



UNITED STATES
ADVISORY COMMISSION
ON PUBLIC DIPLOMACY

2018

COMPREHENSIVE

ANNUAL REPORT

ON PUBLIC DIPLOMACY

& INTERNATIONAL

BROADCASTING

FOCUS ON FY 2017 BUDGET DATA

TRANSMITTAL LETTER

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

The United States Advisory Commission on Public Diplomacy (ACPD), authorized pursuant to Public Law 112-239 [Sec.] 1280(a)-(c), hereby submits the 2018 Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities.

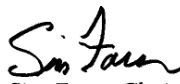
The ACPD is a bipartisan panel created by Congress in 1948 to formulate and recommend policies and programs to carry out the Public Diplomacy (PD) functions vested in U.S. government entities and to appraise the effectiveness of those activities across the globe. The ACPD was reauthorized in December 2016 to complete the Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities, as well as to produce other reports that support more effective efforts to understand, inform, and influence foreign audiences. This document details all reported major PD and international broadcasting activities conducted by the State Department and the U.S. Agency for Global Media (USAGM, also referred to in this report by its former name, the Broadcasting Board of Governors or the BBG). It is based on data collected from all State Department PD bureaus and offices, the Public Affairs Sections of U.S. missions worldwide, and from all USAGM entities.

The 2018 report was researched, verified, and written by ACPD members and staff with continuous input and collaboration from State Department Public Diplomacy and USAGM officials. The information focuses on fiscal year (FY) 2017 actual funds spent and provides a complete accounting of Public Diplomacy and broadcasting activity at the time. Wherever possible, the report also examines FY 2018 planned spending, strategy, and activities, in addition to FY 2019 budget requests. The report reinforces the ACPD's work over the last four years on research and evaluation for Public Diplomacy and broadcasting, the organizational structure of Public Diplomacy at the Department of State, and the career trajectories and professional development of PD professionals. It also previews an upcoming 2019 special report to be issued by the ACPD on Public Diplomacy efforts to counter state-sponsored disinformation.


It is important to note that the State Department transitioned during the reporting period from Secretary of State Rex Tillerson to Secretary of State Mike Pompeo and the position of Under Secretary for Public Diplomacy and Public Affairs was vacant as of printing. For a portion of the year, the State Department was also undergoing an institutional redesign/impact initiative. Despite these transitions and adjustments, PD priorities, organizational structures, and programming were maintained and executed.

We are dedicated to producing a quality, highly vetted document of record each year with our limited annual budget of roughly \$434,000 for operation and salary costs for 2.5 fulltime employees. We also welcome the opportunity each year to get a closer view of the many informational, educational, and cultural activities the U.S. government supports worldwide. We greatly admire the commitment and the talent of America's Public Diplomacy practitioners and international broadcasters and are encouraged by our interactions with leadership and staff at both agencies. We hope that by making a number of thoughtful, data-driven recommendations, and by promoting transparency in budgets and spending, we can strengthen Public Diplomacy's essential role in achieving U.S. foreign policy goals and bolstering America's national security and prosperity.


Respectfully submitted,



Sim Farar, Chair
(California)



William J. Hybl, Vice Chair
(Colorado)



Anne Wedner
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UNITED STATES ADVISORY COMMISSION ON PUBLIC DIPLOMACY

2018 Comprehensive Annual Report on Public Diplomacy and International Broadcasting

Focus on Fiscal Year 2017 Budget Data

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

INTRODUCTION FROM THE CHAIRMAN AND VICE-CHAIRMAN

Since 1948, the U.S. Advisory Commission on Public Diplomacy has represented the public interest by overseeing the United States government's international information, media, cultural, and educational exchange programs. The Commission is a bipartisan and independent body created by Congress to recommend policies and programs in support of U.S. government efforts to inform and influence foreign publics. It is mandated by law to assess the work of the State Department and to report its findings and recommendations to the President, the Congress, the Secretary of State, and the American people.

Commission members are appointed by the President with advice and consent of the Senate. All commissioners are private citizens who represent a cross-section of professional backgrounds. They volunteer their time and share the conviction that public diplomacy is indispensable to the achievement of U.S. national security objectives.

For nearly 70 years, Commissioners have applied insight and critical judgment to the activities of government agencies and private sector organizations engaged in public diplomacy. ACPD Commissioners have contributed to building public diplomacy institutions in the years after World War II, the evolution of America's public diplomacy throughout the Cold War, the integration of public diplomacy into the State Department's mission and organizational culture, and recently, charting a course toward a more integrated, synchronous, and strategically-oriented public diplomacy apparatus. Throughout, Congress has recognized that the Commission's effectiveness as an advisory body depends on its independence, continuity, genuine bipartisanship, and broad professional composition.

We believe the Commission's role today is more crucial than ever. The importance of international communications efforts continues to grow, as does the complexity of media landscapes and the sophistication of foreign audiences. The public component of America's diplomacy—that is, explaining U.S. policies, communicating ideas, sharing our diverse and historic national experiences, and engaging foreign communities through collaboration and exchange—is increasingly central to the effectiveness its foreign policies. The Commission plays a pivotal role in improving the effectiveness, coordination, innovation, and efficiencies across the Public Diplomacy family.

We offer the findings and recommendations in this report in the hope that Congress and those charged with the conduct of Public Diplomacy will benefit from them. As private citizens, we believe oversight and evaluation contribute to sound Public Diplomacy and an enhanced appreciation by the American people of its necessity and importance.

Sincerely yours,



Sim Farar, Chair
(California)



William J. Hybl, Vice Chair
(Colorado)

ACKNOWLEDGMENTS

The U.S. Advisory Commission on Public Diplomacy (ACPD) is grateful to State Department and U.S. Agency for Global Media (USAGM) leadership who helped us with the collection of strategy documents, budget data, and program descriptions. We are thankful to the State Department's Office of the Under Secretary for Public Diplomacy and Public Affairs for its support of the ACPD. We must acknowledge the assistance received from the leadership of the Office of Policy, Planning, and Resources, who helped us access vital information. This leadership includes, but is not limited to, Brian Heath, Amy Grier, Carol Keith, Andrew Loomis, Emilie Bruchon, Anita Ghildyal, Paul Kruchoski, and Reki Benton. Without the direction and skill of Andrew Loomis in particular, who dedicated countless hours to the report's production, this publication would not have been possible. Many thanks also to the Bureau of Educational and Cultural Affairs' leadership team, including Assistant Secretary Marie Royce, Ambassador Jennifer Galt, Alyson Grunder, Rick Ruth, Stephen Guice, and Edward Kemp. The Bureau of International Information Programs (IIP), under the leadership of Senior Bureau Official Nicole Chulick, continued its support of the ACPD, with special thanks to Alexis Sullivan, Virginia Blakeman, Marina Mansour, and the Bureau's staff assistants. We thank Assistant Secretary Michelle Giuda, Susan Stevenson, Jennifer Schaming, and the team at the Bureau of Public Affairs. We are also grateful to Acting Coordinator Daniel Kimmage, Jonathan Henick, and Adele Ruppe at the Global Engagement Center for collaborating with us on research and reporting. Thank you to Bruce Wharton, Shawn Powers, Jonathan Henick, Will Stevens, and Elizabeth Fitzsimmons for their thought-provoking contributions to the ACPD report. University of Southern California Fellow Robert Dunbar and IIP's Oliver Mertz, in particular, went above and beyond, providing assistance to finalize this report's layout and design on a tight deadline. Oliver's expertise and determination were indispensable to the completion of this report.

We also appreciate the help received from the many Deputy Assistant Secretaries, Public Diplomacy (PD) Office Directors, and their staffs in the State Department's six regional bureaus (African Affairs, East Asian and Pacific Affairs, European and Eurasian Affairs, Near Eastern Affairs, South and Central Asian Affairs, and Western Hemisphere Affairs) and the Bureau of International Organization Affairs, who reviewed foreign policy and Public Diplomacy strategies with us while also verifying the report's data. This includes, but is not limited to, Susan Bell, Jeffrey Galvin, Molly Sanchez Crowe, Jane Carpenter-Rock, Benjamin East, Hilary Renner, David Queen, Jenyleen Fernandez, Najlaa Abdus-Samad, Lisa Heller, Marissa Maurer, Ingrid Larson, Pen Agnew, Pedro Martin, Ali Lejlic, Robert Palladino, Sheila Casey, Angela Cervetti, Traci Mell, Ashley Klingman-Jackson, Ellen Delage, Mark Schlachter, Gerald Holland, Megan Tetich, and Stefanie Altman-Winans. Additionally and importantly, we thank the functional bureaus' PD offices for their thoughtful updates in support of this year's report. We are also grateful to Reta Champion, Ivel Felder, and Ashley Williams for their consistent administrative support in completing this report and supporting ACPD operations.

At the USAGM, we greatly appreciate the time CEO John Lansing, Shawn Powers, and Kathryn Neeper gave to compiling the data on the agency's services. At Radio Free Asia, thank you to Libby Liu and her team; at Radio Free Europe/Radio Liberty, thank you to Thomas Kent and his colleagues; at Middle East Broadcasting Networks, thank you to Diana Turecek and Deirdre Klein; and at Voice of America, thank you to Amanda Bennett.

ACPD had a small team to support this report's completion, including Designated Federal Official Jeff Daigle, former ACPD Executive Director Shawn Powers, and ACPD Senior Advisor Jennifer Rahimi. Thank you to ACPD Virtual Foreign Service intern Grace Anderson for research support throughout the project. Elise Castelli provided a careful eye in copy-editing the report. Ryan Walsh, IIP's Senior Advisor for digital products, who is on detail to the ACPD, provided the teaser for the upcoming 2019 special report on countering state-sponsored disinformation he is authoring. We are ever grateful to the ACPD's program support assistant, Michelle Bowen, who helps to keep our office running smoothly.

We are also grateful for the guidance we received in researching this report from the professional staff members at the Committee on Foreign Relations at the U.S. Senate and the Committee on Foreign Affairs at the U.S. House of Representatives, including Brooke Eisele, Grant Mullins, Jason Wheelock, Alex Carnes, Brian Gibel, Kristen Gilley, Janice Kaguyutan, Sarah Arkin, and Lynne Weil.

The ACPD visited three countries this past year to collect information and see Public Diplomacy programs up close. Thank you very much to the Public Affairs Sections, Front Offices, and Locally Employed Staff for meeting with us and making these visits so substantive, in particular to Ambassador Dogu, Lisa Swenarski, and Nicole Finnemann at the U.S. Mission to Nicaragua; to Silvio Gonzalez and Sara Mathews at the U.S. Mission to Argentina; and to Abigail Dressel and Michelle Riebeling at the U.S. Mission to Colombia. The ACPD realizes the significant time and energy that goes into these official visits, and we are grateful for your support in helping us understand how Washington-directed foreign policy is advanced by Public Diplomacy activities in the field.

Methodology

The 2018 Comprehensive Annual Report on Public Diplomacy and International Broadcasting was compiled with the support of the U.S. Department of State's Public Diplomacy (PD) and Broadcasting U.S. Agency for Global Media (US-AGM) leaders who opened their databases for the ACPD to compile and sort through copious amounts of budget data and program descriptions from Washington and the field.

The Office of Policy, Planning, and Resources (R/PPR) helped us with understanding the big picture of Public Diplomacy at the State Department and gave the ACPD access to the PD-RAM database, which allows for the country-by-country breakdown of cost, program themes, and program activities. PD leadership of the regional and functional bureaus also gave the ACPD access to bureau/regional foreign policy and Public Diplomacy plans from fiscal year 2017 and, when available, fiscal year 2018.

For the Educational and Cultural Affairs Bureau (ECA), the information was taken from open source program descriptions and Educational and Cultural Exchanges (ECE) budget information that could be itemized by cost per program.

For the International Information Programs Bureau (IIP), open-source information was also used, in addition to interviews, cables, and budget data pertaining to fiscal year 2017 and fiscal year 2018 programs. For the Public Affairs Bureau (PA), the ACPD focused on activities that directly or indirectly engaged with foreign audiences. PA leadership provided budget information and interviews were conducted to understand the division of labor in the Bureau. For the Global Engagement Center (GEC), unclassified material on programs and budget information was provided, and we also conducted interviews with various leaders within the unit.

At the USAGM, interviews were conducted with the various entities—Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Middle East Broadcasting Networks (MBN), and the Office of Cuba Broadcasting (OCB)—and leadership gave the ACPD access to program and budget information available through USAGM databases.

The ACPD traveled to Nicaragua, Argentina, and Colombia to conduct interviews with embassy officials and Public Diplomacy program participants. These countries were selected because of the strategic influence each has in their region, as well as the opportunity they provided to compare and contrast missions of varying size and scope.

HOW TO READ THIS REPORT

The majority of this report is meant to be a reference guide and a point of inquiry for questions on Public Diplomacy (PD) and international broadcasting activities worldwide. It focuses on the most recent actual budget data available, which is from fiscal year 2017. Wherever possible, we also provide fiscal year 2018 estimates and fiscal year 2019 requested budget data. The bulk of the analysis can be found in the report's Executive Summary and Recommendations.

