

FY 2025 Agency Performance Plan and FY 2023 Agency Performance Report



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

Introduction

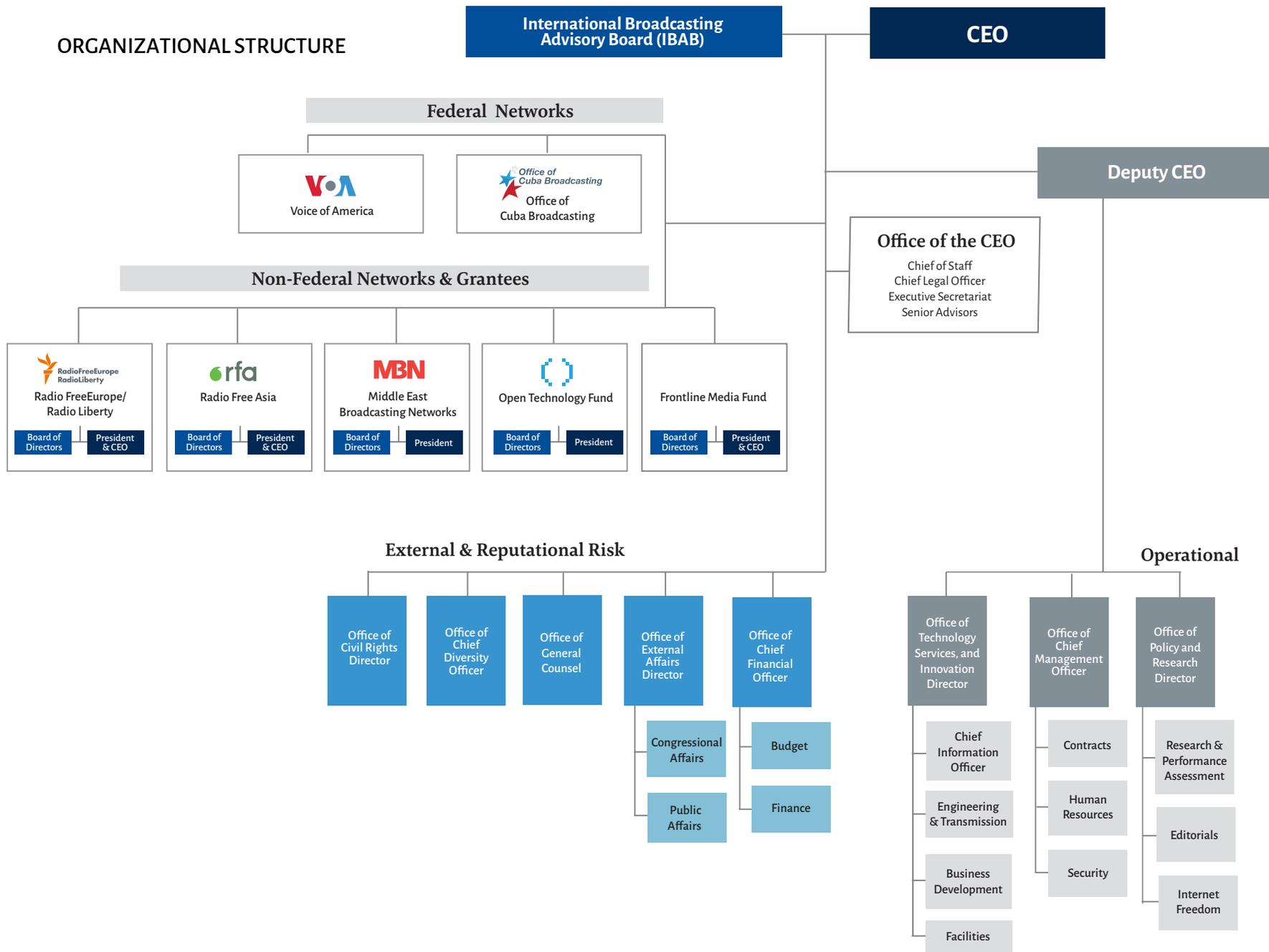
This Fiscal Year (FY) 2025 Agency Performance Plan and FY 2023 Agency Performance Report (APP/APR) includes a summary of the United States Agency for Global Media (USAGM) strategic plan, a summary of the status of the agency’s program goals and performance, and descriptions of its performance indicators. This integrated report connects USAGM’s strategic goals, its impact and agility objectives, its performance in the preceding five years, its forecasts for the next two years, and a summary of the verification and validation of performance measures used in the report. It fulfills the requirements of the Government Performance and Results Act of 1993 (GPRA) and the Government Performance and Results Modernization Act of 2010 (GPRMA) for annual performance planning and reporting. This presentation of the agency’s program performance is intended to assist Congress, the President, and the public in assessing USAGM’s performance relative to its mission and stewardship of the resources entrusted to it. Additional information about USAGM’s strategy, performance planning, and reporting are available at <https://www.usagm.gov/our-work/strategy-and-results/>

Organizational Background

USAGM is America’s international, independent, public service media agency, encompassing the Voice of America (“VOA”), Radio Free Europe/Radio Liberty (“RFE/RL”), Radio Free Asia (“RFA”), the Middle East Broadcasting Networks (“MBN”), Radio and TV Martí (under the Office of Cuba Broadcasting – “OCB”), and the Open Technology Fund (“OTF”). In FY 2024, USAGM also launched a new non-federal entity, the Frontline Media Fund, to incubate and test new operating models, provide proof of concept, and propagate promising strategies to improve service delivery worldwide.

Combined, this global media enterprise is uniquely capable of defending press freedom and access to information in some of the most challenging countries for journalists. These capabilities stem from: (a) the scale at which the agency operates – working in 63 languages in over 100 foreign media markets around the world, with an FY 2023 measured audience of 420 million adults on a weekly basis outside the U.S.; (b) the range of local and technical expertise directly employed by the agency and its grantees, which includes several thousand journalists and experts with deep local knowledge and understanding of the environments in which they operate; and (c) the shared public-service mission of these efforts to deploy public-service journalism and technical tools to protect the fundamental human right to seek, receive, and impart information, regardless of frontiers.

ORGANIZATIONAL STRUCTURE



Summary of the 2022–2026 USAGM Strategic Plan

USAGM’s 2022-2026 Strategic Plan, *Truth over Disinformation: Supporting Freedom and Democracy* [March 2024 Update], informs the agency’s FY 2025 budget request and performance plan, and it guides the integration of performance, budget planning, and management of USAGM. Included in this submission are updates to the USAGM 2022-2026 Strategic Plan language published in March 2024.

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

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

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

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

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

Impact and Agility Objectives and Performance Goals

USAGM’s two strategic goals are supported by eight Impact Objectives, which focus on the performance of the mission, and four Agility Objectives, which focus on the management of the agency. Each of these objectives has supporting performance goals tracked by performance indicators that come from the USAGM Impact Model. Future targets are based on leadership direction and expert analysis of many factors including: current positioning in the media market, anticipated future trends, and proposed budgetary resources. Because USAGM does not have the resources to conduct full media surveys annually in each country, many of the indicators are targeted to remain stable or change only slightly from the current level of performance. In addition to tracking performance indicators, USAGM performance reporting presents narrative evidence that the agency is accomplishing its objectives.

RELATIONSHIP OF USAGM MISSION, GOALS AND OBJECTIVES



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Impact Objective 1:

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

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

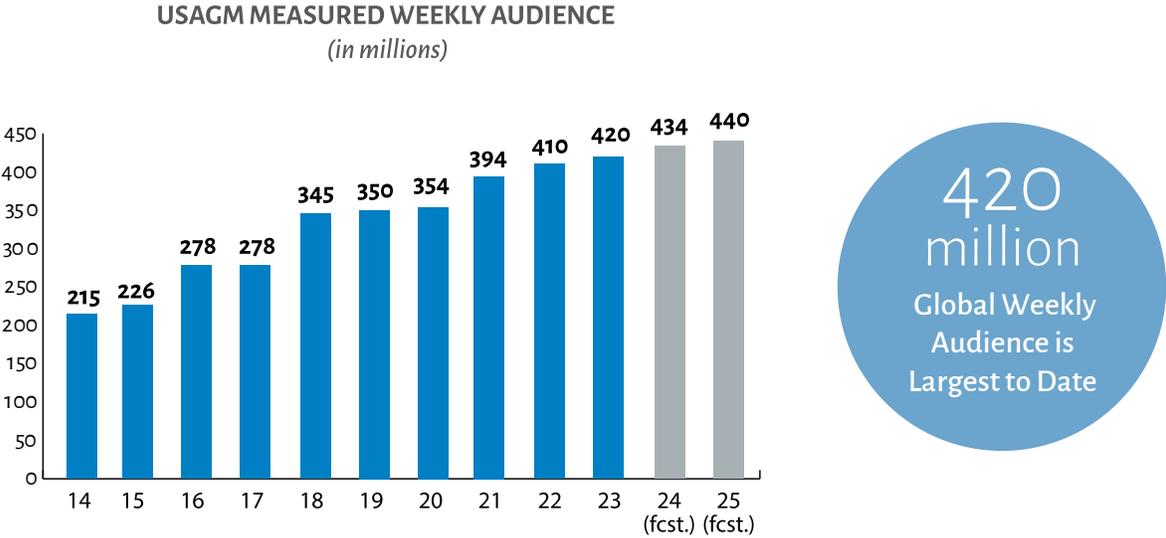
USAGM and its networks will:

- **Preserve the editorial firewall, protecting the independence and integrity of the networks' journalism through defined rules, regulations, and processes;**
- **Provide news and programming that is accurate, objective, and comprehensive, and in accordance with the highest professional standards of journalism;**
- **Produce news and information, consistent with audience needs and mission requirements, on issues that are not addressed adequately by media in the target area;**
- **Offer relevant and informative content that research, web analytics, and audience and affiliate feedback show is of vital interest to audiences, including reporting on health, climate, and technology;**
- **Produce enterprise reporting through deep and agenda-setting exploration of critical issues; and**
- **Curate content from and co-create content with reputable partners, as consistent with agency standards and editorial guidelines.**

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

IMPACT OBJECTIVE 1

Impact Performance Goal 1.1: Reach significant audiences



- In FY 2023 USAGM survey research estimates its highest-ever measured global weekly audience of 420 million adults, without the inclusion of audience data for China. This exceeds the FY 2022 estimated audience of 410 million which included the measurement of 65 million weekly users in China from survey results first reported in FY 2018.
- Key drivers of growth in USAGM's latest global audience estimate included a 65% increase in the measured audience in Indonesia, as well as higher measured reach in multiple markets in Latin America.
- In addition, USAGM was able to field surveys in a number of markets that had not been surveyed in more than five years, for security or budgetary reasons, yielding new audience measurements for Kenya, Somalia, Mali, Guatemala, Cuba, Libya, and Yemen.
- Beyond USAGM's record-high FY 2023 global measured audience, the agency received new internet panel survey results in 2023 for a limited portion of its audience in China for the first time in six years. This new study estimates there are additionally over 45 million USAGM users in China. Because of PRC legal restrictions limiting research questions about specific USAGM brands and programs, these survey results are being further analyzed and not reported in official FY 2023 USAGM global audience data at this time.

- Due to the inability to freely survey users of RFA programming in the majority of its target countries, RFA’s FY 2023 global audience is currently classified as “unreportable.” Specifically, due to the sensitivity of RFA’s Mandarin and Cantonese programming in China, no vendors have been willing to ask about RFA in a survey in China since 2017. USAGM’s last China survey (used for FY 2018-FY 2022 reporting) reported an RFA audience of 44 million and a VOA audience of 40 million. USAGM is also not able to measure RFA audiences in North Korea, Xinjiang (Uyghur service), and Tibet. USAGM will continue to explore options to expand the agency’s ability to measure the reach of RFA programming.

USAGM MEASURED WEEKLY AUDIENCE – AGENCY TOTAL (in millions)¹

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
USAGM							
Target	337	354	380	394	427	434	440
Actual	350	354	394	410	420 ^{2,3}	-	-

USAGM MEASURED WEEKLY AUDIENCE – AGENCY TOTAL (in millions)¹

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
VOA							
Target	265	282	305	309	339	356	360
Actual	281	278	312	326	354 ²	-	-
RFE/RL							
Target	34.2	37.7	36.2	37.3	41.7	43.0	43.0
Actual	38.1	41.1	37.2	40.6	42.1	-	-
RFA							
Target	49.5	49.5	55.0	60.0	59.8	NA	NA
Actual	50.7	49.5	59.8	58.3	Unreportable ³	-	-
MBN							
Target	27.0	28.0	32.0	34.0	31.0	34.0	34.0
Actual	24.3	27.5	31.1	27.4	34.1	-	-
OCB							
Target	2.0	1.2	1.2	1.0	NA	0.9	1.0
Actual	1.0	1.0	1.0	NA	0.8	-	-

- 1 Measured weekly audience is the estimated number of adults (15 and older) in target areas listening to or viewing USAGM programming or online materials in the past week according to representative face-to-face or phone surveys. It is influenced by a number of factors as described elsewhere in this report. Fiscal year targets are from annual performance plans released with Congressional Budget Justifications published in the same fiscal year. Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.
- 2 FY 2023 reporting for VOA's global audience does not include data for China due to government restrictions limiting USAGM's ability to conduct comprehensive surveys of its programming since FY 2018.
- 3 RFA global measured weekly audience is unreportable at this time due to conditions that have prevented USAGM survey questions about RFA's Mandarin and Cantonese programming in China since FY 2018. Also, USAGM is not able to measure RFA audiences in North Korea, Xinjiang (Uyghur service), and Tibet. Audience data is only available for four of RFA's nine language services, and those totals are included in USAGM global audience estimates.

INDICATOR:

Measured Weekly Audiences

This indicator comes from nationally-representative media use surveys in target markets and estimates the number of adults listening to, reading, or viewing USAGM programming or online materials in the past week. It is based upon the measurement of the “regular listening audience,” a statistical standard long used to report international radio audience reach. Regular listening or viewing audience (radio, TV, or internet) has over the years been consistently defined as all adults listening or viewing at least once a week in the past seven days, as determined by an audience survey that has an adequately designed sample. The USAGM total weekly audience is unduplicated, i.e., a member of the audience is counted only once, regardless of the number of times, , or networks they consume each week. USAGM does not conduct surveys in every country every year, so reach figures may in some cases reflect weekly reach measures collected from up to five years in the past. This may result in an over or underestimation of actual reach. Additionally platforms, political restrictions or volatility in certain markets may prevent the measurement of the current reach for services broadcasting to these areas, resulting in an undercount of audience. USAGM continues to explore alternative methods for measuring audience reach, such as online panel surveys, integrating digital analytics, and commercial ratings data.

Specific exceptions to available data for USAGM audiences:

- Measurements include audience data for each language service and each country served by USAGM networks, provided that the agency was able to conduct a relevant representative survey within the past five years.
- As noted above, USAGM has been unable to conduct a fully representative audience survey in China since FY 2018. Results from a 2023 USAGM internet panel survey indicate an

audience of at least 45 million, but due to PRC government restrictions on survey questions and topics, this data is not included in the agency's FY 2023 global audience estimates.

- In addition to challenges measuring Mandarin and Cantonese program audiences in China, restrictive media and political environments have resulted in audience measurement gaps in FY 2023 reporting for USAGM language services in Korea (VOA and RFA), Xinjiang (RFA), Uzbekistan (RFE/RL and VOA), and Tibet (VOA and RFA).
- Because USAGM can only conduct representative surveys among the primary audiences of four of RFA's nine language services, the agency is not reporting a total audience number for the network this year. USAGM will continue to explore options to expand the agency's ability to measure the reach of RFA programming.

ANALYSIS OF RESULTS:

VOA

With a measured weekly audience of 354 million, VOA far exceeded its FY 2023 target, adding 28 million weekly users to its global count compared to FY 2022. Substantial increases were found in Indonesia and in multiple markets across Latin America. New surveys conducted in countries that had not been surveyed in more than five years (Kenya, Somalia, Mali, and Guatemala) added another 17 million. The gains in measured VOA audiences more than offset an exclusion of data from China first reported in FY 2018, which aged out in FY 2023. VOA forecasts a slight increase in measured audiences across different markets, including Africa, Central and South Asia. USAGM is not able to conduct representative audience research in North Korea and Tibet.

RFE/RL:

FY 2023 increases in measured weekly audiences can be attributed to new survey data from Central Asia and Eastern Europe. In Kyrgyzstan, FY 2023 surveys showed reach nearly doubling to 37% from prior survey in 2021, and in Tajikistan measured weekly reach was almost 18% of the adult population from 11% in prior survey. RFE/RL forecasts steady to moderate growth in FY 2024. Targets for FY 2025 assume increased measured audience in Serbia but potential decreased audience in Afghanistan, pending new results from the first full-country survey there since FY 2018.

RFA

Because USAGM cannot conduct representative surveys among the primary audiences of five of RFA's nine language services, the agency is not reporting a total audience number for the network this year. While the PRC and Democratic People's Republic of Korea (DPRK) block USAGM efforts to conduct representative surveys, new surveys in Southeast Asia have shown RFA's continued strong performance in the region. In FY2023, RFA's measured audience in Myanmar grew in spite of frequent internet outages that threaten access to RFA across much of the country. Performance in Vietnam, Laos, and Cambodia remains steady despite ongoing efforts by governments to restrict access to RFA. In July 2023 the Cambodian government blocked RFA's website in the lead up to national elections, and access to RFA's website remains blocked in Vietnam. In FY2024, RFA expects measured audience to remain strong in spite of government efforts as audiences continue to seek out independent sources of news about their countries

MBN

The growth in MBN's FY 2023 measured audience is attributable to audience reach in Yemen and Libya, where USAGM was able to collect data for the first time in more than five years. The inclusion of reach for Alhurra TV programs also helped increase MBN's FY 2023 measured audience to its highest level in more than a decade. FY 2024 and FY 2025 forecasts are to maintain strong reach despite competitive media markets partly based on MBN's new programming initiatives and diversification of its marketing approach to increase focus on sub-brands and program hosts. New surveys currently underway in Algeria and Saudi Arabia are not expected to significantly affect MBN's total reach, although the negative effects of decreased referrals to MBN online content as a result of social media algorithm changes could constrain reach.

OCB

FY 2023 OCB audience reflects a decline in measured reach inside Cuba since last USAGM survey in FY 2017. This is primarily linked to the sharp decline of radio as a platform for news consumption in the last five years, in conjunction with users migrating to digital platforms not being able to access OCB websites that are blocked by the government. Further pressure comes from the new Social Communication Law, approved in May 2023, which threatens that engagement with "enemy" outlets, even through comments and likes on social media, can be penalized if the government considers that it aims to "subvert the constitutional order." Some of the Cuba audience drop was offset by new audiences measured in Nicaragua, home to a significant Cuban diaspora population. In FY 2024 and FY 2025 USAGM will continue to

research OCB audiences in Latin American countries with high Cuban diaspora populations. This geographic expansion of OCB's content reach to Cuban diaspora populations is complemented by initiatives with USAGM Business Development to secure 37 broadcast affiliates for OCB throughout the region in FY 2023. Reaching Cuban diaspora audiences that are in constant feedback with relatives inside Cuba increases OCB's indirect impact, and also helps to counteract the rampant disinformation campaigns promoted by Cuba and its allies in the region.

