 million with program delivery.

VOICE OF AMERICA

Dari, Pashto, Bangla, Urdu, and Uzbek

VOA AFGHAN SERVICE (DARI AND PASHTO)

FY 2014 \$4.778 million (\$6.232 million with program delivery)

Origin: Dari - 1980; Pashto - 1982

Delivery Method: Radio (SW, MW, FM), Television, Website and Mobile Site, Social Media

Radio Original Programming: 46.5 hours/week

Radio Total Broadcasting: 58 hours/week

Television Original Programming: 6.5 hours/week

Television Total Broadcasting: 6.5 hours/week

The service has 6.6 million regular listeners and viewers within Afghanistan, but targets Dari and Pashto populations in Afghanistan, Pakistan, Iran, and those in the diaspora in the Middle East and Europe. It is one of the leading sources of daily news and information for Dari- and Pashto-speaking audiences and its program topics include health, science, entertainment, sports, and women's rights. VOA Afghan is one of the leading content providers on social media, and has one of the largest followers, close to one million. With media freedoms uncertain in Afghanistan, VOA aims to provide consistent, professional local and international news to inform Afghans of the pace of reform and reconstruction efforts, women's and youth issues, business agriculture and technology, health, education, security, human rights and Western culture. Sample programs include: "TV Ashna," which features interviews with Afghan and American policy makers, news, features, and reports from Afghanistan and other cities worldwide; "Karwan," a youth-oriented TV magazine focusing on social, cultural, and political issues in both Afghanistan and the United States; "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; and "The Late Night Literature Show," where Afghan singers and poets who reside in the United States discuss their work and take questions from listeners. The FY 2016 budget proposes rationalizing Afghan radio services to focus on TV. VOA would retain three hours of programming daily on radio and RFE/RL would retain 12 hours.

VOA RADIO DEEWA (PASHTO)

FY 2014 \$2.957 million (\$4.024 million with program delivery)

Origin: 2006

Delivery Method: Radio (MW, SW, satellite); Television; Website and Mobile Site, Social Media

Radio Original Programming: 63 hours/week

Total Radio Broadcasting: 168 hours/week

Television Original Programming: 14 hours/week

Total Television Broadcasting: 14 hours/week

VOA Deewa (Light) TV/Radio provides news and information to the Pakistan-Afghanistan border region, where more than 40 million Pashto-speaking Pakistanis and Afghans live. Deewa aims to provide professional news in a region that lacks local independent sources of information on regional, international and U.S. politics and where military narrative, jihadi agenda and extremist groups are dominant in the local state and private media market. Sample programs include: "Radio Deewa," a news, current affairs and call-in show; call-in shows to discuss issues relating to youth, women's empowerment, and politics for listeners from Pakistan's Federally Administered Tribal Areas (FATA),

Khyber Pakhtunkhwa, Balochistan Province, Karachi, and the Pashtun diaspora ; “Sweet Woman,” a daily morning show for women that focuses on covering and analyzing daily events in the region; and “Jump, Jump Camel,” a program for children.

VOA UZBEK SERVICE

FY 2014 \$664,000 (\$708,000 with program delivery)

Origin: 1972

Delivery Method: Radio (affiliates in Kyrgyzstan and Northern Afghanistan), Television, Website and Mobile Site, Social Media

Radio Original Programming: 3.5 hours/week

Radio Total Broadcasting: 7 hours/week

Television Original Programming: 0.5 hours/week

Television Total Broadcasting: 4 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 aims to provide a platform for reconciliation among Uzbek, Kyrgyz and Tajik communities in the region and frequently produces special programs on issues relevant to ethnic Uzbeks in northern Afghanistan and in western China. One program, “Exploring America,” covers U.S. foreign policy, U.S. relations with Uzbekistan and the rest of Central Asia, and segments on American life, education and culture.

VOA URDU SERVICE

FY 2014 \$3.034 million (\$5.939 million with program delivery)

Origin: 1951

Delivery Method: Radio (MW/FM), Television, Website and Mobile Site, Social Media

Radio Original Programming: 42 hours/week

Radio Total Broadcasting: 91 hours/week

Television Original Programming: 3.05 hours/week

Television Total Broadcasting: 3.05 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 5.3 percent of the audience in Pakistan, according to a June 2014 survey. Its programming on Express TV reaches an elite Pakistani audience and provides news on current events, health, education, politics and roundtable discussions on issues like U.S.-Pakistan relations. Sample programs include: “Kahani Pakistani,” a flagship daily show that features stories on life in America, the Pakistani diaspora, U.S. election systems, health care, and related subjects; “Café DC,” which features interviews with Washington leaders on their daily lives and career experiences; “Urdu News Minute,” a one-minute international news brief that airs Monday through Friday; and “Zindagi 360,” an entertainment and lifestyle program aimed at teens and young adults in Pakistan and the Pakistani diaspora.

VOA BANGLA SERVICE

FY 2014 \$1.105 million (\$1.235 million with program delivery)

Origin: 1958

Delivery Method: Radio (MW, FM affiliates), Television, Website and Mobile Site, Social Media

Radio Original Programming: 8.1 hours/week

Radio Total Broadcasting: 8.1 hours/week

Television Original Programming: .25 hours/week

Television Total Broadcasting: .25 hours/week

VOA’s Bangla Service provides news and information on radio, television, and the Internet and reaches 5.3 million listeners weekly, according to a January 2014 survey. VOA’s main broadcasts reach Bangladesh, and the Bangla-speaking Indian States of West Bengal, Assam, Tripura, as well as several Arab and Muslim countries in the Middle East, North Africa and Southeast Asia where Bangladeshi workers live. Sample 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; “Let’s Play Politics,” a weekly video feature on U.S. politics and the world of soccer; and “VOA 60 News,” a weekly roundup of the latest news from the United States.

RADIO FREE EUROPE/RADIO LIBERTY

.....
Dari, Pashto, Kazakh, Kyrgyz, Tajik, Turkmen, Uzbek

RFE/RL RADIO AZADI (PASHTO, DARI)

FY 2014 \$4.965 million (\$6.204 million with program delivery)

Origin: Dari - 1985-1993, resumed 2002-present; Pashto - 1987-1993, resumed 2002-Present

Delivery Method: Radio (FM, MW, SW, satellite), Website and Mobile Site, Social Media

Radio Original Programming: 71 hours/week

Radio Total Broadcast: 71 hours/week

Television Original Programming: 0.5 hours/week

Television Total Broadcast: 0.5 hours/week

As a surrogate national public broadcaster that reaches 43 percent of Afghan adults each week (according to BBG research), Radio Azadi provides in-depth coverage of local issues and events affecting people's daily lives. While most local media are owned by powerful individuals or interest groups, Azadi has become a symbol of fair and objective journalism in Afghanistan. Azadi programming includes call-in shows on topics such as current affairs, health and other socioeconomic issues in which listeners participate directly and ask questions from authorities and analysts. It carries 27 regularly scheduled feature programs, each between 10 to 15 minutes on various subjects such as women's empowerment, youth, culture, political satire, and family matters. "Colors of Life" profiles the uncommon lives of ordinary people while "In Search of Loved Ones" helps reunite families separated by war and dislocation. A weekly 45-minute show "New Thoughts" is focused on youth and their activities in society and as part of political and democratic processes. Azadi also airs 2 hours daily of music requests in the midday hours. Azadi produces a weekday regional news round-up of 3 to 4 minutes in Dari and Pashto for Ariana TV. Internet access and use of new media is growing among younger Afghans. Azadi's trained VJs produce 15 to 20 videos and photo galleries each month for its website. The 3- to 4-minute videos are mostly about the lives of women, youth, and internally displaced people as well as other human interest stories. In collaboration with local mobile companies, Azadi provides unique and innovative content to Afghan Wireless subscribers in Afghanistan that no other media provide.

RFE/RL RADIO MASHAAL (PASHTO)

FY 2014 \$3.099 million (\$3.723 million with program delivery)

Origin: 2010

Delivery Method: Radio (AM/SW), Website and Mobile Site, Social Media

Radio Original Programming: 56.5 hours/week

Radio Total Broadcast: 56.5 hours/week

Radio Mashaal provides news and local coverage as an alternative to extremist propaganda in Pakistan's Federally Administered Tribal Areas (FATA) and along its border with Afghanistan. Because radio is still the primary source of information in FATA, Mashaal successfully challenges extremist propaganda by holding live roundtable debates, organizing interactive call-in shows, and producing special features without fear or intimidation. In-depth political reporting features local policy makers and tribal elders, including well-known moderate Pashtun personalities who reject violence and extremism. Mashaal also provides a free platform for citizen engagement to the people of the area. Mashaal is targeting youths, local elders, and religious leaders with reports on tolerance, security and the development of their communities. Mashaal is also engaging youth, with several new programs aimed specifically

at young girls and boys. Listeners engage with Mashaal through Skype, Facebook and three toll-free numbers during live call-in shows.

RFE/RL RADIO OZODI (TAJIK)

FY 2014 \$1.603 million (\$1.684 million with program delivery)

Origin: 1953

Delivery Method: Radio (SW, satellite), Website and Mobile Site, Social Media

Radio Original Programming: 22.75 hours/week

Radio Total Broadcast: 22.75 hours/week

Radio Ozodi aims to provide professional news and information in a largely government-controlled media environment. In recent years, the government has on several occasions blocked access to Radio Ozodi's website ozodi.org and other major international media websites. It also withdrew accreditation for Radio Ozodi journalists. Despite these actions, according to surveys by local research groups, its website is the most popular news source in the country. The Association of Internet Providers in Tajikistan ranked Radio Ozodi among the five most-read websites in Tajikistan in 2013. The outlet interviews political and civil society leaders and connects them with ordinary citizens. The service's extensive coverage on human rights abuses, torture, and other civil rights violations are frequently quoted by international organizations. Ozodi provides a common platform for open discussion and the free flow of information among ordinary people, well-known experts, politicians and government officials. Google Hangouts, Skype, Facebook, MoiMir and other new media tools add a new vigor to Ozodi's radio programs. Sample programs include: the 30-minute "News Journal," which is focused on daily events including domestic, international and regional news and features; a youth program called "Oyandasoz;" and "Voice of Migrants," which covers the human rights concerns of the 1 million Tajik citizens living and working in Russia.

RFE/RL RADIO AZATLYK (TURKMEN)

FY 2014 \$659,000 (\$746,000 with program delivery)

Origin: 1953

Delivery Method: Radio (SW, satellite), Website and Mobile Site, Social Media

Radio Original Programming: 5.5 hours/week
Radio Total Broadcast: 5.5 hours/week

Radio Azatlyk works to offer Turkmen-speaking audiences professional and locally sourced information about themselves and their society. It is the only international media broadcaster operating in Turkmen and providing news from inside the country with original video reporting and photojournalism on human rights and civil society, key developments in Turkmenistan, topics concerning freedom of the press and expression, and reports

on religious and ethnic minorities. Azattyk does not have a bureau in Turkmenistan and the freelancers who work with Azattyk risk their lives and livelihoods to send in reports. But Azattyk's impact is clearly demonstrated by audience calls, emails and citizen journalism reports, as well as by the reactions of the Turkmen government. In one case in February 2014, a week after Azattyk reported about the detention of ethnic Turkmen Afghans by Turkmen border guards on a disputed island on the Afghan-Turkmen border, locals were allowed to walk freely on the land.

RFE/RL RADIO AZATTYK (KYRGYZ)

FY 2014 \$1.722 million (\$2.123 million with program delivery)

Origin: 1953

Delivery Method: Radio (nationwide FM, satellite), TV (KTRK national channel, 4 affiliates), Website and Mobile Site, Social Media

Radio Original Programming: 25.3 hours/week

Radio Total Broadcast: 25.3 hours/week

Television Original Programming: 1.5 hour/week

Television Total Broadcast: 1.5 hour/week

Radio Azattyk connects Kyrgyzstani society with informed reporting and debate on topics ignored or collectively neglected in Kyrgyzstan, such as interethnic tolerance, minority rights, abuse and torture within the justice system, Islamic radicalism, and corruption in the government. According to the latest BBG survey in Kyrgyzstan, Azattyk now reaches 36 percent of Kyrgyzstanis each week with its multimedia programming in Kyrgyz and Russian. In light of the dominance of Russian media in the country promoting the Kremlin's version of domestic and foreign policy, Azattyk has become a unique and alternative media platform. With the rising influence of radical Islam in society, the dominance of Russian politics and media, and growing anti-Western sentiment, Azattyk provides professional coverage of international events and life in foreign countries, as well as analysis of events in Kyrgyzstan with a regional and international perspective. Sample programs include: "Inconvenient Questions," a political talk show; and "Azattyk+," a youth-oriented news and information show.

RFE/RL RADIO AZATTYQ (KAZAKH)

FY 2014 \$1.676 million

Origin: 1953

Delivery Method: Website and Mobile Site, Social Media, TV

Television Original Programming: 0.42 hours/week

Television Total Broadcast: 0.42 hours/week

Radio Azattyq reports on compelling stories which would receive little or no coverage from local media, and also provides a platform for audiences in Kazakhstan to engage and share ideas. Targeting young, urban professionals, college students, and journalists, Azattyq delivers multimedia content digitally via its Kazakh- and

Russian-language websites, mobile platforms and social media. The outlet seeks to set the information agenda, offering objective news and perspectives in both Kazakh and Russian. It also aims to promote civic activism that brings real change into the lives of its audience. The service puts special emphasis on visual aspects and interaction with its audience. User-generated content on Azattyq's website has also become an important method of engaging and connecting with audiences in the country.