When reviewing the numerical data, it is essential to not read it in a vacuum. Context varies by program and by country. The ranking of cost per mission, for instance, must consider the cost of operating in the country and not just how much money is distributed to programs. In the regional sections—Africa, Europe, East Asia and the Pacific, Near East Asia, South and Central Asia, and the Western Hemisphere—some analysis is given on the foreign policy challenges and Public Diplomacy objectives. The country-by-country data is also self reported from worldwide Public Affairs Sections via a Mission Activity Tracker tool. In the section on the Educational and Cultural Affairs Bureau (ECA), the cost-per-participant information may or may not include travel or tuition and travel costs can vary depending on the country one is traveling to and from (See: Methodology). Lastly, at the U.S. Agency for Global Media (previously the Broadcasting Board of Governors), program delivery costs can be very high due to non-permissive environments they are reporting from.

Supplemental funding has been added into the “Total Reported” budget figures for U.S. Missions abroad to provide readers with a sense of the scale of additional funding received by posts from non-PD budgets. Supplemental funding includes:

- **AEECA:** Assistance for Europe, Eurasia, & Central Asia.
- **D&CP .7 Carryover:** Prior year funding held over and spent in following fiscal years.
- **Economic Support Funds:** Aid designated to promote economic or political stability in areas where the United States has special strategic interests.
- **Overseas Contingency Operations:** Funds activities in conflict areas related to extraordinary and temporary national security needs. Primarily used in Afghanistan, Pakistan, and Iraq to fund both military and civilian costs.
- **Representation funds:** D&CP allocated to offices to facilitate official receptions and representational activities for foreign contacts.
- **Middle East Partnership Initiative (MEPI):** Supports organizations and individuals in their efforts to promote political, economic, and social reform in the Middle East and North Africa.
- **President's Emergency Plan for AIDS Relief (PEPFAR):** Initiative to help save the lives of those suffering from HIV/AIDS around the world. Frequently used to fund public information campaigns.
- **IIP Other:** International Information Programs Bureau funding to posts for American Spaces and customer relationship management systems.
- **PA Other:** Public Affairs Bureau funding to support Media Hub activities, TV coops, and other international messaging activities.
- **Recycling:** Funds collected at posts from programs charging a fee have to be returned to the Department for accounting before being returned to post.

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PUBLIC DIPLOMACY EFFORTS TO COUNTER STATE-SPONSORED DISINFORMATION: A DIAGNOSTIC

Preview of the 2019 Special Report

By Ryan E. Walsh

U.S. government Public Diplomacy (PD) efforts are significantly challenged by an increasingly sophisticated array of technology-enabled, information-based threats. The U.S. Advisory Commission on Public Diplomacy's (ACPD) May 2017 special report "Can Public Diplomacy Survive the Internet?" examined the nature of these threats and the implications for the future of Public Diplomacy. One danger featured in the report—state-sponsored disinformation—is of particular concern, and the State Department and wider PD community, including the U.S. Agency for Global Media (formerly the Broadcasting Board of Governors), have ramped up efforts to counter this growing threat.

Given the urgent attention and increased resources currently directed toward countering state-sponsored disinformation, the ACPD is undertaking a comprehensive analysis of the PD tools and programs that the U.S. government is applying to this challenge. The report, planned for release in the spring of 2019, will aim to highlight the breadth of PD efforts addressing the threat and offer recommendations for improving the efficacy of these programs and better coordinating the multiple streams of effort across the State Department and other U.S. government agencies.

As the first step in drafting this report, the ACPD is surveying key Washington- and field-based PD practitioners on their efforts and reviewing a wide range of documentation, including reporting cables, information and action memos, and post-managed reporting of PD engagements. Additionally the ACPD is seeking input from subject-matter experts from academia, think tanks, non-governmental organizations, and the private sector.

It is clear that there already is a considerable amount of interagency activity focused on countering state-sponsored disinformation, which draws upon deep expertise and seeks common objectives. The ACPD's early research, however, also points to a lack of coordination among the various stakeholders. For instance, a 2018 exercise identified over a dozen State Department bureaus and offices with equities in responding to computational propaganda, a powerful weapon for spreading disinformation, but most of the units were unaware of the extent of the efforts outside their own chains of command. Furthermore, the multi-faceted nature of disinformation predisposes bureaus to work in an independent, ad hoc manner on the particular issues within their area of regional or subject-matter expertise, resulting in poorly synchronized action. For the most part, individual bureaus, offices, and posts are also not adequately resourced with the proper expertise, tools, or staff to combat disinformation effectively in a constantly evolving environment or adapt sufficiently from one case to the next.

Further impeding efforts to counter state-sponsored disinformation is a tendency for information to flow vertically within an office, bureau, or agency but not horizontally, hampering cross-functional, cross-bureau, and interagency collaboration. There appear to be few incentives for stakeholders to communicate their findings, challenges, and results outside of their direct reporting structure. The resulting silos contribute to the expansive, but disjointed, effort that exists, with office-, bureau-, and agency-level perspectives driving decision-making at a micro level rather than the approach benefiting from a unifying macro framework.

Despite these challenges there have been several important advancements in recent PD efforts to counter state-sponsored disinformation:

- *The Global Engagement Center (GEC)—which is mandated by Congress to “direct, lead, synchronize, integrate, and coordinate” the U.S. government’s efforts to “recognize, understand, expose, and counter” state-sponsored propaganda and disinformation—received a substantial increase in funding for this mission in Fiscal Year 2018, including a \$20 million investment from the Department of Defense. In the later part of 2018, the GEC significantly expanded its number of field-based projects to counter disinformation and invested heavily in the development of technology solutions and analytic capacity to leverage the latest tools and software.*

- *The State Department's Bureau of European and Eurasian Affairs directed each post in its region to develop a custom plan for countering disinformation, which resulted in new post-sponsored initiatives to raise awareness of the threat among priority audiences such as journalists and young people targeted by online disinformation campaigns.*
- *Throughout the State Department, an increasing number of offices and bureaus are using analytics to monitor disinformation on social media and counter it with data-driven strategies.*
- *The U.S. Agency for Global Media launched the Russian-language television and digital network Current Time in 2017. This joint collaboration between Voice of America (VOA) and Radio Free Europe/Free Liberty (RFE/RL) has accumulated one million followers across all social media platforms, with a 37 percent increase in overall views of digital videos projected for 2018. Additionally VOA and RFE/RL launched English and Russian-language fact-checking websites—Polygraph (2016) and Factograph (2017), respectively—to identify false or misleading information, with Factograph's homepage receiving over 600,000 page views in its first 10 months.*

The ACPD will include in its special 2019 report a more detailed formal accounting of PD efforts to counter state-sponsored disinformation, along with a proposed framework for tracking and analyzing these programs, to help strengthen efforts to identify successes, areas for improvement, the appropriate allocation of resources, and additional areas for research. The ACPD's goal with the forthcoming report is to develop a more complete understanding of the scope and scale of PD efforts to counter this global threat and enhance planning, coordination, and effectiveness in this area.

Prominent 2017-2018 Speeches on Public Diplomacy

THINKING OUTSIDE THE BOX

Elizabeth Fitzsimmons

The Future of Public Diplomacy Training

U.S. Advisory Commission on Public Diplomacy quarterly public meeting

December 8, 2017

A wise man once said that “Diplomacy is the art of letting someone have your way.” And I would add to that Public Diplomacy is the art of letting someone have your way and think it is theirs.

We call ourselves PD practitioners, and like medicine, Public Diplomacy is both an art and a science. It requires years of training to be truly effective, has a unique vocabulary, and as we learn more about the science of communication and behavior change, we need to adjust our practice to make the most of new realities.

There are four areas I’d like to consider, each of which is essential to the effective practice of Public Diplomacy, and each of which is an area in which we can sharpen our training rubric. They are reporting, relationships, resources, and regional approaches.

Reporting

This is perhaps a controversial view, but I believe Public Diplomacy can’t and shouldn’t stand alone. PD programs and policy goals are (and must be!) inextricably linked. PD is a series of tools which skillfully and strategically deployed will move the needle to achieve broader policy outcomes. We can no longer merely be the section of the Embassy that throws a great concert, or the staff that arranges a press conference. Of course we can and should do those things, but only when they are relevant to getting our policy messages to the audiences we need to influence.

We must train ourselves to instinctively integrate PD with policy making. Embedding PD desk officers on regional policy desks at the State Department was a good start. It is time now to think about how training can be linked as well. One place to begin would be integrating first time section chief training so that new Political/Economic/Management/Consular/Public Diplomacy chiefs are trained together. Not only would that help them understand each other’s individual roles, and to see themselves as a network, it would also help them become a team in using their individual tools and strengths to achieve the Mission’s policy goals. For example – in many overseas environments Consular sections are a chance to reach a huge audience in a target demographic with messages on key policy goals (anti-trafficking or anti-corruption for instance) in an efficient and cost effective way. But are Consular chiefs and Public Affairs Officers working together to leverage their combined resources toward these goals? Are Political and Economic sections reaching out to PAOs to suggest questions for public opinion surveys? Are PAOs talking to management sections about contracting efficiencies? We talk about a Country Team, and that should start with training.

PD officers must develop a strategic plan which integrates PD programming with Integrated Country Strategy goals. PD should not happen in a vacuum. Reporting cables are the currency of the State Department and the interagency and PD sections must have a strategic reporting plan of their own and be contributing to the reporting of other Embassy sections and agencies. This should be a basic expectation of all PD sections, no exceptions. If you aren’t reporting it to DC in terms that clearly state how the PD program directly contributes to policy outcomes, you aren’t effective. Harsh perhaps, but true.

Write your own cables and contribute to those of others – State sections for sure and interagency reporting as much as you can. Ask to clear EVERYTHING that is being written at your Embassy and add value. If you are doing PD right, you should have something to add to almost every cable that leaves your Embassy. (And if you don’t stop and re-evaluate where you are spending your time and your PD budget.) We should share this expectation from the first days of training across the Department so that PD officers are writing as a matter of routine and other sections are expecting PD input to their products and offering their comments to PD cables.

PD officers must also be trained to view the intelligence community as a partner and we should ask for training in identifying and responding to propaganda/disinformation/misinformation campaigns. This is our world now, we must operate effectively in it and that means understanding the messages and tools of our adversaries.

It is also critically important for PD officers to take their seat at the policy making table. The PAO and the Mission Spokesperson must always be at the table in Embassies and Consulates – not just at Country Team but every time the Ambassador, Chargé, or DCM meets in a small group on policy issues. Every effective Ambassador I have seen does this – if yours doesn't, ask for access on a trial basis and show your value. You should know what your Ambassador's top three policy goals are and have an elevator pitch for the PD resources you are bringing to the table and your strategy to get those goals across the finish line.

We also need to get better at using the whole embassy team as a PD asset. It is great when you have a media savvy Ambassador, but we need to train ourselves to look beyond putting our Chief of Mission out as our sole spokesperson. PD officers need to find and use those willing and able to be effective messengers for face-to-face PD programming.

And that means we should be training others to contribute to PD efforts.

A former Under Secretary said that every diplomat is a PD officer – I don't agree with that at all – PD is a specific skill and certainly can't be done as effectively by non-PD professionals. But I do think that every diplomat can support PD efforts. To that end, I would recommend that diplomats from the other areas of specialization should have course content in PD during their training so that they can better understand PD's role in policy planning and its benefits in relationship-building, and the importance of effective messaging to achieve policy outcomes.

That training should also include content to ensure everyone is explicitly clear on the fundamental limitations of social media as a tool of persuasion. It is critical that our colleagues understand that just because (for example) Twitter can be a meaningful outreach tool in Kenya does not mean it will be effective in Kyrgyzstan. This will help our Country Teams keep focused on strategic policy goals and let the goals drive the tools that our PD sections use, not vice versa.

Relationships

All of this means that we need to collaborate more effectively – the relationship piece. We have to train ourselves to stop wasting resources by duplicating efforts. If your military colleagues are already teaching English, you shouldn't spend State PD resources to do the same thing. If DOD doesn't have their student audience right, work with them to understand why they have that target audience and use data to show them why they are wrong, if you think they are. But don't metaphorically try to shout over each other by duplicating your efforts. That is an important lesson to keep in mind when you are scheduling events as well – you shouldn't be competing with yourself for the news cycle. Make sure you are conducting regular briefings by the PAO and Mission Spokesperson to the entire mission on what the Public Affairs Section is planning. Make sure you are including other agencies and coordinating your messaging events so you speak clearly and with one voice.

We should also take responsibility for internal Embassy communications. Content of such things as warden messages, security directives, and management notices are the prerogative of the relevant office, but how the Embassy community communicates with itself can be a big factor in morale and operational effectiveness, which leads to achievement of those big policy goals. PAS is the section with experts and training in communication, we should encourage our colleagues to use it more, and more effectively.

We also need to learn to leverage our resources more effectively.

I am using the term resources here in the broadest possible sense. Our money, our time, our staff and their time, as well as audience attention, literally eyeballs on the screen.

Video is king in the 24/7 news cycle. The days of merely putting out a press release are long gone. PD officers need to spend more time practicing how to answer difficult questions, invest more in hardcore press skills training, and share that learning with others at post who will speak on behalf of the USG. PD training already includes this experiential kinetic component. PD officers need even more of this, and throughout their careers not just at the beginning.

My next point is tough love for sure but necessary in our resource – constrained operating environment. You have to ask yourself the question – If the media won't cover it, why are you doing it?

Even if you pack the largest venue in the country, you are only reaching a fraction of the population. You have to get to people where they are with messages that resonate. The media is one of your keys to success. And you need relationships not just with reporters, but with editors, producers, and news directors. It is not enough to have lots of cameras at the event – the coverage needs to make it on air and the headline needs to be your strategic message. Write it yourself and use it when you talk to the reporter. That is what turns “Repairs to historic mosque” into “United States invests in Pakistan’s heritage.” Same story, same B roll, but huge difference in impact. And then you need to use that TV story on your social media platforms and your surrogates need to amplify it. Which brings me to...