A CLOSER LOOK:

Awards and citations of USAGM reporting in influential news outlets

AWARD WINNING JOURNALISM

VOA

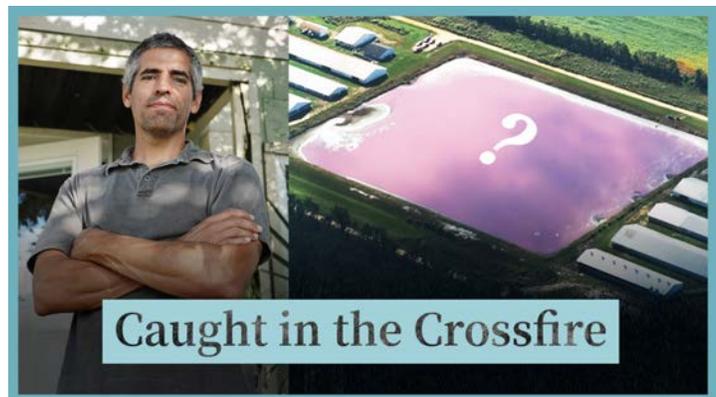
Voice of America secured ten New York Festival TV and Film Awards in FY2023. Many of the awarded stories originated from Ukraine, with VOA Russian's documentary *Fatema* winning a gold prize. This documentary followed Afghan journalist Fatema Hosseini's escape from the Taliban in Kabul only to face another conflict in Ukraine. Other recognized VOA documentaries include *Kyiv-Sofia-Hollywood*, *Mother Ukraine*, and *School Away from Home*, shedding light on the challenges faced by Ukrainian refugees



VOA Russian's documentary Fatema won a gold prize at the New York Festival TV and Film Awards.

RFA

Radio Free Asia and its brands, 歪脑 | WHYNOT and BenarNews, had a successful FY23, securing over 30 awards, including a National Murrow Award, a Gracie Award, and 22 Telly Awards. Recognized projects covered a range of topics, from activists fighting hog waste pollution in North Carolina to examining abduction and trafficking of women in China and highlighting the plight of exiled Rohingya.



RFA's 歪脑 | Why Not won in the Investigative Reporting category for Small Digital Organization for a video report on activists fighting hog waste pollution in North Carolina at a Chinese-owned meat processing plant.

MBN

The Middle East Broadcasting Networks received 19 trophies at the 44th Annual Telly Awards. The awarded work covered diverse topics, including female genital mutilation, electric cars, U.S. midterm elections, and eradicating illiteracy in Diwaniyah, Iraq. Alhurra.com was named the Best Website: Media/News for 2023 at the Web Excellence Awards. At the New York Festivals TV and Film awards, Alhurra's augmented reality production on the evolution of cars won gold for Best Visual Effects.

RFE/RL

An investigation by the program Schemes was shortlisted as a finalist for the Global Investigative Journalism Network's 2023 Global Shining Light Award. It exposed the origins of mass graves in the Kharkiv region in Ukraine and identified the overlapping Russian brigades behind these systematic human rights abuses.

MEDIA CITATIONS

OCB

StopFake.org, a Ukrainian fact-checking site and OCB's martinoticias.com began a joint project in February 2023 to combat Russian propaganda and fake news. The collaboration was highlighted by several publications including *Diario Las Americas*, *America Teve*, and *Dialogo Americas*. Radio Marti's live coverage of Ukrainian President Volodymyr Zelensky's speech to both chambers of Congress in December 2022 was carried by nine TV stations, eight radio portals, and various news outlets throughout Latin America, including Mexico, Panama, Colombia, and Ecuador.



OCB covered Ukrainian President Volodymyr Zelensky's speech to the U.S. Congress which was shared on media outlets throughout Latin America.

VOA

The global impact of VOA's reporting is evident through republishing by various news outlets. Notable mentions include Taiwan's largest newspaper and leading Chinese social media influencers citing VOA Mandarin's coverage of Secretary Blinken's visit to Beijing. The Washington Post's editorial board acknowledged VOA Press Freedom desk's reporting on a "cultural genocide" against the Uyghurs, and TIME magazine featured a rare apology for the Rohingya genocide from a government official interviewed by VOA Burmese.

RFE/RL

An RFE/RL investigation unveiling increasing collaboration between China and Russia in monitoring dissent and regulating the internet was mentioned in Fortune's Data Sheet and GMF's Securing Democracy Dispatch newsletters, and referenced by the New York Times, Associated Press, Washington Post, and Foreign Policy, as well as PEN America. The investigation utilized documents and recordings obtained from closed-door meetings between the Cyberspace Administration of China and Russia's Roskomnadzor. From Kosovo, RFE/RL reporting and footage on violent clashes between Serb protesters and NATO forces in northern Kosovo was acknowledged by CNN, BBC, Le Monde, RTL, Euronews, and CBS.

MBN

Alhurra's accurate and objective reporting led to numerous citations in the Arabic press, with outlets like CNN Arabic, Al Yawm Assabea, Reuters, and others quoting and referencing MBN's coverage on multiple topics in FY 2023.



The Washington Post included reporting by VOA in their editorial on the repression of Uyghurs in China.

IMPACT OBJECTIVE 1

Impact Performance Goal 1.2: Provide programming that audiences find trustworthy

PROGRAM CREDIBILITY¹

Percentage of weekly audience who consider information to be very or somewhat trustworthy

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
VOA²							
Target	82	82	80	82	81	85	85
Actual	83	83	81	83	85	-	-
RFE/RL							
Target	77	74	75	76	79	79	80
Actual	73	75	74	78	78	-	-
RFA³							
Target	77	76	77	78	80	90	95
Actual	77	76	77	77	98	-	-
MBN⁴							
Target	80	80	70	73	74	81	81
Actual	75	68	70	70	81	-	-
OCB⁵							
Target	100	97	97	NA	NA	NA	NA
Actual	97	97	97	NA	NA	-	-

1 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 **VOA:** FY 2023 does not include prior higher trust reported from China (89%), which lifted FY 2019-FY 2022 reporting results.

3 **RFA:** FY 2023 does not include prior lower trust reported from China (75%), which lowered FY2019-FY2022 reporting results. FY2023 results only include data from Cambodia and Myanmar. FY 2024 and 2025 targets include the assumption of new data from Vietnam and Hong Kong.

4 **MBN:** FY 2023 results from Egypt, Iraq, Lebanon, Libya, Morocco, Saudi Arabia, and Yemen; no data available for this question from Kuwait, Palestinian Territories or Qatar.

5 **OCB:** Drop in Cuba radio audience between 2017 and 2023 resulted in too few users for USAGM research analysis of most key performance indicators. No reportable data for FY 2023, and no basis for FY 2024 and FY 2025 forecast.

IMPACT INDICATOR:

Program Credibility

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for Program Credibility changed to “how trustworthy do you find the content from [brand]?” registered on a four-point scale based on the following response options: “Very trustworthy,” “Somewhat trustworthy,” “Somewhat untrustworthy,” or “Very untrustworthy.” As results from the new questionnaire become available, they are being combined with previous results in the program credibility indicator. Credibility estimates are not included for countries where the number of regular listeners/viewers/online users is so small ($n = <50$) that the estimate is unreliable.

Until FY 2022, this indicator was determined by a question in representative surveys about trustworthiness of news and information of those sampled respondents who listened to or viewed each station in the past week. The answers were registered on a four-point scale based on the following response options: “Trust a great deal,” “Trust it somewhat,” “Do not trust it very much,” or “Do not trust it at all.” The Program Credibility index was a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who report trusting news from the station a great deal or somewhat.

ANALYSIS:

VOA

In FY 2023, VOA exceeded its target for this metric. Even with the exclusion of the FY 2018 China’s higher than average trust measure for VOA, the program credibility metric measurement grew two percentage points compared to FY 2022. While growing audiences have historically correlated to lower levels of trust, VOA was able to maintain, and even grow, high credibility perception while also achieving significant audience growth. More than nine in 10 of VOA brand weekly users in Afghanistan, Myanmar, Cambodia, Vietnam, Somalia, Kenya, Nigeria, Kosovo, and Iraqi Kurdistan say they trust VOA content. VOA forecasts to maintain the current high level of credibility in FY 2024 and FY 2025.

RFE/RL

The Baltics have seen an increase in the trust measure for RFE/RL's Current Time channel in the past three years as the brand becomes more established in the region. For instance, the trust measure in Latvia for Current Time increased from 64% to 91% during this period. In Afghanistan, this measurement was 91% for Azadi programming. Central Asia has somewhat lower measurements for this metric than other regions, ranging from 66% in Kazakhstan to 79% for Azattyk in Kyrgyzstan. Forecast for slight growth in FY 2024-2025.

RFA

FY2023 credibility metrics are based on Cambodia and Myanmar, where RFA has a longstanding reputation as a trustworthy independent news source among audiences. This role was especially crucial in 2023, as RFA played a critical role in reporting the ongoing conflicts between the government and militia groups in post-coup Myanmar. In Cambodia, RFA provided independent coverage of the July 2023 national elections, which the U.S. State Department described as "neither free nor fair." RFA does not expect this metric to grow any higher, and expects this metric may fall with the inclusion of new data from Vietnam and Hong Kong, where fear of government reprisals may influence respondents to respond more cautiously to this question.

MBN

FY 2023 increased performance for this metric expected to be maintained in FY 2024 and FY 2025 due to MBN's heavy emphasis on quality journalism that is accurate, balanced, and informative. MBN reinforces high journalistic standards with regular internal and external training for content creators and provides journalists with detailed written guidelines to follow for all content produced.

A CLOSER LOOK:

Programming responding to crisis situations

RFE/RL

The ongoing conflict in Ukraine spurred numerous impactful frontline reports by RFE/RL's Ukrainian Service in FY 2023, highlighting the crucial role of the network's investigative journalism in the region. An inquiry by the *Schemes* team uncovered that Ukrainian-born Russian oligarch Mikhail Fridman's companies provided various services to Russia's National Guard and military, prompting charges filed by Ukraine's Security Service against Fridman. RFE/RL also provided extensive coverage of the paramilitary Wagner Group's seizure of Rostov-on-Don, including on-ground reporting, analysis, and live online updates on potential impacts.



RFE/RL covered the Wagner Group's seizure of Rostov-on-Don.



VOA Persian service covered events in Iran leading up to the anniversary of the death of Mahsa Amini whose death sparked the ongoing "Woman, Life, Freedom" Protests.

VOA

In FY 2023, VOA continued its unwavering on-the-ground reporting of Russia's invasion of Ukraine, primarily in English. Through footage, interviews, and analysis, VOA captured the traumatic experiences of civilians amidst conflict. In Iran, VOA emerged as a beacon of authoritative coverage during the "Woman, Life, Freedom" protests, circumventing government censorship to spotlight the voices of dissent. User-generated content proved instrumental in penetrating media blockades, showcasing the power of citizen journalism. Sudan bore witness to VOA Africa's courageous reporting

amid a coup and civil strife. Despite grave risks, journalists provided real-time updates, shedding light on escalating tensions and humanitarian crisis.

MBN

In Libya, MBN's coverage of the devastating floods in Derna highlighted the complexities of humanitarian response and government accountability. Alhurra.com's reporting drew attention to the plight of victims, prompting international aid and reflection on national resilience. Similarly, MBN's scrutiny of fighting in Sudan and the Moroccan earthquake underscored the critical role of media in fostering transparency and public discourse.



Alhurra correspondent reporting on the floods in Libya.

IMPACT OBJECTIVE 1

Impact Performance Goal 1.3: Provide programming that increases the audiences’ perceptions of their understanding of current events

KNOWLEDGE OF WORLD NEWS¹

Percentage of weekly audience who report that the broadcasts have increased their knowledge of news about the rest of the world

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
VOA²							
Target	75	75	76	76	76	83	83
Actual	76	75	75	75	83	-	-
RFE/RL							
Target	74	75	76	79	75	78	78
Actual	75	75	78	78	78	-	-
RFA³							
Target	54	53	51	52	60	85	86
Actual	52	52	51	51	91	-	-
MBN							
Target	70	70	70	55	60	75	75
Actual	66	65	50	60	75	-	-
OCB⁴							
Target	100	80	80	80	NA	NA	NA
Actual	96	96	96	NA	NA	-	-

1 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 **VOA:** FY 2023 reflects loss of data from China’s audience, which had a relatively low measurement for this indicator, offset by results of new survey data from Indonesia and other countries.

3 **RFA:** FY 2023 reflects loss of data from China’s audience, which had a relatively low measurement for this indicator, offset by results of new survey data from Cambodia and Myanmar. Historically, because of the large audience, data from China drowns out strong performances in other markets. FY 2024 and FY 2025 targets include the assumption of new data from Vietnam and Hong Kong.

4 **OCB:** Drop in Cuba radio audience between 2017 and 2023 resulted in too few users for USAGM research analysis of most key performance indicators. No reportable data for FY 2023, and no basis for FY 2024 and FY 2025 forecast.

INDICATOR:

KNOWLEDGE OF WORLD NEWS

USAGM’s revised core questionnaire has been tested in multiple markets since FY 2022 and has proven to more accurately capture how audiences use and remember engaging with its network’s programming. As a result of testing and cognitive interviews, the question wording for this indicator now asks whether respondents agree or disagree that “[brand] increases my knowledge of news about the rest of the world.” As results from the new questionnaire become available, “understanding of current events” is being replaced by “knowledge of world news” in USAGM performance reporting.

Until FY 2022, this indicator was determined by a question in representative surveys asking past week listeners/viewers/online users of [language] whether the broadcasts have “increased their understanding of current events.” The answers were registered on a four-point scale based on the following response options: “a great deal,” “somewhat,” “very little,” or “not at all.” The “Understanding” indicator was a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

ANALYSIS:

VOA

In FY 2023, VOA notably exceeded its target for this metric. The gains are driven by results from countries which were surveyed for the first time in five years (Kenya, Mali, Somalia), and a strong VOA performance in Indonesia, Cambodia, Myanmar, Nicaragua, Iraqi Kurdistan, where close to 90% (or more) of VOA brand weekly users report that VOA has increased their knowledge of news about the rest of the world. VOA forecasts to maintain the current level of performance for this indicator.

RFE/RL

Increase in the knowledge of world events was observed in the Baltic countries for RFE/RL's Current Time channel from 2019 to 2022, as the brand became more established in the region. The forecast is partially based on data from Afghanistan where the Azadi programming has high measurements for increasing audiences' knowledge about world events and this is expected to hold steady or grow in the coming survey in Afghanistan in 2024.

RFA

In FY 2023, RFA experienced significant growth in this metric due to strong performance in Cambodia and Myanmar. Previous years had limited opportunities for substantial growth because of the overwhelming size of RFA's China audience, which weighed this metric heavily toward lower measurements from China. RFA does not expect this metric to grow any higher, and expects a modest decrease with the inclusion of new data from Vietnam and Hong Kong, where RFA's reporting does not focus on international news.

MBN

Growth in FY 2023 due to the inclusion of new data from Libya and Yemen where large numbers of past week users of Alhurra and Radio Sawa said the networks increased their understanding of world news. Understanding is also high in Morocco, Saudi Arabia, and Iraq. Forecast based on continued expectation of strong performance in the region, especially with MBN's extensive coverage of global and regional crises.

A CLOSER LOOK:

Producing or curating content on issues important to audiences: climate, human rights, technology

CLIMATE

In FY 2023, VOA Deewa highlighted the ongoing discord between the Afghan Taliban and Iran over water reserves, emphasizing the ramifications of climate change. Using digital platforms, their coverage garnered widespread views, shedding light on the strained relationship exacerbated by droughts. VOA Lao employed satellite imagery to reveal the environmental impact of slash-and-burn agriculture driven by Chinese demand, severely affecting the country's rainforests. Additionally, VOA Spanish's *Vision 360* engaged a younger audience in climate crisis discussions, ranging from home gardens in the U.S. to defenses against environmental challenges in Panama.



VOA Oscar Sulbarán reports from Panama on Vision 360.

MBN's dedication to climate coverage included the launch of *Road to Zero*, exploring international efforts to achieve zero emissions by 2050. During COP 27, MBN examined global climate change efforts, including President Biden's live speech.

HUMAN RIGHTS

MBN's focus on human rights addressed topics overlooked by many Arab media, including China's Uyghur abuses and Russia's blockade of Ukrainian grain. The network extensively covered food insecurity, child marriage, domestic violence, and torture.



Mihrigul Tursun was visiting China's Xinjiang region in 2015 when authorities separated the Uyghur mother from her months-old triplets and detained her. In an interview with VOA's Elizabeth Lee, she recalled the harrowing months inside Xinjiang's notorious detention camps and the pain of losing her son.

VOA Persian delved into the torture, murder, and indefinite detention of protesters, while VOA Azerbaijani and VOA Armenian provided breaking news coverage of the Azerbaijani seizure of Nagorno-Karabakh. VOA Horn of Africa, amidst the Tigray War, remained a crucial foreign broadcaster with accredited journalists, resonating with viewers through poignant stories, such as that of a university teacher turned vegetable seller. VOA Deewa's interview with an exiled woman poet amid Pakistan's crackdown on Afghan refugees went viral, receiving praise from Malala Yousafzai's father. Also in FY 2023, VOA Mandarin's coverage of

the struggles faced by the Uyghurs was referenced by the U.S. Ambassador to Hungary and the service conducted over 70 interviews with members of Congress about China's human rights record.

TECHNOLOGY

In FY 2023, VOA Spanish reported on fears of AI abuse in Venezuela's elections, while VOA Indonesian explored the implications of AI-generated news anchors. VOA investigated Iran's new surveillance system using AI during protests. Amidst the U.S.-China "chip war," VOA News Center also reported on potential critical semiconductor mineral reserves in Tennessee. VOA delved into how technology is transforming Africa, covering topics from a Tanzanian entrepreneur's green tech startup to the Togo government's use of mobile phone data and AI during the COVID pandemic. VOA Deewa spurred debate on parental control over social media with the coverage of a young Pakistani TikTok user who allegedly killed his father.

OCB's programs like *Café Digital* and podcasts like *Punto de Cruz* and *La Libertad es una Librería* addressed technological advances, censorship, and literary topics, particularly relevant to the Cuban audience.

MBN's technology coverage encompassed medical, technological, and scientific advancements, showcased in the podcast *Innovations*. The coverage explored breakthroughs such as a drug halting pancreatic cancer growth and the first robot harvesting tomatoes. The network also emphasized A.I., discussing ethics, legislation, and innovation, including a video series on A.I. powered technologies.



OCB program *Café Digital*.