RFE/RL RADIO OZODLIK (UZBEK)

FY 2014 \$1.505 million (\$1.540 million with program delivery)

Origin: 1953

Delivery Method: Radio (SW and satellite), Website and Mobile Site, Social Media

Radio Original Programming: 19.5 hours/week

Radio Total Broadcast: 19.5 hours/week

Radio Ozodlik is the only Uzbek-language surrogate broadcaster and is well-known as a trustworthy source of information in Uzbekistan. Ozodlik is a leader in the country among other international broadcasters thanks to its wide network of contacts and sources in Uzbekistan, a professional reporting team in Prague, and dedication to the mission and strategic focus on innovation and new media. In contrast to domestic media, Ozodlik provides uncensored news and analysis that challenges the government's policies, creates an atmosphere of open debate, and provides an accurate account of world affairs. Programs feature the most important domestic news reports, regional and world stories, interviews and special programs ranging from culture to politics to the economy, in addition to the daily "Open Microphone" program, which airs listeners' opinions. Ozodlik is also a leader in engaging with audiences via mobile. Ozodlik's mobile apps, as well as use of WhatsApp and Telegram, provide interaction with listeners, allow for submission of user-generated content, and allow the outlet to generate additional content.

COUNTRY PROFILES

SOUTH AND CENTRAL ASIA REGION COUNTRY BY COUNTRY PROFILES

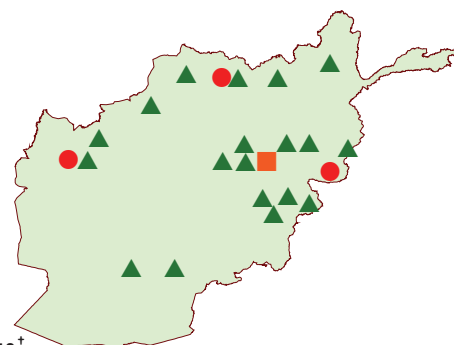
Afghanistan

DEMOGRAPHICS

Geographic area (sq. km.): 652860
 Population: 31280518
 Below 24 yrs. old: 64.20%
 Refugee population: 16863
 Urban population: 26%
 GDP/capita: \$666
 Unemployment: 8%
 Below poverty line: 36% (2008)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 5.9
 Mobile phones/100 people: 71
 Literacy: (2011) 32% (F: 18%, M: 45%)
 Avg. years of education: 9 (F: 7, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$65,130,000 FY14 ACTUAL: \$56,482,000* FY15 PLANNED: \$3,839,943[†]

*Includes Economic Support Funds [†].7 PD Funding Only, Does not Include OCO

Total PD Spending by Theme

Top Spending by Activity

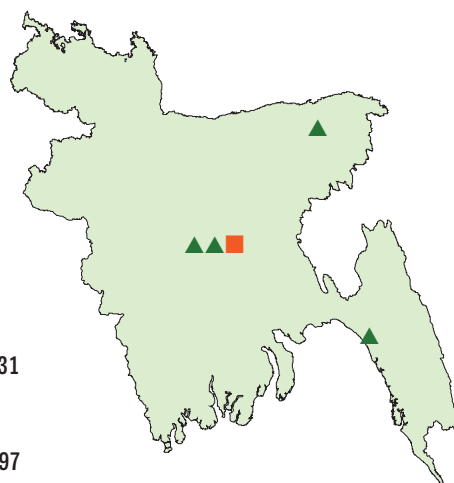
Bangladesh

DEMOGRAPHICS

Geographic area (sq. km.): 130170
 Population: 158512570
 Below 24 yrs. old: 51.10%
 Refugee population: 231145
 Urban population: 34%
 GDP/capita: \$1,097
 Unemployment: 4%
 Below poverty line: 32% (2010)

COMMUNICATIONS AND LITERACY

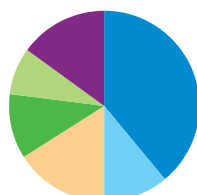
FH Media Freedom: Partly Free
 Internet users/100 people: 6.5
 Mobile phones/100 people: 74
 Literacy: (2012) 59% (F: 55%, M: 62%)
 Avg. years of education: 10 (F: 10, M: 10)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,300,108 FY14 ACTUAL: \$1,635,207 FY15 PLANNED: \$1,169,931

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$420,097
American Spaces (not centers)	\$302,698
American Centers	\$180,092
Support for English Language Teaching/Learning	\$138,486
Educational Initiatives (not including English Language programs)	\$121,417

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

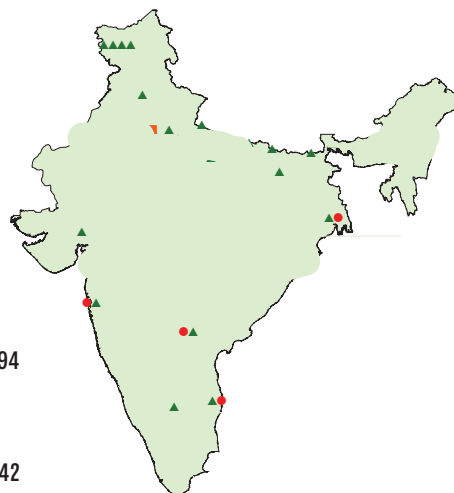
India

DEMOGRAPHICS

Geographic area (sq. km.): 2973190
 Population: 1267401849
 Below 24 yrs. old: 46.60%
 Refugee population: 188395
 Urban population: 32%
 GDP/capita: \$1,631
 Unemployment: 4%
 Below poverty line: 30% (2010)

COMMUNICATIONS AND LITERACY

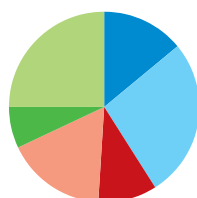
FH Media Freedom: Partly Free
 Internet users/100 people: 15.1
 Mobile phones/100 people: 71
 Literacy: (2006) 63% (F: 51%, M: 75%)
 Avg. years of education: 12 (F: 11, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$6,573,157 FY14 ACTUAL: \$8,398,867 FY15 PLANNED: \$6,785,294

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$1,118,442
American Spaces (not centers)	\$1,039,122
Speaker Programs (Post Generated)	\$889,705
Support for Information Resource Centers	\$763,464
Cultural Programs (Post Generated)	\$662,312

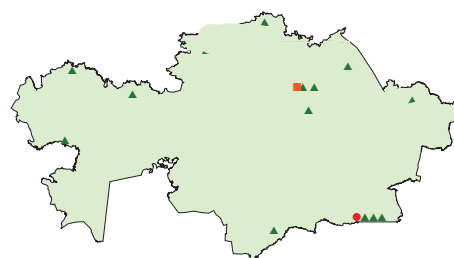
Kazakhstan

DEMOGRAPHICS

Geographic area (sq. km.): 569140
 Population: 45545980
 Below 24 yrs. old: 41.20%
 Refugee population: 584
 Urban population: 25%
 GDP/capita: \$1,338
 Unemployment: 9%
 Below poverty line: 5% (2011)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 39
 Mobile phones/100 people: 72
 Literacy: (2007) 72% (F: 67%, M: 78%)
 Avg. years of education: 11 (F: 11, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,728,773 FY14 ACTUAL: \$1,956,091 FY15 PLANNED: \$914,918

Total PD Spending by Theme

Top Spending by Activity

Educational Initiatives (not including English Language programs)	\$530,930
American Spaces (not centers)	\$417,888
Cultural Programs (Post Generated)	\$329,702
Supplementing Bureau of Public Affairs Programs	\$180,787
Media/Press Activities	\$111,253

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

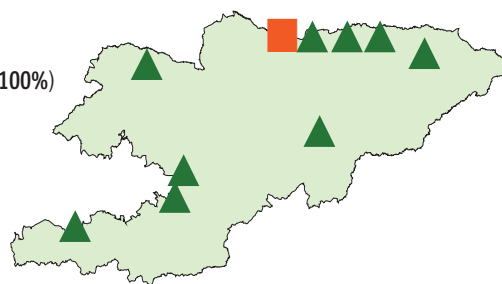
Kyrgyzstan

DEMOGRAPHICS

Geographic area (sq. km.): 191800
 Population: 5834200
 Below 24 yrs. old: 48.60%
 Refugee population: 466
 Urban population: 36%
 GDP/capita: \$1,269
 Unemployment: 8%
 Below poverty line: 34% (2011)

COMMUNICATIONS AND LITERACY

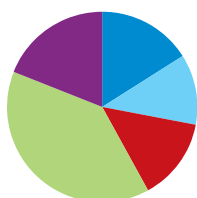
FH Media Freedom: Not Free
 Internet users/100 people: 23.4
 Mobile phones/100 people: 121
 Literacy: (2009) 99% (F: 99%, M: 100%)
 Avg. years of education: 13 (F: 13, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,343,828 FY14 ACTUAL: \$1,367,644 FY15 PLANNED: \$988,931

Total PD Spending by Theme



Top Spending by Activity

Support for Foreign Assistance Programs	\$383,069
American Spaces (not centers)	\$332,779
Other	\$330,522
Cultural Programs (Post Generated)	\$127,353
Support for English Language Teaching/Learning	\$62,907

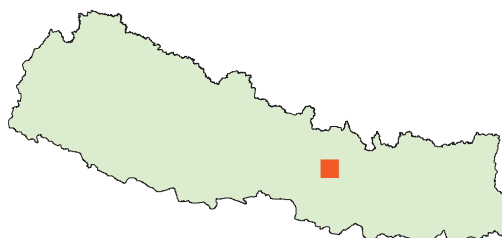
Nepal

DEMOGRAPHICS

Geographic area (sq. km.): 143350
 Population: 28120740
 Below 24 yrs. old: 54.20%
 Refugee population: 46305
 Urban population: 18%
 GDP/capita: \$698
 Unemployment: 3%
 Below poverty line: 25% (2011)

COMMUNICATIONS AND LITERACY

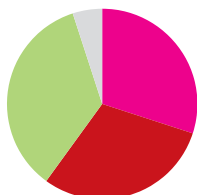
FH Media Freedom: Partly Free
 Internet users/100 people: 13.3
 Mobile phones/100 people: 77
 Literacy: (2011) 57% (F: 47%, M: 71%)
 Avg. years of education: 12 (F: 13, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,336,052 FY14 ACTUAL: \$1,375,089 FY15 PLANNED: \$622,703

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$568,581
American Spaces (not centers)	\$382,936
Support for English Language Teaching/Learning	\$117,142
Alumni Outreach	\$42,811
American Centers	\$41,850

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

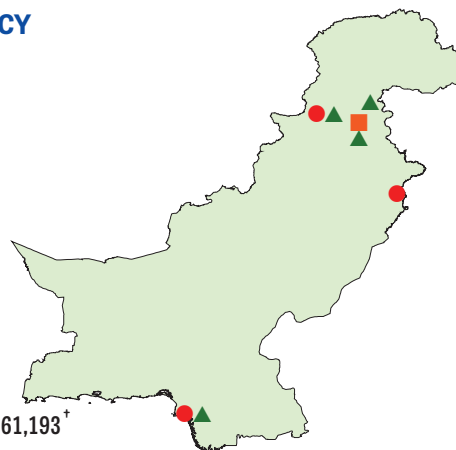
Pakistan

DEMOGRAPHICS

Geographic area (sq. km.): 770880
 Population: 185132926
 Below 24 yrs. old: 54.80%
 Refugee population: 1616507
 Urban population: 38%
 GDP/capita: \$1,334
 Unemployment: 5%
 Below poverty line: 12% (Unknown)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 10.9
 Mobile phones/100 people: 70
 Literacy: (2011) 55% (F: 42%, M: 67%)
 Avg. years of education: 8 (F: 7, M: 8)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$49,232,000* FY14 ACTUAL: \$36,345,000* FY15 PLANNED: \$19,961,193[†]

*Includes Economic Support Funds [†].7 PD Funding Only

Total PD Spending by Theme

Top Spending by Activity

American Spaces (not centers)	\$79,027
Other	\$14,996
Cultural Programs (Post Generated)	\$1,402
Books & Publications	\$935
Supplementing Bureau of Public Affairs Programs	\$638

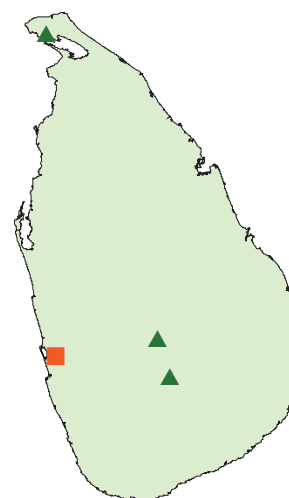
Sri Lanka

DEMOGRAPHICS

Geographic area (sq. km.): 62710
 Population: 20639000
 Below 24 yrs. old: 39.60%
 Refugee population: 145
 Urban population: 18%
 GDP/capita: \$3,631
 Unemployment: 4%
 Below poverty line: 9% (2010)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 21.9
 Mobile phones/100 people: 95
 Literacy: (2010) 91% (F: 90%, M: 93%)
 Avg. years of education: 14 (F: 14, M: 13)



PUBLIC DIPLOMACY SPENDING

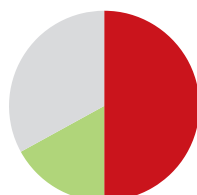
TOTALS FY13 ACTUAL: \$906,556 FY14 ACTUAL: \$885,370 FY15 PLANNED: \$671,825

(Also includes funding for PD programming in the Maldives)

Total PD Spending by Theme

Top Spending by Activity

Support for Mission Initiatives	\$223,363
American Centers	\$217,503
Educational Initiatives (not including English Language programs)	\$104,563
Cultural Programs (Post Generated)	\$64,089
Digital Outreach	\$63,464



Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

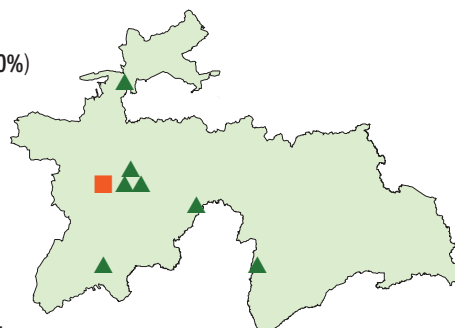
Tajikistan

DEMOGRAPHICS

Geographic area (sq. km.): 139960
 Population: 8408947
 Below 24 yrs. old: 53.10%
 Refugee population: 2048
 Urban population: 27%
 GDP/capita: \$1,099
 Unemployment: 11%
 Below poverty line: 36% (2013)