One of the adages of former Under Secretary Rick Stengel. Curate, don't create. Not just content, but also lists of surrogates too. You need their networks, and to use them you need to know who they are. Evaluate your top policy goals and have a list of surrogates and influencers for each one. Use the networks of your Embassy colleagues as well when considering who your key advocates are. We are sometimes, even often, not the most effective messengers for our most important messages. Don't fear that, embrace it. Success isn't just what you plan and execute programmatically, it is the change you enable in the environment that leads to the achievement of US policy goals. It doesn't matter how many, for example, anti-corruption programs you plan, that is an output. The outcome is when you see legislative changes in the host country, or witness the first prosecution of a corrupt public official. Embrace whole of mission success and contribute to it by bringing PD resources and PD advocates to the table. PD training must emphasize this idea and do so using the broadest possible interpretation of what can be considered a PD resource.

We also have to learn to do more to harness the power of our local networks – whether that is Youth Councils, Alumni Network, US Speakers, Art in Embassies artists, Sports Envoys, Summer Work Travel participants, American Citizens who have been helped by Consular Affairs colleagues – the list could go on and on. We need them to speak out about what we do and impact we have in their lives. Get them onto your social media channels, connect them with local media in your host country, and train yourself to see everyone as a potential influencer for your key policy goals.

Diplomacy is ultimately about influence. And there is a science to influence. We should consider integrating this scientific approach more deeply into how we train to be PD professionals. Substantive training to become at least conversant in social psychology, network theory, and cognitive science, would help us better understand how and why people behave the way they do, and as a result will suggest to us how to foster cooperation, mitigate conflict, and communicate more effectively.

USAID does this really well – we should consider adding training modules on communications for behavior change programs as implemented by USAID. The science of communications as it relates to raising awareness, influencing attitudes and changing behavior is a potential gold mine for PD practitioners.

PD officers also critically need to better understand tools of measurement and evaluation. We need to be training ourselves to be asking up front – who is the audience and how best to reach them? For example when I was working in India, I realized that a lot of our key messages needed to be in Urdu to reach the target audiences, and we were tweeting only in English and Hindi. I was fortunate to have a totally supportive PAO and Ambassador who were willing to (in the face of compelling data about the utility of reaching this audience) let us invest in the technology to work in Urdu on social media. You also need to be using data to get your messages onto the right social media platform. For example, you shouldn't be on Facebook if your audience is on Instagram. You need data to ensure you are posting at the right time to match your audience's social media consumption patterns. Using the right advertising tools to reach the right demographic for your programs and your messages.

We would also benefit from a greater effort to use measurement and evaluation tool to show real results for the Hill, and the American taxpayer. We need to learn how to show the monetary benefits of PD programs. Public Diplomacy officers should be trained to work with Economic and Foreign Commercial Service colleagues to demonstrate that for every dollar we spend on an exchange program, we get back X dollars in direct investments in hotel, airfare and related expenditures by the individual as well as Y dollars in indirect investments as we build long term relationships with influencers. That is how we will get more resources for PD work – we show the value of the investment in terms that matter to the budgetary decision makers.

Moving on to regional approaches, I believe that messages have to resonate locally and we must use regional efficiencies of scale to be effective.

At the risk of offending the Under Secretary, I have to be honest about the fact that in my experience, PD officers often complain about being instructed from DC to do a specific program or place an Op-Ed that seems tone deaf to host country environment. How many of you have had the experience of being asked to place an Op-Ed on an issue that has no resonance locally and having to use valuable “relationship points” with a key editor to satisfy Washington’s demand? The solution is twofold. First, we need fewer arbitrary demands from Washington, and more flexibility to trust our PAOs in the field about what plays well in a given environment. But more importantly, PD officers need to be trained to use metrics about audience and public opinion to tell DC what we need, why we are doing what we are doing, and how PD is advancing policy goals in a way that is quantitative, measurable, and convincing.

And PD sections need to do more things on a regional basis. We should, as a matter of course, send speakers to multiple posts, create regional and functional networks when we plan exchange travel, and encouraging alumni to coalesce around common challenges. There is a huge amount of value in connecting young female tech entrepreneurs from Rio, Beijing, and Helsinki – I would wager they have a lot more in common than any group put together solely on the basis of nationality. PD officers can lead the way for the rest of the Department by thinking outside of our artificial regional stovepipes.

And we should look outside of FSI for best practices.

As we look to improve PD training, I would like to see us consider mid-career externships for PD officers. These could take the form of excursion tours to private sector communications shops like Edelman or major Fortune 500 companies who operate multinationally to understand how the private sector leverages its communications assets and to identify tools (like media buys) that we do not currently use. I would even argue – given that the title of this talk is “Thinking Outside the Box” that we should consider encouraging PD officers to get mid-career experience on political campaigns, particularly at the local level. I think this could offer a wealth of exposure to new ideas and creative use of messaging resources if properly structured and bipartisan so that PD officers focused on tactics and tools and not on the specifics of a particular partisan message.

Move on

I want to close by encouraging us to train ourselves to move on. PD programs should sunset or become self-supporting. Evaluation is key here as is a clear-eyed assessment of the Country Team’s policy goals. I can imagine some environments in which you could reasonably have the exact same policy goal for five years in a row, but I would argue that if you are not making progress, you as a PD leader should be (respectfully) challenging your colleagues and your leadership to take a fresh look at your policy objective and suggest at the very least trying new PD tools and a new messaging approach.

If a PD program is meeting a local need that no longer aligns with your key USG policy goals, transitioning it to local support (using those networks of local influencers, advocates, and surrogates I mentioned earlier) can be a great outcome. I want to offer a quick story as illustration. In India a decade ago, the Embassy supported the first ever “walk for a cause” in the country in support of efforts to increase early detection of breast cancer, modeled after the Komen initiative in the U.S. This was a great USG initiative 10 years ago, but now no longer aligns with our top public health policy goals in India and has transitioned to being run totally by a consortium of local NGOs with no USG monetary support. That is a PD success – we met the need, galvanized public support, and have freed up resources to work on today’s policy challenges.

Make new mistakes

To conclude, I want to share my personal mantra (in work, and in life) that I think is key to our approach to the future of PD training and to the practice of Public Diplomacy. That is – “let’s make a new mistake tomorrow.” I am a total believer in the learning ideal put forth by British intellectual John Stuart Mill, “A pupil from whom nothing is ever demanded which he cannot do, never does all he can.”

As PD practitioners, we have to get caught trying, we have to make mistakes, learn from them and move on. We have all been there – you use your audience analysis and your networks, you propose a bold PD program that aligns with a key policy goal, and it is a total flop. And so my challenge to my PD colleagues is this – don't hide it! Share that learning. Use your best tools to figure out why it didn't work, write a cable to let other people know what you tried, and share your experience. That way we all grow and my mistake in Islamabad doesn't get repeated in Brussels. And then get up the next day and try again, with a new plan. If that one fails, use your data and try a third time. We must train ourselves to learn from our mistakes. It will require a culture change in a Department that rewards only success, but I believe as in many things, PD can lead the way towards a new, more productive and meaningful paradigm.

It is an honor and a pleasure to do this work, and to be counted as a colleague with all of the talented PD practitioners around the world.

Elizabeth Fitzsimmons, a career member of the Senior Foreign Service, is Deputy Assistant Secretary of State in the Bureau of African Affairs. Previous assignments included the Acting Deputy Spokesperson for the Department and Deputy Executive Secretary to the Secretary of State.

UPDATING PUBLIC DIPLOMACY FOR THE 21ST CENTURY

Jonathan Henick

Panel discussion at the 2018 International Studies Association Annual Convention

Hilton Union Square, San Francisco, CA

April 5, 2018

I have spent the last few years helping to shape and lead some of the U.S. Department of State's worldwide Public Diplomacy efforts from Washington. In that time we have taken a number of steps to update some of the tools that we use to connect and engage with people around the world. First, we've been modernizing many of the older tools in the Public Diplomacy tool kit. In addition, we've been developing and testing a number of new tools. Finally, we've been investing a lot of effort to nudge both Public Diplomacy practitioners, and even more senior Foreign Service Officers, to adopt strategic planning and campaign-style operations. It is critical that we not confuse the mere use of tools and programs and the conduct of Public Diplomacy outreach with actually being effective at advancing foreign policy.

I will begin with what we are doing to modernize and refine some of the older Public Diplomacy tools. In my last job as the Principal Deputy Coordinator for the Bureau of International Information Programs, we had inherited a lot of tools that came directly from USIA—the former U.S. Information Agency—and had largely continued unchanged over the last several decades. We used to be an agency that produced poster shows, pamphlets, magazines, and informational books about subjects such as the fundamentals of U.S. democracy or the American judicial system.

Obviously, we needed to evolve, and we have. We have been working over the last several years to put more of our resources into producing shareable stories and videos, as well as generating compelling infographics. We have transitioned from a long-form format to shorter social media-appropriate posts, videos, and images. In order to generate more engaging content, we've hired full-time photo editors because we know that a compelling photograph is often the key to engaging audiences and even achieving viral status. We track the performance of our content with statistics and data that show us what really works and enables us to continuously improve.

There is a craft in being able to take dry and stale State Department talking points explaining U.S. foreign policy and converting that into something that is really compelling and engaging and connects with people in an emotional way. We've built platforms that give us real-time feedback so that we know how any of our 2,000-plus social media platforms overseas perform. We know every single post or tweet that they put out there and how they perform. Is it connected to the subject matter? Is it connected to the photo? We have a lot better data right now, which enables us to improve our content generation. We are also looking to expand the distribution of our content beyond the limited reach of our Embassy platforms, including creative ways to get it picked up by traditional media outlets.

In addition to modernizing our content, we are also looking to improve our physical spaces—American libraries, centers, and corners. We partnered with the Smithsonian Institution and a design firm to develop a consistent style guide and invested in upgrading the look and feel of our American Spaces. Similar to the modernization and adaptation of libraries here in the United States, we are also reimagining the role that our Spaces play in their communities. They are no longer just repositories of books, but are increasingly community hubs or places where people can get together and have discussions. They are places where people can access resources about finding jobs. They are “maker spaces” where people can design, build, and print 3D prototypes. They are studios where people can learn and improve photography and video editing skills. We are trying to put resources in place that match the needs of the local community. In addition, we are prioritizing. We realize that more is not necessarily better, and that we really need to invest in some strategic spaces, places like the ultra-modern @ America in a shopping mall in Jakarta, Indonesia, or the vibrant America House in Kiev, Ukraine. We are investing resources to really make these important institutions in their communities, much more than simple places where people go to find books or get internet access.

We are not just modernizing old tools, however. We are also developing and testing new tools and new approaches. Some are pretty simple. We have obtained cloud-based photo and video editing software with built-in templates, stock images, music, and icons to make it easier for all of our Embassies to develop content that's specific to their local audiences. We have also developed videos and infographics that are designed to be easily customized for local use by our Embassies and Consulates.

We are also investing in data analytics and trying to push out dashboards, reports, and other data tools to the field as well. We have pioneered new programs that bring our audiences face to face with experts in “Tech Camps,” where they can develop new skills.

One of our most important new lines of effort, though, is that we are starting to experiment more with developing and engaging with networks and virtual communities. Edward R. Murrow famously emphasized the importance of “the last three feet” in connecting with audiences, that is, person-to-person contact. That remains extremely important, of course, but in today’s modernized society where everybody is connected and everybody has a personal soapbox, we need to go beyond our personal contacts and build concentric circles and networks around those people. We need to leverage digital tools like email marketing, social media, or other tools to be able to maintain an ongoing relationship with those networks and communities.

The most compelling example we have so far is built around the Young Africa Leadership Initiative and the Young Latin America Initiative exchange programs. These are highly competitive, application-based programs for which interested candidates apply to come to the United States for a six-week, in-person exchange, similar to many other exchanges that we have run for decades. The innovation, however, suggested by one of my predecessors, was to recognize the value in all of the unsuccessful applications. He took the contact information for thousands of unsuccessful applicants, people who had affirmatively identified themselves as wanting to be associated with the United States, and used those as the nucleus of new networks.

Our Young Africa Leadership Initiative network now includes over a million people, even though only a couple thousand actually participated in the exchange program. Over half of the network, in fact, never even applied for the program. What we have done is built and grown a network which now has its own identity, and membership offers real value to its members. We’ve developed special online courses, provided online opportunities for people to engage with American speakers, and produced customized content on specific themes of interest to the network and supportive of U.S. interests, like environmental activism or women’s empowerment. We run campaigns that engage members and encourage them to climb a “ladder of engagement” with us ranging from following a Facebook page, watching a video, taking a course, participating in a virtual exchange, and then maybe even going to in-person events at an American space or even applying for a program where they can come to the United States.

These networks represent a huge Public Diplomacy resource for our colleagues in the field to leverage to advance the foreign policy objectives they are working on. To give you a specific example, in Uganda, our embassy used a sub-network of 15,000 people to engage Ugandans in a campaign to empower members to combat gender-based violence. We encouraged people in this network that we had never met to volunteer to go out into their communities and teach a course on women’s empowerment or to hold roundtable discussions. It’s incredible for me as a Public Diplomacy practitioner to see that modern diplomacy is no longer just about the people that we go and meet at the foreign ministry, nor is it just the people that we send to the United States on programs. Now, we can actually leverage virtual communities to start national conversations, we can get people to actually expand those conversations to engage their own communities and even effect positive change in their societies.