IMPACT OBJECTIVE 1

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

HELPS FORM OPINIONS ON IMPORTANT TOPICS

Percentage of weekly audience who report that the broadcasts have helped them form opinions on important topics somewhat or a great deal¹

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
VOA							
Target	60	63	64	64	66	78	78
Actual	63	64	64	71	78	-	-
RFE/RL							
Target	54	56	54	59	66	66	66
Actual	56	53	58	65	64	-	-
RFA²							
Target	88	87	90	90	90	82	83
Actual	87	85	93	93	80	-	-
MBN							
Target	72	80	65	70	75	75	75
Actual	75	63	NA	71	72	-	-
OCB³							
Target	85	75	75	75	NA	NA	NA
Actual	75	75	75	NA	NA	-	-

1 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 FY2021-FY2022 RFA metric derived only from Cambodia, where programming is extremely influential. FY 2023 metric is derived from new survey data from Cambodia, Laos, and Myanmar. Performance in Laos and Myanmar both were strong, but did not match the exemplary performance in Cambodia. FY 2024 and 2025 targets include the assumption of new data from Vietnam and Hong Kong, where RFA expects to perform well in this metric.

3 Drop in OCB radio audience in Cuba between 2017 and 2023 resulted in too few users for USAGM research analysis of most key performance indicators. No reportable data for FY 2023, and no basis for FY 2024 and FY 2025 forecast.

INDICATOR:

Helps Audiences Form Opinions on Important Topics

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for this indicator changed to asking past week listeners/ viewers/online users of [language] whether they agree or disagree that “[brand] helps me to form opinions on important issues.” As results from the new questionnaire become available, USAGM is reporting combined figures from the old questionnaire (percentage of weekly audience selecting “a great deal” or “somewhat”) and the new questionnaire (percentage of weekly audience selecting “agree”).

Until FY 2022, this indicator was determined by a question in representative surveys asking audiences whether the broadcasts have helped them form opinions on important topics. The answers were registered on a four-point scale based on the following response options: “a great deal,” “somewhat,” “very little,” or “not at all.” This indicator was a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

ANALYSIS:

VOA

VOA exceeded its FY 2023 target with a 7-percentage-point increase over FY 2022 measured performance. The increase is driven by high percentages for this impact measure in most markets surveyed in FY 2023. VOA forecasts to keep the current level of performance for this indicator.

RFE/RL

FY 2023 actuals for this indicator were lower than expected in several markets, particularly in Kyrgyzstan where the brand is highly respected. Forecast is based on traditionally low measurement for this indicator in Kazakhstan, where RFE/RL audiences will be measured in FY2024.

RFA

FY 2022 data was derived from Cambodia only, where RFA is highly influential. In FY2023 it was derived from new survey data in Cambodia and Myanmar. In FY2024 and FY2025 RFA expects modest growth from the addition of new data from Vietnam and Hong Kong.

MBN

Slight growth in this metric in FY 2023, but lower than target. Growth forecast in FY 2024 and FY 2025 based on expected audience reaction to new and existing MBN products that help increase users' understanding of disinformation, provide more investigative reporting, and extensively cover stories related to narratives from malign actors such as Russia and China.

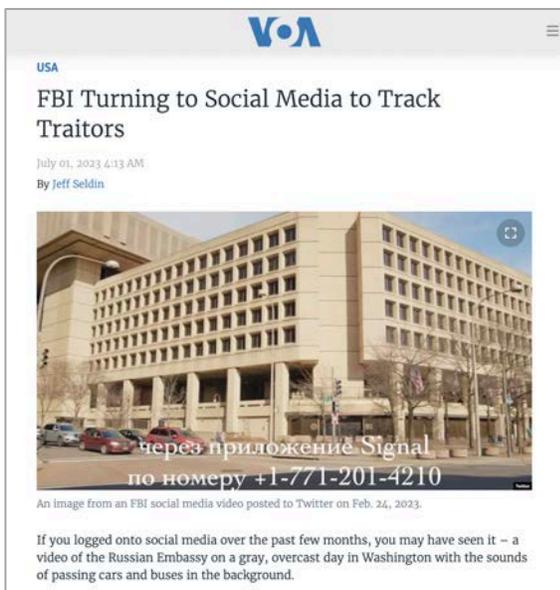
A CLOSER LOOK:

Original investigative reporting

VOA

In FY 2023, VOA sustained its commitment to delivering groundbreaking investigative journalism, delving into issues often overlooked by mainstream media outlets.

In the course of the year, reporters from VOA Spanish and VOA Mandarin delved deep into the underground world of illicit fentanyl precursor vendors, revealing how these criminals exploit popular online platforms to market and smuggle their deadly wares into the United States. Through direct communication with these illicit vendors, supported by incriminating text messages and images shared with VOA, the reporters uncovered the inner workings of their operations. VOA's revelations captured the attention of both the platforms themselves, U.S. law



VOA's investigative report on FBI social media campaign to recruit traitors.

MBN

Alhurra Investigates, MBN's renowned multiple award-winning series, continued in FY 2023 to tackle critical issues often ignored by other networks. Programs delved into diverse topics, from Iran's utilization of Chinese surveillance technology to monitor its populace to the profit-driven

enforcement agencies, and even the Chinese government.

In June, VOA Korean's investigative reporting on North Korean violations of sanctions against Russia caught the interest of two United Nations sanctions experts. Their recognition led to an engagement that extended to major South Korean media outlets, with both the UN and local press citing VOA's stories, fostering a robust collaborative partnership.

On July 1st, VOA's News Center received accolades from counterintelligence officials for its exposé on a far-reaching FBI campaign that utilized social media advertisements to recruit disenchanted Russian officials and identify Americans willing to betray their country.

importation of waste from Italy by Tunisia, at the expense of its citizens' health. Additionally, it shed light on the deplorable conditions prevailing in Lebanese prisons and warned about the potentially devastating impact of Chinese loans on the economies of Egypt and Iraq, akin to the Sri Lankan experience.

Food insecurity emerged as a pressing concern requiring urgent media attention, with the International Monetary Fund estimating that over 140 million individuals in the Arab world face its scourge. MBN delved into the root causes of food insecurity, with programs such as *Talk is Syrian* highlighting malnutrition among children in war-torn Syria, and *Between Two Niles* featuring discussions with former Sudanese Minister of Agriculture Abdelkader Terkawi on Sudan's food insecurity issues. Meanwhile, *Gulf Talks* tackled the issue of food waste in the Gulf region.



MBN's program *Talk is Syrian*.

Torture, a pervasive but often overlooked issue in the Middle East and North Africa, received overdue scrutiny from MBN in FY 2023. Programs highlighted the widespread use of torture by governments and conflicting parties in the region, including a report covering the Association of Detainees' Families Committee in Lebanon decrying inhumane prison conditions. *Iraq This Evening* covered activists' demands to criminalize torture, featuring insights from the Iraqi Center for Human Rights' Ali Al Abadi. Human rights activist Iman Hamdi also appeared on *North African News* to address the escalating incidence of torture in Tunisia.

In FY 2023, MBN launched *Mirrors*, a groundbreaking weekly podcast dedicated to destigmatizing mental health and wellness issues.

Mirrors combines personal narratives, scientific research, and expert insights to foster open discussions about mental health, reassuring listeners that they are not alone in their struggles and that help is available.



MBN's podcast *Mirrors*.

Impact Objective 2:

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

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

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

USAGM and its networks will:

- **Prioritize countries lacking freedom and democracy or faced with disinformation or extremism, where accurate, credible news and information are lacking. Enhance services to these areas, where feasible;**
- **Introduce service in selected new languages to reach sizeable new audiences in countries where USAGM products are urgently needed;**
- **Serve as a conduit for the transmission of reporting from inside closed societies lacking press freedom to outside audiences through expanded translation capabilities;**
- **Use a broad range of tools to respond to disinformation, including creating compelling original content, fact-checking, exposing disinformation campaigns, and ensuring secure access to uncensored platforms;**
- **Ensure strong local news coverage, as warranted by events, to meet urgent audience needs in areas of crisis; and**
- **Draw on the experiences of the world's many models of free societies, in particular the U.S., to present a broad array of political views and debates.**

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

IMPACT OBJECTIVE 2

Impact Performance Goal 2.1: Achieve significant audience reach in environments subject to extremist rhetoric and violence

COUNTRY OR REGION	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target ¹	FY 2025 Target ²
Increase or maintain weekly audiences in: ¹								
Iraq ²	35% (FY 2017)	62%	72%	72% (FY 2021)	74%	34%	34%	34%
Nigeria	19% (Jul 2018)	19% (Jul 2018)	19% (Jul 2018)	33%	33%	33% (FY 2022)	33%	33%
Afghanistan ³	69% (Jul 2018)	69% (Jul 2018)	69% (Jul 2018)	66%	45%	66% (FY 2022)	45%	45%
Pakistan	5.3% (Jan 2019)	5.3% (Jan 2019)	5.3% (Jan 2019)	5.3% (Jan 2019)	6.0%	5.7%	5.7%	5.7%
Former FATA region ⁴	26% (Jun 2015)	26% (Jun 2015)	N/A	N/A	N/A	N/A	N/A	N/A

1 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 FY 2023 measured reach for MBN in Iraq declined amidst significant pressure on production and broadcasts. Radio Sawa's past week reach decreased to 3.9% (from 20.8% in 2017) following the Iraqi government's shutdown of FM transmitters in Baghdad and Al Hilla. Alhurra's past week reach declined from 2020 after MBN scaled back Baghdad operations due to staff safety concerns after Iraqi government pressure over Alhurra reporting on corruption.

3 Drop expected in Afghanistan's historically high FY 2018 reach, as USAGM's broadcasters lose access to local FM and AM transmitters for distribution. FY 2022 Afghanistan actuals are based on June 2022 national survey of mobile phone owners, covering only 58% of the population, as opposed to the nationally representative survey in FY 2018. New full-country survey planned in FY 2024.

4 The last USAGM probability survey of the Merged Tribal Areas (MTA or "Ex-FATA") was conducted in June 2015, outside of the five-year reporting window for USAGM research. USAGM has sought permission from local authorities to conduct a new survey in the Tribal Areas of Khyber Pakhtunkhwa without success. Instead, in 2023 USAGM obtained data from a convenience sample of residents or recent migrants from the Merged Tribal Areas. Results show that 26.1% of surveyed respondents access a USAGM brand on a weekly basis, with VOA reaching 22.4% of respondents and RFE/RL reaching 10.3% of respondents.

INDICATOR:

Measured weekly audience is explained above under Impact Performance Goal

1.1. For individual countries, the measured weekly audience is expressed as a percentage of the adult population covered by the survey.

A CLOSER LOOK:

Programming and impact in environments subject to extremism

EAST AFRICA

VOA French to Africa debuted its latest program, *Focus Sahel*, a 30-minute radio-on-TV production spotlighting critical issues including terrorism, disinformation, refugee crises, displacement, and governance challenges. The Sahel region has witnessed an increase in terrorist activities, with extremist groups extending their reach toward coastal nations such as Benin, Togo, and Ivory Coast. In response, *Focus Sahel* aims to dissect the intricate regional dynamics and counter the narratives propagated by extremist factions.



VOA Afrique show Focus Sahel host Eric Manirakiza

IRAN

While the Iranian government imposed censorship on women's sports coverage domestically, VOA Persian provided live broadcasts from Indonesia featuring the Iranian women's volleyball team. The exclusive coverage spanned a seven-day tournament, totaling over 12 hours of content and garnering more than a million views.

SYRIA

MBN reported extensively on the takeover of the northern town of Afrin and its environs by Hayat Tahrir al-Sham (HTS), previously known as al-Nusra Front. *Alhurra Tonight* highlighted widespread protests in nearby towns, with demonstrators vehemently opposing HTS control and even obstructing roads and entrances to their communities. Discussions on *Talk is Syrian* centered on demands for HTS to vacate the area and concerns over further territorial expansion.

In 2023, clashes between rival U.S.-backed factions raised fears of an ISIS resurgence. Violence erupted between the predominantly Kurdish Syrian Democratic Forces (SDF) and the Arab-led Deir El Zour Military Council, sparked by allegations of corruption and criminal activity against the military council's leader. *Alhurra Tonight* explored the underlying causes of the clashes and potential resolution strategies, while *Decision Capital* scrutinized American intervention efforts and external influences exacerbating the conflict.



MBN's show Decision Capital

IMPACT OBJECTIVE 2

Impact Performance Goal 2.2: Reach audiences in information-denied environments

COUNTRY OR REGION	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target ¹	FY 2025 Target ¹
Increase or maintain weekly audiences in: ¹								
China ²	6.2% (Aug 2017)	6.2% (Aug 2017)	6.2% (Aug 2017)	6.2% (Aug 2017)	NA	NA	NA	NA
Vietnam	3.6% (Jul 2016)	3.6% (Jul 2016)	11%	6.4%	6.4%	6.4% (Jun 2022)	6.4%	7.5%
Laos ³	2.4% (Sep 2016)	2.4% (Sep 2016)	4.7%	4.7% (Dec 2020)	5.0%	4.3%	4.3%	4.7%
Turkmenistan	6.1%	6.1% (Jun 2019)	6.1% (Jun 2019)	6.1% (Jun 2019)	6.1%	6.1% (Jun 2019)	6.1%	6.1%
Uzbekistan ⁴	1.6% (May 2017)	1.6% (May 2017)	1.6% (May 2017)	N/A	NA	N/A	NA	NA
Iran	23% (Sep 2017)	23% (Sep 2017)	19%	19% (Mar 2021)	19%	19% (Mar 2021)	19%	19%
Azerbaijan	3.5% (Dec 2015)	3.5% (Dec 2015)	N/A	5.7% (Feb 2022)	5.7%	5.7% (Feb 2022)	5.7%	5.7%
Cuba ⁵	11% (Mar 2017)	11% (Mar 2017)	11% (Mar 2017)	NA	NA	4.1%	4.1%	4.1%

Continue to serve and monitor information-denied environments lacking representative survey data, including North Korea, Eritrea, Syria, Tibet, and Xinjiang Uyghur Autonomous Region.

- Selected countries include those targeted by USAGM networks, in which USAGM has been able to conduct research, that have the lowest press freedom scores on external indices. Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.
- No new reportable survey data for China since FY 2018, and insufficient basis to estimate performance in FY 2023 or to forecast FY 2024 and FY 2025 targets. Alternatives for traditional survey measurement have been tested, showing a weekly audience reach of over 5.5% among internet users in China. Due to PRC government restrictions on research questions, results are being further evaluated.
- FY 2024 Lao forecasts lowered due to drop in measured audience in FY 2023 survey, and no planned survey in FY 2024.
- Last Uzbekistan media survey conducted in 2017, outside USAGM's five-year reporting standard. New survey planned for FY 2024.
- FY 2023 decline in OCB reach in Cuba linked to sharp decline in radio news consumption since 2017 survey, as well as users migrating to digital platforms being unable to access OCB websites blocked by the government, and pressure from a 2023 law threatening that engagement with "enemy" outlets via social media can be penalized if considered to "subvert the constitutional order."

INDICATOR:

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

IMPACT OBJECTIVE 2

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

Country	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target ¹	FY 2023 Actual	FY 2024 Target ²	FY 2025 Target ²
Increase or maintain weekly audiences in: ³								
The Russian Federation	7.7% (May 2018)	7.7% (May 2018)	7.7% (May 2018)	10.6%	11%	10.6% (FY 2022)	11%	11%
Ukraine ⁴	18.0% (Jun 2016)	18.0% (Jun 2016)	20.8% (Dec 2020)	20.8% (Dec 2020)	21%	20.8% (Dec 2020)	15%	15%
Moldova	32.1% (Feb 2016)	32.2% (Nov 2019)	32.2% (Nov 2019)	32.2% (Nov 2019)	32%	32.2% (Nov 2019)	32%	32%
Kazakhstan	9.6% (Nov 2016)	9.6% (Nov 2016)	9.6% (Nov 2016)	9.4%	9.4%	9.4% (FY 2022)	9%	9%
Tajikistan	10.8% (Jun 2017)	10.8% (Jun 2017)	10.8% (Jun 2017)	11.5%	12%	18.3%	18%	18%
Estonia	5.1% (Jun 2016)	12.9% (Nov 2019)	12.9% (Nov 2019)	12.9% (Nov 2019)	23%	23.2%	23%	23%
Latvia	5.2% (Jul 2016)	14.3% (Oct 2019)	14.3% (Oct 2019)	14.3% (Oct 2019)	14.6%	14.6%	15%	15%
Lithuania	10.0% (Jul 2016)	11.7% (Oct 2019)	11.7% (Oct 2019)	11.7% (Oct 2019)	26%	26%	26%	26%

1 FY 2023 Targets from FY 2024 CBJ.

2 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

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

4 Lower Ukraine forecasts reflect expected drop in new survey results from decreased consumption of Russian language content in Ukraine and inability to survey in eastern parts of Ukraine under Russian occupation.

INDICATOR:

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

CONTEXTUAL INDICATORS:

FREEDOM HOUSE RANKINGS	# of USAGM target countries ranked:		
	Not Free (67 Total)	Partly Free (58 Total)	Free (85 Total)
2023 Freedom in the World (political)	64 ¹	53 ²	22

1 An additional six regions identified as “Not Free” by Freedom House are targeted by USAGM networks’ programming, but are not classified by USAGM as “target countries”; i.e. a total of 70 USAGM target countries and regions classified as “Not Free” are targeted by USAGM networks’ programming.

2 An additional three regions identified as “Partly Free” by Freedom House are targeted by USAGM networks’ programming, but are not classified by USAGM as “target countries”; i.e. a total of 56 USAGM target countries and regions classified as “Partly Free” are targeted by USAGM networks’ programming.

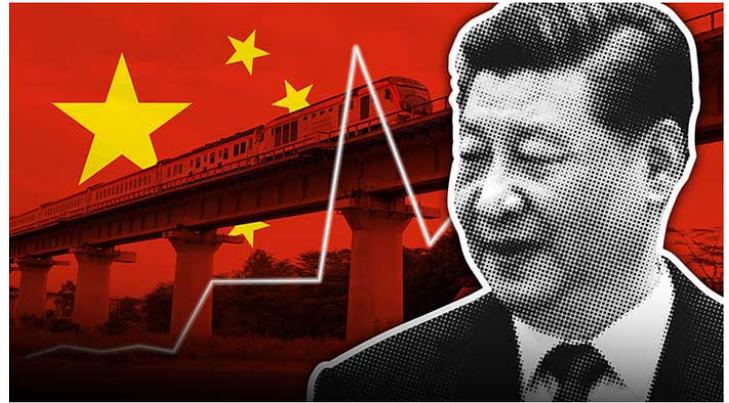
REPORTERS WITHOUT BORDERS RANKINGS	# of USAGM target countries ranked				
	Very Serious (31 Total)	Difficult (42 Total)	Problematic (55 Total)	Satisfactory (44 Total)	Good (8 Total)
2021 World Press Freedom Index	31	38	40	17	2

A CLOSER LOOK:

Countering Mis/Disinformation

VOA

In FY 2023, VOA’s interactive *Belt, Road, and Beyond* reporting project rebutted China’s misinformation and disinformation by explaining the PRC use of an \$847 billion project to ensnare at least 42 low- to middle-income countries with onerous debts, while rewarding its autocratic allies, Venezuela and Russia. The data is paired with deeply reported stories such as Indonesians interviewed about concerns that drilling by China could make their homes collapse, and Ecuadorians feeling “cheated and swindled” after their country’s China-built power plant was found riddled with 17,499 cracks. The stories in the project are being translated into at least 13 languages, ranging from Tibetan to Pashto.