COMMUNICATIONS AND LITERACY

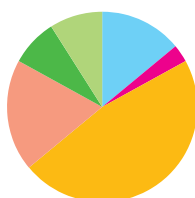
FH Media Freedom: Not Free
 Internet users/100 people: 16
 Mobile phones/100 people: 92
 Literacy: (2012) 100% (F: 100%, M:100%)
 Avg. years of education: 11 (F: 10, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,053,396 FY14 ACTUAL: \$1,315,563 FY15 PLANNED: \$546,667

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$455,390
Cultural Programs (Post Generated)	\$346,810
Support for Mission Initiatives	\$207,114
Educational Initiatives (not including English Language programs)	\$72,234
Other	\$55,304

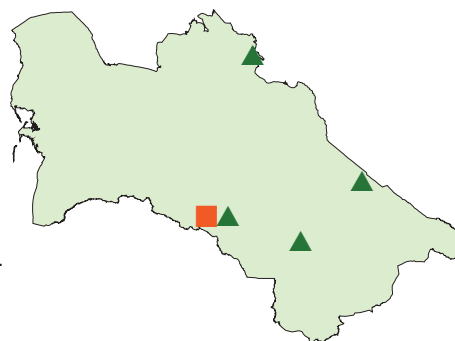
Turkmenistan

DEMOGRAPHICS

Geographic area (sq. km.): 469930
 Population: 5307171
 Below 24 yrs. old: 46.60%
 Refugee population: 45
 Urban population: 50%
 GDP/capita: \$9,032
 Unemployment: 11%
 Below poverty line:

COMMUNICATIONS AND LITERACY

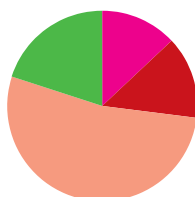
FH Media Freedom: Not Free
 Internet users/100 people: 9.6
 Mobile phones/100 people: 117
 Literacy: (2012) 100% (F: 100%, M:100%)
 Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$764,074 FY14 ACTUAL: \$958,089 FY15 PLANNED: \$475,201

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$360,305
Cultural Programs (Post Generated)	\$254,907
Support for English Language Teaching/Learning	\$90,140
Support for Information Resource Centers	\$45,849
Supplementing Bureau of Public Affairs Programs	\$33,802

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

Uzbekistan

DEMOGRAPHICS

Geographic area (sq. km.): **425400**
 Population: **30742500**
 Below 24 yrs. old: **45.40%**
 Refugee population: **141**
 Urban population: **36%**
 GDP/capita: **\$2,038**
 Unemployment: **11%**
 Below poverty line: **17% (2011)**

COMMUNICATIONS AND LITERACY

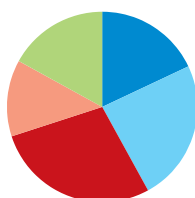
FH Media Freedom: **Not Free**
 Internet users/100 people: **38.2**
 Mobile phones/100 people: **74**
 Literacy: (2012) **99% (F: 99%, M: 100%)**
 Avg. years of education: **12 (F: 11, M: 12)**



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: **\$659,339** FY14 ACTUAL: **\$763,059** FY15 PLANNED: **\$639,127**

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated) **\$233,087**
 Support for Mission Initiatives **\$207,765**
 Supplementing Bureau of Public Affairs Programs **\$46,545**
 Digital Outreach **\$37,704**
 Support for English Language Teaching/Learning **\$37,300**

Piechart Key: PD Spending by Theme

■ Culture ■ Education ■ Economics ■ Science ■ Military ■ CVE
 ■ Democracy ■ Civil Society ■ Women ■ Youth ■ Religious ■ Other

Map Key

■ Embassy ● Consulate
 ▲ American Space

FIELD-DIRECTED ACTIVITIES



U.S. PUBLIC DIPLOMACY IN THE WESTERN HEMISPHERE REGION

Students from U.S. Embassy San Jose in Costa Rica's English Access Microscholarship Program get their faces painted during the U.S. Independence Day celebration on July 2, 2010, in San Jose, Costa Rica. [State Department photo/ Public Domain]

U.S. Public Diplomacy in Western Hemisphere

While U.S. public diplomacy in the region varies by country, programs support the larger foreign policy goals of promoting democracy and security, advancing inclusive prosperity, youth education, energy security, and freedom of expression. More than 56 percent of the region has access to the Internet, with a large disparity between North and South America. In South America, democratic and media freedoms remain uneven, according to Freedom House, which characterizes 15 countries as “free,” and notes that Cuba, Mexico, Venezuela, Honduras, Ecuador, and Paraguay are “not free.”

Challenges to U.S. public diplomacy in the Western Hemisphere include negative perceptions about the United States due to past policies pursued in the region such as the U.S. drug policy; uncertainty about immigration policy; and actively anti-American elements in the region like the Bolivarian Alliance for the Peoples of Our America (ALBA).

The Office of Public Diplomacy and Public Affairs in the Bureau of Western Hemisphere Affairs provides guidance and support to PD officers in the field. There are American and locally engaged staffs at U.S. embassies and consulates in 28 countries in the Western Hemisphere, including the newly established U.S. embassy in Havana, Cuba. In countries where U.S. bilateral relations are difficult, public diplomacy constitutes a significant focus of the U.S. mission. The Bureau of Western Hemisphere Affairs budget for public diplomacy (including both programs and staff) and the allocation of ECA and IIP resources has diminished in recent years as the State Department has shifted resources to other regions viewed as more strategically important or critical to national security.

U.S. FOREIGN POLICY GOALS

While each embassy has a strategic plan that outlines the goals for bilateral relations, the United States’ top foreign policy goals for the region include: promoting democracy, security, and peace in the Americas; advancing prosperity and socially inclusive economic growth; educating youth and developing workforces; harnessing the energy resources of the region while fighting climate change; and promoting a public opinion environment that is supportive of U.S. policy initiatives.

Through a whole-of-government approach, the United States is focusing on building capacity in institutions and individuals while encouraging economic development for those most at risk. The U.S. approach to citizen security in the hemisphere emphasizes community-based approaches and partnerships to address shared challenges like transnational organized crime and the lack of economic and social opportunity, which pose serious threats to the safety of the region’s

citizens. The United States also cooperates with its partners in the region on small business development, trade facilitation, workforce development, and sustainable business practices. Expanding prosperity includes the region’s participation in 12 free trade agreements spanning the length of the hemisphere, as well as the Trans-Pacific Partnership (TPP) and the re-commitment to the North American Free Trade Agreement (NAFTA). The United States also seeks to increase energy security in the region, while focusing on preventing and mitigating climate change. New energy discoveries increasingly place the Americas at the center of the global energy map, and many countries are also developing renewable energy.

Promoting and defending freedom of expression in the Americas is central to advancing U.S. common values. U.S. missions work with governments and civil society to address threats to democracy and human rights, including restrictions on freedom of expression and discrimination or violence. The United States also works to expand educational opportunity to ensure people have the knowledge, skills, and self-reliance they need to compete in a globalized world.

U.S. PUBLIC DIPLOMACY GOALS

The public diplomacy goals for the region are to support the above foreign policy objectives via outreach that explains U.S. policies to foreign publics and develops the foundation for support of U.S. initiatives. Public diplomacy activities also communicate that the United States is a partner in regional growth and prosperity, irrespective of immediate government-to-government relations. They contribute to the positioning of the United States as a partner of choice and a trusted ally by facilitating people-to-people connections.

U.S. public diplomacy in the region is particularly focused on youth outreach, largely through English-language teaching, educational advising, and cultural programs to engage audiences in face-to-face activities. Much of this is done in the 154 American Spaces (libraries, cultural centers, information resource centers) in the region, especially in Binational Centers and through EducationUSA offices. Exchange programs, such as the Fulbright and Humphrey programs, the International Visitor Leadership Program, and American Speaker and Cultural Programs, are effective forms of public diplomacy in the Western Hemisphere.

From 1948 to 2014, 36,462 Fulbright students and scholars from the Western Hemisphere studied in the United States, while 15,164 Americans studied in the region. In 2014, 613 Fulbrighters from the region went to the United States and 601 Americans went to the Western Hemisphere. FY 2014 Open Doors Data reported that the majority of Western Hemisphere students who

come to the United States were from Canada (28,304), followed by Mexico (14,779), Brazil (13,286), Colombia (7,083), Venezuela (7,022), Peru (2,607), Ecuador (2,578), Jamaica (2,502), Chile (2,432), and Argentina (1,902). The Dominican Republic, the Bahamas, Trinidad and Tobago, Honduras, Panama, El Salvador, Guatemala, Costa Rica and Bolivia all had more than 1,000 students in the United States in 2014.

FY14 U.S. PD Spending by Country

Country	Actual Expenditures
Brazil	\$ 8.105 million
Mexico	\$ 5.327 million
Argentina	\$ 3.212 million
Colombia	\$ 3.135 million
Canada	\$ 2.662 million
Venezuela	\$ 2.512 million
Peru	\$ 2.386 million
Chile	\$ 2.232 million
Ecuador	\$1.863 million
Bolivia	\$ 1.844 million
Uruguay	\$ 1.264 million
Panama	\$1.214 million
Guatemala	\$1.121 million
Haiti	\$ 1.203 million
El Salvador	\$1.089 million
Dominican Republic	\$1.077 million
Costa Rica	\$1.056 million
Barbados	\$857,486
Honduras	\$811,741
Paraguay	\$798,539
Nicaragua	\$671,205
Jamaica	\$642,682
Trinidad and Tobago	\$534,360
Cuba	\$456,666
Bahamas	\$241,077
Suriname	\$153,552
Belize	\$119,590
Guyana	\$98,003

U.S. PUBLIC DIPLOMACY SPENDING

Due to their strategic importance as regional powers and population centers, Brazil and Mexico were the

highest funded public diplomacy missions in the Western Hemisphere in FY 2014, funded at \$8.1 million and \$5.3 million, respectively. Colombia, Argentina, Canada, Venezuela, Peru and Chile ranged from \$3.1 million to \$2.3 million. Ecuador, Bolivia, Uruguay, Panama, Guatemala, Haiti, El Salvador, Dominican Republic and Costa Rica ranged from \$1.8 million to \$1 million. The other 13 countries each received less than \$1 million. The U.S. Interest Section in Havana, which was limited in its engagement with the Cuban people in FY 2014, spent \$456,666.

The majority of public diplomacy spending supported programs that advance culture, sports, and American society; education; and youth engagement. The activities vary by country. The most common program spending categories were for locally planned and managed activities to promote mission priorities. American Spaces, digital outreach, social media and press activities all were less significant, but fairly common, funding labels across the region. The smallest amount of spending went toward audience research and public opinion polling, in addition to books and publications. The large mix of program spending by strategy and activity may mean that individual posts were not spending on certain categories or that the data collection tool is flawed and there is not a consistent definition of the categories in the Mission Activity Tracker (MAT).

U.S. PUBLIC DIPLOMACY IN CUBA

Public diplomacy in Cuba focuses on promoting the free flow of information from, to and within Cuba, including Internet freedom and freedom of the press. In December 2014, President Obama outlined his vision for a new direction in U.S.-Cuba relations, including restoring diplomatic relations and designating a U.S. embassy in Havana. The new direction is designed to empower the Cuban people through engagement. In FY 2014, the then-U.S. Interest Section in Havana (USINT) spent \$456,666 on public diplomacy programs, which was divided between six core strategic goals of promoting democracy (17 percent); civil society (19.33 percent); education (17.673 percent); culture, sports, and American society (17 percent); human rights (15.61 percent); and diversity (10.7 percent). The new Embassy Havana focuses on programs and outreach that improve perceptions of the United States, especially among youth via social and traditional media and exchange programs. It also informs the public through outreach activities on consular issues such as visas and immigration, and supports academic exchanges, English language teaching and activities at the Information Resource Center.

PD officers in Cuba continue to build capacity among independent librarians and independent journalists to facilitate development of community programs and media activities, while providing a platform for dialogue among civil society groups. Public diplomacy engagements on artistic and academic exchanges, and Cuban participation in International Visitor Leadership

Programs, are currently tolerated. Although there is growing communication with the Cuban government the government still scrutinizes U.S. motives and activities, in addition to the Cubans who participate in them. The Cuban government is open to collaborating with U.S. NGOs or U.S. visitors hosted by Cuban quasi-NGOs. Visiting Americans' schedules are tightly controlled by the Cuban government, and Embassy Havana offers briefings for those groups on U.S.-Cuban relations. The State Department has proposed greater academic and scientific exchanges with the government of Cuba. For FY 2015, the public diplomacy budget for U.S. embassy in Havana will increase, in support of U.S. policy priorities on the island.

PUBLIC DIPLOMACY SAMPLE PROGRAMS

Social inclusion and racial equality: Both are critical to democratic stability and economic opportunity, and PD programs highlight U.S. models (good and bad), while expanding the capability of the most vulnerable to contribute to their societies. WHA leverages PD resources, including educational exchanges and speaker programs, IVLP, Professional Fellows, Study of the U.S. Institutes for Students, and the Arts and Sports Envoys, to engage African Descendant, Indigenous, and other marginalized communities across the hemisphere. The College Horizons Outreach Program continues to promote social inclusion and increase access to higher education for African descendant and indigenous high school students through diverse English teaching, academic advising, and mentoring in a culturally supportive environment. PD is also an important part of the only two bilateral agreements on racial equality in the world—the U.S.-Brazil and U.S.-Colombia Action Plans on Racial and Ethnic Equality. Building on the 2015 U.N.-designated International Decade for People of African Descent, WHA posts are using U.S. speakers, IVLPs, academic exchange, film and cultural programs, and press and social media outreach to support the initiative.