This is, I think, the real future of Public Diplomacy, to be able to leverage those tools, social media, the internet, and others to be able to actually mobilize people at a grassroots level in support of our foreign policy objectives. One of the key technologies that enables that is contact-management software. It might surprise some of you to know the State Department does not have a centralized contact-management system, even though we are in the business of relationships. Foreign Service Officers rotate jobs every two or three years and we lose a lot of institutional knowledge every time we do that. We are piloting new software and we’re hopeful that it will be scaled worldwide so that we will be able to engage people much more thoughtfully. If you call your cable television company today because you have a problem, that customer service person on the phone immediately knows who you are, how long you’ve been a customer, what your package is, and even whether you’ve had a problem with customer service before. It is tragic to think that we in the State Department are unable to track our relationships over time, to know when somebody has come to an event at the Ambassador’s residence, that they participated in a program, that their son or daughter is studying in the United States. Such knowledge would improve our diplomacy and our ability to advance U.S. national security interests.

Something else we are trying to do is identify and work with social media influencers. We know that we are not always the most credible voice when we speak about things and that we can often be more effective if we speak through or in cooperation with surrogates and partners. We're working to identify key influencers in the Russian language, approaching them openly and offering to partner to develop content on themes of mutual interest. We've done that on things like what's it like to visit the United States, the experience of American visitors to Russia, or a Russian rock band tour of Los Angeles. Through their voices, we're able to reach new audiences in a more effective manner.

The key to success, however, does not lie in the individual tools or programs, but instead in how we put them all together. We are working to help Public Diplomacy officers be more strategic about how they use this Public Diplomacy toolbox, and the key to that is actually setting concrete objectives. Often, the failure to be strategic starts at the top. When I talk to our outgoing ambassadors or ambassadors who are already overseas and I ask, "What are your key goals?" They invariably say "peace," "democracy," and "economic prosperity." But these are not concrete, achievable objectives. We've been encouraging them to break down these aspirational goals into smaller, achievable objectives. Is it the passage of a piece of legislation? Is it the release of political prisoners? Is it strengthening investigative journalism? If we set those types of realistic objectives that we can actually measure, then Public Diplomacy becomes truly transformative.

Finally, I'll talk a little about my current job. I've gone from managing a bureau that generated a lot of U.S. propaganda—propaganda in a good sense—and to responsibility in the Global Engagement Center for countering state-sponsored propaganda and disinformation, including from Russia, China, North Korea, and Iran. The Global Engagement Center, of course, is not going to counter Russian propaganda alone. Instead, it will take a collective interagency effort, probably even a whole-of-society approach to tackle a challenge of this magnitude. The Global Engagement Center is the tip of the iceberg, one small institutional unit in the State Department that is focusing on this issue full time, but with limited resources. We need to work in close partnership with the Bureau of Public Affairs, with Educational and Cultural Affairs, with all of our Public Diplomacy colleagues in the field who are working on this issue every day, as well as with our military colleagues, our intelligence community colleagues, our USAID colleagues... because this is going to be an effort that is going to have to bring together all of them.

What is it going to look like? Each of our adversaries is approaching this problem in a different way, and I think our solutions are going to be similarly different. What we do to counter Russia is not going to look like what we do to counter China. Instead of "countering" disinformation, in fact, we need to approach this problem a lot more proactively. We need to be looking, for example, at what are the potential fissures in our societies that our Russian adversaries are likely to exploit? Where are there opportunities, elections or other events that they're likely to target? What can we do proactively to inoculate or shape conversations to nuance these issues and make it less likely that people are going to be susceptible to disinformation? A lot of that work is going to be building resilience, raising public awareness, partnering with other governments, civil society, and media to make sure that this is an effort that is on-going, long-term.

Let me finish with a couple of takeaways. Diplomacy is no longer simply government to government. Diplomacy is what we've been talking about here today, in other words Public Diplomacy. But to conduct Public Diplomacy effectively, we have to make sure that we set achievable objectives and bring together all of these tools and programs in a thoughtful way to advance those goals. We have a lot to learn and must continue to experiment and innovate. We need to learn from politics, from the private sector, from civil society, and from academia—from all of you. And on that final note, I want to thank you all for taking the time to attend the panel today.

Jonathan Henick is a Foreign Service Officer currently serving as the Acting Deputy Director of the Global Engagement Center. Previously he was the Principal Deputy Coordinator and Acting Coordinator of the Bureau of International Information Programs (IIP).

THE HUMAN COMPONENT OF PUBLIC DIPLOMACY

Shawn Powers

Keynote address at the Global Ties U.S. National Meeting 2018
Omni Shoreham Hotel, Ambassador Ballroom, Washington, DC
February 8, 2018

“The shape of the world a generation from now will be influenced far more by how well we communicate the values of our society to others than by our military or diplomatic superiority.” -Senator J. William Fulbright, 1964

I’m really excited to have the opportunity to present this year’s IVLP Alumni Award for Social Innovation and Change – we have a marvelous recipient that I know we’re all very excited to hear from – but before that I’d like to say a few words about the power of cultural and educational exchange programs, and reflect on their significance in what we can surely agree are some challenging times for those committed to the profession and tradecraft of diplomacy.

For 70 years, the U.S. Advisory Commission on Public Diplomacy (ACPD) has operated with one fundamental, core belief: ideas matter. Speaking at a Commission meeting in 1987, President Ronald Reagan noted: “Our Public Diplomacy represents a powerful force, perhaps the most powerful force at our disposal for shaping the history of the world.” Since then, the power of ideas and narratives have only become more central to modern diplomacy. It turns out, not only do ideas matter, but in international politics, they matter a lot.

Today’s diplomacy is deeply intertwined with global communications technologies and platforms. This shift emphasizes the importance of Public Diplomacy, a term coined in 1965 by the Dean of Tuft’s Fletcher School of Law Edmund Gullion to refer to efforts at forging consensus among nations by molding the public opinions of foreign citizens. In an era of Twitter, ubiquitous connectivity, and disinformation bots, the public dimensions of the diplomatic repertoire can, at times, supersede all others. Effective diplomacy requires a coordinated, multi-platform, and public component.

The United States has a long and noted history in investing in Public Diplomacy campaigns. After World War II, the Marshall Plan helped rebuild Europe, reinforcing legal, political, and economic systems that would synchronize much of Europe with America’s national interests. The Marshall Plan was as much about communicating ideas and values as it was about aid, training, and technology. During the Cold War, the U.S. Information Agency oversaw a multifaceted effort to confront communism by promoting the virtues of free-market and democratic systems. Exchanges, radio programming, and publications exposed communities living behind the Iron Curtain to Western institutions and values, contributing to the degradation of the underlying ideologies legitimating the Soviet Union.

Public Diplomacy today is, of course, much more complicated than it was then. The democratization of communication tools, combined with the emergence of a handful of globally networked social media platforms, means that all governments, as well as anonymous proxy organizations, can compete for the hearts and minds of citizens. To borrow further from the field of economics, there are few, if any, barriers to entering the marketplace of ideas.

During the Cold War, free information represented a scarce and in-demand resource for many living behind the Iron Curtain, a resource over which the West thought it held a near monopoly. In 2018, information is no longer in short supply: people’s attention is an increasingly scarce resource. Competing for this resource—people’s eyes and ears—is an ever more complex and costly endeavor. Today, successful Public Diplomacy requires cutting-edge expertise in (a) content creation, (b) audience and market analysis, (c) technological systems, (d) emerging and established social media platforms, (e) local media industries, not to mention a deep knowledge of the policies and values that drive any particular Public Diplomacy campaign.

But more than any technical expertise, or specialized tools, effective Public Diplomacy requires trust. In a media ecosystem saturated with content, where we are inundated if not overwhelmed with information at all times, it becomes more and more difficult to know who to trust. Some describe this as a “post-truth” society, while others suggest the emergence of “truth decay.” While I’m less convinced of this being a real sea-change; it turns out that every generation fears that the next is less committed to capital T truth, and the emergence of new, decentralized communications technologies almost always instill fear over how, and what, information circulates.

But, still, something has changed. Without question, we are facing a trust gap. This trust gap certainly exists within many domestic contexts, but it is far more aggravated when it comes to news and information circulating between nations. In fact, today, in 2018, we are witnessing greater efforts to control information flows that originate from other countries – especially news flows from abroad – than at any time since the end of the Cold War.

And yet it is precisely in this environment when cultural and exchange programs become even more crucial for the maintenance of effective relations and shared progress towards a more peaceful, just, and productive world. Stripped of all the speakers, ceremonies, and sparkles, at its core, what is an exchange program? The beauty of international exchanges is that they are fundamentally an expression of trust. From the perspective of the participant, deciding to endeavor on an exchange program requires a leap of faith in a foreign government and society. It is, in fact, a profound statement, signifying both that I have something to learn and gain from experiencing another culture in all its diversity and complexity, as well as a recognition of the need for greater cross-cultural understanding.

Simultaneously, when a government decides to support the travel and professional development of a citizen from a foreign country – a highly qualified and vetted stranger, mind you, but a stranger nonetheless – it is also a profound expression of trust. Trust that the experience will not only be productive for the participant, but also for Americans, who have so much to learn from other cultures and societies. Trust that spending time together, sharing experiences and our talents will help forge greater consensus about many of the thorny issues that transcend time and place, and continue to divide nations and cultures alike.

But even more specifically, the International Visitor Leadership Program (IVLP) is uniquely trust building in nature. Its roots date back to 1940, when Nelson Rockefeller initiated an exchange program by inviting 130 Latin American journalists to the United States. Since then the IVLP program, with the help of a dedicated network of community-based non-profit organizations, has greeted over 225,000 visitors to the U.S.

What's special about IVLP, from my perspective, is that it connects young and emerging leaders from abroad, brings them to the United States, and then arranges for travel together to a handful of different and diverse cities. Participants engage not just with professionals and experts, but also with American families and students. This is to say, it is not designed to showcase simply the best and the brightest, though we certainly do hope they are at least involved in the process. Instead, the program is designed to help participants experience the complexity of our democratic society, and not just from the perspective of Washington DC, but by eating hot dishes in Minnesota, sushi in California, or a meat and three in Mississippi.

This component, perhaps more than any other, is central to IVLP's success, and its long-lasting impacts. Built into the program itself is an act of trust: an invitation to see America, in all its warts and scars, on your own terms. And it is this trust that we as a global community of peace-seeking individuals need now more than ever.

I was speaking with a group of mid and upper level Chinese government bureaucrats last month. They were traveling here on a program sponsored by the Chinese government, hosted by a local university near Washington DC, in order to better facilitate knowledge exchange between the U.S. and China. It was a lovely group, and I really enjoyed the time I had with them. As I was providing an overview of U.S. government Public Diplomacy programs, I started going into some detail on our various exchange programs, and how we support the exchange of nearly 55,000 Americans and foreign citizens each year.

All of a sudden, my first question appeared in the audience. A gentleman in the front row, working with a translator, asked the following question: "Regarding your professional exchange programs; what types of activities are permissible among the participants, and what is off-limits?" Basically, he was asking me, bureaucrat to bureaucrat, how do you make sure that these government sponsored exchanges portray the country in a positive light? After all, he said, why else would the U.S. government, or any government for that matter, invest hundreds of millions of dollars each year in these programs if they couldn't carefully craft the meetings and itinerary for the participants.

In response, I said, "outside of some basic rules – don't break the law, show up on time every time, be respectful and courteous to your peers and hosts, etc. – all activities were permissible, and that the programs were designed to be decentralized, organized by non-government and local groups, and while supported by Washington DC, program activities were determined far from the foreign policy apparatus of the U.S. government."

As my answer was translated, I heard a collective gasp. Then I saw the smiles. Followed by whispers back and forth between the participants. This highly professional and disciplined group was all of a sudden resembling an energized High School classroom right before the end of the day.

And then a follow up question: how do you know these programs work? How do you know they are sound investments of tax payer dollars?

The answer to that question, of course, is simple: we know these programs work because of participants like Sophie Lamprou, this year's Social Innovation and Change IVLP Alumni award winner. She, along with Tony Blair, Indira Gandhi, Antonio Guterres, Butros Butros Ghali, and so many others are proud IVLP alum and history-shaping change agents.

You'll get to hear Sophie's story in just a minute, and it certainly is an inspiring one. Sophie is not just bound for greatness; she embodies it. Of her many accomplishments, she co-founded Impact Hub Athens, and has led this organization into a leading change agent not just in Athens, but in all of Greece. Syncing up non-profit organizations, activists, educators, and policymakers, the Impact Hub is living proof that, no matter the challenges we face, there is always hope and a path towards a happy, democratic, sustainable, and productive society. Sophie's work with the disenfranchised and refugee communities of Greece is especially heartening, as she is tackling one of the greatest challenges Greece and many other countries are facing with solutions grounded in mutual respect, justice, and most importantly, individual and collective empowerment.

Ladies and gentleman, I am honored to present Ms. Sophie Lamprou with the 2018 IVLP Alumni Social Innovation and Change award.

Shawn Powers serves as the Senior Advisor for Global Strategy and Innovation at the U.S. Agency for Global Media (previously the Broadcasting Board of Governors), where he focuses on strategic planning, innovation, research and evaluation, and policy coordination. Until July 2018, Shawn was the Executive Director of the U.S. Advisory Commission on Public Diplomacy.