VOA’s *Belt Road and Beyond*.

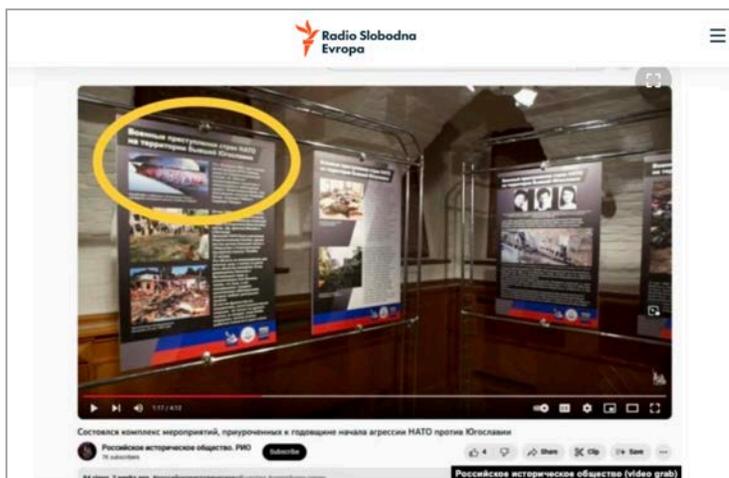


Fact-checking for Cuba: Martí Verifica the fact-checking unit of Martí Noticias, is designed to reach Cubans where they are, particularly on digital platforms including Facebook, YouTube, Twitter, WhatsApp, Instagram, and Telegram.

VOA also rebuts foreign media distortions of American life and U.S. policy. Examples include VOA *Polygraph*’s rebuttal of China’s false claim that the U.S. destroyed COVID-19 vaccines to deny them to Mexico. Throughout Latin America, VOA Spanish partnered with local media on a fact-checking website, *Verificado*, to refute false anti-American allegations put forth by Venezuela and other hostile governments.

RFE/RL

Russia-sponsored misinformation and disinformation are rampant in the Balkans, but RFE/RL’s Balkan Service is doing its part to counter the negative effects of the Kremlin’s information strategy for the region. In FY 2023 Balkan Service reporting drove the Russian Historical Society to remove a misleading image from a recent exhibit in Moscow titled “NATO War Crimes in the Former Yugoslavia” that depicted a U.S.-made bomb with the words “Happy Easter” painted on it, claiming that “such bombs were used by NATO to bomb Serbia.” Balkan Service reporting revealed that the photo was taken at an American military base in Vietnam in the late 1960s, decades before NATO’s involvement in Yugoslavia. After the Service contacted the Society and the exhibit’s designers about the image, the design group’s director thanked RFE/RL for “improving” the exhibit, stating that the photo had been “replaced.”



RFE/RL’s Balkan service a misidentified a Vietnam-era photo in an exhibit at the Russian Historical Society. After alerting the exhibit designers the photo was removed.

Impact Objective 3:

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

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

USAGM and its networks will:

- Reach out to groups in target markets that traditionally have been underserved by news media, including women and youth, as well as refugee communities, with compelling programming that will inform and empower them;
- Increase the visibility in programming of members of underserved groups, especially encouraging their participation as authoritative experts, and address issues of concern and relevance to their lives;
- Sharpen audience segmentation and targeting to drive content strategies and better address gender and age demographics, as well as psychographic segments; and
- Increase research to understand societal and systemic issues that influence media use by underserved audiences in order to adjust content and delivery decisions.

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

IMPACT OBJECTIVE 3

Impact Performance Goal 3.1: Increase representation of women in programming¹

(To be removed in FY 2024 performance reporting)

(Indicator to be removed) “50:50 PROJECT” PARTICIPATION AND OUTCOMES¹

	FY 2021 Baseline	FY 2022 Actual	FY 2023 Target	FY 2023 Estimated	FY 2024 Target	FY 2024 Target
Number of networks participating in 50:50 Project ²	1	1	1	1	NA	NA
Number of language services participating in 50:50 Project ²	11	15	15	15	NA	NA
Percentage of discretionary guests who are women in participating programs ³	45.3	45.1 ⁴	45.3	46.7	NA	NA

1 In FY 2023 the agency transitioned to tracking more direct indicators of reach and engagement of underserved audiences by reporting research survey data in lieu of participation in the 50:50 project.

2 Measure or estimate of networks and language services actively participating on the last day of fiscal year. From FY 2021 to FY 2023, 50:50 Project implemented at VOA only.

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

4 FY 2022 actuals updated to “45.1” from “45.3” as was originally reported in FY 2022 PAR and FY 2024 CBJ reports, based on late-arriving data.

IMPACT OBJECTIVE 3

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

(New indicator) PERCENTAGE OF WOMEN IN USAGM AUDIENCE¹

	FY 2023 Baseline	FY 2024 Target ²	FY 2024 Target ²
USAGM	45.5%	46%	46%
VOA	45.5%	46%	46%
RFE/RL	44.7%	45%	45%
RFA ³	40.2%	TBD	TBD
MBN	43.4%	43%	43%
OCB ³	64.4%	TBD	TBD

(New indicator) PERCENTAGE OF YOUTH (15-24) IN USAGM AUDIENCE¹

	FY 2023 Baseline	FY 2024 Target ²	FY 2024 Target ²
USAGM	28.5%	30%	30%
VOA	29.3%	30%	30%
RFE/RL	20.3%	20%	20%
RFA ³	25.7%	TBD	TBD
MBN	29.3%	29%	29%
OCB ³	18.8%	TBD	TBD

1 FY 2023 Baseline derived from demographic data available from 74 out of 96 USAGM country and regional target markets. Figures reflect a weighted average from 74 markets. New metric, no data reported for FY 2019-2022

2 Current targets to maintain performance, unless otherwise noted, subject to further analysis of impact from current programming and marketing strategies of USAGM networks.

3 Due to the inability to measure audiences in a majority of RFA's target markets at this time, and no baseline for new Cuban diaspora markets that will be next measured for OCB audience, there is insufficient basis to forecast performance for those networks on these metrics in FY 2024 and FY 2025.

INDICATORS:

The measures for these performance indicators reflect percent of women and youth (ages 15-24) as a portion of networks' audiences, based on weighting of measurements from countries with demographic data available in survey results, currently representing 74 of 96 markets.

A CLOSER LOOK:

Programming targeting groups underrepresented in USAGM audiences

VOA

In FY 2023, VOA Afghan's exclusive coverage for International Women's Day garnered 125,000 web article views and 17 million Facebook video views on its Dari and Pashto websites, while



VOA Tibetan spotlighted violence against women featuring special programming on eliminating violence against women. Female-centric programs like VOA Deewa's *Bibi Shereena* and VOA Armenian's *One Woman's Story* underscored diverse perspectives.

VOA Armenian's One Woman's Story

VOA broadcasts *Sesame Sheeko Sheeko* to Somali-speaking children and *Lifeline* to Rohingya refugees, emphasizing education and support. Initiatives like the 52 Documentary series and VOA Mandarin's *Day Day Up* cater to young adults, addressing trending social issues.



VOA Mandarin's Day Day Up

MBN

Alhurra.com shed light on disabilities, refugees, and youth in the Middle East in FY 2023 with stories exploring disability rights advocacy, while Alhurra-Iraq showcased artists with disabilities. The refugee crisis, from Syria to Lebanon, is a focal point for MBN across all platforms. In FY 2023 MBN also engaged the region's youth, with programs like Radio Sawa's *Sawa Shabab* discussing economic

empowerment and political participation. ElSaha.com profiles Egyptian sisters pursuing education, while Alhurra's *Lebanese Scene* tackles challenges in the education system.

Children's rights were prioritized in MBN's FY 2023 programming as *Al Yawm* examined global child labor issues, while Alhurra.com reported on Lebanon's proposed citizenship law and Alhurra-Iraq coverage shed light on rising domestic violence.



Alhurra's Lebanese Scene

As women's rights remain a priority in the MENA region, in FY 2023 Alhurra reporting featured female entrepreneurs defying odds across Palestine, Lebanon, Morocco, and Mauritania. During the year, Alhurra.com reported on violence against women, scrutinizing broken laws and lack of accountability.

OCB



OCB's Yo Tengo un Sueno podcast

In FY 2023, OCB introduced new programs like Maria Matienzo's *Yo Tengo un Sueno*, addressing gender-specific violence and racial discrimination. These initiatives cater to overlooked demographics, including LGBTQ people, women, and Afro-Cuban populations.

Impact Objective 4:

Overcome censorship to ensure access and connect audiences in closed societies

For almost 70 years, U.S. international broadcasting has fought censorship in all its forms. Today, as the global media environment continues to rapidly evolve, access to free and independent media is in decline. Digital censorship and jamming of radio and TV broadcasts, including those of USAGM, are growing in key markets. Journalists suffer harassment and violence daily. Media laws often restrict free flows of information, limiting the ability of international news organizations to distribute their content. The internet in particular is under assault as individual countries aggressively implement sophisticated digital firewalls and surveillance systems to censor and control digital ecosystems, preventing audiences from freely exploring and sharing our content on digital platforms.

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

USAGM and its networks will:

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

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

IMPACT OBJECTIVE 4

Impact Performance Goal 4.1: Increase usage of internet freedom products

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target ¹	FY 2025 Target ¹
Weekly unique users on USAGM-supported proxy tools	621,392	555,443	1,538,461	2,980,770	5,500,000	6,500,000	6,800,000	7,004,000
Weekly visits to USAGM web sites through USAGM-supported proxy tools	7,092,592	3,607,942	7,975,000	13,307,670	17,900,000	14,800,000	15,500,000	16,000,000

¹ Factors contributing to FY 2024 and FY 2025 targets include evaluations of internet censorship changes in target countries, audience metrics and surveys from USAGM broadcasters, as well as projections based on usage trends from previous years.

INDICATORS:

The measures for this performance goal reflect various aspects of usage of USAGM-supported tech-at-scale proxy tools for circumventing internet censorship, including Psiphon, nthLink, and Lantern. These tools receive funding from a variety of sources, including other U. S. government agencies. Metrics include average number of weekly unique users on the tools and average weekly visits to USAGM websites through the tools (measured as the number of landing pages served).

CONTEXTUAL INDICATOR:

FREEDOM HOUSE RANKINGS (only 70 countries ranked)	# of countries with customized USAGM-supported circumvention tools ranked as:			
	Not Free (21 Total)	Partly Free (32 Total)	Free (17 Total)	Not Ranked ¹
2023 Freedom on the Net	12	1	0	5

¹ Afghanistan, Eritrea, Syria, Tajikistan, and Turkmenistan do not have data for ranking in the “Freedom on the Net” index, but all of these countries are ranked as “Not Free” in Freedom House’s Global Freedom Index and classified as “Very Serious Situation” (the least favorable ranking) in RSF’s World Press Freedom Index.

Impact Objective 5:

Optimize program delivery and digital engagement

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

USAGM and its networks will:

- Increase distribution on platforms that audiences use – social media, FM, satellite, and digital and broadcast television – migrating away from legacy platforms where they do not reach large or target audiences;
- Expand reach on digital platforms, including new streaming and over-the-top platforms, with compelling content and tailored formats;
- Where possible, take advantage of the interactivity of social media platforms to focus on audience participation and engagement;
- Draw on research and other inputs to tailor format and presentation styles to audience needs and media usage habits, emphasizing high-quality, unique content that can break through saturated information ecosystems;
- Modernize USAGM production and distribution capabilities to support growing audience appetite for visual storytelling and incorporate new story-centric production methodologies; and
- Closely monitor shifts in content consumption by young audiences to identify emerging digital platforms for adoption.

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

IMPACT OBJECTIVE 5

Impact Performance Goal 5.1: Increase web traffic

AVERAGE WEEKLY VISITS TO WEBSITES¹

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target (increase over FY 2023) ²	FY 2025 Target (increase over FY 2024) ²
VOA	9,383,700	10,832,000	15,352,700	18,830,052	17,889,000	15,514,742	5%	2%
RFE/RL	10,990,200	14,466,500	14,040,700	15,810,606	14,230,000	12,470,000	3%	3%
RFA	1,267,000	1,468,100	2,184,300	3,018,000	3,018,000	2,927,405	3%	5%
MBN	1,028,100	3,076,900	3,156,400	3,494,892	3,844,000	2,051,644	80%	15%
OCB ³	136,100	163,900	103,000	82,589	74,330	45,800	NA	NA

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

2 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources, specifically linear regression of past performance and industry forecasts of digital media access across target regions.

3 OCB Reduction in Force (RIF) process in FY 2023 significantly affected the generation of digital content and ability to forecast targets for FY 2024 and FY 2025.

INDICATOR:

Average Weekly Visits:

This indicator measures average weekly visits to USAGM websites and mobile sites over a 52-week period coinciding with the fiscal year.

This indicator does not measure visits to social media sites such as Facebook, YouTube, or Twitter. Average weekly visits are derived from online analytic data tracked in Adobe Analytics. Unlike measured weekly audience reported above, average weekly visits to websites are not unduplicated, meaning one individual who visited a website more than once a week would be counted multiple times.

ANALYSIS:

VOA

As forecasted, FY 2023 site traffic declined after the surge from VOA Ukraine coverage in FY 2022. However, Facebook also retired Instant Articles, and Google has slowly but steadily phased out AMP in FY 2023. Along with algorithm changes on social media platforms pushing audiences away from news content, the deprecation of these two platforms has resulted in significant traffic loss to VOA websites. VOA anticipates that coverage of the Paris Olympics and U.S. elections will minimize the loss in visits in FY2024. However, as numbers normalize from these two big events and social media referrals continue to drop, VOA forecasts that the increase in FY 2025 site visits will be more conservative.

RFE/RL

FY 2023 RFE/RL website traffic declined following a spike after the start of the full-scale war in Ukraine, and due to blocking of RFE/RL content in Russia, Afghanistan, Kyrgyzstan, Kazakhstan and other countries. Conservative growth forecast due to expected prolongation of these restrictions.

RFA

Facebook's removal of the "Instant Articles" feature in April 2023 significantly affected RFA FY 2023 website visits. In China, North Korea, and Vietnam RFA's website remains permanently blocked; it was also blocked in Cambodia prior to the 2023 national elections and remains inaccessible to audiences there. In Myanmar and Laos, governments have increased efforts to block access to websites that provide news considered "defamatory" to ruling parties. RFA anticipates limited growth in this metric as social media algorithms continue to direct traffic away from website referrals and governments in RFA regions strengthen blocks against the RFA website and mobile application.

MBN

There were two significant negative impacts to MBN digital performance indicators in FY 2023. A months-long ransomware attack on the MBN networks in early in calendar year 2023 shut down many operations and contributed to sharp declines in all of MBN's digital performance indicators. Additionally, social media referrals to MBN content declined sharply in FY2023 because of social media algorithm changes that reduced the digital 'reach' of news providers across the globe. MBN forecasts indicators will reflect recovery from the ransomware attack in FY 2024, and the network is optimistic it will be able to adjust to the algorithm changes by the end of FY 2024.

OCB

Web traffic decline in 2023 is attributable to OCB websites remaining blocked in Cuba as the government continues to deny access to all websites that provide information considered by the government to be “defamatory” or to “destabilize social order.” Engagement with “enemy” outlets is monitored and can be penalized under this new law. Additional traffic loss due to changes in Facebook Instant Articles and Google AMP. OCB’s Reduction in Force (RIF) process in FY 2023 also significantly affected the generation of website content and the ability to accurately forecast targets for FY 2024 and FY 2025.

IMPACT OBJECTIVE 5

Impact Performance Goal 5.2: Increase audience interaction via social media

AVERAGE WEEKLY DIGITAL REACTIONS¹

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target (increase over FY 2023) ²	FY 2025 Target (increase over FY 2024) ²
VOA	4,056,300	8,804,600	11,243,033	9,557,000	10,571,000	5%	3%
RFE/RL	1,897,000	9,177,900	7,415,761	6,303,000	10,902,000	3%	3%
RFA	2,381,600	6,149,400	2,311,885	2,311,885	2,001,137	3%	5%
MBN	796,000	984,300	904,070	994,477	641,236	80%	15%
OCB ³	49,800	41,700	36,907	38,752	33,650	NA	NA

AVERAGE WEEKLY SELECT DIGITAL ENGAGEMENT ACTIONS¹

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target (increase over FY 2023) ²	FY 2025 Target (increase over FY 2024) ²
VOA	831,200	988,700	1,046,354	889,401	867,500	3%	1%
RFE/RL	566,600	1,013,500	1,109,930	1,165,426	831,000	1%	1%
RFA	542,900	1,074,200	247,034	247,304	195,027	3%	5%
MBN	222,600	180,400	177,591	190,022	111,774	80%	15%
OCB ³	23,000	16,300	8,230	9,682	7,077	NA	NA

1 Average Weekly Digital Reactions and Select Digital Engagements first reported in FY 2020. Actuals not available for FY 2019.

2 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

3 OCB Reduction in Force (RIF) process in FY 2023 significantly affected the generation of digital content and ability to forecast targets for FY 2024 and FY 2025.

INDICATORS:

Digital Reactions

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

Select Digital Engagement Actions

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

ANALYSIS:

VOA

Social media platforms, especially Facebook, have been intentionally reducing the visibility of hard news. Social media users are also less inclined to react, comment, or share content on these platforms. These two trending shifts in behavior have led to a decline in digital reactions and engagement actions. While the drop in digital reactions was not as severe as anticipated, VOA services did see a bigger drop in engagement actions than forecasted.

RFE/RL

Despite increased Digital Reactions in FY 2023 attributable to more social media content posts and expected increased engagement in several markets, RFE/RL forecasts slow growth overall in FY 2024 and FY 2025 for Digital Reactions and Select Digital Engagement Actions due to increasingly severe consequences for engagement with RFE/RL on social media in target areas. Potential for engagement to decline as surveillance of online spaces increases. As of February 2024 RFE/RL is designated the status of an 'undesirable' organization in Russia, which brings further consequences for audiences and impacts their online behavior. Audiences in Russia can be imprisoned for a minimum of four years for engaging with RFE/RL content publicly or privately

RFA

Lowered performance and low forecasts due to increasingly severe consequences for engagement with RFA on social media in target areas. There is a potential of online engagement continuing to drop as surveillance of online spaces increases in all markets, but RFA language services are engaged in new social media initiatives aimed at reversing this trend in FY 2024 and FY 2025.

MBN

There were two significant negative impacts to MBN digital performance indicators in FY 2023. A months-long ransomware attack on the MBN networks in early 2023 shut down many operations and contributed to sharp declines in all of MBN's digital performance indicators. Additionally, social media referrals to MBN content declined sharply in FY 2023 because of social media algorithm changes that reduced the digital 'reach' of news providers across the globe. MBN forecasts indicators will reflect recovery from the ransomware attack in FY 2024, and the network is optimistic it will be able to adjust to the algorithm changes by the end of FY 2024;

OCB

FY 2023 declines are believed to relate to May 2023 Social Communication Law penalizing interaction of users on social networks. Additionally, Facebook's erroneous determination that OCB published false facts negatively impacted traffic and engagement at the start of FY 2023 until OCB was able to resolve the matter favorably. Reduction in Force (RIF) process in FY 2023 also significantly affected the generation of social media content and ability to forecast targets for FY 2024 and FY 2025.