100,000 Strong in the Americas: The program was launched by President Obama in 2011 to help build a stronger 21st century workforce, enhance competitiveness, and expand engagement in the Western Hemisphere. The goal is to increase the number of U.S. students studying in the Western Hemisphere to 100,000, and the number of students from Latin America, the Caribbean, and Canada studying in the United States to 100,000, by the year 2020. Through a public-private partnership with NAFSA: Association of International Educators and Partners of the Americas, the State Department established the 100,000 Strong Innovation Fund, supported by private sector contributions, which makes competitive grants to form partnerships with United States and regional universities to build capacity for study abroad programs. As of

April 2015, 48 grants had been awarded to 116 teams of regional higher education institutions (HEI) from 16 countries. According to the Open Doors Report, since the launch of 100,000 Strong, the number of U.S. students studying abroad in Latin America and the Caribbean has increased 12 percent (to 45,473) and the number of students from Latin America and the Caribbean studying in the United States has grown by 13 percent (to 72,318). There has been no corresponding increase in State Department funds for EducationUSA or English-language instruction at Western Hemisphere posts to support students who want to study in the United States.

Youth Ambassadors: The State Department's flagship youth exchange in the Western Hemisphere. Begun by the Public Affairs Section in Brazil in 2002, the program, now centrally administered by ECA, sends outstanding underprivileged high school students to the United States for a three-week program of study, home stays, community service, and travel. The program brings together more than 400 high school students and adult mentors from 25 countries across the Americas each year to promote mutual understanding, increase leadership skills, and prepare youth to make a difference in their communities. The three-week exchanges are focused on civic education, community service, and youth leadership development.

Young Leaders of the Americas Initiative (YLAI): Launched by President Obama in 2015, seeks to expand ties between emerging entrepreneurs and civil society activists in Latin America and the Caribbean with U.S. counterparts to support economic growth and social inclusion. The Office of Press and Public Diplomacy in the Bureau of Western Hemisphere Affairs is leading a first year pilot program that focuses on expanding opportunities for emerging business and social entrepreneurs from the technology sector. YLAI complement the 100,000 Strong in the Americas presidential initiative, which aims to increase international study, cooperation, and prosperity in the Western Hemisphere through improved educational opportunities. The YLAI pilot program will total approximately three weeks in the United States, with workshops, immersion at an incubator, accelerator, non-governmental, or civil society organization; and a summit to facilitate mentoring, networking, and investment opportunities. The scale-up program is being developed by the Bureau of Educational and Cultural Affairs' (ECA) Professional Fellows Division and, pending approval of an approximate \$5 million FY16 ECE budget request, will support a four-week program for 250 participants, at an approximate cost of \$15,000 per Fellow.

International Broadcasting in the Western Hemisphere

The BBG has three services in the Western Hemisphere: Voice of America's (VOA) Spanish Service, Voice of America's Creole Service, and the Office of Cuba Broadcasting (OCB). VOA spent \$4.266 million on programming for the entire region in FY 2014 and OCB spent \$26.706 million with program delivery for Radio/TV Martí. The services reach audiences via radio, television, the Internet and social media. The Spanish Service employs a "U.S. bureau" strategy that supplies content and news to affiliates from Mexico to Chile, which look to VOA's reporting on the United States, the region, and the world.

OCB RADIO/TELEVISION MARTI (CUBA)

FY 2014 \$9.446 million (\$26.706 million with program delivery)

Origin: 1985

Delivery Method: Radio (MW, SW), Television, Website and Mobile Site, Social Media, DVDs and Flash Drives

Radio Original Programming: 107 hours/week

Radio Total Broadcast: 107 hours/week

Television Original Programming: 12 hours/week

Television Total Broadcast: 12 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 the world. Under the Martí brand and its video, audio and on-line products and services, the Office of Cuba Broadcasting seeks to offer information not otherwise easily available to Cubans, and to help empower them to participate in the exchange of information and perspectives. The programming is based out of OCB's offices in Miami. OCB has been able to begin hiring Cuban journalists inside Cuba and has assembled a large network of journalists inside the country who file via the Internet, SMS, and phone. OCB estimates that SMS messages and email distributions reach one million Cubans, which makes up almost 10 percent of the country's 11.7 million population. The Martí's website, martinoticias.com, receives an average of 69,000 visits per week, though BBG cannot determine with certainty how many of these visitors come from the island. Nearly half of its Twitter followers are in Cuban communities outside of Cuba, with 31.1 percent following from the United States, 18.8 percent from Venezuela, and 8.8 percent from Cuba, although the Internet penetration rate in Cuba is less than 5 percent. The Cuban government jams TV and Radio Martí, though a recent Washington Post/Univision Noticias/Fusion poll found that 20 percent of its sample had listened to Radio Martí in the seven days prior to the interview. BBG cannot conduct research in Cuba, so there is no definitive answer as to how many Cubans receive the radio or television signals. Sample programs include: "In Your Own Words," which features interviews with Cuban

dissident leaders; and "From Inside," which highlights reports from Cuban journalists.

VOA SPANISH SERVICE

FY 2014 \$3.027 million with program delivery

Origin: 1979

Delivery Method: Radio, Television, Website and Mobile Site, Social Media

Radio Original Broadcasting: 45.14 hours/week

Radio Total Broadcasting: 50.14 hours/week [Does not include FY15 reductions]

Television Original Programming: 8.5 hours/week

Television Total Broadcasting: 28.5 hours/week [Does not include FY15 reductions]

VOA Spanish targets audiences in the 19 Spanish-speaking countries of Latin America. VOA Spanish research shows it has a measured weekly reach of 28.3 million people primarily through its affiliate network. The service's "U.S. bureau" strategy focuses on partnering with stations that are interested in receiving news about the United States and delivers content via radio, television, and new media that focuses on U.S. and international news. Programming also highlights U.S. culture with entertainment and sports news, in addition to music programs. In addition to full television and radio programs, the service produces numerous complete television and radio packages each day for use by affiliate stations' newscasts. The service also participates live in leading affiliate radio and television stations' news and informational programming. The Voanoticias.com website features news, sports, technology, health, science, and entertainment, and focuses on social media content via Twitter, Facebook and YouTube. Sample programs include El Mundo al Día, Foro Interamericano, Buenos Días América, "Top Ten USA," and Informativos.

VOA CREOLE SERVICE (HAITI)

FY 2014 \$1.199 million (\$1.199 million with program delivery)

Origin: 1987

Delivery Method: Radio, Website and Mobile Site, Social Media

Radio Original Programming: 17 hours/week

Radio Total Broadcasting: 17 hours/week

The VOA Creole Service is targeted toward Haiti and provides 17 hours a week of radio programming to local affiliates, offering news and programs about Haiti, the United States, and the world, including U.S.-Haiti relations. VOA Creole research finds it has a measured weekly reach of 23 percent of the population.

COUNTRY PROFILES

WESTERN HEMISPHERE REGION COUNTRY BY COUNTRY PROFILES

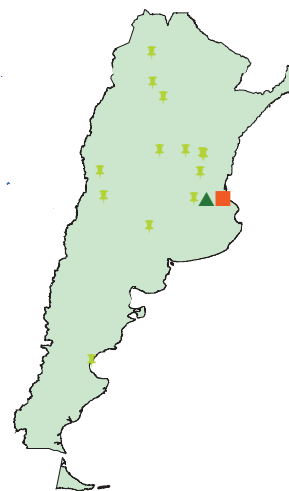
Argentina

DEMOGRAPHICS

Geographic area (sq. km.): 2736690
 Population: 41803125
 Below 24 yrs. old: 40.60%
 Refugee population: 3362
 Urban population: 92%
 GDP/capita: \$12,922
 Unemployment: 8%
 Below poverty line: 30% (2010)

COMMUNICATIONS AND LITERACY

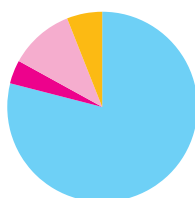
FH Media Freedom: Partly Free
 Internet users/100 people: 59.9
 Mobile phones/100 people: 163
 Literacy: (2012) 98% (F: 98%, M: 98%)
 Avg. years of education: 17 (F: 18, M: 16)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$2,581,066 FY14 ACTUAL: \$3,211,653 FY15 PLANNED: \$2,858,500

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$703,382
Support for English Language Teaching/Learning	\$421,277
Cultural Programs (Post Generated)	\$401,157
Post-Generated Exchanges	\$363,000
Support for Mission Initiatives	\$286,101

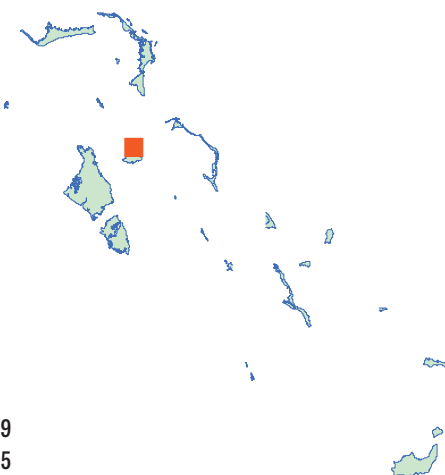
Bahamas, The

DEMOGRAPHICS

Geographic area (sq. km.): 10010
 Population: 382571
 Below 24 yrs. old: 40.60%
 Refugee population: 15
 Urban population: 83%
 GDP/capita: \$22,246
 Unemployment: 14%
 Below poverty line: 9% (2010)

COMMUNICATIONS AND LITERACY

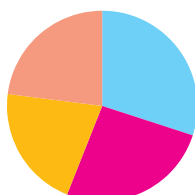
FH Media Freedom: Free
 Internet users/100 people: 72
 Mobile phones/100 people: 76
 Literacy: (No Data)
 Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$237,293 FY14 ACTUAL: \$241,077 FY15 PLANNED: \$226,300

Total PD Spending by Theme



Top Spending by Activity

Other	\$91,369
Support for Mission Initiatives	\$40,865
Media/Press Activities	\$35,142
American Spaces (not centers)	\$12,157
Speaker Programs (Post Generated)	\$11,803

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

Barbados

DEMOGRAPHICS

Geographic area (sq. km.): 430
 Population: 286066
 Below 24 yrs. old: 32.00%
 Refugee population: 1
 Urban population: 32%
 GDP/capita: \$15,199
 Unemployment: 12%
 Below poverty line: NA% ()

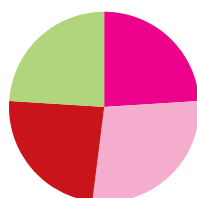
COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 75
 Mobile phones/100 people: 108
 Literacy: (No Data)
 Avg. years of education: 15 (F: 17, M: 14)

PUBLIC DIPLOMACY SPENDING

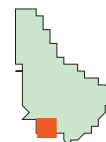
TOTALS FY13 ACTUAL: \$580,882 FY14 ACTUAL: \$857,486 FY15 PLANNED: \$620,500

Total PD Spending by Theme



Top Spending by Activity

Other \$392,567
 Support for Mission Initiatives \$154,867
 Speaker Programs (Post Generated) \$104,709
 Media/Press Activities \$36,068
 Digital Outreach \$34,337



Belize

DEMOGRAPHICS

Geographic area (sq. km.): 22810
 Population: 339758
 Below 24 yrs. old: 56.30%
 Refugee population: 21
 Urban population: 44%
 GDP/capita: \$4,894
 Unemployment: 15%
 Below poverty line: 41% (2013)

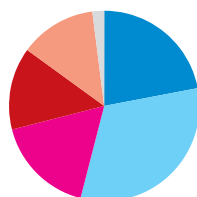
COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 31.7
 Mobile phones/100 people: 53
 Literacy: (1991) 70% (F: 70%, M: 70%)
 Avg. years of education: 14 (F: 14, M: 13)

PUBLIC DIPLOMACY SPENDING

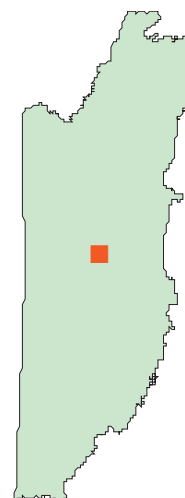
TOTALS FY13 ACTUAL: \$94,917 FY14 ACTUAL: \$119,590 FY15 PLANNED: \$98,600

Total PD Spending by Theme



Top Spending by Activity

Supplementing ECA Programs \$35,705
 Other \$27,185
 Support for Mission Initiatives \$17,599
 Cultural Programs (Post Generated) \$17,167
 Supplementing Bureau of Public Affairs Programs \$9,984



Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

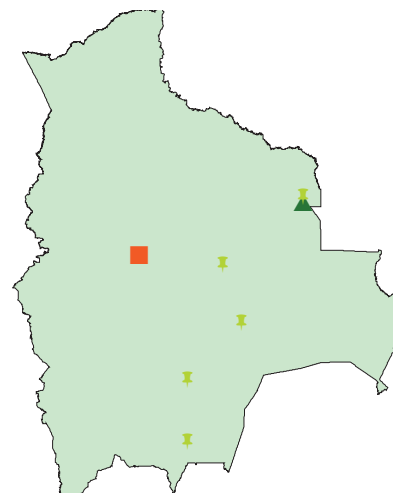
Bolivia

DEMOGRAPHICS

Geographic area (sq. km.): 1083300
 Population: 10847664
 Below 24 yrs. old: 53.10%
 Refugee population: 748
 Urban population: 68%
 GDP/capita: \$3,151
 Unemployment: 3%
 Below poverty line: 45% (2011)