THE FUTURE IS NOW FOR PUBLIC DIPLOMACY TRAINING

Will Stevens

The Future of Public Diplomacy Training

U.S. Advisory Commission on Public Diplomacy quarterly public meeting

December 8, 2017

Good morning. There's nothing quite like having the under card after the main event. We're going to try to cover a lot of topics, but I think, more than anything, when we talk about Public Diplomacy training, we need to talk about the tectonic shifts that are happening in influence environments all over the world. This is something we've all probably witnessed first-hand, many from watching the Russian government and other actors manipulate and take advantage of the growing "information disorder" that we're all seeing. This is something that we're all dealing with, a very rapidly evolving environment, and our training needs to evolve to accommodate that.

That said, I think the fundamental aspects of Public Diplomacy haven't really changed. It is still our job as Public Diplomacy practitioners, to do three things: 1) we need to understand the operating and influence environments where we operate; 2) We need to be informing foreign publics about what we're doing; and 3) We need to be influencing them to get them to do the things we want them to do or maybe refrain from the things we don't want them to do. This fundamental mission really hasn't changed in my 15 years as a Public Diplomacy practitioner, and looking back at the mission of this commission, it really hasn't changed at all.

So I am going to use that frame: understand, inform, and influence to talk about what we're doing in training. Before I do that, though, I thought it would be helpful to layout some of the changes that I've witnessed at FSI, the Foreign Service Institute. For those of us who have gone through the Foreign Service Institute, unfortunately, we often retain images of the Foreign Service Institute from when we went through it 15 years ago, a decade ago, 20 years ago. I will tell you that much like Oldsmobile, this is not your father's Oldsmobile. This is not your father's Foreign Service Institute. The institute has undergone dramatic changes in the last five years.

They've instituted a lot of important policies and procedures that require regular, almost yearly updates of all the training curricula, active engagement with all of our stakeholders both inside the Department of State as well as outside. That engagement is something that I take an active role in, I just came from Fort Bragg, where I was speaking as the commencement speaker at the school for information operators, for PSYOPS folks. They come and talk to our classes, we talk to their classes. We do the same thing with the DOD PA folks, we do the same thing with USAID operators. This is a critical part of what FSI is today.

Also, FSI brings to bear the very best practices in adult learning. My deputy Clare Ashley is here today. Clare is the institutional memory in the Public Diplomacy training division, but she's also an expert in adult learning. So, she's not an expert in how do you go and talk to Russians – she doesn't speak Russian. But she knows everything there is to know about adult learning and how it is that you can get people to actually pay attention in training courses and how we can make curriculum tailored to the needs of our professionals. It's something that you see interspersed all over FSI, and the School of Professional and Area Studies - it's the very best way to do it.

We've shifted away from what we're doing here today, which we would derogatorily call "sage on the stage." We don't do that at FSI anymore, or very rarely. And in our courses, 70 percent of our courses are instructor-led. I actually hear about that all the time when I go to the bureaus in the department, they say, "Why don't you invite anyone to speak anymore?" Well, having a sage on the stage is probably the least effective way to train an adult. People don't learn by listening. You're probably only going to remember about 15 percent of the things that were said today. And that's by the end of tonight. In six months, you'll probably only remember maybe my tie.

So, what are we doing? Instead of having sages tell old war stories, what we're doing is we're teaching people skills and then immediately giving them a chance to try to apply them. Immediately having them practice and practice again and practice again in different environments, so that they have the chance to actually solidify that knowledge. We're cutting edge, sometimes bleeding edge, in trying to get technology into the hands of our people in the classroom.

We have about 80 iPads, which we hand out in all of our courses, laptops, and Wi-Fi. We're using all kinds of computer interactive training quizzes and tests and simulated Twitter environments so they can practice tweeting during a crisis. It's all happening in the classroom. And I think, for me, this is where I'm going to spend a lot of my focus as the Director.

Secondly, we're not interested in one and done. We don't want people to come to the course and then never engage with the Foreign Service Institute again. This is one of the biggest difficulties we have as an institution: people come, they do their course and truthfully, we probably won't see them again for 10 years. Maybe 20. And some people, may never come take a PD course again.

So how do we continue to train them? Because I can tell you, Twitter is different today than it was six months ago, much less, you didn't even learn about Twitter when you went to the FSI course on how to be a press officer a decade ago. So how do I get that training to you in the field in a way that helps you when you need it? And that means directly partnering with our colleagues in IIP, in ECA, making sure that we're getting these, we call them "training snacks," training snacks to people when they need it. How do we provide that training in the field, on-demand? And that's something that is a big challenge for us and something that I'm not sure exactly how we're going to get great at, because FSI is very focused on courses. But it's something we need to do.

I'll lay out what it is we have at FSI so you get a broad understanding of what we do and what we don't do. FSI is not a degree-issuing institution, so unlike the War College, you don't go and get a master's degree in Public Diplomacy. What we do offer is a robust training continuum for our Public Diplomacy practitioners. We have entry-level courses that provide foundational skills. Things that I wish I had learned, truthfully. How to give a speech. How to facilitate a round table discussion. How you staff a senior official when they're giving a speech. All these basic skills, foundational skills that, all too often, Foreign Service Officers in the past were just sort of thrown into the deep end and told, "Figure it out." We practice that stuff. We teach that stuff. We actually have a mock scenario with cultural attachés, where everything that could go wrong does go wrong intentionally, so they have to deal with a crisis in a safe place.

We have a number of what I would call mid-level electives, courses that help people focus in on specific skill sets. Social media, strategic planning, managing Public Diplomacy resources, advanced social media, visual diplomacy. I think the digital diplomacy courses are some of my favorites. New PD practitioners of course will know how to use social media, live, and breathe it. But we have to get those skills to people that don't already have it, so we can teach them how to do it. We have a new, very highly regarded course for senior Public Diplomacy practitioners on how to become senior members of the Department of State leadership, how to get PD's voice heard at those senior ranks. And last year, we rolled out a new course where we take our social media practitioners, the best in class around the world, to industry conferences.

So we'll be in San Diego in early March at Social Media Marketing World. We take people out to the conference and we bookend the industry conference with FSI training. The first day we offer on-site FSI training, we talk about what the Department is doing, then the next two or three days they go to the conference, they talk to the industry about what they're doing, they listen to sessions, and then at the end, we bring them all back together and we wrap it up. What did you learn? And we try to send people to different sessions so they all come back with different stories. This is how industry learns and it's how we need to keep people up to date.

So, that's a very brief overview of what we're doing in Public Diplomacy.

I thought I would touch really briefly on how to understand, inform, and influence. To me, understanding is probably the most important and unfortunately often the most neglected aspect of Public Diplomacy. If we are to have a seat at the policy table, we need to do a better job of understanding influence environments and articulating how we understand that environment. There are so many data points. So many pieces of information flowing into our PD officers, overseas and in Washington, and we need to do a better job of consuming that information, articulating it to a policy maker, explaining why it matters.

I'll give an example. When I was in Moscow, I often heard, "Hey, you know, we really need to talk about corruption in Russia." Corruption is so bad there. And this is a really good way for us to talk about some of the things that the Russian government is doing, why democracy is important. Corruption, corruption, corruption. So while I was there, there was this great public case of the Kremlin spokesperson who received a gift from his wife of a \$450,000 watch on their wedding day. How in the world could a spokesperson for the Kremlin, who makes \$60,000 a year afford a \$450,000 watch? This is an obvious example of corruption, and Washington is calling me, saying: "Will, you need to publicize this and talk about this and insert it into speeches, it's a really big deal." And we said, "Oh, guys. Russians think this is great." Every Russian I ever talked to was like, "Hey, good job, I wish I could get a job in the Kremlin so I could get a \$450,000 watch."

We were able to push back, and say, you know, Washington, this is a topic that matters in Washington, and it maybe matters in Europe. But Russians don't get upset about high-level, senior-level corruption to the extent that we would think. They do get bothered by the fact that they can't get their kids into the right schools, or when they have to pay to see a good doctor, that bothers them. But, they kind of expect it, anticipate it. This type of local insight is the type of thing that public diplomacy practitioners everywhere in the world know.

When we talk to people every day, we can get that information. But we need to be able to articulate it. So what does that mean in training? That means teaching people how to consume polling data. It means teaching people how to use the analytics tools that we love to talk about. What is the difference between impressions and reach? What does CrowdTangle actually provide you? It means teaching people how to write policy cables. Teaching people how to write the things that will articulate what it is we're learning and hearing in a way that will influence policy. And it means teaching our people to cooperate at the inter-agency level.

Because, I can tell you when I was down at Fort Bragg yesterday, they handed me an 85-page slide deck on all the analysis they had done of Peru. They are doing this tremendous amount of research and gathering information, and we, as PD practitioners, need to learn how to cooperate and talk to them. In my previous career, I did consulting and project management, and they have this phrase in project management that's called go slow to go fast.

That, to me, should be and will be the tenet of all our PD training. We need to understand what you're doing and why you're doing it before you can actually do it.

When it comes to inform, I think the basic tenets haven't changed much. What has changed is exactly what the Under Secretary said — Where do we go to inform? This is all predicated on our understanding. Do you understand the local media environment? Do you understand that, say in Russia, there are really only two million active Facebook users? And maybe 1.8 million of them are in Moscow and St. Petersburg. So, if you want to talk to people on social media, Facebook is a good way to reach the elite, but not a good way to reach people in the other parts of Russia. Do you know that? Is that where your campaign is set? Or are you using Facebook because that's what you're comfortable with, because you know how to use it.

So, the actual activity of providing content on what we're doing changes in two ways. It's the platform of how we deliver it and the design of what it is that we're saying. We are trying to teach people a lot about the design. The platform tends to be quite specific to countries and we broadly talk about social media as a strategic approach, but we don't focus in on individual platforms. Because, we don't want to get in the business of teaching the latest updates to every technological platform out there. But we do talk about storytelling. How can you figure out what those important areas are in a country and how to tell a story that will resonate and stick?

I'll also tell you a little bit about some of the video work we do. Video is already king and it is going to become more pre-eminent. The world's most popular social media platform is actually YouTube. Researchers estimate that by 2022, it is projected that 75 percent of all mobile content will be video. Right now it's about 52 percent. Public Diplomacy needs to do a better job with video.

Two weeks ago I was down in Mexico City, observing one of our courses on video, and was blown away. This is a course we teach overseas, primarily to our video experts. Most embassies now have a videographer, they have high-tech equipment, and this is a course that we developed many years ago to teach them how to use their equipment and be strategic with their videos. So, I went as a neophyte. I don't have a fancy camera, but I have this iPhone. Can you teach me how to do videos on this? And the course manager said, "Absolutely, we're focused more and more on that." So, within a week, they had me produce four videos. One of the video assignments, they said, "Oh, we want you to go walk around the city and do sort of an entrée of what's great about this city. You have two and a half hours to shoot, edit, produce." I did it all on my phone.

That's where we need to be. I love the idea of speeding up the production metabolism. In the social media world, we can't shoot a video at an event and then wait three days for them to take it back, edit it and then produce a five-minute video. We need to be faster. Also, shorter. Nobody watches a five-minute video. All the videos our trainers had us doing were 30-45 seconds. So when it comes to teaching people how to produce cutting edge digital content — we're there and we're going to stay there.

When it comes to influencing, I think this is where we get into being strategic. We have a whole course on strategic planning, but truthfully, every single one of our courses underscores the idea that we are doing something because we are trying to achieve a goal.

If you cannot define what that goal is, if you cannot define what you're trying to achieve, maybe you shouldn't be doing it. That's in the social media course, that's in the resources course, that's in the press officer course, the cultural affairs officer course, the PAO course. Every single course. The LES course says, "what's your mission's objective, how does what you're doing relate to that objective, what are you trying to achieve?" And that leads into probably the most painful aspect of Public Diplomacy, which is measurement and evaluation. I think everyone likes to talk about it, but it's also very painful for us, right?

To me, and in our courses, you can't measure if you can't set a goal. So we talk a lot about setting a very clear and specific goal. Even if you don't reach the goal, at least you've known that you tried to get somewhere. And then the second aspect of measurement and evaluation is we teach something that our IC colleagues brought to us, which is how they assess foreign influence operations in other countries. Can you detect your message? Is an external person able to look and say, "Okay, here's what the embassy is doing. This is what they're trying to accomplish." Or do you have a speech on corruption followed by a speech on female genital mutilation, followed by a cultural jazz group, followed by this, followed by that, and there's absolutely no clear message. So one, is your message detectable? And two, if you have a specific set of groups and activities, is there a specific goal? And then don't be afraid to say, you know what, we didn't reach that goal, but we tried for it. And here's all the outputs that we had to get there.

I'm grateful to be at FSI. It is the most challenging and interesting job I've had. I'm excited to be part of the future of Public Diplomacy, I think it's an exciting future. I think the importance of what we do is going to continue to increase every day. And thanks for your time.

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PUBLIC DIPLOMACY IN AN ERA OF TRUTH DECAY

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I am honored to be back at George Washington University and really looking forward to having a conversation with you. This afternoon I will spend 20 minutes offering some ideas about current challenges to Public Diplomacy. Then, let's talk about the problems we see and think about how we can respond to them. It would be great to walk out of here this afternoon with some new ideas. I'm grateful to all of you for being here today, and offer special thanks to Dr. Janet Steele, the Director of the Institute for Public Diplomacy and Global Communication, and to Public Diplomacy Fellow Robert Ogburn.

A couple of quick notes on terminology: I will use the terms "Public Diplomacy" or "PD" throughout my remarks, and I mean that to represent the full range of public outreach and engagement the U.S. Government does, with emphasis on foreign audiences. I also use the term "PD Professionals" to encompass all of the people who do this work: Foreign Service, Civil Service, Locally Engaged Staff at our embassies, and contractors. With most special thanks to all of those people, I'll jump in.