IMPACT OBJECTIVE 5

Impact Performance Goal 5.3: Increase average weekly digital video views

(New Indicator) AVERAGE WEEKLY DIGITAL VIDEO VIEWS¹

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Target	FY 2025 Target
VOA	124,436,452	119,518,410	171,030,396	144,168,549	TBD	TBD
RFE/RL	123,811,323	128,800,690	229,752,367	194,406,442	TBD	TBD
RFA	28,907,818	17,483,860	21,899,642	19,526,188	TBD	TBD
MBN	15,021,079	14,575,395	18,652,669	16,854,366	TBD	TBD
OCB	610,682	1,463,915	493,887	896,286	TBD	TBD

¹ Data in the chart above represents average total weekly video views from USAGM networks’ branded websites and social media profiles. New performance indicator reported for FY 2023. Data not available for FY 2019 and forecasting in review for FY 2024 and FY 2025.

INDICATOR:

Digital Video Views

This indicator measures the average weekly total video views from USAGM networks’ branded websites and social media profiles. Views recorded with no minimum view time for branded websites, but minimum video view times for YouTube of 30 seconds and for other social media platforms (e.g. Facebook, Instagram, ‘X’/Twitter) of three seconds. These video views are tracked through online analytics by Adobe Analytics and third-party vendor (Emplifi).

ANALYSIS:

Due to undemocratic political environments in many USAGM target markets, traditional social media engagement with international digital news platforms increasingly creates personal risk for audiences, including that of criminal prosecution. In addition, USAGM networks’ websites are blocked in certain countries where Facebook, Instagram and ‘X’/Twitter consumption of video news content is still possible. Robust video views performance, and growth, is now being reported as an additional indicator to increase visibility into USAGM networks’ reach and impact on digital platforms.

A CLOSER LOOK:

Digital Engagement

VOA

Despite the challenge of growing internet censorship, many VOA services reported larger online audiences in FY 2023. A VOA Mandarin clip of Chinese migrants desperately attempting to swim across the US-Mexico border breached the Great Firewall and was viewed over 1.3 million times on Twitter/X. Significant buzz compelled Beijing to respond, with the former editor-in-chief of state outlet *The Global Times* insisting in an op-ed that the migrants' actions were not representative of most Chinese people. Largely driven by its coverage of protests for women's rights, VOA Persian saw an 18 percent increase in web traffic and over 1.2 billion video views on Instagram. VOA Afghan recorded almost 700 million video views on Facebook, despite Taliban censorship and limited Instagram access, and VOA Burmese digital performance excelled with over 304 million web visits. On Instagram, VOA Turkish's focus on Reels led to a 236% engagement increase in FY 2023, and on YouTube, VOA Vietnamese doubled its views to over 134 million.



VOA Persian was successful in connecting with Iran's digital audiences with robust coverage of women's rights protests.

MBN



Audiences flocked to coverage of the wedding vow renewal ceremony of Samia and Dakheel, a Yazidi couple separated for nine years by Samia's kidnapping by ISIS.

Compelling MBN content sustained digital performance in FY 2023, including an Alhurra.com report about Samia, a Yazidi woman kidnapped by ISIS, and her husband Dakheel. The coverage of their story, including renewing their wedding vows after nine years of her forced separation, was watched 9.3 million times with 33,000 engagements. In September 2023, Alhurra.com's gripping video coverage of the devastating flooding in

Derna, Libya garnered 7.3 million views, with 97,000 engagements and 11,000 comments. Alhurra.com profiled an Iraq-American woman who works as a truck driver in the U.S. transporting goods across the country. The uplifting video had nearly 10 million views and 5,000 comments. Also in FY 2023, MBN’s Irfaasawtak.com (“Raise Your Voice”) also interviewed Qusay, an injured victim of a 2006 suicide bombing in Mosul. More than 6 million people viewed the moving story of him spending 12 days in a coma, losing his sight, and suffering severe disfigurement that led him to contemplate suicide – but then overcoming his tragedy and now pursuing his Ph.D. in Texas.

RFA

Highlights of RFA’s FY 2023 digital performance including an RFA Khmer story about tuk-tuk drivers in Phnom Penh. The video, capturing the reality of declining incomes and the rising cost of living in Cambodia, was viewed over 2 million times and had over 200,000 engagements. An RFA Vietnamese Facebook video detailing the merits and crimes of President Nguyễn Xuân Phúc, after his January 2023 resignation, was viewed over 7 million times and had over 50,000 engagements. An RFA Lao service video report on the rescue of a woman whose child was taken

hostage by her Thai employer to prevent her from returning to Laos, had 3.9 million views and nearly 150,000 engagements. RFA’s uncensored coverage of President Xi remains in high demand among Chinese audiences, and a video of Xi’s entrance at the August BRICS summit was viewed more than 3 million times. An RFA Cantonese Instagram reel of White Paper protests in Shanghai was viewed over 900,000 times on Instagram and had nearly 30,000 engagements. This kind of exclusive Hong Kong coverage – especially with the collapse of other independent media – has fueled growth for RFA Cantonese on Instagram, where followers have increased nearly 25 percent in the past year.



RFA Cantonese’s Instagram feed.

OCB

Cuban audiences have shifted away from radio, but OCB's websites are blocked in Cuba. The network has focused on success on social media. Over 95 percent of all social media traffic in Cuba occurs on Facebook, and in FY 2023 OCB's content on the platform accumulated over 42 million video views – more than doubling FY 2022 performance. The vast majority of views of OCB's most popular Facebook videos each month come from within Cuba. These videos include: May 2023 coverage of opposition member Adriadna Mena's arrival to the US with 365,000 views (78% within Cuba), a June 2023 Marti Noticias newscast with 564,000 views (78% within Cuba), and a July 2023 report on the Cuban government's repression in the city of Camaguey in 2021 with 376,000 views (91% within Cuba).



Radio Television Marti's Ricardo Quintana interviews Cuban opposition member Adriadna Mena upon her arrival to the U.S.

Impact Objective 6:

Engage and empower local media and populations

Local media affiliates are the primary means through which USAGM networks reach their target audiences in most markets. Deepening the relationship with these media partners assists not only with content delivery but also in fostering rich, open media ecosystems. The agency leads by example in its journalistic practices and increasingly partners with affiliates on content co-creation. The agency's professionals also provide training to indigenous media on topics ranging from journalism principles to business practices. In a similar way, USAGM works to connect audiences to one another and to foster the free flow of information, often through a wide array of web, mobile, and social media tools. These tools have made media personal, moving the power from centralized broadcasters to a new class of influencers, activists, videographers, and a content-generating public. They are using media not only to tell their stories on a digital world stage but also to connect with one another to chart the future of their communities and build new forms of civil society.

USAGM and its networks will:

- **Expand local distribution, promotions, and co-productions through affiliation with strong local television and FM radio stations and digital platforms;**
- **Deepen relationships with key local media affiliates, providing editorial guidance, co-production opportunities, and other resources to strengthen local independent media sectors;**
- **Offer training and technical assistance to local journalists on a range of topics, including journalistic standards, business practices, and safety and security;**
- **Nurture good journalism practices and leverage vetted, verified user-generated content from inside repressive states;**
- **Link democratically-oriented citizens within repressive societies to one another and to key influencers through social media and training alumni networks;**
- **Facilitate dialogue across religious, national, and ethnic groups; and**
- **Continuously converse with USAGM audiences by using social media tools to identify, source, and distribute news content into the channels where people are having conversations about their community and the world.**

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

IMPACT OBJECTIVE 6

Impact Performance Goal 6.1: Build strong affiliate relationships

NUMBER OF AFFILIATIONS

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target ¹	FY 2025 Target ¹
USAGM ²	3,729	4,174	4,321	4,284	4,313	4,434	4,450	4,450
VOA	3,151	3,523	3,633	3,651	3,675	3,764	3,800	3,800
RFE/RL	1,140	1,228	1,250	1,159	1,165	1,281	1,300	1,320
RFA	10	11	19	18	21	32	37	40
OCB	NA	NA	NA	NA	NA	37	45	55

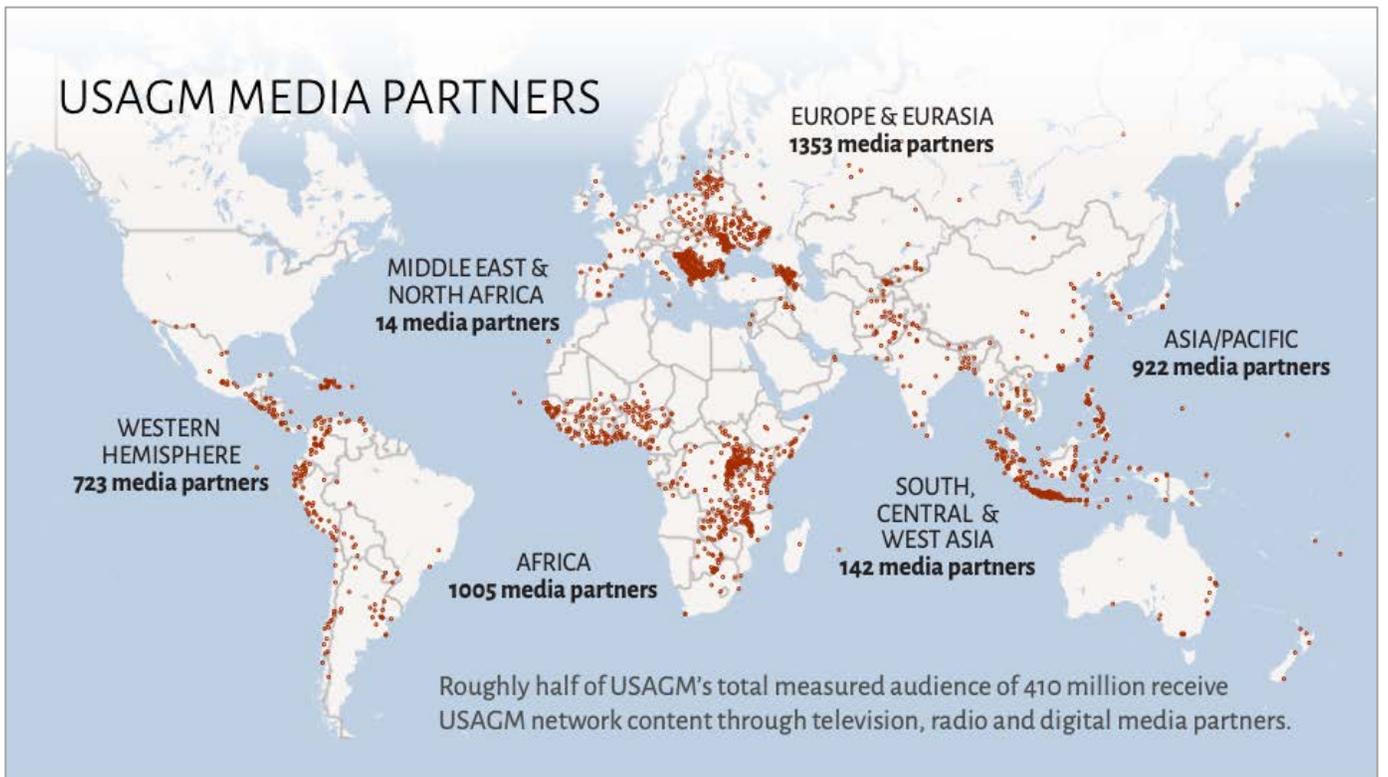
¹ Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. Global economic conditions and media freedom crackdowns could limit affiliate growth in the next two years, but they could also prompt affiliates to consume more USAGM content. Direct-to-consumer delivery of USAGM content is also expected to increase as users consume more digital content.

² USAGM affiliate totals reflect unique entities. Each affiliate is only counted once, even if they carry content from more than one USAGM network.

INDICATOR:

Affiliations

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



A CLOSER LOOK:

U.S. bureaus, co-productions and affiliate successes

VOA



VOA Indonesian Service reports from Washington for TV and radio affiliates across Indonesia.

Through co-productions and over 3,700 formal affiliate agreements, VOA has expanded its reach, strengthened media partners in target markets, and amplified VOA reporting around the world. In FY 2023 continued proactive outreach across VOA services paved the way for new co-productions and collaborative efforts internationally. In markets as diverse as Indonesia, Ukraine and Albania, and across Latin America, VOA served in FY 2023 as a de facto American bureau for

local media who otherwise would not be able to report regularly from the United States. In East and Central Africa, the VOA Swahili service works with outlets in Tanzania and Kenya to produce a weekly current affairs program. VOA Learning English's collaborative production of a weekly interactive show teaches English to middle school students in Bangladesh. The Spanish Service partnered with networks in Mexico, Nicaragua, Venezuela, and Honduras to co-produce a special on the regional challenges faced by journalists. VOA Thai and the youth-focused publication Today joined efforts to collaborate on multiple press freedom stories. A partnership between the VOA Eurasia Division and the Balkan Investigative Reporting Network produced collaborative reporting on issues of corruption, misinformation and disinformation.



VOA Learning English teaching students in Bangladesh.

OCB



In Latin America, OCB expanded its presence and reach with Cuban diaspora communities known to maintain contact with friends and family within Cuba. OCB had affiliation agreements with 37 outlets in Latin America as of FY 2023, and is continuing to grow those in FY 2024. In countries including Mexico, Argentina,

Colombia, Ecuador, Guatemala, and the Dominican Republic, OCB's broadcasting partners air a daily news capsule from OCB's Marti titled *Noticias de Cuba* ("News from Cuba") to share news and information subject to censorship within Cuba.

IMPACT OBJECTIVE 6

Impact Performance Goal 6.2: Increase engagement with local media partners

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target ¹	FY 2025 Target ¹
Number of USAGM radio and TV affiliate networks that serve multiple cities or markets	452	540	564	568	570	606	610	615
Number of weekly downloads from affiliate content distribution portal, Direct	2,815	3,622	4,354	4,600	4,750	4,650	4,800	5,000
Number of journalists trained in USAGM media development programs ²	NA	NA	1,038	1,300	1,000	1,530	1,000	1,100

1 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

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

INDICATORS:

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

ANALYSIS:

USAGM's Office of Business Development (OBD) significantly expanded its affiliate reach in FY 2023. Audiences reached through the affiliate network it manages comprise approximately half of the agency's measured global reach. In 2023, OBD established affiliations in target regions including Asia, Europe, Central Asia, Africa, and Latin America. In Europe and Central Asia, RFE/RL's Current Time now airs on 304 channel distributors across 34 countries. New placements have been secured on national networks in Ukraine, Serbia, Poland, Azerbaijan, Moldova, Cyprus, Armenia, Iraq, and Pakistan. In Africa, over 100 affiliates have been signed in the Democratic Republic of the Congo. In FY 2023, OBD coordinated a Swahili co-production between VOA and partners Azam and Citizen TV, and it conducted a CEO conference for more than 40 African media leaders. In Latin America, new affiliates have been signed in Ecuador, Peru, Mexico, and Colombia. These efforts have doubled the audience in Venezuela, and OCB's Martí content was placed on over 35 affiliates in FY 2023. OBD conducted trainings for over 1,500 media professionals from affiliate stations in FY 2023 covering topics such as working in hostile environments, artificial intelligence, combating disinformation, and addressing environmental crimes.

IMPACT OBJECTIVE 6

Impact Performance Goal 6.2: Increase sharing of USAGM programming

SHARING

Percent of weekly audience who shares news heard/read/seen on broadcaster at least once a week¹

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
VOA							
Target	45	49	50	49	52	54	54
Actual	49	49	50	54	56	-	-
RFE/RL							
Target	48	45	42	47	48	47	47
Actual	41	40	47	60	55	-	-
RFA							
Target	42	42	43	44	45	35	37
Actual	41	37	44	44	34	-	-
MBN							
Target	67	55	50	58	61	55	55
Actual	62	48	55	56	46	-	-
OCB²							
Target	70	60	59	56	NA	NA	NA
Actual	56	56	56	NA	NA	-	-

1 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 Drop in Cuba radio audience between 2017 and 2023 resulted in too few users for USAGM research analysis of most key performance indicators. No reportable data for FY 2023, and no basis for FY 2024 and FY 2025 forecast.

INDICATORS:

Sharing of Programming

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for the sharing indicator changed to ask past week listeners/viewers/online users in any language how they share news from [brand] with family, other relatives, or other people with responses on a four-point scale based on the following response options: “several

days a week or more,” “once a week,” “less often,” or “never.” As results from the new questionnaire become available, they will be combined with previous results in the “Sharing” indicator.

Until FY 2022, this indicator was determined by a question in representative surveys asking audiences how often they share news that they have heard, seen, or read from a USAGM entity with friends or relatives, or with their social network. The answers were registered on a five-point range based on the following response options: “Daily or most days per week,” “At least once a week,” “At least once a month,” “Less than once a month,” or “Never”. The sharing indicator was a weighted average, by audience size, of the percentage of those answering the question in the survey who chose “Daily or most days per week” or “At least once a week.”

ANALYSIS:

VOA

VOA exceeded its FY 2023 target and even demonstrated a slight increase over the FY 2022 measure. In some markets, including Afghanistan, DRC, Rwanda, Somalia, Nicaragua, and Iraqi Kurdistan more than half of VOA brand weekly users say they share VOA content. However, in most VOA markets this estimate tends to be lower. Moreover, digital trends indicate that, overall, online users share content less than they used to. Considering this trend and increased government pressure on use of independent media, VOA forecasts slight decrease for this indicator in FY 2024 and FY 2025.

RFE/RL

Expected lower figures for this indicator resulting from greater scrutiny by governments on media, and audiences in RFE/RL target markets fearing punitive consequences of sharing content.

RFA

FY 2023 data is based on Cambodia, Laos, and Myanmar, where governments have increased surveillance of online spaces and social media users have suffered imprisonment and other significant consequences for expressing opinions online that displease government authorities. RFA’s modest targets for FY 2024 and FY 2025 reflect this growing fear of sharing sensitive content online.

MBN

Anticipated modest increases in sharing in FY 2024 and FY 2025 as MBN focuses on strategies that have been shown to increase social media sharing in the past, such as producing more original and human-interest content.

Impact Objective 7:

Serve as an authoritative source of information on U.S. news, policy, and society

Representing American society and presenting and discussing U.S. policy are legislated mandates for the agency and thus constitute mission imperatives, especially for VOA, OCB, and MBN. Their coverage of the U.S. is comprehensive across all elements of society and aims to convey the practice of democracy in all of its complexity in the most credible way. It is not about persuading audiences to admire the U.S.; it is about helping them see how the U.S. manages the challenges of a democratic society – from economic growth to fiscal crises to race relations to educating youth to addressing environmental change. These topic areas find ready comparisons in USAGM’s target countries and resonate with audiences in practical, meaningful ways.