COMMUNICATIONS AND LITERACY

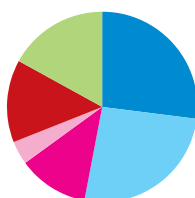
FH Media Freedom: Partly Free
 Internet users/100 people: 39.5
 Mobile phones/100 people: 98
 Literacy: (2012) 94% (F: 92%, M: 97%)
 Avg. years of education: 13 (F: 13, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,657,800 FY14 ACTUAL: \$1,843,782 FY15 PLANNED: \$1,587,200

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities \$441,129
 Support for Mission Initiatives \$211,393
 American Spaces (not centers) \$201,425
 Support for English Language \$177,667
 Teaching/Learning
 Cultural Programs (Post Generated) \$135,494

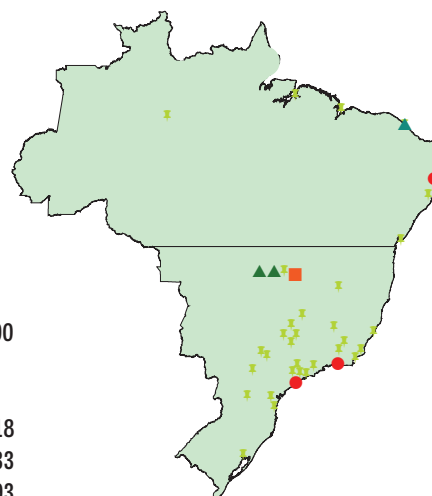
Brazil

DEMOGRAPHICS

Geographic area (sq. km.): 8358140
 Population: 202033670
 Below 24 yrs. old: 40.30%
 Refugee population: 5196
 Urban population: 85%
 GDP/capita: \$11,613
 Unemployment: 6%
 Below poverty line: 21% (2009)

COMMUNICATIONS AND LITERACY

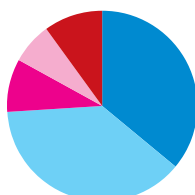
FH Media Freedom: Partly Free
 Internet users/100 people: 51.6
 Mobile phones/100 people: 135
 Literacy: (2012) 91% (F: 92%, M: 91%)
 Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$7,656,696 FY14 ACTUAL: \$8,104,820 FY15 PLANNED: \$6,458,400

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers) \$1,516,118
 Support for Mission Initiatives \$1,467,233
 Educational Initiatives (not including English Language programs) \$1,422,293
 Cultural Programs (Post Generated) \$728,982
 Speaker Programs (Post Generated) \$487,372

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

Canada

DEMOGRAPHICS

Geographic area (sq. km.): 9093510
 Population: 35540419
 Below 24 yrs. old: 28.20%
 Refugee population: 160349
 Urban population: 82%
 GDP/capita: \$50,271
 Unemployment: 7%
 Below poverty line: 9% (2008)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 85.8
 Mobile phones/100 people: 81
 Literacy: (No Data)
 Avg. years of education: 16 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$2,581,058 FY14 ACTUAL: \$2,661,513 FY15 PLANNED: \$2,604,500

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$556,337
Media/Press Activities	\$356,543
Cultural Programs (Post Generated)	\$320,680
Digital Outreach	\$305,802
Speaker Programs (Post Generated)	\$195,551

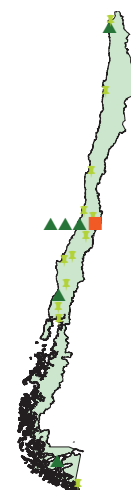
Chile

DEMOGRAPHICS

Geographic area (sq. km.): 743532
 Population: 17772871
 Below 24 yrs. old: 37.00%
 Refugee population: 1743
 Urban population: 89%
 GDP/capita: \$14,520
 Unemployment: 6%
 Below poverty line: 15% (2009)

COMMUNICATIONS AND LITERACY

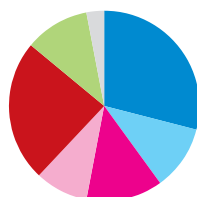
FH Media Freedom: Partly Free
 Internet users/100 people: 66.5
 Mobile phones/100 people: 134
 Literacy: (2009) 99% (F: 98%, M: 99%)
 Avg. years of education: 15 (F: 16, M: 15)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$2,236,731 FY14 ACTUAL: \$2,232,149 FY15 PLANNED: \$1,784,600

Total PD Spending by Theme



Top Spending by Activity

American Spaces (not centers)	\$508,820
Support for Mission Initiatives	\$328,796
Educational Initiatives (not including English Language programs)	\$260,624
Other	\$200,924
Speaker Programs (Post Generated)	\$156,628

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

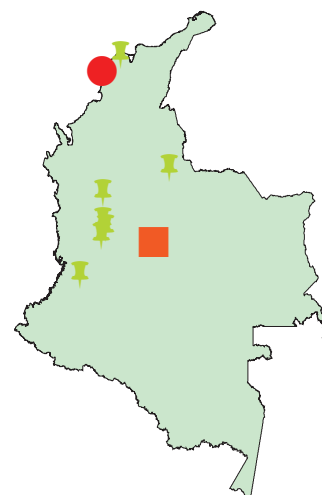
Colombia

DEMOGRAPHICS

Geographic area (sq. km.): 1109500
 Population: 48929706
 Below 24 yrs. old: 43.30%
 Refugee population: 224
 Urban population: 76%
 GDP/capita: \$7,720
 Unemployment: 11%
 Below poverty line: 33% (2012)

COMMUNICATIONS AND LITERACY

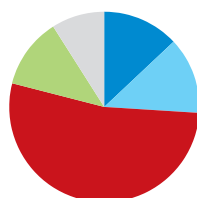
FH Media Freedom: Partly Free
 Internet users/100 people: 51.7
 Mobile phones/100 people: 104
 Literacy: (2011) 94% (F: 94%, M: 93%)
 Avg. years of education: 13 (F: 14, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$2,812,655 FY14 ACTUAL: \$3,134,709 FY15 PLANNED: \$2,590,400

Total PD Spending by Theme



Top Spending by Activity

Other	\$1,750,860
Support for Mission Initiatives	\$351,071
Digital Outreach	\$169,397
Cultural Programs (Post Generated)	\$146,484
Speaker Programs (Post Generated)	\$120,842

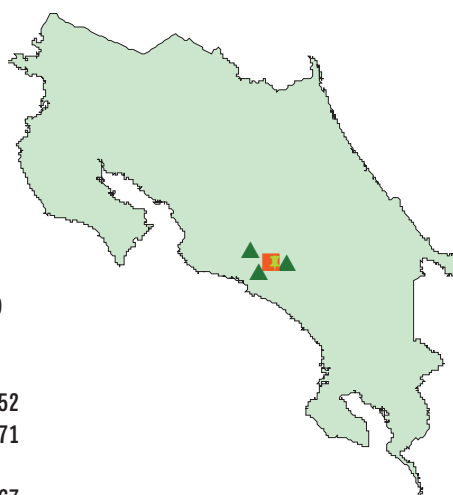
Costa Rica

DEMOGRAPHICS

Geographic area (sq. km.): 51060
 Population: 4937755
 Below 24 yrs. old: 41.00%
 Refugee population: 20569
 Urban population: 76%
 GDP/capita: \$10,035
 Unemployment: 8%
 Below poverty line: 25% (2011)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 45.96
 Mobile phones/100 people: 146
 Literacy: (2011) 97% (F: 98%, M: 97%)
 Avg. years of education: 14 (F: 14, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$948,500 FY14 ACTUAL: \$1,056,418 FY15 PLANNED: \$994,700

Total PD Spending by Theme

Top Spending by Activity

Support for Mission Initiatives	\$231,052
Educational Initiatives (not including English Language programs)	\$159,771
Cultural Programs (Post Generated)	\$145,667
Support for English Language Teaching/Learning	\$136,851
American Spaces (not centers)	\$129,658

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

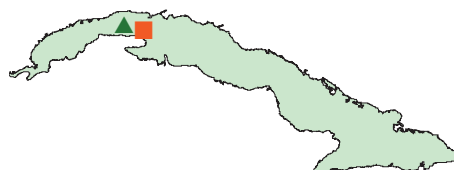
Cuba

DEMOGRAPHICS

Geographic area (sq. km.): 106440
 Population: 11258597
 Below 24 yrs. old: 29.90%
 Refugee population: 384
 Urban population: 77%
 GDP/capita: \$6,848
 Unemployment: 3%
 Below poverty line: N/A

COMMUNICATIONS AND LITERACY

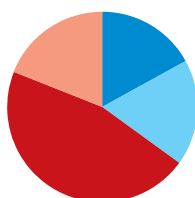
FH Media Freedom: Not Free
 Internet users/100 people: 25.70893209
 Mobile phones/100 people: 18
 Literacy: (2012) 100% (F: 100%, M:100%)
 Avg. years of education: 15 (F: 15, M: 14)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$413,870 FY14 ACTUAL: \$456,666 FY15 PLANNED: \$427,900

Total PD Spending by Theme



Top Spending by Activity

Other	\$65,511
Support for Foreign Assistance Programs	\$61,115
Support for Information Resource Centers	\$58,920
Digital Outreach	\$48,720
Media/Press Activities	\$38,799

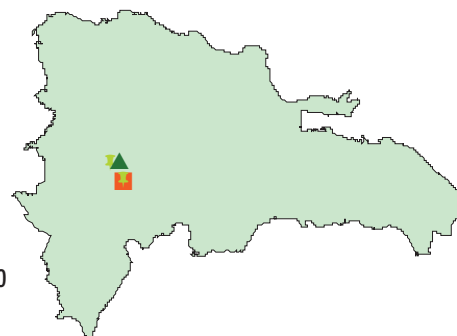
Dominican Republic

DEMOGRAPHICS

Geographic area (sq. km.): 48320
 Population: 10528954
 Below 24 yrs. old: 46.50%
 Refugee population: 721
 Urban population: 78%
 GDP/capita: \$6,076
 Unemployment: 15%
 Below poverty line: 41% (2013)

COMMUNICATIONS AND LITERACY

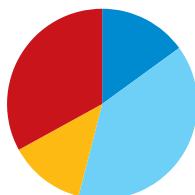
FH Media Freedom: Partly Free
 Internet users/100 people: 45.9
 Mobile phones/100 people: 88
 Literacy: (2013) 91% (F: 91%, M:90%)
 Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,113,932 FY14 ACTUAL: \$1,076,882 FY15 PLANNED: \$1,095,500

Total PD Spending by Theme



Top Spending by Activity

Support for English Language Teaching/Learning	\$330,569
Cultural Programs (Post Generated)	\$270,804
Media/Press Activities	\$120,090
Support for Mission Initiatives	\$114,840
Educational Initiatives (not including English Language programs)	\$59,254

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

Ecuador

DEMOGRAPHICS

Geographic area (sq. km.): 248360
 Population: 15982551
 Below 24 yrs. old: 47.10%
 Refugee population: 123133
 Urban population: 64%
 GDP/capita: \$6,291
 Unemployment: 4%
 Below poverty line: 26% (2013)

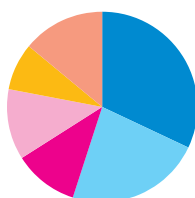
COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 40.35368423
 Mobile phones/100 people: 111
 Literacy: (2013) 93% (F: 92%, M: 94%)
 Avg. years of education:

PUBLIC DIPLOMACY SPENDING

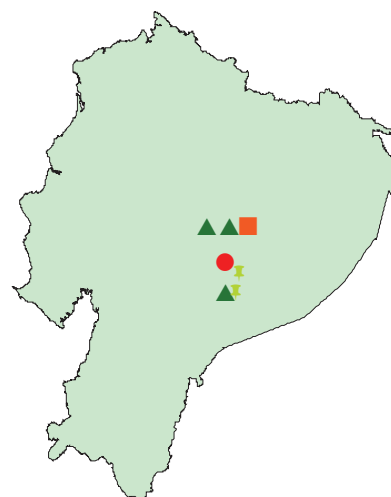
TOTALS FY13 ACTUAL: \$1,600,929 FY14 ACTUAL: \$1,863,184 FY15 PLANNED: \$1,644,100

Total PD Spending by Theme



Top Spending by Activity

Support for English Language Teaching/Learning	\$478,042
Support for Mission Initiatives	\$306,161
Cultural Programs (Post Generated)	\$174,365
American Spaces (not centers)	\$168,636
Media/Press Activities	\$163,191



El Salvador

DEMOGRAPHICS

Geographic area (sq. km.): 20720
 Population: 6383752
 Below 24 yrs. old: 48.90%
 Refugee population: 44
 Urban population: 66%
 GDP/capita: \$3,951
 Unemployment: 6%
 Below poverty line: 37% (2010)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 23.1093
 Mobile phones/100 people: 136
 Literacy: (2011) 85% (F: 83%, M: 88%)
 Avg. years of education: 12 (F: 12, M: 12)

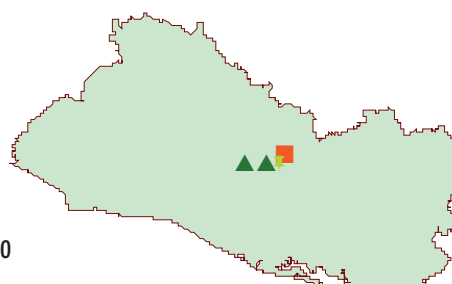
PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: N/A FY14 ACTUAL: \$1,088,886 FY15 PLANNED: \$896,500

Total PD Spending by Theme

Top Spending by Activity

Media/Press Activities	\$252,836
Support for English Language Teaching/Learning	\$172,019
Support for Mission Initiatives	\$146,490
Educational Initiatives (not including English Language programs)	\$144,499
American Spaces (not centers)	\$103,029



Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

Guatemala

DEMOGRAPHICS

Geographic area (sq. km.): 107160
 Population: 15859714
 Below 24 yrs. old: 58.30%
 Refugee population: 160
 Urban population: 51%
 GDP/capita: \$3,703
 Unemployment: 3%
 Below poverty line: 54% (2011)