Truth Decay

In January, the RAND Corporation published a study entitled "Truth Decay: Fighting for Facts and Analysis." This very clever term describes a very serious problem.

- Increasing disagreement about facts and analytical interpretations of facts and data.
- A blurring of the line between opinion and fact.
- The increasing volume and influence of opinion and personal experience over fact.
- Declining trust in formerly respected sources of facts.

The co-authors of the study and the term "truth decay" are RAND CEO Michael Rich and Associate Director Jean Kavanaugh, and they believe that truth decay represents a serious threat to our country. I fully agree, and am particularly focused on how it increases the difficulty and the importance of American Public Diplomacy.

The RAND study has also identified primary drivers of truth decay. They include these four factors:

- Cognitive biases.
- The rise of social media and other changes to the information environment.
- Demands on the educational system that limit its ability to keep up with changes in the information ecosystem.
- Political and social polarization.

While these factors are clearly problems here in the U.S., they are not unique to us, and responsibility for them cannot be ascribed to a single movement, party, or person. Truth decay is a global phenomenon. Today, I am going to focus on its implications for PD. Figuring out how to address these challenges at home is another subject, and one best left to someone who no longer has the Smith-Mundt Act tattooed on his frontal lobe. That was a PD Nerd joke.

There's absolutely no doubt that truth decay has made PD more difficult. And that challenge is compounded by the fact that our own political leadership is, in my opinion, a major contributor to the phenomenon. If I were an ambassador whose public affairs officer or press officer had the same relationship with the truth that our President has, I'd send him home.

Overcoming Truth Decay

PD professionals need to understand and counter the drivers of truth decay. And we can. We've dealt with similar challenges in the past – with the organized informational hostility of the Cold War, and with the more generalized popular skepticism that accompanies our being “The” Superpower.

To overcome cognitive biases and political polarization we must build relationships and be consistently honest. At times, that honesty will be awkward and difficult, but it is essential if we are to build relationships solid enough to be influential. We know that people now trust their peers more than they trust distant expertise. So we need to work on building peer-quality relationships with influencers abroad. We've spent a lot of time building an understanding of the mechanics of social media and we can use that knowledge to our advantage as long as we have a consistent and credible message.

Finally, let's not sell our interlocutors abroad short. They are savvy, plugged-in, long-time observers of the U.S. and may be less surprised at events in our country than many Americans are. There's more than a hint of *schadenfreude* loose in the world today. That only reinforces the importance of honesty and credibility in PD work.

PD As a Foreign Policy Tool

Let me be clear that I view Public Diplomacy as a foreign policy tool. Good PD promotes American ideals and advances our strategic interests openly, honestly, and constructively. Effective Public Diplomacy is based on credibility. Playing fast and loose with facts damages our national interests.

Useful PD combines information programs that are truthful and exchange experiences that are authentic. That's how we build credibility with foreign audiences: We back up what we say with what we do. In PD, our exchange, educational, and cultural programs are the walk that must align with our talk. When based on our fundamental values – those enshrined in our Constitution and Bill of Rights - PD in support of American interests is constructive and usually successful. To know us is not to always love us, but in PD being understood is better than being loved.

Let me offer a couple of examples of PD programs I worked on that addressed both American and local interests, built enduring relationships, and furthered U.S. policy objectives. Late in the Pinochet era in Chile, our PD program worked with the American Bar Association to bring American and Chilean judges together on the topics of continuing legal education and docket management systems. This effort was totally above-board, non-threatening, and practical. Eventually, some Chilean judges attended the National Judicial College in Reno, Nevada and formed strong professional and personal relationships with their American peers. In addition to strengthening Chilean justice systems, this program also helped overcome Pinochet government distrust of the U.S. and opened additional doors for contact with other government institutions. Over time, it contributed to Chile's return to democracy and subsequent growth as an important U.S. ally and trading partner.

Similarly, PD programs in Zimbabwe – especially those focused on education and health – built and maintained understanding and dialogue between Americans and Zimbabweans in spite of the torrents of anti-American rhetoric and lies from the Mugabe regime. Zimbabwean popular approval of the U.S. never fell below about 65 percent during the 15 years of our worst bilateral relations. Since Robert Mugabe's forced resignation in November, the channels of communication and understanding that our PD and development programs kept open in Zimbabwe have made it quicker and easier for us to move back to serious high-level discussions of our concerns and future relationship.

These examples of policy-driven PD illustrate one of my core beliefs, which is that the worse the bilateral relationship is, the more important the PD program becomes.

We didn't yet have the echo chambers of social media to contend with in Chile and Zimbabwe, but state-owned media presented similar challenges. In both settings, we had to overcome polarization and bias. And, we did.

All PD is Local

Moving beyond the specific challenges of truth decay in PD, let me mention a broad principle that I believe is crucial. Effective PD is localized. One size does not fit all. When I was in Bolivia, we developed PD programs that

sought to persuade Bolivians that drug use and production were intertwined and harmful. We had the bright idea to bring already-produced U.S. drug awareness Public Service Announcements (PSAs) to Bolivia, re-voice them, and offer them to local broadcasters. One ad was set in a typical American high school hallway, lined with lockers. Bolivian schools didn't have lockers like that, but their prisons did. So, our Bolivian partners wondered why those nice-looking American kids in the PSA were already locked-up.

Also in Bolivia, we designed and produced a simple poster, an illustration of the path leading from legitimate agriculture to success or the path from drug production to ruin. Unknowingly, we colored the "path to perdition" in the colors of the ruling party. In both cases, we tested these PD products with trusted local staff, and neither the PSA nor the poster got into circulation.

The point here is that, while the policies we seek to communicate come from Washington, the way we communicate them has to be made relevant to local audiences. In other words, we need to give PD officers in the field the latitude and resources they need to effectively translate America to the world.

There is a corollary now to the idea that "all PD is local": That is "All social media is local." In January, a lot of serious PD effort was dedicated to figuring out how best to translate "shithole" or "shithouse" into local languages. Nuance matters!

Casting First Stones?

Two weeks ago National Security Advisor McMaster said that the evidence of Russian interference in our 2016 election is "incontrovertible." Additionally, it is clear that the Russians remain active in the U.S. (and around the world) through social media to sow distrust and division. Though I believe that intent matters, and that there is a qualitative difference between what PD does and what the Russians are doing, we should understand and acknowledge that some of our host governments see an equivalence between our PD programs in their countries and what the Russians do in the U.S.

PD programs ought to acknowledge that concern, and counter it openly and factually. As I said earlier, PD is a foreign policy tool. So, if our policy and PD programs support multi-party democracy, or freedom of expression, or transparent elections, we need to own that and be ready to explain why we believe those policies and programs are beneficial for the host country and the U.S. Yes, the host government may shut the program down – that happens sometimes in the fun places – but being coy about what we're doing won't fool our detractors. It will only dishearten our allies and erode our credibility and influence across the board. Programs that we are not willing to discuss and support openly do not belong in the PD tool kit.

Challenges of Information Age

Supporting the free flow of information has been a U.S. policy objective for a long time, and I certainly hope we don't have a change of heart on this issue. People now have unprecedented access to information, even in remote parts of the world. This is what we wanted, and now we need to deal with the consequences. One of those consequences is what information thinker Aviv Ovadya calls, "Infocalypse: What happened when platforms like Facebook, Twitter, and Google prioritized clicks, shares, ads, and money over quality of information." The competition for attention seems to have been a race to the bottom.

And, that competition for attention is one of PD's biggest challenges. Whether competing with the latest dancing cat video or "weaponized information" from our adversaries, we struggle to be heard above the din. Tom Friedman's "flat earth" thesis applies to Public Diplomacy as well as to writing computer code. We must now compete technologically and commercially with the rest of the world. And, on the level of Public Diplomacy, where we compete for attention to our policies, ideas, values, and culture, we must also add non-state actors such as ISIS and Boko Haram to the list of competitors. To be heard above the competition we have to play to our strengths: interpreting and defending the U.S. honestly and consistently; using the nuanced local knowledge of our PD teams in the field; and creating and offering authentic opportunities for dialogue and exchange.

Old Problems, New Challenges

PD has never been easy. We've struggled in the past to explain segregation, McCarthyism, Vietnam, drug epidemics, and events such as Abu Ghraib. More recently, we have committed own-goals with poorly considered, harmful rhetoric and policies. Hasty statements and actions that are ignored, disproved, or reversed are a nightmare for PD and weaken our credibility and influence around the world. Decisions to step back from international commitments on issues such as climate change, open markets, and Middle East peace diminish our moral capital and ability to lead. While managing immigration is a complex and important sovereign responsibility, building a wall recalls Soviet tactics in the 1960s.

Hostile language and actions against Muslims and people of color hurt our brand and costs our economy billions of dollars.

PD officers are not new to working to explain apparent conflicts between our values and our actions, but we've always been able to claim some credit for trying to correct our mistakes. Brown vs. Board of Education, Army Counsel Joseph Welch, Peace Talks, NAFTA, court decisions, and the Paris Accord were all powerful PD tools. Today, in some fields, it's hard to show that we're trying.

How to Respond?

I'm not going to leave you with only a depressing survey of the horizon. There are good, honorable ways to move forward. Of course there are; we are Americans, it's what we do.

We can start with an honest examination of what is driving American domestic politics. People around the world do want to understand the United States. And, in spite of the greater competition and our self-inflicted wounds, the U.S. remains hugely important. A quick look at international headlines and global social media make clear, for example, that American gun control is being debated by people around the world. What happens in the U.S. most definitely does not stay in the U.S.

PD professionals and programs can get audiences' attention and advance our interests by working to explain what's going on in the U.S. Useful topics for exploration could include:

- Why are so many Americans frightened and unhappy?
- What drives the apparent rise of racism and xenophobia?
- How do current political and social phenomena in the U.S. relate to Brexit and anti-immigrant sentiment in Europe?

I know that these are complex and difficult topics; PD professionals in DC and the field will need political top cover to approach them. Handled thoughtfully and honestly, though, they offer a means of engaging audiences and building trust for future cooperation and support.

We have amazing advantages as well. The U.S. directed and produced movie "The Black Panther" is one of the most remarkable global cultural phenomenon in my memory. It offers a terrific launching point for all sorts of PD programs.

PD should broaden cooperation with the private sector, with educational institutions and civil society, and redouble efforts to keep our Congress informed. I see this as a key focus for R, and spoke to him about it this morning. Partnerships such as the "100,000 Strong Initiatives" and regional youth leadership programs attract corporate support for PD programs and are good for the U.S., the participants, communities, and profits.

We especially need to maintain a close conversation with social media companies. Ric Stengel did this well, I sought to continue it, and I know that Steve Goldstein has as well. We can't be prescriptive – First Amendment, after all – but I know we can share concerns and insights that will serve broad American interests.

Decentralize

So, we're in a politically difficult time, but as I've just outlined there's still useful, constructive work to be done.

I also think, perhaps somewhat subversively, that maybe PD should walk softly for a time. Perhaps PD should take advantage of the fact that it is decentralized and somewhat under the radar. In my time as acting R, Secretary Tillerson was not opposed to PD – he did support the reclaim on the ECA budget –but neither was he deeply interested. Maybe that's OK.

Finally, the PD staff development mantra should be the one the Air Force uses: Train and Trust. PD professionals need the best training and support Washington can give them, and then – with the clear understanding that their job is to promote American interests and policies – we should set them free to pursue effective programs in coordination with their embassy country teams.

The Future

Finally, we have a tool that is not yet fully deployed but that will become more evident and more powerful in the com-

ing years: That is the next generation of PD professionals – the FSOs in the field and Civil Service staff here in Washington. In the last third of my career, I was consistently just blown away by the creativity, savvy, and determination of people who were 20 or 30 years younger than me. I came to understand that the most effective thing I could do for PD was provide some guidance, some license and some resources and then get the hell out of the way. The really effective, enduring programs of the last 10 years were all developed by the next generation.

So, let's not panic. Let's take the long view, and do everything we can to recruit and support gifted young Americans to the FS and to PD – especially minorities and women. We're going to be fine – the kids are alright.

Keep At It, We'll Be OK

I have deep faith in our country's ability to course-correct. This is not, of course, an original thought. Alexis de Tocqueville observed in 1835 that "the greatness of America lies not in being more enlightened than any other nation, but rather in her ability to repair her faults." Today, I see new determination and sense of purpose in our civil society, in our courts, in professional media, and among public servants in our government. I see an awakening among young people, in religious groups, educational institutions, and in organizations such as YWCA/YMCA, and the Scouts.

People across the political spectrum are looking for common ground as Americans and I believe we can find it in the values of our Constitution and Bill of Rights. The vast range of American public opinion that today appears so divided will be the source of new, constructive, and unifying ways forward tomorrow. It won't be fast, and it will require a range of work from education to corporate support to grassroots leadership, but it can and will happen. And PD professionals will tell these stories around the world to renew confidence in the U.S., build trust, and overcome truth decay.

Bruce Wharton had a long career as a PD Foreign Service Officer in the State Department, finishing his career in 2017 as (Acting) Under Secretary of Public Diplomacy and Public Affairs.