Carrying out this element of our mission requires sensitivity and creativity. Currents of anti-Americanism still run strong in some parts of the world, necessitating deft outreach that stresses dialogue, not monologue. The way people interact with media today, with emphasis on interaction, further affirms this approach. At the same time, America’s still dominant role on the global stage makes it a focal point of international attention, and its national language is the one that tens of millions of people around the world seek to learn. VOA, in particular, is uniquely mandated and positioned to leverage these advantages to connect with diverse international audiences, serving as a U.S. news bureau for affiliate partners and providing English-learning programming.

USAGM and its networks will:

- **Expand the successful U.S. bureau model to more media outlets across the world that wish to engage with us for news, analysis, and perspectives from the United States – building on success in Ukraine, Latin America, Nigeria, Indonesia, and elsewhere;**
- **Portray the breadth and diversity of the American experience, both positive and negative, with particular attention to diaspora communities and Americans outside of major cities;**
- **Expand fact-checking sites to timely debunk bad actors’ narratives undermining U.S. values and its relationship with allies;**
- **Emphasize English learning as a vehicle for positive audience engagement and interaction as well as information on American society and culture;**

- Leverage the global interest in American politics with in-depth coverage and analysis of national elections and coverage of other political events to impart the news and to elucidate the democratic process, while localizing stories to make them compelling to target audiences; and
- Satisfy the world’s growing appetite for learning English through innovative social media videos, TV and radio programs, and online instruction.

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

IMPACT OBJECTIVE 7

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

UNDERSTANDING OF AMERICAN SOCIETY

Percentage of weekly audience who report that the broadcasts have increased their understanding of American society somewhat or a great deal¹

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
VOA							
Target	61	56	58	56	62	72	72
Actual	56	56	55	62	72	-	-
MBN							
Target	50	55	50	54	60	56	56
Actual	44	38	54	54	53	-	-
OCB²							
Target	50	55	50	54	60	56	56
Actual	44	38	54	54	53	-	-

1 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 Drop in OCB radio audience in Cuba between 2017 and 2023 resulted in too few users for USAGM research analysis of most key performance indicators. No reportable data for FY 2023, and no basis for FY 2024 and FY 2025 forecast.

UNDERSTANDING OF UNITED STATES FOREIGN POLICY

Percentage of weekly audience who report that the broadcasts have increased their understanding of United States foreign policy somewhat or a great deal¹

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
VOA							
Target	60	54	55	54	60	71	71
Actual	54	53	53	60	71	-	-
MBN							
Target	50	46	55	60	55	68	68
Actual	44	47	50	49	68	-	-
OCB²							
Target	90	89	90	89	NA	NA	NA
Actual	89	89	89	NA	NA	-	-

1 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

2 To limit risk to researchers and respondents, the question about understanding of U.S. foreign policy was removed from the FY 2023 Cuba media survey due to security concerns around the sensitivity of the topic.

INDICATOR:

Understanding of American Society:

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

Until FY 2022, this indicator was determined by a question in representative surveys asking past week listeners/viewers/online users of a USAGM network’s broadcasts in a particular language whether the broadcasts have “increased their understanding of American society.” The answers were registered on a four-point scale based on the following response options: “a great deal,” “somewhat,” “very little,” or “not at all.” The understanding indicator was a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

Understanding of United States Foreign Policy:

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

Until FY 2022, this indicator was determined by a question in representative surveys asking audiences whether the broadcasts have "increased their understanding of United States foreign policy." The answers were registered on a four-point scale based on the following response options: "a great deal," "somewhat," "very little," or "not at all." The "Understanding" indicator was a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose "a great deal" or "somewhat."

ANALYSIS:

VOA

VOA exceeded its FY 2023 targets for Understanding of American Society and Understanding of U.S. Foreign Policy indicators, demonstrating a considerable increase over FY 2022 estimates. These gains are mainly driven by data from countries which were surveyed for the first time in five years (Kenya, Mali, Somalia), and a large increase in VOA weekly audiences in Indonesia and Cambodia, which have high levels of agreement for these metrics. VOA forecasts to further maintain the current levels for these impact measures.

MBN

Despite relatively little change in FY 2023, and a shortfall from target, increases in Understanding of American Society expected from more focused MBN content about and from the United States. FY 2023 increases for MBN in Understanding of US Foreign Policy believed attributable to increased programming focus on the United States. MBN does not forecast significant further increase in this indicator due to the limited interest in US foreign policy among audiences in its target region.

IMPACT OBJECTIVE 7

Impact Performance Goal 7.2: Provide exceptional news and information

UNIQUENESS¹

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Estimate ²	FY 2024 Target ²	FY 2025 Target ²
VOA	29	29	29	NA	NA	NA

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

2 Due to status of data from FY 2022 revisions to USAGM’s survey questions related to this indicator, as explained below, the agency is not prepared to report an estimate for FY 2023 nor set targets for FY 2024 and 2025.

INDICATOR:

Uniqueness

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for uniqueness changed to ask about various aspects of uniqueness. As results from the new questionnaire become available, the general uniqueness indicator in this performance goal will be replaced by one that asks whether audiences agree or disagree that “[brand] covers news about the United States that I cannot get elsewhere.” As of the publication of this report there was insufficient validated data (limited number of surveys) to report on this metric based on the new survey questions. As that becomes available, results of the updated indicator will be reported and form the basis for future targets.

Until FY 2022 this indicator was determined by a question in representative surveys asking past week listeners/viewers/online users of any language how much of the information provided by the entity is also available from other sources on the radio, TV, or internet. The answers were registered on a four-point scale based on the following response options: “All of it is available elsewhere,” “Some of it is available elsewhere,” “Very little of it is available elsewhere,” or “None of it is available elsewhere.” The unique information indicator was a weighted average, by audience size, of the percentage of those answering the question in the survey who chose “very little” or “none.”

Impact Objective 8:

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

In markets without an established free press, or where state-run media are dominant, the USAGM networks play a surrogate role, fulfilling the role of highly professionalized local press. In this role, the networks emphasize domestic news for their geographically-defined audiences and cover developments specific to defined target markets, especially in fragile democracies. Programming focuses on local news events not covered in state-controlled domestic media, as well as other sensitive topics, including religion, science, and locally-banned literature and music. In turn, the networks give voice to underserved populations, dissidents, and civil society – while maintaining balanced coverage – and serve as platforms for a range of opinions and voices from these countries.

USAGM and its networks will:

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

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

IMPACT OBJECTIVE 8

Impact Performance Goal 8.1: Provide programming that increases audiences’ understanding of current events in target countries

UNDERSTANDING OF CURRENT EVENTS IN TARGET COUNTRY

Percent of weekly audience who report that the broadcasts have increased their understanding of current events in the target country somewhat or a great deal^{1,2,3}

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
VOA							
Target	NA	NA	72	72	74	80	80
Actual	NA	72	71	74	80	-	-
RFE/RL							
Target	78	75	76	76	67	82	82
Actual	75	75	76	81	82	-	-
RFA							
Target	84	78	62	62	67	93	93
Actual	83	78	61	61	93	-	-
MBN							
Target	NA	NA	NA	60	75	79	79
Actual	NA	NA	57	79	79	-	-

1 New measure in FY 2018. Actuals only available for a small number of language services for FY 2018-2020

2 Factors contributing to FY 2024 and FY 2025 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

3 For OCB, drop in Cuba radio audience between 2017 and 2023 resulted in too few users for USAGM research analysis of most key performance indicators. No reportable data for FY 2023, and no basis for FY 2024 and FY 2025 forecast.

INDICATOR:

Understanding of Current Events in Target Country:

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

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for this indicator now asks whether respondents agree or disagree that “[brand] increases my knowledge of news in [country].” As results from the new questionnaire become available, “understanding of current events in target country” will be replaced by “knowledge of news in country” in USAGM performance reporting.

ANALYSIS:

VOA

VOA exceeded its FY 2023 targets for Understanding of American Society and Understanding of U.S. Foreign Policy indicators, demonstrating a considerable increase over FY 2022 estimates. These gains are mainly driven by data from countries which were surveyed for the first time in five years (Kenya, Mali, Somalia), and a large increase in VOA weekly audiences in Indonesia and Cambodia which have high levels of agreement for these metrics. VOA forecasts to further maintain the current levels for these impact measures.

MBN

Despite relatively little change in FY 2023, and a shortfall from target, increases in Understanding of American Society expected from more focused MBN content about and from the United States. FY 2023 increases for MBN in Understanding of US Foreign Policy believed attributable to increased programming focus on the United States. MBN does not forecast significant further increase in this indicator due to the limited interest in US foreign policy among audiences in its target region.

VOA

VOA exceeded its FY 2023 target with a 6-percentage-point increase over FY 2022 measured performance. New gains come from high percentages for this impact measure in most of VOA's recently surveyed markets, such as Cambodia, Myanmar, Indonesia, Nicaragua, Dominican Republic, North Macedonia, Kenya, Mali, and Pakistan. VOA forecasts to keep the current level of performance for this indicator.

RFE/RL

In FY 2023 modest increase in audiences' understanding of current events in the target countries was observed in the Baltic countries for RFE/RL's Current Time channel from 2019 to 2022, as the brand became more established in the region. The forecast is partially based on data from Afghanistan where the Azadi programming has high measurements for increasing audiences' understanding of current events in target country and this is expected to stay or grow in the coming survey in Afghanistan in 2024.

RFA

FY 2023 metric for this indicator was based on Cambodia and Myanmar, and is a significant improvement from FY 2022, which was based on Cambodia alone. RFA expects to continue to perform well in FY 2024 and FY 2025 with the addition of new data from Vietnam and Hong Kong.

MBN

Level of Understanding of Current Events in Target country increased in FY 2022, but only reflected data from Saudi Arabia and Morocco. MBN anticipates this indicator will remain stable in FY 2024 and FY 2025 levels, factoring in the inclusion of new data from Iraq, Yemen, Egypt, Libya, and other markets.

IMPACT OBJECTIVE 8

Impact Performance Goal 8.2: Provide exceptional news and information

UNIQUENESS

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual ¹	FY 2024 Target ¹	FY 2025 Target ¹
RFE/RL	27	28	32	NA	NA	NA
RFA	35	35	40	NA	NA	NA
MBN	30	27	36	NA	NA	NA
OCB ²	78	NA	NA	NA	NA	NA

1 Due to status of data from FY 2022 revisions to USAGM's survey questions related to this indicator, as explained below, the agency is not prepared to report an estimate for FY 2023 nor set targets for FY 2024 and 2025.

2 No reportable data for FY 2022 and 2023, and no basis for FY 2024 and FY 2025 forecast.

INDICATOR:

Uniqueness:

In FY 2022, USAGM revised its core questionnaire to better measure how contemporary audiences engage with modern media. As a result of testing and cognitive interviews, the question wording for uniqueness changed to ask about various aspects of uniqueness. As results from the new questionnaire become available, the general uniqueness indicator in this performance goal will be replaced by one that asks whether audiences agree or disagree that “[brand] covers news about the United States that I cannot get elsewhere.” As of the publication of this report there was insufficient validated data (limited number of surveys) to report on this metric based on the new survey questions. As that becomes available, results of the updated indicator will be reported and form the basis for future targets.

Until FY 2022 this indicator was determined by a question in representative surveys asking past week listeners/viewers/online users of any language how much of the information provided by the entity is also available from other sources on the radio, TV, or internet. The answers were registered on a four-point scale based on the following response options: “All of it is available elsewhere,” “Some of it is available elsewhere,” “Very little of it is available elsewhere,” or “None of it is available elsewhere.” The unique information indicator was a weighted average, by audience size, of the percentage of those answering the question in the survey who chose “very little” or “none.”

A CLOSER LOOK:

Balancing Journalist Safety with Exceptional Reporting

VOA



VOA reporters in conflict zones like Gaza-Israel conflict and Ukraine received journalist safety training, security information and personal protective equipment.

In FY 2023, VOA established key partnerships with prestigious institutions like the New York Times and the James W. Foley Legacy Foundation to develop an innovative safety curriculum designed for journalism students across the United States. This groundbreaking initiative seeks to embed VOA's safety culture, characterized by regular check-ins by editors and senior staff across 48 newsrooms with field journalists, as a fundamental principle in future reporter training.

VOA also strengthened its safety and security resources and training in FY 2023. Safety consultants provided crucial support to VOA journalists reporting from conflict zones like Ukraine, offering daily intelligence updates, personal protective equipment, first aid, transportation, and overwatch services during assignments. In April 2023, VOA facilitated two days of virtual safety training for its extensive network of stringers in Turkey, a country ranked as “Not Free” by Freedom House and listed 149th out of 180 countries in terms of threats against journalists by Reporters Without Borders.

RFA Despite escalating risks for journalists in Myanmar following the military coup in February 2021, RFA continued to deliver crucial coverage despite significant challenges. Despite the imprisonment of over 60 media workers, RFA's safety protocols enabled the organization to maintain its impact, delivering timely reports on critical events such as the junta's crackdown on



RFA reported from the aftermath of Cyclone Mocha

dissent via the Telegram app, military offensive “Operation 1027” by ethnic armies, and the humanitarian crisis sparked by Cyclone Mocha.

MBN

Safety remained a paramount concern for journalists in the Middle East in FY 2023, exemplified by the courageous efforts of MBN’s correspondents covering conflicts like the fighting in Sudan. Despite facing immediate peril in residential areas hostile to journalists, MBN prioritized the safety of its journalists, implementing protocols for regular check-ins and discreet reporting methods to minimize risks while ensuring comprehensive coverage throughout the crisis

RFE/RL



RFE/RL Armenian cover a protest in September 2023.

Reporters from both RFE/RL’s Azerbaijani and Armenian Services provided in-depth coverage of the humanitarian crisis that followed Azerbaijan’s military attack on Nagorno-Karabakh, which resulted in the territory’s return to Azerbaijani control after three decades of local rule by ethnic Armenians. The Armenian Service interviewed former residents of Nagorno-Karabakh as they crossed into

Armenia, part of a wave of more than 100,000 ethnic Armenians who fled the region. The Azerbaijani Service, which faces harsh restrictions in Azerbaijan, provided up-to-the-minute reporting on such issues as the arrest of Nagorno-Karabakh’s de facto prime minister, billionaire Ruben Vardanyan, and other Nagorno-Karabakh officials, as well as the future of the Russian peacekeeping presence in the region.

OCB

In February 2023, OCB sent a reporter and photographer to the USA-Mexico border to cover the migratory exodus to the US. Due to the high risks to both journalists – including increased danger of violent crime, human trafficking, robberies, and even murder – OCB hired a field producer familiar with the border area beforehand, to manage their mobilization through the area. To safeguard the physical integrity of the journalists, it was decided that the coverage in Mexican territory would begin very early in the morning, and they would return to US territory

at sunset, where both spent the night throughout the coverage. During the days they stayed in the border area, OCB maintained constant communication with the journalists and providing them with necessary emergency contacts if needed in Mexico.

In January 2023, the Cuban government arrested Dr. Oscar Elias Biscet, the host of Radio Marti's weekly program *Lawton Libre*. His program covers current events and human rights issues around the world and in Cuba. OCB's Director strongly and publicly condemned the detention of Dr. Biscet, and he was later released. Dr. Biscet has been imprisoned by the Cuban government multiple times, and Amnesty International declared him a prisoner of conscience in 2003. He received of USAGM's David Burke Award in 2022, and in 2007 he was awarded the U.S. Presidential Medal of Freedom.



Dr. Oscar Elias Biscet, host of OCB's program Lawton Libre

Agility Objective 1:

Manage a nimble, resilient, sustainable, efficient, and mission-focused modern media enterprise

By virtue of historical circumstance, USAGM's operations fall under six separate entities and respective support organizations. This structure has resulted in strong and trusted brands, but presents challenges with federal and non-federal components operating under different legal and administrative frameworks. USAGM must maintain a focus on the missions of its networks and grantees, and have the agility to operate in a rapidly evolving and challenging global media environment with the simplification, standardization or interoperability of tools and processes to enable nimble resource allocations and rapid evolution to location-independent collaborative cloud-based workflows. The agency continues to transform its operations in order to fulfill its charter and meet the challenges of growing geopolitical instability, technological change, and growing threats to free media.

USAGM and its networks will:

- Coordinate the allocation of resources through standardization and interoperability;
- Assess the usefulness of the hybrid grantee-government network model now in place;
- Evaluate and seek opportunities to move the federal elements of the agency from outdated and inefficient facilities to modern, cost-effective new headquarters, while updating the agency's media production infrastructure to better meet current and future audience needs;
- Modernize its technological platforms and workflows, enabling it to seamlessly meet and exceed global standards in content creation, acquisition, and distribution, while closely tracking and adjusting to audience consumption behaviors;
- Assess and update internal processes and procedures for simplicity, efficiency, and mission-focus;
- Streamline and, where possible, automate business processes and workflows;
- Employ cloud-based technology to maximize nimbleness, resilience, and cost savings;
- Evaluate the utilization of new corporate or governance structures to most effectively and efficiently carry out agency oversight responsibilities;
- Ensure the safety and security of our journalists, wherever they are, through systems to monitor and improve responsiveness and efficacy of safety measures;

- Ensure that all USAGM journalists are given the tools and training they need to stay secure and to practice the highest possible standards and ethics;
- Protect USAGM from persistent threats posed by state and non-state actors through enhancements to its cybersecurity posture;
- Improve the environmental sustainability of agency operations; and
- Leverage new hybrid, mobile, agile workflows to reduce physical space requirements.

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

AGILITY OBJECTIVE 1

Agility Performance Goal 1.1: Streamline program delivery

Conduct annual data-driven business reviews to optimize shortwave and medium wave radio transmission network	
FY 2021 Baseline	First review of SW and MW transmission completed.
FY 2022 Actual	A number of changes made, including elimination of VOA Urdu and reductions of VOA and RFA Burmese.
FY 2023 Target	Conduct review and implement recommendations.
FY 2023 Actual	No new cuts or reductions implemented. New set of reduction and cut recommendations issued.
FY 2024 Target	Further reductions and/or eliminations will be based on audience research and other strategic considerations.
FY 2025 Target	Further reductions and/or eliminations will be based on audience research and other strategic considerations.

Optimize remaining shortwave distribution, taking advantage of the strategic location and lower operating cost of Kuwait Transmitting Station

FY 2021 Baseline	Restored 2 more antennas on CNMI Transmitting Station to service. Completed build of new SW antenna arrays for Africa completed at Kuwait Transmitting Station.
FY 2022 Actual	Restored one antenna on CNMI Transmitting Station. Additional antenna only requires ground works repair due to delay on parts. SW antenna expansion is well underway. In FY 2022, construction contract was awarded.
FY 2023 Target	7 antenna systems of the 16 total on CNMI have been restored to service. More work is dependent on additional funding, which at this moment is not available. SW antenna expansion completion anticipated in FY 2023.
FY 2023 Actual	7 antenna systems of the 16 total on CNMI have been restored to service. More work is dependent on additional funding, which at this moment is not available. SW antenna expansion completed; testing will be completed by end of FY 2023.
FY 2024 Target	7 antenna systems of the 16 total on CNMI have been restored to service. More work is dependent on additional funding, which at this moment is not available. Completion of building expansion for the transmitters in FY 2024.
FY 2025 Target	7 antenna systems of the 16 total on CNMI have been restored to service. More work is dependent on additional funding, which at this moment is not available. KTS expansion complete.