COMMUNICATIONS AND LITERACY

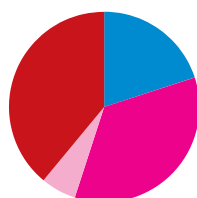
FH Media Freedom: Partly Free
 Internet users/100 people: 19.7
 Mobile phones/100 people: 140
 Literacy: (2012) 78% (F: 72%, M: 85%)
 Avg. years of education: 11 (F: 10, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,004,161 FY14 ACTUAL: \$1,121,305 FY15 PLANNED: \$1,007,700

Total PD Spending by Theme



Top Spending by Activity

Support for English Language Teaching/Learning	\$226,880
Alumni Outreach	\$159,527
Digital Outreach	\$158,442
Media/Press Activities	\$121,288
Supplementing ECA Programs	\$94,199

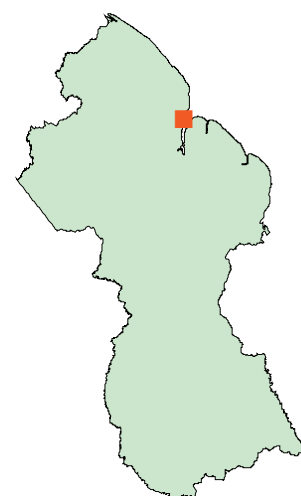
Guyana

DEMOGRAPHICS

Geographic area (sq. km.): 196850
 Population: 803677
 Below 24 yrs. old: 50.00%
 Refugee population: 11
 Urban population: 28%
 GDP/capita: \$4,017
 Unemployment: 11%
 Below poverty line: 35% (2006)

COMMUNICATIONS AND LITERACY

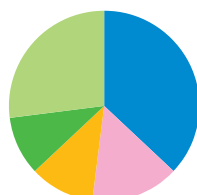
FH Media Freedom: Partly Free
 Internet users/100 people: 33
 Mobile phones/100 people: 69
 Literacy: (2009) 85% (F: 87%, M: 82%)
 Avg. years of education: 10 (F: 11, M: 9)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$90,306 FY14 ACTUAL: \$98,003 FY15 PLANNED: \$94,100

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$47,732
Supplementing ECA Programs	\$21,494
Educational Initiatives (not including English Language programs)	\$4,910
Books & Publications	\$4,791
Educational Advising & Promoting Study in the U.S.	\$3,256

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

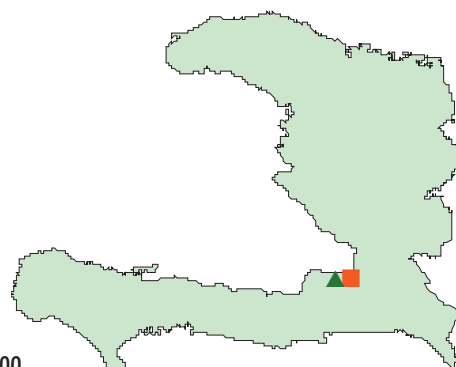
Haiti

DEMOGRAPHICS

Geographic area (sq. km.): 27560
 Population: 10461409
 Below 24 yrs. old: 55.60%
 Refugee population:
 Urban population: 57%
 GDP/capita: \$833
 Unemployment: 7%
 Below poverty line: 59% (2012)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Partly Free
 Internet users/100 people: 10.6
 Mobile phones/100 people: 69
 Literacy: (2006) 49% (F: 45%, M: 53%)
 Avg. years of education:



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,207,993 FY14 ACTUAL: \$1,203,305 FY15 PLANNED: \$1,247,300

Total PD Spending by Theme

Top Spending by Activity

Other	\$735,960
Support for Mission Initiatives	\$173,449
Media/Press Activities	\$63,131
Digital Outreach	\$43,976
Educational Initiatives (not including English Language programs)	\$38,251

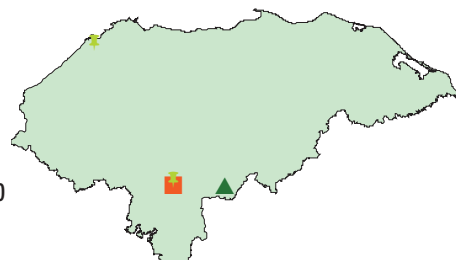
Honduras

DEMOGRAPHICS

Geographic area (sq. km.): 111890
 Population: 8260749
 Below 24 yrs. old: 56.00%
 Refugee population: 16
 Urban population: 54%
 GDP/capita: \$2,347
 Unemployment: 4%
 Below poverty line: 60% (2010)

COMMUNICATIONS AND LITERACY

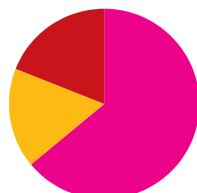
FH Media Freedom: Not Free
 Internet users/100 people: 17.8
 Mobile phones/100 people: 96
 Literacy: (2012) 85% (F: 85%, M: 86%)
 Avg. years of education: 11 (F: 12, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$771,258 FY14 ACTUAL: \$811,741 FY15 PLANNED: \$724,800

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated)	\$199,601
American Spaces (not centers)	\$150,731
Support for Mission Initiatives	\$103,521
Support for English Language Teaching/Learning	\$70,282
Supplementing ECA Programs	\$51,420

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

Jamaica

DEMOGRAPHICS

Geographic area (sq. km.): 10830
 Population: 2721252
 Below 24 yrs. old: 50.10%
 Refugee population: 21
 Urban population: 55%
 GDP/capita: \$5,290
 Unemployment: 15%
 Below poverty line: 17% (2009)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 37.8
 Mobile phones/100 people: 102
 Literacy: (2012) 87% (F: 92%, M: 83%)
 Avg. years of education: 12 (F: 12, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$809,045 FY14 ACTUAL: \$642,683 FY15 PLANNED: \$881,600

Total PD Spending by Theme

Top Spending by Activity

Cultural Programs (Post Generated)	\$118,477
Other	\$79,899
Support for Mission Initiatives	\$75,092
Digital Outreach	\$71,160
Support for Foreign Assistance Programs	\$55,556

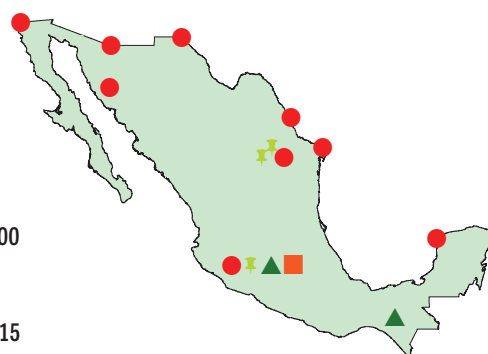
Mexico

DEMOGRAPHICS

Geographic area (sq. km.): 1943950
 Population: 123799215
 Below 24 yrs. old: 46.00%
 Refugee population: 1831
 Urban population: 79%
 GDP/capita: \$10,361
 Unemployment: 5%
 Below poverty line: 52% (2012)

COMMUNICATIONS AND LITERACY

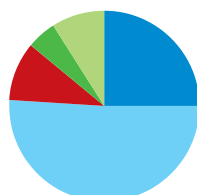
FH Media Freedom: Not Free
 Internet users/100 people: 43.46
 Mobile phones/100 people: 86
 Literacy: (2012) 94% (F: 93%, M: 95%)
 Avg. years of education: 13 (F: 13, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$4,910,983 FY14 ACTUAL: \$5,327,226 FY15 PLANNED: \$4,873,700

Total PD Spending by Theme



Top Spending by Activity

Post-Generated Exchanges	\$861,615
Support for Mission Initiatives	\$760,957
Cultural Programs (Post Generated)	\$514,581
Media/Press Activities	\$464,578
Digital Outreach	\$430,293

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

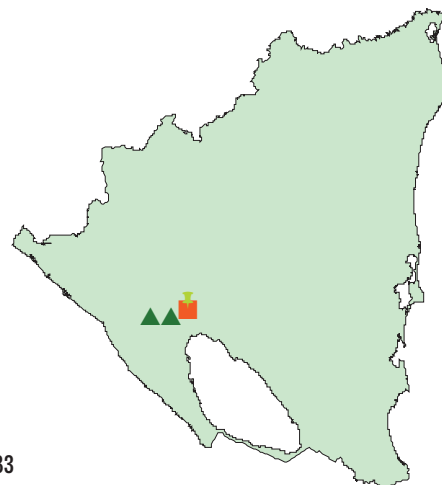
Nicaragua

DEMOGRAPHICS

Geographic area (sq. km.): 120340
 Population: 6169269
 Below 24 yrs. old: 51.70%
 Refugee population: 189
 Urban population: 58%
 GDP/capita: \$1,914
 Unemployment: 7%
 Below poverty line: 43% (2009)

COMMUNICATIONS AND LITERACY

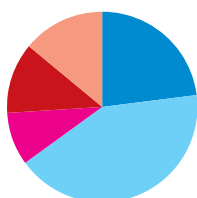
FH Media Freedom: Partly Free
 Internet users/100 people: 15.5
 Mobile phones/100 people: 112
 Literacy: (2005) 78% (F: 78%, M: 78%)
 Avg. years of education: 11 (F: 11, M: 10)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$715,438 FY14 ACTUAL: \$671,205 FY15 PLANNED: \$571,300

Total PD Spending by Theme



Top Spending by Activity

Other	\$417,083
Media/Press Activities	\$55,076
American Spaces (not centers)	\$33,525
Support for English Language	\$27,508
Teaching/Learning	
Cultural Programs (Post Generated)	\$21,963

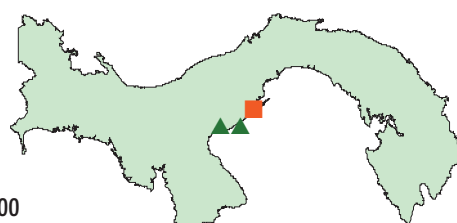
Panama

DEMOGRAPHICS

Geographic area (sq. km.): 74340
 Population: 3926017
 Below 24 yrs. old: 44.70%
 Refugee population: 17665
 Urban population: 66%
 GDP/capita: \$11,771
 Unemployment: 4%
 Below poverty line: 26% (2012)

COMMUNICATIONS AND LITERACY

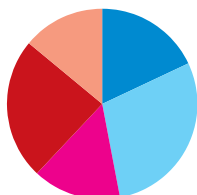
FH Media Freedom: Partly Free
 Internet users/100 people: 42.9
 Mobile phones/100 people: 163
 Literacy: (2010) 94% (F: 93%, M: 95%)
 Avg. years of education: 12 (F: 13, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$1,049,613 FY14 ACTUAL: \$1,214,403 FY15 PLANNED: \$1,109,200

Total PD Spending by Theme



Top Spending by Activity

Supplementing ECA Programs	\$323,735
Support for Mission Initiatives	\$246,168
Support for English Language	\$237,814
Teaching/Learning	
Media/Press Activities	\$93,310
Digital Outreach	\$73,246

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

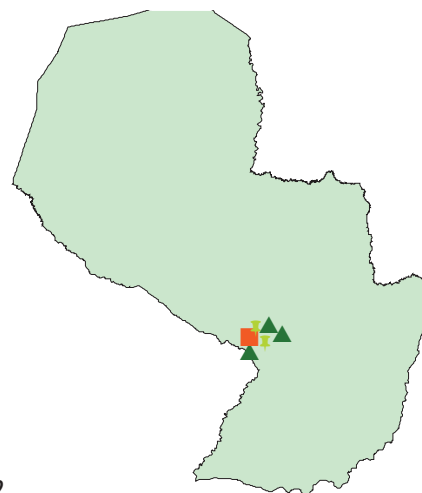
Paraguay

DEMOGRAPHICS

Geographic area (sq. km.): 397300
 Population: 6917579
 Below 24 yrs. old: 46.70%
 Refugee population: 136
 Urban population: 59%
 GDP/capita: \$4,479
 Unemployment: 5%
 Below poverty line: 35% (2010)

COMMUNICATIONS AND LITERACY

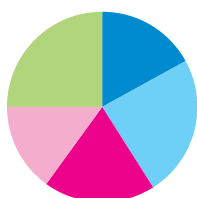
FH Media Freedom: Partly Free
 Internet users/100 people: 36.9
 Mobile phones/100 people: 104
 Literacy: (2010) 94% (F: 93%, M: 95%)
 Avg. years of education: 13 (F: 13, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$702,834 FY14 ACTUAL: \$798,539 FY15 PLANNED: \$681,100

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities	\$129,842
American Spaces (not centers)	\$124,451
Support for English Language	\$96,843
Teaching/Learning	
Cultural Programs (Post Generated)	\$95,641
Support for Mission Initiatives	\$89,669

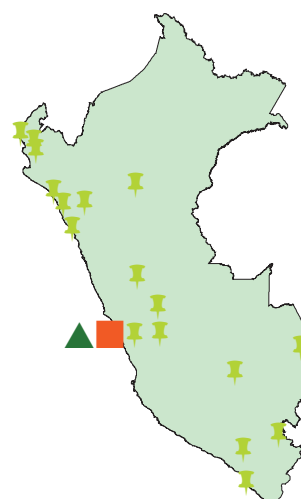
Peru

DEMOGRAPHICS

Geographic area (sq. km.): 1280000
 Population: 30769077
 Below 24 yrs. old: 46.50%
 Refugee population: 1162
 Urban population: 78%
 GDP/capita: \$6,594
 Unemployment: 4%
 Below poverty line: 26% (2012)

COMMUNICATIONS AND LITERACY

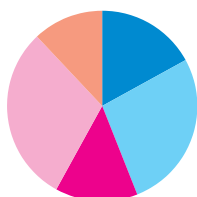
FH Media Freedom: Partly Free
 Internet users/100 people: 39.2
 Mobile phones/100 people: 98
 Literacy: (2012) 94% (F: 91%, M: 97%)
 Avg. years of education: 13 (F: 13, M: 13)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$2,203,751 FY14 ACTUAL: \$2,385,802 FY15 PLANNED: \$2,401,600