Executive Summary

The 2018 Comprehensive Annual Report on Public Diplomacy and International Broadcasting, published each year by the U.S. Advisory Committee on Public Diplomacy (ACPD) per its congressional mandate, assesses the major Public Diplomacy (PD) and global media activities conducted by the U.S. Department of State and the U.S. Agency for Global Media (USAGM, also referred to in this report by its former name, the Broadcasting Board of Governors or BBG). This report is based on data collected from the State Department's Public Diplomacy bureaus and offices, the Public Affairs Sections at U.S. embassies worldwide, and the USAGM. The report also serves as a unique reference document for the worldwide Public Diplomacy strategies and tactics, divided by agency and region, advancing U.S. foreign policy.

Overall PD spending in fiscal year (FY) 2017 was \$2.28 billion, a \$252.1 million increase (12.4 percent) from FY 2016. This figure includes budgets for Diplomatic and Consular Public Diplomacy Programs (D&CP .7, renamed Diplomatic Programs in FY 2018), Educational and Cultural Exchanges (ECE), USAGM, and supplemental funding such as Overseas Contingency Operations (OCO), Economic Support Funds (ESF), and AEECA (Assistance for Europe, Eurasia, and Central Asia). FY 2017 PD spending constituted just 3.9 percent of the international affairs budget (\$59.1 billion), or 0.21 percent—approximately one-fifth of a percent—of federal discretionary spending.

Total PD Spending by Budget FY 2013-2017

(in millions)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
D&CP - Public Diplomacy	\$341.60	\$364.20	\$377.30	\$369.60	\$492.80
D&CP - American Salaries	\$130.10	\$364.20	\$133.00	\$134.60	\$134.60
ECE	\$574.00	\$377.30	\$594.90	\$590.90	\$634.10
Supplemental Funding (OCO, ESF, etc.)	N/A	\$369.60	\$215.00	\$183.10	\$227.70
USAGM (BBG)	\$713.50	\$492.80	\$743.90	\$752.90	\$794.00
Total State & USAGM PD Spending	\$1,759.20	\$2,029.40	\$2,064.10	\$2,031.10	\$2,283.20
State & USAGM Spending as a % of Total International Affairs Budget	3.38%	3.98%	3.97%	3.67%	3.86%
IA Budget	\$52,019	\$51,001	\$51,988	\$55,301	\$59,100
State & USAGM Spending as a % of Federal Discretionary Budget	0.15%	0.17%	0.17%	0.17%	0.21%

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

- the creation of approximately 3,000 weekly hours of original USAGM programming across five global networks and a variety of digital and analogue platforms, in 61 languages, reaching 278 million people in FY 2017 (and 345 million in FY 2018);
- over 75 exchange programs supporting nearly 55,000 U.S. and foreign participants, a number of whom are likely to become, or already are, political and economic leaders;
- 658 American Spaces, which hosted over 59 million local visitors (a 32 percent increase from FY 2016) and 2.5 million public programs;
- continued website modernization, including the consolidation of 450 separate embassy, consulate, and foreign-language sites into 194 mission sites, plus cloud migration, resulting in \$1.3 million in annual savings and a record-breaking 63 million visits to State Department websites (up by 93 percent from FY 2016);
- 123 media engagements and 40 reporting tours organized by the Foreign Press Centers, which yielded at least 648 unique placements in foreign media outlets;
- 93 surveys of foreign audiences used by U.S. embassies and program offices to direct resources toward high-impact activities in strategically significant communities; and
- tens of thousands of post-managed small grants to local partners supporting the values and institutions that form the bedrock of America's national security.

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

- improved research and evaluation efforts that ensure best practices are identified and modeled;
- cutting-edge digital analytics and analysis to support posts' and regional bureau-initiated PD efforts;
- implementation of the strategic framework for PD emphasizing the importance of audience analysis, strategic planning, effective manage-

ment, and evaluation to support the achievement of foreign policy goals;

- substantial, sustained progress in updating job responsibilities for locally employed staff around the world, with a focus on audience engagement and impact (as opposed to tasks performed); and
- advanced training opportunities for Public Diplomacy professionals.

How Does FY 2017 Spending Compare?

Given ongoing reorganization efforts throughout the federal government and calls to examine the value and return-on-investment of taxpayer expenditures carefully, it is critical to contextualize current PD activities and spending, including a consideration for how much the U.S. government should spend on PD programs. Any attempt to determine an appropriate level of funding for informing and influencing foreign publics as part of whole-of-government efforts to achieve U.S. foreign policy goals must account for both the scale of effort required (e.g., the size and diversity of target audiences) and the challenges to successfully influencing those audiences (e.g., difficulty in getting their attention in an increasingly crowded global information environment).

To borrow from the field of economics, during the Cold War, free information represented a scarce and in-demand resource for many living behind the Iron Curtain, a resource over which the West held a near monopoly. In 2018, information is no longer in short supply. Rather, it is people's attention that is an increasingly scarce resource. Competing for this resource—people's eyes and ears—is an ever more complex and costly endeavor. Today, successful Public Diplomacy requires cutting-edge expertise in content creation, audience and market analysis, technological systems, emerging and established social media platforms, and local media industries, in addition to the deep knowledge of U.S. policies and values that drive every PD effort. These skills and knowledge are crucial for building and strengthening relationships in the field, which Edward R. Murrow called “the last three feet” and are central to effective diplomacy.

Considering today's highly competitive marketplace of ideas, the importance of engaging foreign publics to combat extremism and foreign disinformation campaigns, and an almost 50 percent increase in the global population over the last two decades, one could expect to see significant increases in the level of U.S. government PD spending. This is not the case, however. In 1986, the U.S. government spent \$2.10 billion

on PD programs (adjusted for inflation). By 2017, the figure had risen by only \$180 million to a total of \$2.28 billion, despite the need to reach a global audience that had grown by more than 2.5 billion people.

While State Department and USAGM Public Diplomacy activities play essential roles in achieving U.S. foreign policy goals—including bolstering national security and prosperity—they are apportioned a comparatively minor percentage of the international affairs budget and the federal government’s discretionary spending. Considering the widespread increase in extremist and foreign government propaganda and the complexity of the contemporary media ecosystem, the U.S. government should prioritize far more resources for its PD programs.

Sufficient and sustainable Public Diplomacy funding is especially crucial now, as we enter a transformative stage in the media and communications industries. The ACPD’s 2017 report *Can Public Diplomacy Survive the Internet: Bots, Echo Chambers, and Disinformation* highlights the ways in which artificial

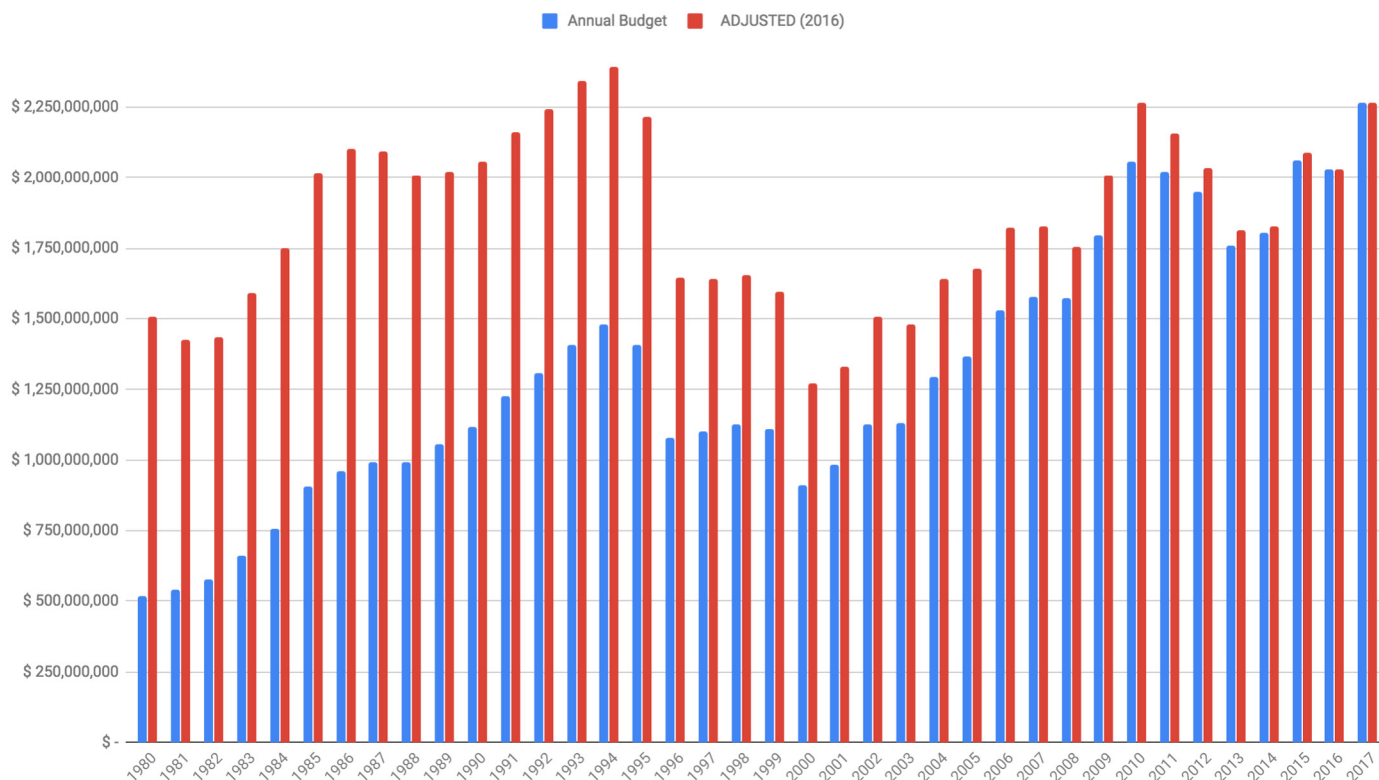
intelligence, machine learning, and automation are radically, and rapidly, impacting the platforms and technologies on which U.S. government PD efforts depend for connecting with foreign citizens. The potential for innovation and efficiency gains in PD practices is substantial, but realization of this potential requires resources and opportunities to experiment and invent. Artificial intelligence is revolutionizing global communications on a scale that risks leaving the U.S. government at a severe competitive disadvantage if it does not make the investments needed to understand and utilize these technologies better.

Where Did the Money Go?

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

The USAGM spent approximately \$794 million (35.1 percent of total PD funding). Despite proposals to

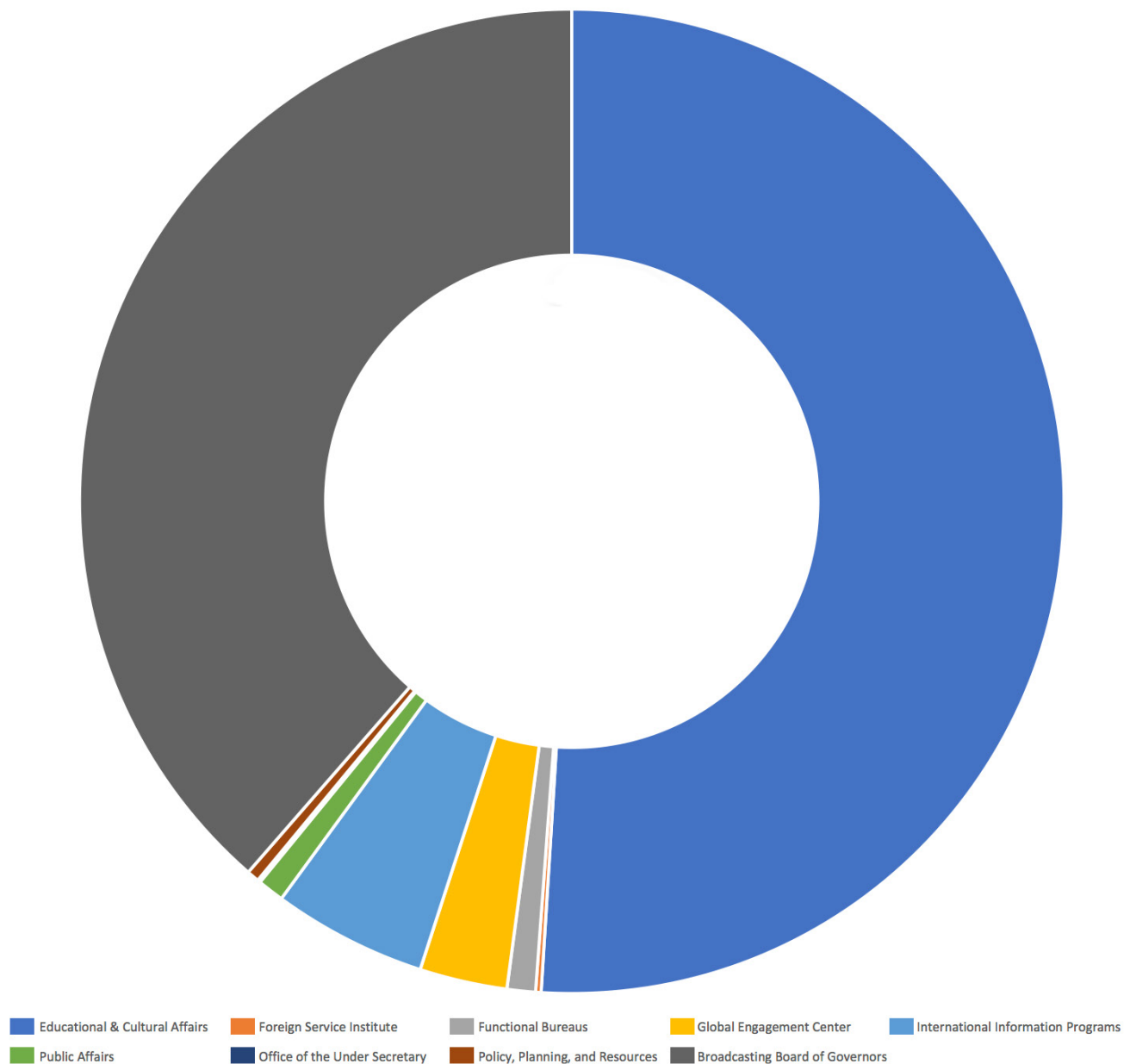
Public Diplomacy Spending 1980 - 2017



reduce ECA's exchange and cultural preservation programs substantially, its congressional allocation actually increased to \$634.1 million (28.0 percent of total PD funding and a 6.8 percent increase from the previous fiscal year). D&CP .7 funds—which support post-led PD programs, locally employed staff (foreign nationals) salaries, and much of the PD backbone in Washington, D.C.—came in at \$492.8 million (21.6 percent of total PD funding). Reported supplemental funding (e.g., OCO, ESE, AEECA)—the vast majority

of which went to support PD efforts in Afghanistan, Iraq, Pakistan, Russia, Ukraine, Georgia, and Moldova—was \$144.4 million (6.3 percent of total PD funding). Salaries for Foreign and Civil Service Officers and other American employees accounted for \$134.6 million (a modest 5.9 percent of total PD spending).