Continue building out and supporting USAGM's bespoke VOD/OTT (video on demand/over the top) platform	
FY 2021 Baseline	Current status: content available in 15 languages and on 15 platforms/operating systems, including Apple TV, Samsung, etc.
FY 2022 Actual	Additional 5 languages added, all available on multiple OSs and devices, including Samsung Smart TVs, LG Connected TVs, Amazon Fire TV, and more than a dozen manufacturers that use the Android TV OS. In FY 2022 USAGM also added enhanced analytics and security measures.
FY 2023 Target	Add 3 additional languages and consider, based on market research, adding an additional platform such as Chromecast. Ensure that the user experience and feature set remain competitive with consumer expectations.
FY 2023 Actual	<p>3 languages (Turkish, Tibetan, and Thai) added, totaling 21 supported languages.</p> <p>RFE/RL Votvot OTT apps launched to counter Russian disinformation and better serve Russian-speaking diaspora.</p> <p>Complete suite of Adobe analytics implemented for all OTT platforms.</p> <p>Added security enhancements and new features: pop up when updates are available, new splash screen, closed captions finalized.</p>
FY 2024 Target	<p>Transfer all USAGM OTT apps on all supported platforms to a new code base, enabling a redesign with modern look and multiple new features.</p> <p>Implement Analytics Tealium tag management system.</p> <p>Continue building user base and ensuring that the user experience and feature set remain competitive with consumer expectations. Additional enhancements intended to benefit USAGM workflow are also expected.</p>
FY 2025 Target	<p>Implement circumvention tools to bypass government censorship in countries such as China, Iran, Russia and Cuba.</p> <p>Continue building user base and ensuring that the user experience and feature set remain competitive with consumer expectations. Additional enhancements intended to benefit USAGM workflow are also expected.</p>

Optimize the FM network remote monitoring capability: implement monitoring across all sites and make the system more efficient by replacing VSATs and emails with GSM-based system

FY 2021 Baseline	65 of 95 FM stations have remote monitoring capabilities
FY 2022 Actual	A Technical Evaluation Panel concluded a review of offers for upgraded connectivity to enable monitoring. Award made in FY 2022. That will be rolled out in FY 2023.
FY 2023 Target	If pilot successful, roll out new system across network, adding remote monitoring to 5 more stations. Seek to reduce per-station monitoring costs.
FY 2023 Actual	By end of FY 2023, 5 sites added to next-gen remote monitoring system. New VSAT systems being installed at all sites.
FY 2024 Target	Conduct at least one test of site connected to local terrestrial internet. Conduct study to identify all sites where this will be possible. Develop network-wide project with TSI Global Networks division to deploy physical routers and other upgrades at sites to enable this. Implement changes to Microsoft Dynamics and Field Service applications to enable full monitoring automation.
FY 2025 Target	Deploy equipment to enable local terrestrial internet connections, where possible. We estimate 67% of sites should allow for this.

AGILITY OBJECTIVE 1

Agility Performance Goal 1.2: Automate and streamline key business processes

Unify USAGM “help desk” services management and provision through a TSI-led ServiceDesk by establishing a common tool set for USAGM organizations to utilize	
FY 2021 Baseline	Help Desk services IT-related calls for federal workforce (mostly headquarters).
FY 2022 Actual	Implementation of Avanti ITSM Service Management tool that will help extend and provide consolidated Helpdesk services to internal USAGM service-oriented departments and other USAGM entities.
FY 2023 Target	Actively seek utilization of Help Desk services by networks beyond VOA.
FY 2023 Actual	Service Desk common tool set established through use of Ivanti ITSM, Vonage automated call distribution, and IT Catalog presence on Sharepoint and the self-service tool.
FY 2024 Target	Pilot shared services approach paid into by USAGM networks that participate. Pilot use of automation tools to streamline help operations. Train help desk service staff on ITIL best practices and principles.
FY 2025 Target	Increased use of AI-supported self-service via chatbots. Integrate data from previous customer interactions to identify frequent issues etc. to improve customer service delivery.

AGILITY OBJECTIVE 1

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

Make all media creation and editing systems available via cloud/mobile platforms for United States based staff to promote efficient media production and sharing	
FY 2021 Baseline	Limited access available for US-based staff; VPN access or being on site required
FY 2022 Actual	Adobe cloud-based video editing solution pilot currently in progress.
FY 2023 Target	Dalet Galaxy cloud-based video editing solution piloted and rolled out.
FY 2023 Actual	Dalet Galaxy cloud-based video editing solution deployed.
FY 2024 Target	To successfully pilot and test Adobe & Dalet Galaxy cloud-based solutions.
FY 2025 Target	TBD

Make media creation and editing systems available for staff outside the United States	
FY 2021 Baseline	Was available on an ad hoc basis
FY 2022 Actual	All approved users with accounts in agency's active directory accounts are able to access the media creation and editing systems
FY 2023 Target	Pilot and test Dalet and Adobe systems in the cloud solution.
FY 2023 Actual	Dalet and Adobe systems in the cloud solutions were piloted and tested successfully.
FY 2024 Target	Roll out Dalet and Adobe in the cloud systems for all approved users with active directory accounts.
FY 2025 Target	TBD

Reduce USAGM IT Infrastructure footprint

FY 2021 Baseline	80%+ of storage utilization in the Cloud; some server infrastructure virtualized and cloud-based.
FY 2022 Actual	Continue migrating server infrastructure to Cloud (85% migration target by FY 2024).
FY 2023 Target	Continue migrating server infrastructure to Cloud (85% migration target by FY 2024).
FY 2023 Actual	Server infrastructure migrations continued. 85% target on track.
FY 2024 Target	Complete migration of server infrastructure to the cloud.
FY 2025 Target	TBD

Establish policy to encourage USAGM entities to use shared media services

FY 2021 Baseline	Policy proposed, not implemented.
FY 2022 Actual	Continued review/assessment of a proposed policy to the USAGM entities. Continued review/assessment of a proposed policy to the USAGM entities.
FY 2023 Target	Policy proposed, implemented.
FY 2023 Actual	NA
FY 2024 Target	NA
FY 2025 Target	TBD

AGILITY OBJECTIVE 1

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

Improve efficacy of IT security training	
FY 2021 Baseline	About 20% of users will click on a spoofed phishing test.
FY 2022 Actual	Campaign yielded a phish rate of only 9.3%. All users that clicked were provided micro-training to show indicators of phishing attempts.
FY 2023 Target	No more than 10% of users will click on a spoofed phishing test.
FY 2023 Actual	Surpassed 10% of users spoofed in phishing tests; investing in additional training for FY 2024.
FY 2024 Target	Maintain target of 10% or lower for phishing simulations.
FY 2025 Target	Expand cybersecurity training and awareness-raising efforts beyond federal part of USAGM to include grantee networks.

Strengthen USAGM’s cybersecurity posture	
FY 2021 Baseline	<p>Achieved “consistently implemented” maturity level for USAGM’s information security program.</p> <p>Developed and implemented an FIT Security Continuous Monitoring Program; reviewed Key Performance Indicators supporting IT Security Continuous Monitoring Program: Anti-Phishing Training and MFA implementation of Office.</p> <p>365 reduced the incidence of successful phishing attacks.</p> <p>Implemented MFA (multi- factor authentication) for agency’s Office 365 user community.</p> <p>Piloted an agency IT Governance/CPIC Program.</p> <p>Developed cloud-centric and remote-work security policies and procedures that support the USAGM IT strategic plan.</p> <p>Analyzed impact of Cyber EO 14028 and OMB’s associated data calls.</p>

Strengthen USAGM’s cybersecurity posture (continued)

<p>FY 2022 Actual</p>	<p>The OIG has given USAGM a Consistently Implemented rating for our FISMA program.</p> <p>USAGM’s initial Zero Trust Architecture (ZTA) plan was developed and submitted to OMB. USAGM’s ZTA funding request was submitted to GSA for TMF funding consideration and included in the agency’s FY 2024 budget plan.</p> <p>IT Governance program is fully adopted with routine Investment Review Board meetings and CPIC processes for USAGM’s federal entities.</p> <p>USAGM’s PIV MFA enforcement is underway with 7% of total agency users currently using PIV cards for login to agency devices.</p> <p>USAGM has piloted the SCRMM program.</p> <p>Pilot of Windows 11 OS secure configuration was deferred to FY 2023.</p> <p>ZTA Pilot migration of On-Premise applications to the Cloud was deferred to FY 2023.</p>
<p>FY 2023 Target</p>	<p>Maintain “Consistently Implemented” maturity level for USAGM’s information security program while implementing the agency’s ZTA transition plan and achieving the next level OMB-CISA targets for incident response logging and EDR.</p> <p>IT Governance program fully adopted with routine Investment Review Board meetings and CPIC processes for all USAGM entities, including the Grantees.</p> <p>Logical Access Control with PIV MFA fully implemented for all agency applications and GFE devices.</p> <p>Fully implement Supply Chain Risk Management and Counterfeit Software and Device protection program.</p> <p>Fully implement ZTA.</p> <p>Migrate On-Premises applications to the Cloud ensuring ZTA is fully adopted.</p>
<p>FY 2023 Actual</p>	<p>“Consistently Implemented” maturity level maintained.</p> <p>IT governance program fully adopted.</p> <p>PIV MFA fully implemented across federal side of agency by end of FY 2023.</p> <p>ZTA implementation underway.</p> <p>Migration of on-premises applications underway.</p>
<p>FY 2024 Target</p>	<p>Maintain “Consistently Implemented” maturity level for USAGM’s information security program while implementing the agency’s ZTA transition plan.</p> <p>Fully implement Supply Chain Risk Management and Counterfeit Software and Device protection program. Complete implementation of ZTA.</p>
<p>FY 2025 Target</p>	<p>TBD</p>

A CLOSER LOOK:

USAGM Cybersecurity and Zero Trust Architecture

The lifeblood of USAGM's networks is the creation and dissemination of radio, television, and digital content meticulously curated each day. Within the agency, the Office of Technology, Services, and Innovation (TSI) bears the paramount responsibility for ensuring the integrity and seamless delivery of this content, in addition to safeguarding the agency's communications, personally identifiable information, and other sensitive data.

USAGM, due to its journalistic accomplishments, finds itself recurrently targeted by cyber harassment, hacking, and impersonation endeavors, which, if successful, pose severe threats to its credibility and potentially endanger the lives of the agency's journalists. Each week, the TSI cybersecurity team identifies and thwarts hundreds of such threats, thereby ensuring that audiences can consistently access USAGM's credible and uncensored news and information.

In the relentless pursuit of infiltrating USAGM's systems, malicious actors prompt the agency to fortify its defenses. One pivotal addition to its arsenal is the Zero Trust Architecture (ZTA), which shifts IT defenses from conventional, network-centric perimeters to a focus on users, assets, and resources. ZTA holds particular significance for IT systems like USAGM's, incorporating remote users, mobile devices, and cloud-based systems off-site. While ZTA stands as a mandated protocol for all federal agencies, smaller entities such as USAGM require assistance in funding for implementation.

Addressing this necessity, in FY 2023, TSI secured \$6.2 million from GSA's Technology Modernization Fund, positioning USAGM's ZTA deployment among the 38 projects to receive TMF funding since its inception in 2017. The application process is exceedingly competitive, necessitating demonstration of both need and capability to deliver tangible outcomes.

This funding facilitates the implementation of ZTA within USAGM, mitigating the risks of identity theft and unauthorized access to the agency's IT infrastructure. ZTA serves as a safeguard for the integrity of USAGM's trusted content and, most critically, for protecting the lives of its personnel and contributors.

AGILITY OBJECTIVE 1

Agility Performance Goal 1.5: Broaden agency sustainability efforts

Develop agency-wide sustainability program based on administration guidance and goals	
FY 2021 Baseline	No agency-wide sustainability program
FY 2022 Actual	USAGM engaged a firm to conduct an agency-wide sustainability assessment
FY 2023 Target	USAGM's employed firm will carry out its sustainability assessment
FY 2023 Actual	USAGM's employed firm completed assessments of 2 transmitting stations by end of FY 2023
FY 2024 Target	USAGM's employed firm to finalize transmission network sustainability assessment
FY 2025 Target	Begin implementation of sustainability program, based on FY 2024 assessment

Reduce real estate footprint at Cohen Building headquarters and USAGM's other federal properties ¹	
FY 2021 Baseline	780,500 square feet
FY 2022 Actual	764,000 square feet
FY 2023 Target	694,000 square feet
FY 2023 Actual	731,000 square feet
FY 2024 Target	669,000 square feet
FY 2025 Target	USAGM hopes to begin moving into a new building in FY 2025, further reducing space.

¹ Updated to include OCB footprint into FY 2021 baseline and subsequent performance years. Metric not tracked FY 2019-2020.

Move agency headquarters from Wilbur J. Cohen building to another location by 2028

FY 2021 Baseline	Commercial realtor engaged; space estimates drawn up
FY 2022 Actual	Space estimates refined, but continue to evolve, pending space utilization and other factors
FY 2023 Target	Target TBD
FY 2023 Actual	USAGM issued a public Request for Lease Proposals
FY 2024 Target	Sign lease and begin design work for new facility.
FY 2025 Target	Begin buildout of new facility

Agility Objective 2:

Enhance transparency, communication, and strategic cooperation across USAGM networks and offices

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

The themes covered in original reporting from these locations - highlighting human rights, authoritarian repression, disinformation campaigns, etc. - resonate with audiences around the world. USAGM's networks strive to make this content available in English and vernacular languages to serve broader audiences. Specifically, the agency facilitates communication and coordination among broadcast networks and support offices, reinforcing their unique and respective mission-driven legislated roles in areas served by multiple broadcasters. The agency will also continue to collaborate with other U.S. government entities on areas of shared interest or concern.

USAGM and its networks will:

- **Improve internal communication and transparency of shared services operations;**
- **Ensure coordinated and complementary mission-driven operations and content in markets served by two USAGM media entities;**
- **Build and sustain internal content-sharing mechanisms, aligning internal editorial support and coordination, as needed;**
- **Develop content-sharing mechanisms to channel original reporting from the language services to the central newsrooms and across USAGM to fully leverage the agency's expansive global network of field-based reporters;**
- **Better leverage newsgathering, including stringer and correspondent networks or rotating correspondents, across USAGM to ensure editorial coordination and avoid redundancy;**
- **Align all support functions to USAGM's vision, strategic priorities, and goals; and**
- **Participate in inter-agency meetings, committees, and strategies in support of U.S. government priorities to ensure that USAGM capabilities, expertise, actions, and impact are fully and accurately shared with other government entities.**

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

AGILITY OBJECTIVE 2

Agility Performance Goal 2.1: Launch a comprehensive internal communications campaign to improve internal communications between leadership and staff

INCREASE STAFF CONSUMPTION OF AND ENGAGEMENT WITH A WIDE RANGE OF COMMUNICATIONS PRODUCTS

	FY 2021 Baseline	FY 2022 Actuals	FY 2023 Target	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Average weekly reach of emails ¹	170	NA	NA	NA	NA	NA
(New) Monthly newsletter reach ²	NA	NA	NA	NA	TBD	TBD
Average weekly digital visitors on Workplace ³	264	192	300	272	275	300
Average weekly digital visits on SharePoint ⁴	2,705	2,769	2,800	2,076	2,500	2,700
Digital engagement on Workplace ⁵	7,084	6,495	5,500	7,670	8,000	8,250
Average audience size for virtual events ⁶	131	45	50	192	NA	NA
(New) Number of virtual and hybrid OCEO agency events each year ^{7,8}	NA	NA	NA	8	12	15
(New) Total annual audience for OCEO virtual and hybrid events ^{7,8}	NA	NA	NA	274	300	325

1 Not tracked as of FY 2022 due to inability to consistently measure readership and questions about utility of the metric. Removing this indicator after FY 2023 PAR report to replace with measure of monthly newsletter reach.

2 Average reach of new agency wide CEO newsletters distributed 1-2 times per month, measured by opened emails and workplace views, metrics will be available starting in FY 2024.

3 Labeled as “visits” in reports prior to FY 2025 OMBJ, corrected here to “visitors.”

4 Federal entities only, slower growth expected with increased shift to Workplace.

- 5 Reporting changed in FY 2023 to “reactions and comments” only, had changed in FY 2022 to “reactions, comments, and connections” from “reactions, comments, and shares” in FY 2021.
- 6 Reduced number of agency-wide town halls in FY 2022 and focused on smaller, office-specific events. Removing this indicator after FY 2023 reporting to replace with “Number of virtual and hybrid agency events each year” and “Total annual audience for virtual/hybrid agency events.”
- 7 Includes agency-wide events with representation of Office of the CEO only
- 8 Includes both online and in-person audiences for “hybrid” events.

PERCENTAGE OF EMPLOYEES WHO AGREE THAT THEY KNOW HOW THEIR WORK RELATES TO THE AGENCY’S GOALS AND PRIORITIES (FROM FEVS)

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	FY 2025 Target
USAGM	60	85	83	87	86	86	86
Government-wide	72	85	84	NA	85		

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

AGILITY OBJECTIVE 2

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

Support content sharing initiatives led by USAGM's networks while protecting the editorial independence of each network	
FY 2021 Baseline¹	VOA-OCB collaboration on Latin America; RFE/RL-RFA coverage of China.
FY 2022 Actual	RFA, VOA, RFE/RL, MBN, and OCB collaboration coverage of Chinese malign influence
FY 2023 Target	Feasibility study for a master contract of English translation of high priority content
FY 2023 Actual	Feasibility study ongoing
FY 2024 Target	Successful deployment of high priority content translation and other activities determined based on policy priorities at the time
FY 2025 Target	TBD

1 This was reported for the first time in FY 2021. Actuals are not available for FY 2019-2020.

AGILITY OBJECTIVE 2

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

Develop and support agency-wide Media Asset Management system	
FY 2021 Baseline¹	Networks use Dalet or another MAM with varying degrees of satisfaction.
FY 2022 Actual	Stabilization of current MAM technology Infrastructure and socialization of MAM to networks. Initial deployment of MAM access will be via deployment of archive capability.
FY 2023 Target	Begin migration to new MAM or deployment of existing MAM to additional networks.
FY 2023 Actual	Expansion of MAM to Federal entities underway. VOA is being standardized on Dalet Galaxy, USAGM is the established system owner and O&M provider. OCB has indicated their desire to transition to the Dalet product suite. MBN, RFE/RL and RFA also standardizing on Dalet.
FY 2024 Target	Continue to deepen the adoption of the MAM tool across entities. Begin archive integration planning.
FY 2025 Target	Complete deployment of existing MAM to additional networks. Extend archive integration for MAM tool suite.

Develop and support agency-wide Content Management System	
FY 2021 Baseline	Networks use Pangea or another CMS with limited satisfaction; VOA's Voltron CMS being discontinued and rolled back.
FY 2022 Actual	Continue to work closely with agency leadership and networks to identify a new CMS that can be utilized across the agency.
FY 2023 Target	Complete market research on new agency CMS.
FY 2023 Actual	Initiated a general Proof of Concept for utilization of potential CMS solutions.
FY 2024 Target	Begin migration to new CMS.
FY 2025 Target	Complete new CMS deployment.