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives	\$575,124
Cultural Programs (Post Generated)	\$450,577
American Spaces (not centers)	\$295,173
Support for English Language	\$220,436
Teaching/Learning	
Media/Press Activities	\$198,554

Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

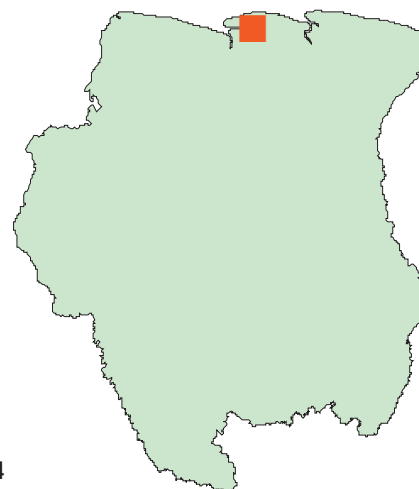
Suriname

DEMOGRAPHICS

Geographic area (sq. km.): 156000
 Population: 543925
 Below 24 yrs. old: 43.80%
 Refugee population:
 Urban population:
 GDP/capita: \$9,826
 Unemployment: 8%
 Below poverty line: 70% (2002)

COMMUNICATIONS AND LITERACY

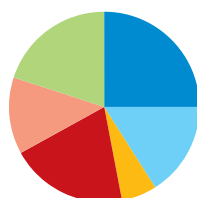
FH Media Freedom: Free
 Internet users/100 people: 37.4
 Mobile phones/100 people: 161
 Literacy: (2010) 95% (F: 94%, M: 95%)
 Avg. years of education: 12 (F: 13, M: 11)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$119,009 FY14 ACTUAL: \$153,552 FY15 PLANNED: \$121,600

Total PD Spending by Theme



Top Spending by Activity

Support for Mission Initiatives \$54,994
 Cultural Programs (Post Generated) \$36,535
 Other \$17,201
 Speaker Programs (Post Generated) \$14,283
 American Spaces (not centers) \$9,876

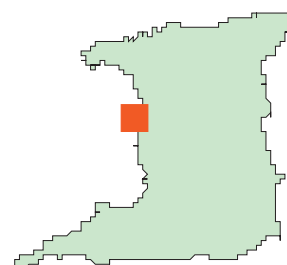
Trinidad and Tobago

DEMOGRAPHICS

Geographic area (sq. km.): 5130
 Population: 1344235
 Below 24 yrs. old: 32.40%
 Refugee population: 20
 Urban population: 9%
 GDP/capita: \$18,219
 Unemployment: 6%
 Below poverty line: 17% (2007)

COMMUNICATIONS AND LITERACY

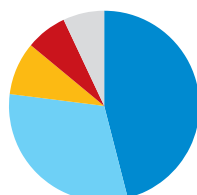
FH Media Freedom: Free
 Internet users/100 people: 63.8
 Mobile phones/100 people: 145
 Literacy: (2012) 99% (F: 98%, M: 99%)
 Avg. years of education: 12 (F: 13, M: 12)



PUBLIC DIPLOMACY SPENDING

TOTALS FY13 ACTUAL: \$506,894 FY14 ACTUAL: \$534,360 FY15 PLANNED: \$560,800

Total PD Spending by Theme



Top Spending by Activity

Other \$283,354
 Support for Mission Initiatives \$47,292
 Educational Advising & Promoting Study in the U.S. \$41,989
 Supplementing Bureau of Public Affairs Programs \$34,877
 Supplementing IIP Programs \$29,220

Piechart Key: PD Spending by Theme

Culture Education Economics Science Military CVE
 Democracy Civil Society Women Youth Religious Other

Map Key

Embassy Consulate
 American Space

Uruguay

DEMOGRAPHICS

Geographic area (sq. km.): 175020
 Population: 3418694
 Below 24 yrs. old: 37.00%
 Refugee population: 203
 Urban population: 95%
 GDP/capita: \$16,811
 Unemployment: 7%
 Below poverty line: 19% (2010)

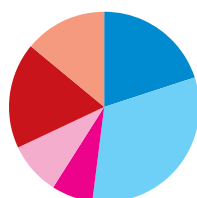
COMMUNICATIONS AND LITERACY

FH Media Freedom: Free
 Internet users/100 people: 58.1
 Mobile phones/100 people: 155
 Literacy: (2012) 98% (F: 99%, M: 98%)
 Avg. years of education: 16 (F: 17, M: 14)

PUBLIC DIPLOMACY SPENDING

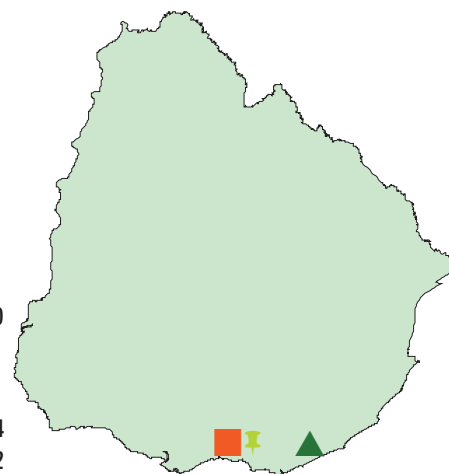
TOTALS FY13 ACTUAL: \$1,183,900 FY14 ACTUAL: \$1,264,356 FY15 PLANNED: \$1,262,900

Total PD Spending by Theme



Top Spending by Activity

Media/Press Activities	\$211,184
Support for Mission Initiatives	\$202,222
Cultural Programs (Post Generated)	\$105,132
Educational Initiatives (not including English Language programs)	\$104,418
Supplementing ECA Programs	\$85,840



Venezuela

DEMOGRAPHICS

Geographic area (sq. km.): 882050
 Population: 30851343
 Below 24 yrs. old: 47.00%
 Refugee population: 204340
 Urban population: 89%
 GDP/capita: \$16,530
 Unemployment: 8%
 Below poverty line: 32% (2011)

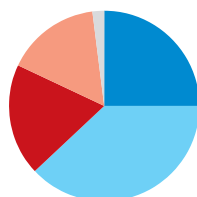
COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
 Internet users/100 people: 54.9
 Mobile phones/100 people: 102
 Literacy: (2009) 96% (F: 95%, M: 96%)
 Avg. years of education: 14 (F: 15, M: 13)

PUBLIC DIPLOMACY SPENDING

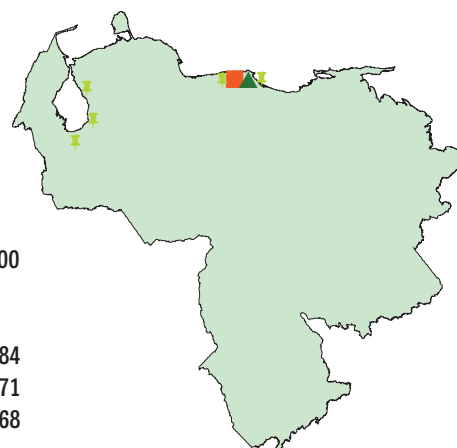
TOTALS FY13 ACTUAL: \$2,509,315 FY14 ACTUAL: \$2,512,414 FY15 PLANNED: \$2,477,200

Total PD Spending by Theme



Top Spending by Activity

Cultural Programs (Post Generated)	\$677,984
Support for Mission Initiatives	\$526,271
Support for English Language Teaching/Learning	\$435,168
Other	\$193,757
Supplementing ECA Programs	\$150,238



Piechart Key: PD Spending by Theme

Culture	Education	Economics	Science	Military	CVE
Democracy	Civil Society	Women	Youth	Religious	Other

Map Key

Embassy	Consulate
American Space	

APPENDICES AND INDEX

Appendix A – U.S. Agency for International Development: Development Outreach Coordinators

The U.S. Agency for International Development has a Bureau for Legislative and Public Affairs, which has the core purpose of developing and organizing US-AID campaigns and messages and to work with the media, Capitol Hill and other stakeholders. It is also responsible for supporting the Development Outreach Coordinators at USAID missions abroad, who work to communicate USAID's work to foreign audiences in concert with the . This report will focus on the Director of Communications position. USAID works in more than 100 countries and roughly one third of them have Directors of Communication operations.

The Bureau recently underwent a reorganization and has an Office of Program and Management Operations, Office of Website Management, Office of Strategic Communications (focuses on Content Strategy, Communications, and a Media Relations Action Team) and an Office of Legislative Affairs. The bureau also provide support and training to the 143 Development Outreach Coordinators working in roughly 70 missions.

The role of the Development Outreach Coordinator (DOC) is to help “tell the USAID story to a broad range of audiences across the globe.” They are part of the USAID Mission's senior management team abroad, reporting directly to the Mission Director or Deputy Mission Director. The Coordinator serves as the US-AID Mission's principal liaison with implementing partners and the Embassy Public Affairs Section on the development and implementation of the Mission's

overall communications strategy. They are to collaborate closely with, and follow media policy set by the U.S. Embassy Public Affairs Officer and Press and Information Officer on all media outreach, interagency events, and VIP visits. They also serve as the primary liaison with USAID's Bureau for Legislative and Public Affairs (LPA) in Washington, and with the communications teams based in the agency's corresponding regional bureau and pillar bureaus, notably Bureau for Food Security (BFS), Education, Environment, and Economic Growth (E3), Global Health (GH), Democracy, Conflict and Humanitarian Assistance (DCHA) and other independent offices at USAID headquarters. The Coordinator interacts with local and international press contacts, and with senior officials from the host government and visiting USG officials.

SPEAKING WITH ONE VOICE: Since all U.S. government agencies are under Chief of Mission authority abroad, it is imperative that Development Outreach Coordinators work closely with the U.S. embassy's Public Affairs Section and other parts of the Mission in order for the U.S. government to communicate effectively and cohesively with foreign audiences. All U.S. foreign public engagement activities must have clear strategies of incorporating whole of mission considerations, as foreign audiences do not understand the U.S. government's bureaucratic divisions.

OTHER PUBLIC DIPLOMACY-LIKE PROGRAMS AT USAID

Through its role to advance global development, USAID conducts a number of programs that are similar to traditional Public Diplomacy programs such as media training, public information campaigns, English language instruction, and cultural preservation. These programs are funded through the Foreign Assistance budget but are currently difficult to break out and analyze. For example, public information programs are found across USAID projects as compared to media training which is generally found in Democracy, Human Rights, and Governance spending. The level of coordination of these programs with State Department programs varies by post and we were unable to provide sufficient detail on these programs to include them in this year's Comprehensive Annual Report.

USAID MISSIONS WITH DEVELOPMENT OUTREACH COORDINATORS (143 Coordinators at 72 Missions)

Afghanistan - 7	El Salvador - 3	Madagascar - 2	South Sudan - 2
Albania - 1	Ethiopia - 1	Malawi - 3	Southern Africa - 2
Angola - 1	Georgia - 1	Mali - 1	Sri Lanka - 1
Armenia - 2	Ghana - 2	Mexico - 1	Sudan - 1
Azerbaijan - 1	Guatemala - 2	Moldova - 1	Tajikistan - 2
Bangladesh - 3	Guinea - 1	Mozambique - 2	Tanzania - 3
Barbados - 2	Haiti - 2	Namibia - 1	Timor-Leste - 2
Belarus - 2	Honduras - 2	Nepal - 3	Turkmenistan - 1
Benin - 1	India - 3	Nicaragua - 1	Uganda - 1
Bosnia - 2	Indonesia - 4	Nigeria - 1	Ukraine - 3
Burma - 1	Jamaica - 1	Pakistan - 8	Uzbekistan - 1
Cambodia - 2	Jordan - 5	Paraguay - 1	Vietnam - 2
Central Asia - 1	Kazakhstan - 2	Peru - 2	West Africa - 1
Colombia - 2	Kenya - 2	Philippines - 4	West Bank - 1
Central Asia - 1	Kosovo - 2	RDMA - 3	Zambia - 2
Cote D'Ivoire - 1	Kyrgyz Republic - 3	Rwanda - 2	Zimbabwe - 2
Dominican Republic - 1	Lebanon - 1	Sahel - 1	
DRC - 2	Liberia - 1	Senegal - 2	
Egypt - 3	Macedonia - 2	Serbia - 3	

LEGISLATIVE AND PUBLIC AFFAIRS REPORTING CHAIN



Appendix B: Department of Defense Military Information Support Operations

According to the Department of Defense, Military Information Support Operations (MISO) are designed to develop and convey messages and devise actions to influence select foreign groups and promote themes to change those groups' attitudes and behaviors. MISO can also degrade the enemy's combat power, reduce civilian interference, minimize collateral damage, and increase the population's support for operations. MISO can also provide joint force commanders with ways and means to influence political, military, economic, social, information, and infrastructure aspects of the operational environment that may be as critical to operational success as the traditional orientation focused solely on enemy and adversary military capabilities. Target audiences are individuals or groups selected for influence, and may include enemy, adversary, friendly, and neutral groups or populations. MISO programs include at a minimum: objectives, product approval authorities, themes to stress, themes to avoid, target audiences, attribution, means of dissemination, a concept of operations, and funding sources.

The joint force commander (JFC) may leverage information-related capabilities, to include MISO, to create a desired effect in support of operational objectives. If the joint force commander (JFC) determines that MISO planning and execution requires control by a component command with that mission as its sole purpose, then the JFC requests establishment of a joint military information support task force or military information support (MIS) task force. MIS forces conducting peacetime shaping operations in support of the Department of State at a U.S. embassy remain under command and control of military commanders and support military objectives that are linked to the Geographic Combatant Commander's Theater Campaign Plan.