¹ This was reported for the first time in FY 2021. Actuals are not available for FY 2019-2020.

Agility Objective 3:

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

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

USAGM and its networks will:

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

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

AGILITY OBJECTIVE 3

Agility Performance Goal 3.1: Strengthen research program

	FY 2021 Baseline	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Number of full media surveys completed within the last two fiscal years ¹	7	10	25	25	29	29
Number of omnibus surveys completed within the last two fiscal years ²	55	66	46	42	50	50
Percentage of surveys (full or omnibus) used for performance indicators that were completed within the last two fiscal years ³	66%	79%	64%	69%	64%	64%

1 USAGM targets increased for full surveys and decreased for omnibus surveys in FY 2023 and FY 2024, reflecting positive changes in research budget and shift toward commissioning fewer, longer omnibus surveys and more full media surveys.

2 The FY 2023 estimate for omnibus surveys, slightly lower than the target, also reflects a pivoting of resources to secure longer omnibus surveys, in order to collect more data on other topics including overall trust in media, membership in diaspora communities, and interest in Russian and Mandarin-language news.

3 Forecasted increase in percentage of surveys completed within the last two fiscal years revised, and growing slower than total number of surveys completed in the last two years, due to multiple surveys commissioned within two-year period of the same media market, for those markets of particular strategic interest and/or dynamic circumstances.

A CLOSER LOOK:

USAGM Research in Action

USAGM’s Research team, within the Office of Policy and Research and in partnership with the networks’ research managers, executes an ambitious international audience research program, to gather information about foreign audience’s media use and attitudes in more than 90 countries. The results of surveys, focus groups, interviews, and monitoring panels inform its networks’ strategies and performance management each year. Highlights from key research conducted in FY 2023 include challenges and learnings from Cuba, Libya, Somalia and Myanmar.

CUBA

Interviewers in Cuba persevered through suspicion and security concerns to conduct the first USAGM survey in Cuba in over five years. A very small interviewer team was used to increase these individuals’ safety. The dedicated team traveled to interviews by foot and bicycle after the May 2023 fuel crisis stifled transportation availability. In four months the team conducted in-person interviews with over 900 Cubans to understand their media habits and perceptions of Cuba and the world. The



USAGM research measured dramatic changes in media use in Cuba including a large increase in internet usage.

results showed dramatic changes in the media landscape, including an explosion of independent media brands and a drastic increase in internet usage. Though previously a radio-driven news market -- the key medium of OCB’s earlier reach -- weekly radio use has dropped by half since 2017. Despite government pressure on internet news access, including restrictive new legislation, Martí’s almost four percent digital reach in Cuba has not dropped since 2017.

LIBYA

in February 2023, USAGM conducted its first national survey of Libya since 2018, conducting 3,093 face-to-face interviews in a country fragmented by years of conflict and instability. Despite the 2020 ceasefire in effect, Libyans confront threats of internal displacement, extrajudicial killings, forced disappearances, and human trafficking. USAGM’s research team adapted to this

challenging environment with rigorous training and oversight to ensure a randomly selected nationally representative sample. The fieldwork team established rapport and trust with respondents often suspicious of the survey's intent by clearly explaining the purpose of the research and assuring them of confidentiality and anonymity. The team used local interviewers who were familiar with the dialects and customs in different areas of the country, to build trust and improve communications. Data collection was postponed for 13 days in Benghazi and its surroundings for a local security campaign. Media restrictions in Libya make it one of the most important markets for MBN. According to the FY 2023 survey, Libyans get much of their information from non-Libyan sources, and more so than other Arab countries.

SOMALIA

USAGM's 2023 survey in Somalia revealed that VOA is a dominant source of news, with a weekly reach of 65 percent of Somali adults and 90 percent of users stating they trust the brand. MBN also has a measurable presence, with 5 percent of adults using Alhurra or Radio Sawa weekly. Somalia continues to be a market dominated by audio content and radio use. Almost all USAGM users use audio content, and 60 percent access content on a



VOA Somali program Qubanaha

radio set. But digital news use is growing rapidly, with 85 percent of the adult population using digital content weekly. Until recently, face-to-face surveying in Somalia was impossible due to the physical presence of Al-Shabab and the fear and suspicion of the repressive environment. USAGM's FY 2023 survey illustrated that after most of Somalia's recent liberation, measuring opinion, preferences, and media use among Somali adults is again possible.

BURMA/MYANMAR



RFA covered residents fleeing Salingyi township junta raids in July 2023.

RFA and VOA continue to reach sizeable audiences, despite the extreme media restrictions imposed in the country. Survey results showed almost 20 percent of adults use RFA weekly, and 18 percent use VOA. Conducting face-to-face research in a country with an active civil conflict is a delicate task, and extraordinary measures had to be taken to safely complete 3,020 interviews across the country. In order to gain access to a village to conduct field

work, interviewers first had to get permission from the village head. If conflict broke out in a village or town, the field team had to be ready to change plans and interview in another location at a moment's notice. In order to ensure reaching a representative sample of all the ethnicities and many languages of people in the country, survey teams conducted interviews in Burmese, Shan, Rakhine, Mon, and Karen.

AGILITY OBJECTIVE 3

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

	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Percentage of language services with a completed program review in the previous cycle ¹	95%	100%	98%	100%	100%

¹ This was reported for the first time in FY 2022. Actuals are not available for FY 2018-2021

AGILITY OBJECTIVE 3

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

Formally institute evidence best practices	
FY 2021 Baseline	Extensive consultation on Strategic Plan; worked with networks to finalize new survey questionnaire.
FY 2022 Actual	Plan for stakeholder meeting on Learning Agenda and Evaluation Plan.
FY 2023 Target	Finalize Learning Agenda and Annual Evaluation Plan, including incorporation into LSR process.
FY 2023 Actual	Analytics and Research evidence from Legacy systems further incorporated into LSR process. Learning Agenda and Annual Evaluation Plan formalization pushed to FY 2024 to assess and leverage capabilities of new systems and personnel.
FY 2024 Target	Finalize Learning Agenda and Annual Evaluation Plan, including incorporation of new tools and comparative indicators into LSR process.
FY 2025 Target	TBD

Unify USAGM audience data assets to allow greater automation and analysis

FY 2021 Baseline	Requested TMF funding for enterprise Data Management System (DMS).
FY 2022 Actual	TMF did not fund OPR's proposal. OPR is using increased base funding to develop a re-scoped DMS.
FY 2023 Target	Use expanded OPR base budget to integrate all USAGM reporting assets into the DMS.
FY 2023 Actual	Unified 125 datasets, with uniform variables labels, definitions, syntax, and prepared a survey database suitable for ingestion into the enterprise DMS.
FY 2024 Target	Apply improved DMS to numerous strategic business questions and offer direct access to the platform to USAGM, its networks, and inter-agency partners.
FY 2025 Target	TBD

Agility Objective 4:

Foster engagement, development, and equity in a diverse workforce

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

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

USAGM and its networks will:

- **Create and promote a workplace where the talents of all individuals are recognized and appreciated;**
- **Enhance recruitment, hiring, and personnel management policies that advance inclusion and diversity;**
- **Increase non-traditional accessions and expedite hiring;**
- **Explore creative and adaptive workforce retention policies for mission-critical skills;**
- **Improve workforce career development to ensure we are an employer of choice;**
- **Support the health and wellness of all employees and contractors and ensure a safe and secure work environment for all;**
- **Consistently communicate organizational goals, objectives, priorities, and performance expectations in a timely manner to staff at all levels in the agency;**
- **Develop cross-training and internal development standards and procedures, as applicable;**
- **Promote human capital planning and management as a top priority for senior executives, managers, and supervisors throughout the agency; and**
- **Improve the consistency and credibility of agency performance management processes.**

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

AGILITY OBJECTIVE 4

Agility Performance Goal 4.1: Improve workforce engagement.

EMPLOYEE ENGAGEMENT INDEX IN FEVS

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	FY 2025 Target
USAGM	62	60	70	69	71	70	72	73
Government-wide	68	72	71	71	NA	72		

Note: USAGM OHR has established the employee engagement council called "Employee Pulse" and is in the process of establishing a Leadership Engagement Advisory Council to further enhance its workforce engagement efforts.

AGILITY OBJECTIVE 4

Agility Performance Goal 4.2: Improve employee training and development.

PERCENTAGE OF EMPLOYEES WHO BELIEVE THAT THEIR WORK UNIT HAS THE JOB-RELEVANT KNOWLEDGE AND SKILLS NECESSARY TO ACCOMPLISH ORGANIZATIONAL GOALS (FROM FEVS)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	FY 2025 Target
USAGM	71	72	77	76	80	77	78	78
Government-wide	81	82	80	79	NA	80		

Notes: (1) The agency has initiated an "on-demand" training channel on its internal SharePoint page to provide employees access to job-relevant content that will provide them with the skills necessary to accomplish organizational goals. In FY 2023 USAGM is also launching promotions to increase awareness of the channel; (2) Additional job-specific courses are being developed to further improve employee knowledge, skills and abilities to meet organizational goals. This includes a comprehensive training for New Leaders in the journalism field for VOA; (3) The Office of Workforce and Development is working with employees to develop IDPs (Individual Development Plans) that will be tracked through the AgLearn application.

MANDATORY TRAINING

Improve compliance with mandatory training requirements	
FY 2021 Baseline¹	Mandatory training compliance and enforcement handled by individual offices.
FY 2022 Actual	Central tracking and reporting system for mandatory training established.
FY 2023 Target	Begin reporting percentage of workforce that has completed mandatory trainings in these areas.
FY 2023 Actual	Established process and dashboard to track journalistic mandatory training across all agency entities. OWSD, with LER, informs employees of repercussion risks for non-compliance.
FY 2024 Target	Improve mandatory training compliance percentages.
FY 2025 Target	Escalate issues surrounding non-compliance with mandatory training through HR administrative process. Add tools through HR training system to allow supervisors to more effectively track and monitor employee's completion of mandatory training.

¹ This was reported for the first time in FY 2022. Actuals are not available for FY 2019-2020

AGILITY OBJECTIVE 4

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

	FY 2021 Baseline ¹	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Minorities (either Hispanic or non-White)	40	37	40	44	42	42
Women	40	40	40	39	41	41

¹ This was reported for the first time in FY 2022. Actuals are not available for FY 2019-2020

Note: USAGM is continuing to expand its recruitment efforts to target senior level outreach events with a specific focus on minorities and women. The agency has participated in numerous recruitment events targeted in underserved communities with the intention to increase awareness and employment opportunities at USAGM. OHR in support of the DEIA program is currently working on recruitment initiatives including: veterans, Schedule A efforts, paid internships, special recruitment events, and initiatives at HBCUs.

AGILITY OBJECTIVE 4

Agility Performance Goal 4.4: Institute strategic human capital planning

Institute agency-wide strategic human capital planning	
FY 2021 Baseline ¹	Personnel resource requests considered on ad hoc basis
FY 2022 Actual	Office-level human capital plans created based on strategic plan.
FY 2023 Target	Integrate personnel resource requests with office-level human capital plans
FY 2023 Actual	Secured OPM assistance in integrating agency human capital and workforce planning processes with USAGM Strategic Plan.
FY 2024 Target	Identify areas of investment in human capital that tie to strategic plan.
FY 2025 Target	TBD

¹ This was reported for the first time in FY 2022. Actuals are not available for FY 2019-2020

AGILITY OBJECTIVE 4

Agility Performance Goal 4.5: Improve personnel evaluation processes

	FY 2021 Baseline ¹	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Percentage of federal employees with personnel evaluations completed on time	98	99	99	98	99	99

¹ This was reported for the first time in FY 2022. Actuals are not available for FY 2019-2020

Notes:

- In the 2021-2022 reporting period, the USAGM enforced accountability measures for supervisors who failed to establish or complete employee plans within the designated timelines. This had a direct impact on their performance ratings, particularly concerning the mandatory element of "Standard Supervisory." The agency remains committed to maintaining accountability for supervisors throughout the 2022-2023 reporting year and beyond.
- The agency's performance management oversaw the entire performance plan lifecycle. The proactively facilitated this process by generating and providing weekly and ad-hoc reports, sending out timely email reminders, offering personalized one-one-one support, conducting group workshops, and actively seeking support from senior management.
- The agency maintains ongoing commitment to enhance its performance management system continually. Notably, recent improvements include the incorporation of foreign service plans into the system. Looking ahead, the agency plans to further enhance the system by integrating senior foreign service and senior executive plans within the upcoming year. These proactive measures reflect the agency's dedication to optimizing its performance management practices to ensure evaluations are completed on time.

A CLOSER LOOK:

Training Opportunities for USAGM Networks' Journalists

In FY2023, USAGM significantly increased training outreach and access tools for journalists and staff. Positive impacts from these changes were reflected in the agency FEVS scores. USAGM implemented a standardized metric tool and dashboards to support, promote, and track ongoing journalism skills development and ethics compliance across all federal and grantee networks. Using these new approaches, USAGM positions its journalists and mission support staff to execute the agency mission efficiently and effectively with minimal challenges from outside stakeholders.

MANDATORY JOURNALISM TRAINING REPORTING PROGRAM

In FY 2023 USAGM's dedicated News Standards and Best Practice Editors working group developed a biennial journalism development program to provide all journalism staffers with comparable learning opportunities in balanced reporting, copyrights, editorial firewalls, agency-specific news standards/style guides, and ethics. In these interactive training sessions, staffers work with subject matter experts to learn industry-standard tools and techniques to improve or enhance performance. Also, staffers are encouraged to create communities of practices within their working groups to offer peer support and accountability around fundamental and emerging topics in journalism.

INITIATING EFFORTS TO ESTABLISH USAGM ACADEMY

USAGM is initiating efforts to establish the USAGM Learning Academy to provide journalists across all its federal and non-federal entities with comprehensive training addressing emerging issues, topics, and products available within the field to promote free speech through balanced and accurate journalism.

CURATED COURSE CATALOG & MANDATORY TRAINING DASHBOARD

In FY 2023 USAGM published a curated catalog of courses most relevant to journalists and staff. This provides easier access to review and register for course offerings related to positional duties while providing opportunities to learn new skills. USAGM also created a visual dashboard to track training compliance for journalists and staff across its networks. This dashboard is accessible to senior leadership to generate analysis for strategy development, and is critical in ensuring training compliance.

AGILITY OBJECTIVE 4

Agility Performance Goal 4.6 (previous): Improve performance culture of agency

(Previous) INDEX OF PERFORMANCE CULTURE QUESTIONS ON FEVS

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	FY 2025 Target
USAGM	51	63	68	70	70	NA	NA	NA
Government-wide	57	70	68	71				

Notes:

· FEVs no longer uses performance culture indicator. The agency will replace this metric with OPM's new "Performance Confidence Index" as explained below

· In FY 2021 this measure was a composite of ten question responses, but in FY 2022 FEVS data changed the question "In my work unit, steps are taken to deal with a poor performer who cannot or will not improve" to break out how poor performers are addressed. As a result, that element was dropped from the index as used by the agency. The FY 2022 Actuals reflected the remaining nine aspects of performance culture.

INDICATOR:

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

AGILITY OBJECTIVE 4

Agility Performance Goal 4.6 (new): Improve performance culture of agency

(New) INDEX OF PERFORMANCE CONFIDENCE QUESTIONS ON FEVS

	FY 2020 Baseline ¹	FY 2021 Actual	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	FY 2025 Target
USAGM	86	81	81	82	82	83	83
Government-wide	87	84	84	NA	84		

¹ This is reported here for the first time in FY 2023. Actuals are not available for FY 2019

Notes:

- As the FEVs no longer uses performance culture indicator, the agency will replace that metric with OPM's new "Performance Confidence Index." This is a composite metric of five elements assessing employees' perception of their work unit's ability to achieve its goals and produce work at a high level and, ultimately, provides insights into agency performance.
- Throughout the reporting period, the agency organized and conducted training sessions and workshops focused on performance management for both agency employees and supervisors.
- The agency continues to utilize a pool review process for reviewing final ratings. The pool committee plays a part in thoroughly assessing performance plans to ensure that the assigned ratings are justified and fair.

INDICATOR:

The Performance Confidence Index compiles positive response rates to five performance-related questions on the annual Federal Employee Viewpoint Survey (FEVS). This measure assesses the extent to which employees believe their organization has an outstanding competitive future, based on innovative, high-quality products and services that are highly regarded by the marketplace. The Performance Confidence Index is an average of the responses for the following items: Employees in my work unit meet the needs of our customers; Employees in my work unit contribute positively to my agency's performance; Employees in my work unit produce high-quality work; Employees in my work unit adapt to changing priorities; Employees in my work unit achieve our goals.

Appendix: Data Verification and Validation

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

Several impact indicators (including Program Credibility, Understanding of Current Events, Uniqueness, Understanding of American Society, Understanding of United States Foreign Policy, Understanding of Current Events in the Target Country, and Sharing of Programming) are based on a subset of surveyed markets. This is due either to weekly audience being too small for analysis ($n < 50$) or to the question not being asked due to survey space limitations (only true in cases where USAGM buys space on third party surveys or, in rarer instances, where country conditions limit data collection to shorter interviews over the phone).

USAGM also maintains an advanced digital analytics infrastructure, monitoring traffic to each network's social media, mobile apps, websites, digital audio programming and other digital platforms using industry standard tools and methodologies. USAGM collects this data in a state-of-the-art Data Management System (DMS). The DMS structures and makes metrics available to networks, USAGM stakeholders, and Congress in the form of reports, dashboards and data exports. USAGM analysts use this resource for quantitative analysis of network services and platforms utilizing advanced data science methods and artificial intelligence tools.

VERIFICATION AND VALIDATION OF DATA

USAGM and its research vendors follow standards set by the Conference of International Broadcasting Audience Researchers, ESOMAR, and other international organizations that lead the market research industry in ethical, professional research practice.

Once data has been collected, all research vendors must send their data to a third-party vendor hired by the agency for the sole purpose of performing data quality assurance protocols. After a

thorough review, and — if necessary — several rounds of critical feedback with vendors, USAGM determines whether data warrants new fieldwork or is acceptable.

Every survey commissioned by USAGM requires research vendors to produce a technical report, detailing the sampling plan, population weights, problems encountered in the field, and resolution methods. This information about data collection conditions is a critical component of ensuring the design effects are included in computations.

Before research projects can conclude, the USAGM research team — some combination of USAGM research staff and analysts, network research directors, and project managers — agree on the validity of reach figures and impact metrics.

Digital information collected into the DMS is subject to both regular human review and automated daily quality control checks for data fidelity. USAGM consults with each of its networks' digital analytics professionals on new enterprise digital analytics tool acquisitions and digital collections implementation projects, to maintain the highest standards of data integrity possible.



330 Independence Ave SW | Washington, DC 20237
202.203.4400 | usagm.gov | [@USAGMgov](https://twitter.com/USAGMgov)