COORDINATE EFFORTS THROUGH PAO: Since all U.S. government agencies are under Chief of Mission authority abroad, it is imperative that personnel conducting Military Information Support Operations (MISO) work closely with the U.S. embassy's Public Affairs Section and Front Office in order for the U.S. government to communicate effectively and cohesively with foreign audiences. All U.S. foreign public engagement activities must have clear strategies of incorporating whole-of-mission input and coordination, as target foreign audiences do not understand U.S. government bureaucracy.

Appendix C: Acronyms

.7 Funds - Refers to D&CP funds slated for use on public diplomacy programming.

@america - American Center in Jakarta, Indonesia

AC - American Centers

AF - Bureau of African Affairs, Department of State

BBG - Broadcasting Board of Governors

CSCC - Center for Strategic Counterterrorism Communications, Department of State

CSO - Bureau of Conflict Stabilization Operations, Department of State

CT - Bureau of Counterterrorism, Department of State

D&CP - Diplomatic and Consular Programs Budget, Department of State

DRL - Bureau of Democracy, Human Rights and Labor, Department of State

EAP - Bureau of East Asian and Pacific Affairs, Department of State

EB - Bureau of Economics and Business Affairs, Department of State

ECA - Educational and Cultural Affairs Bureau, Department of State

ECE - Educational and Cultural Affairs Budget

EUR - Bureau of European and Eurasian, Department of State

IA - International Affairs Budget

IBB - International Broadcasting Bureau, Broadcasting Board of Governors

IIP - International Information Programs Bureau, Department of State

INL - Bureau of International Narcotics and Law Enforcement, Department of State

INR - Bureau of Intelligence and Research, Department of State

IO - Bureau of International Organizations, Department of State

ISN - Bureau of International Security and Nonproliferation, Department of State

IVLP - International Visitors' Leadership Program

J - Office of the Under Secretary of State for Civilian Security, Democracy, and Human Rights, Department of State

MBN - Middle East Broadcasting Networks

MOOC - Massive Open Online Course

NEA - Bureau of Near East Asian Affairs, Department of State

OCB - Office of Cuba Broadcasting

OES - Bureau of Oceans and International Environmental and Scientific Affairs, Department of State

PA - Public Affairs Bureau, Department of State

PAO - Public Affairs Officer

PAS - Public Affairs Section

PD - Public Diplomacy

PD DAS - Public Diplomacy Deputy Assistant Secretary of State (in regional bureaus)

PDOD - Directors of Public Diplomacy and Public Affairs (in regional and functional bureaus), Department of State

PDIP - Public Diplomacy Implementation Plan

PDRP - Public Diplomacy Resource Profile

PM - Bureau of Political-Military Affairs, Department of State

PRM - Bureau of Population, Refugees, and Migration

R - Public Diplomacy and Public Affairs Cone at the State Department, also in reference to the Under Secretary

R/PPR - Office of Policy Planning and Resources for the Under Secretary of State for Public Diplomacy and Public Affairs

RFA - Radio Free Asia

RFE/RL - Radio Free Europe/Radio Liberty

SCA - Bureau of South and Central Asian Affairs, Department of State

USIA - U.S. Information Agency (1953-1999)

VOA - Voice of America

WHA - Bureau of Western Hemisphere Affairs, Department of State

YALI - Young African Leaders Initiative

YLAI - Young Leaders of the Americas Initiative

YSEALI - Young Southeast Asian Leaders Initiative

Index

100,000 Strong in the Americas.....50, 310
AF..6, 20, 25, 29-30, 32, 45, 72, 75, 90-91, 102, 104, 125, 128, 164-165, 167, 169, 171, 173-174, 178, 192, 194, 197, 289-290, 308, 310, 331
Afghanistan.....16, 20, 37, 78, 84, 87, 150, 152, 288-290, 295-297, 300, 329
Afghanistan Junior Faculty Development Program.....20, 87, 289
Afia Darfur.....23, 60, 152, 159, 269
Alhurra.....38, 149, 152, 159, 269-270
Alhurra Iraq.....38, 152, 269-270
@america.....130-131, 331
American Arts Incubator.....18, 103
American Center for International Labor Solidarity.....19, 100
American Council of Young Political Leaders.....19, 48, 100-101
American Film Showcase.....18, 102
American Music Abroad.....102
American Overseas Research Centers.....18, 84
American-Serbia & Montenegro Youth Leadership Exchange.....17-18, 94, 221
American Spaces.....2-4, 20-25, 30-32, 46, 58-59, 71, 90, 124-127, 129-132, 156, 188, 190-193, 195-197, 200, 220, 257, 259, 263, 283, 285-286, 288, 293-294, 308-309
American Youth Leadership Program.....19, 92, 156, 201, 267
Arts Envoy Program.....19, 103
Arts in Collaboration.....18, 103
Asia Region (See East Asia and the Pacific Region)
Benjamin A. Gilman International Scholarship Program.....19, 52, 86
Benjamin Franklin Summer Institutes.....221-222
Biennales.....104
Broadcasting Board of Governors (BBG).....2-3, 5, 8-9, 12-14, 20-22, 26-27, 33-34, 38, 42-43, 52-53, 53, 61, 136, 149-151, 153-154, 159-161, 202-203, 220, 223, 269, 272, 295, 297-298, 311, 331
Center for Cultural & Technical Interchange.....19, 84
Center Stage.....17-18, 105, 201, 267, 289
Community College Administrator Program.....17-18, 83
Community College Initiative Program.....18, 83
Community Engagement Through Mural Arts.....18, 104
Community Solutions.....18, 99
Congress-Bundestag Staff Exchange (CBYX).....17, 19, 91, 93, 95, 110, 221
Congress-Bundestag Youth Exchange.....17, 19, 91, 95, 221
Cultural Antiquities Task Force.....18, 72
Cultural Heritage Center.....4, 70, 72-73
DanceMotion USA.....102
Digital Engagement, Office of (PA/ODE).....5, 53, 116-118, 129
East Asia and the Pacific Region (EAP).....45, 48, 75, 90-91, 104, 117, 128, 200-201, 214, 331
East-West Center.....19, 48, 84
Educational and Cultural Affairs, Bureau of (ECA).....3-4, 8-9, 17, 21, 29-30, 37, 43, 45-48, 50, 51-52, 56, 64, 69-74, 79, 84, 86, 88-91, 93, 96-97, 101, 104, 106-109, 111, 125, 148, 158, 189-191, 196-197, 201, 220-221, 258, 266, 284-285, 308, 310, 331
EducationUSA.....70, 90, 190, 192, 196, 201, 221, 258-259, 262, 266, 284, 286, 289, 293, 308, 310

Empowering Women and Girls through Sports Initiative.....	19, 108
English Access Microscholarship Program.....	19, 52, 89-90, 196, 259, 285, 288, 307
English Language Fellows.....	18, 31, 89, 258, 262, 283
English Language Specialists.....	89
English Language Teaching Materials.....	89
E-Teacher Scholarship Program.....	19, 52, 89, 259
European and Eurasian Regional Public Diplomacy Overview (EUR).....	6, 27, 31, 75, 90-91, 104, 128, 152, 221, 271, 296, 331
FLEX.....	18, 42, 91, 93, 221, 262, 288-289
Foreign Press Centers (FPC).....	5, 116, 118-119
Fortune.....	17, 19, 98, 108, 196
Fulbright Distinguished Awards in Teaching Program.....	18, 81
Fulbright English Teaching Assistant Program.....	17-18, 75-76
Fulbright Foreign Student Program.....	18, 78
Fulbright mtvU Fellowship.....	18, 76, 221
Fulbright-National Geographic Digital Storytelling Fellowship.....	18, 77
Fulbright Short-Term Visiting Scholar Program for Iraq.....	266
Fulbright Specialists Program.....	19, 77, 196
Fulbright U.S. Scholar Program.....	18, 77
Fulbright U.S. Student Program.....	17-18, 75
Fulbright Visiting Scholar Program.....	18, 79
Future Leaders Exchange.....	18, 93, 221, 289
Future of Babylon Project.....	19, 73
German-American Partnership Program.....	17, 19, 95, 221
Global Undergraduate Exchange Program.....	18, 80
Heritage at Risk.....	73
Hubert H. Humphrey Fellowship Program.....	18, 79
Institute for Representative Government.....	17, 19, 100-101
International Broadcasting Bureau.....	150, 153, 331
International Center for Middle Eastern-Western Dialogue (Hollings Center).....	86
International Information Programs Bureau (IIP)	3, 5, 8, 20, 24, 29-31, 43, 45-46, 51, 52, 56, 58-59, 64, 67, 123-127, 129-130, 132-133, 147-148, 192-193, 260, 262-263, 268, 286, 308, 331
International Leaders in Education Program.....	18, 81
International Media Engagement, Office of (PA/IME)	5, 116-117, 128, 261
International Sports Programming Initiative.....	19, 107
International Writing Program.....	19, 105, 157, 267
Iraq.....	14, 18, 35, 37-38, 72-73, 78-79, 84, 97, 105-106, 128, 136-137, 150, 152, 220, 266-267, 269-272, 275
Iraqi Institute for the Conservation of Antiquities and Heritage.....	18, 73
International Visitor Leadership Program (IVLP).....	5, 17-19, 28, 30, 40, 42-43, 51-52, 70-71, 91, 109-110, 142, 156-158, 189-190, 196, 200, 221, 257-258, 262, 267, 284, 288, 310, 331
IVLP On Demand Division.....	19, 109
Japan-U.S. Friendship.....	96, 201
Kennedy-Lugar Youth Exchange & Study.....	17-19, 92-93, 201, 266-267, 289
Libya.....	16, 78-79, 94, 97, 161, 266-267, 270, 278, 283
Massive Open Online Courses (MOOC).....	21, 71, 105, 192, 222, 268
Mandela Washington Fellowship for Young African Leaders.....	18, 25, 87, 156
Middle East Region (see Near East Asia Region)	

Middle East Broadcasting Network (MBN).....	6, 8, 21, 33, 48, 51, 60, 149-150, 152, 159, 269-271, 331
Mike Mansfield Fellowship Program.....	18, 96-97, 201
Mission Activity Tracker (MAT).....	9, 20, 21, 29, 64-66, 71, 157, 309
Museums Connect.....	106
National Clearinghouse on Disability and Exchange.....	85
National Security Language Initiative for Youth.....	19, 92, 201, 221, 267, 289
National Youth Science Foundation.....	19, 97
Near East Asia Region (NEA).....	31, 37, 73, 75, 90-91, 128, 139, 266-268, 275, 331
Ngwang Choephel Fellows Program.....	19, 96, 98, 201
Office of Cuba Broadcasting (OCB).....	3, 8, 51, 150-151, 311, 331
OneBeat.....	106
Pakistan.....	14, 37-38, 77-78, 80, 83-84, 105-108, 130-131, 136, 140, 143, 147, 150, 152, 288-289, 291-292, 295-297, 303, 329
Partners of the Americas.....	19, 100-101, 310
Planning for Safeguarding Heritage Sites in Syria and Iraq.....	73
Private Sector Exchanges.....	70
Professional Fellows “On Demand” Program.....	100
Professional Fellows Program.....	19, 45, 52, 96, 98-99, 220
Public Affairs, Bureau of (PA).....	2-3, 8, 12, 20-27, 29, 31, 35, 37, 42, 44, 46, 47, 51, 53, 56, 60, 64-67, 115-118, 120-122, 125, 127, 129, 142-144, 146-148, 188-197, 256-258, 260-263, 283-285, 290-292, 328, 330-331
Public Diplomacy Implementation Plan (PDIP).....	29, 64-67, 331
Radio Free Asia (RFA).....	3, 8, 51, 150, 152-153, 202, 207, 331
Radio Free Europe (RFE).....	3, 6, 8, 28, 34, 41-42, 51, 150, 152-153, 223, 226-229, 269, 271, 295-298, 330-331
Radio Sawa.....	21, 38, 60, 152, 159, 269-271
Rapid Response Unit (RRU).....	5, 29, 53, 116-118
South and Central Asia Region (SCA).....	75, 90-91, 104, 124, 126, 128, 331
Sister Cities International.....	100
Sports Envoy Program.....	19, 107
Sports Visitor Program.....	19, 107-108
Study Abroad Capacity Building.....	87
Study of the U.S. Institutes for Student Leaders.....	19, 80
Summer Institutes for European Student Leaders.....	19, 86, 221
Teachers for Global Classrooms Program.....	18, 82
Teachers of Critical Languages Program.....	18, 82, 201, 266
Teaching Excellence and Achievement Program.....	17-18, 81
TechGirls.....	17, 19, 94, 266-267
TechWomen.....	17-18, 99, 108, 157, 267, 284
Tibetan Scholarship Program.....	17-18, 84, 201
Tunisia.....	15, 18, 78-81, 84, 87, 93-94, 97, 99-102, 106, 126, 130, 266-267, 281
Tunisia Community College Scholarship Program.....	18, 87, 266
U.S. Ambassadors Fund for Cultural Preservation.....	18, 72
U.S. Congress-Korea National Assembly Youth Exchange.....	19, 96-97, 201
U.S.-South Pacific Scholarship Program.....	18, 85, 201
U.S.-Timor-Leste Scholarship Program.....	17-18, 85, 201
Vietnam Economics Teaching Program.....	18, 85, 201

Voice of America (VOA).....	3-4, 6, 8, 12, 21, 28, 33, 38, 41-42, 51, 60-61, 143, 150, 152, 159, 162, 202, 223, 259, 269, 295, 311, 331
Western Hemisphere Region (WHA).....	45, 50, 75, 90-91, 96, 98, 104, 118, 128, 310, 331
Yemen.....	15, 78, 81, 84, 93-94, 266-267, 270, 282
Young African Leaders Initiative (YALI).....	8, 21, 25, 44-45, 52, 125, 158, 188, 190, 195-196, 331
Youth Ambassadors.....	19, 91, 96, 310
Youth Leadership On Demand.....	94
Youth South-East Asian Leaders Initiative (YSEALI).....	88, 201