Washington Coordinated Public Diplomacy Spending Compared



GLOBAL PUBLIC DIPLOMACY SPENDING

POST SPENDING RANKED BY FY 207 TOTAL SPENDING

The below rankings are sorted by total reported funding for FY 2017. In many cases, the rankings are not consistent across total reported funding ranks and D&CP funding ranks.

		FY 2016	FY 2017
	Post Name	Total	Total
1	Afghanistan	\$ 58,456,635	\$ 38,729,000
2	Pakistan	\$ 53,161,799	\$ 33,840,000
3	Russia	\$ 9,745,637	\$ 14,480,811
4	Ukraine	\$ 7,017,209	\$ 11,608,335
5	Iraq	\$ 12,558,042	\$ 10,377,789
6	Japan	\$ 9,984,569	\$ 9,360,347
7	China	\$ 8,265,903	\$ 7,996,382
8	India	\$ 9,342,161	\$ 7,641,363
9	Brazil	\$ 6,866,632	\$ 7,539,686
10	Georgia	\$ 5,031,863	\$ 7,260,350
11	Moldova	\$ 2,259,563	\$ 6,345,050
12	Germany	\$ 6,169,781	\$ 6,124,164
13	Indonesia	\$ 7,219,386	\$ 6,054,188
14	Bosnia and Herzegovina	\$ 3,698,383	\$ 5,170,280
15	Mexico	\$ 4,383,523	\$ 5,088,341
16	Israel	\$ 4,700,589	\$ 5,026,077
17	Palestinian Territories	\$ 4,025,041	\$ 4,635,289
18	Nigeria	\$ 7,475,814	\$ 4,594,054
19	Korea, South	\$ 4,396,868	\$ 4,510,812
20	South Africa	\$ 3,829,475	\$ 4,238,838
21	Argentina	\$ 3,601,396	\$ 4,031,111
22	Venezuela	\$ 3,365,641	\$ 3,898,092
23	Turkey	\$ 4,035,275	\$ 3,606,950
24	Serbia	\$ 2,481,743	\$ 3,524,004
25	France	\$ 3,936,694	\$ 3,517,450
26	Italy	\$ 3,636,465	\$ 3,460,150
27	Egypt	\$ 3,291,543	\$ 3,291,368
28	Kosovo	\$ 1,743,459	\$ 3,287,150
29	Saudi Arabia	\$ 2,564,140	\$ 3,250,644
30	Australia	\$ 3,090,680	\$ 3,207,614
31	Philippines	\$ 3,615,868	\$ 3,041,711
32	Colombia	\$ 2,884,931	\$ 3,008,052
33	Morocco	\$ 2,423,665	\$ 2,816,907
34	Vietnam	\$ 3,373,442	\$ 2,801,197
35	Spain	\$ 2,899,761	\$ 2,701,495
36	Peru	\$ 2,629,562	\$ 2,678,596
37	Jordan	\$ 3,216,803	\$ 2,615,398
38	Thailand	\$ 3,125,021	\$ 2,571,633
39	African Regional Services	\$ 3,600,117	\$ 2,556,110
40	Canada	\$ 2,513,742	\$ 2,553,109
41	Burma	\$ 2,323,748	\$ 2,537,033
42	Lebanon	\$ 2,627,888	\$ 2,386,906
43	Kenya	\$ 2,224,658	\$ 2,321,785

	Post Name	FY 2016	FY 2017
		Total	Total
44	United Kingdom	\$ 2,817,083	\$ 2,258,250
45	Armenia	\$ 1,939,112	\$ 2,254,280
46	Poland	\$ 2,859,321	\$ 2,194,280
47	Kyrgyzstan	\$ 2,846,103	\$ 2,107,170
48	Bolivia	\$ 2,492,874	\$ 2,067,531
49	Ecuador	\$ 1,946,422	\$ 2,052,982
50	Kazakhstan	\$ 3,086,541	\$ 2,048,260
51	United Arab Emirates	\$ 2,307,870	\$ 2,044,561
52	Tajikistan	\$ 1,920,513	\$ 1,998,611
53	Bangladesh	\$ 2,538,732	\$ 1,987,345
54	Malaysia	\$ 2,446,653	\$ 1,871,642
55	Azerbaijan	\$ 1,561,302	\$ 1,866,550
56	Greece	\$ 2,016,282	\$ 1,852,835
57	Ethiopia	\$ 2,097,476	\$ 1,852,542
58	Belgium	\$ 1,724,462	\$ 1,777,550
59	Chile	\$ 1,859,626	\$ 1,775,118
60	Turkmenistan	\$ 2,227,234	\$ 1,751,348
61	New Zealand	\$ 1,683,450	\$ 1,667,452
62	Austria	\$ 2,171,254	\$ 1,630,350
63	Czech Republic	\$ 1,388,997	\$ 1,593,607
64	Nepal	\$ 2,231,911	\$ 1,533,469
65	Zimbabwe	\$ 1,527,411	\$ 1,522,698
66	Singapore	\$ 1,503,370	\$ 1,505,922
67	Hong Kong, (China)	\$ 1,579,775	\$ 1,504,063
68	Algeria	\$ 1,416,441	\$ 1,453,023
69	Uruguay	\$ 1,260,521	\$ 1,431,860
70	Macedonia	\$ 1,403,464	\$ 1,395,122
71	Haiti	\$ 1,279,638	\$ 1,393,373
72	Belarus	\$ 1,161,785	\$ 1,341,035
73	Romania	\$ 1,386,508	\$ 1,331,695
74	Slovakia	\$ 1,271,749	\$ 1,330,450
75	Qatar	\$ 1,300,053	\$ 1,286,954
76	Uzbekistan	\$ 1,226,553	\$ 1,277,959
77	Uganda	\$ 1,278,775	\$ 1,270,300
78	Democratic Republic of the Congo	\$ 3,802,468	\$ 1,267,700
79	Panama	\$ 1,182,232	\$ 1,263,502
80	El Salvador	\$ 1,273,384	\$ 1,226,332
81	Dominican Republic	\$ 1,169,384	\$ 1,205,186
82	Netherlands	\$ 1,403,001	\$ 1,204,150
83	Croatia	\$ 1,273,430	\$ 1,198,050
84	Montenegro	\$ 380,956	\$ 1,166,300
85	Albania	\$ 1,200,626	\$ 1,156,960
86	Honduras	\$ 1,048,181	\$ 1,150,890
87	Tunisia	\$ 2,182,696	\$ 1,141,959
88	Guatemala	\$ 1,171,967	\$ 1,130,007
89	Cote d'Ivoire	\$ 1,192,709	\$ 1,102,463
90	Cambodia	\$ 1,260,914	\$ 1,091,727
91	Ghana	\$ 1,371,487	\$ 1,082,440
92	Costa Rica	\$ 1,468,745	\$ 1,076,841
93	Zambia	\$ 819,458	\$ 1,063,720
94	Nicaragua	\$ 1,168,574	\$ 1,015,202
95	Senegal & Guinea-Bissau	\$ 1,240,753	\$ 1,011,600
96	Portugal	\$ 1,050,131	\$ 1,011,000

		FY 2016	FY 2017
	Post Name	Total	Total
97	HUNGARY	\$ 982,424	\$ 992,950
98	SWEDEN	\$ 1,015,279	\$ 989,750
99	Mozambique	\$ 1,134,935	\$ 975,143
100	Trinidad and Tobago	\$ 761,690	\$ 963,126
101	SLOVENIA	\$ 810,594	\$ 957,050
102	Cuba	\$ 1,255,061	\$ 928,398
103	FINLAND	\$ 946,240	\$ 923,150
104	European Union	\$ 1,961,480	\$ 918,500
105	Sri Lanka & Maldives	\$ 1,567,632	\$ 917,987
106	BULGARIA	\$ 1,112,220	\$ 915,450
107	Bahrain	\$ 897,782	\$ 913,431
108	LATVIA	\$ 643,016	\$ 910,207
109	Angola	\$ 813,245	\$ 895,000
110	Tanzania	\$ 756,154	\$ 887,220
111	NATO	\$ 906,990	\$ 862,900
112	Jamaica	\$ 905,653	\$ 841,517
113	DENMARK	\$ 890,011	\$ 831,850
114	NORWAY	\$ 812,774	\$ 821,450
115	Kuwait	\$ 855,438	\$ 814,798
116	Cameroon	\$ 1,235,183	\$ 812,200
117	ESTONIA	\$ 779,418	\$ 799,135
118	Laos	\$ 1,206,579	\$ 798,402
119	Yemen	\$ 577,609	\$ 791,570
120	Sierra Leone	\$ 1,088,854	\$ 780,500
121	Barbados & Eastern Caribbean	\$ 677,516	\$ 742,030
122	CYPRUS	\$ 736,642	\$ 735,510
123	Niger	\$ 607,719	\$ 733,900
124	Paraguay	\$ 958,550	\$ 726,819
125	Sudan	\$ 720,544	\$ 725,700
126	Libya	\$ 673,619	\$ 698,214
127	Burkina Faso	\$ 1,120,193	\$ 659,700
128	IRELAND	\$ 603,403	\$ 653,750
129	Oman	\$ 646,253	\$ 629,379
130	Fiji, Kiribati, Nauru, Tonga & Tuvalu	\$ 813,200	\$ 617,296
131	Rwanda	\$ 1,129,704	\$ 613,860
132	Namibia	\$ 619,058	\$ 613,250
133	LITHUANIA	\$ 655,870	\$ 612,400
134	SWITZERLAND	\$ 673,760	\$ 594,250
135	Togo	\$ 571,529	\$ 570,050
136	Papua New Guinea, Solomon Islands & Vanuatu	\$ 673,767	\$ 565,946
137	Mali	\$ 825,987	\$ 556,700
138	Botswana	\$ 705,206	\$ 521,100
139	Guinea	\$ 619,802	\$ 519,500
140	Liberia	\$ 634,903	\$ 517,900
141	Mongolia	\$ 567,633	\$ 516,446
142	ICELAND	\$ 427,457	\$ 508,250
143	Madagascar & Comoros	\$ 1,083,662	\$ 507,474
144	Malawi	\$ 617,148	\$ 496,000
145	Mauritania	\$ 805,688	\$ 482,327
146	Benin	\$ 585,760	\$ 480,050
147	Mauritius & Seychelles	\$ 490,027	\$ 399,050

		FY 2016	FY 2017
	Post Name	Total	Total
148	Chad	\$ 564,075	\$ 390,997
149	Swaziland	\$ 366,887	\$ 389,770
150	Luxembourg	\$ 393,647	\$ 389,250
151	Eritrea	\$ 402,520	\$ 383,400
152	OSCE	\$ 402,580	\$ 372,500
153	Djibouti	\$ 248,065	\$ 363,400
154	Burundi	\$ 329,826	\$ 303,593
155	Brunei	\$ 526,669	\$ 298,296
156	Central African Republic	\$ 534,592	\$ 282,800
157	Gabon & Sao Tome & Principe	\$ 391,536	\$ 275,600
158	South Sudan	\$ 189,436	\$ 271,200
159	Republic of Congo	\$ 310,211	\$ 263,800
160	Somalia	\$ 366,000	\$ 251,500
161	Bahamas, The	\$ 250,883	\$ 241,900
162	Lesotho	\$ 292,580	\$ 241,375
163	Timor-Leste	\$ 256,896	\$ 238,308
164	Equatorial Guinea	\$ 235,500	\$ 208,400
165	Gambia, The	\$ 288,600	\$ 206,300
166	Malta	\$ 184,719	\$ 177,850
167	Cabo Verde	\$ 233,676	\$ 169,500
168	Taiwan	\$ 191,186	\$ 169,356
169	Suriname	\$ 157,684	\$ 165,915
170	Syria	\$ 227,335	\$ 142,889
171	Holy See	\$ 146,960	\$ 116,600
172	Belize	\$ 103,400	\$ 112,588
173	Guyana	\$ 151,631	\$ 96,100
174	Samoa	\$ 76,663	\$ 90,433
175	Guinea-Bissau	\$ 86,860	\$ 56,300
176	Micronesia	\$ 61,488	\$ 40,815
177	Marshall Islands	\$ 29,953	\$ 40,172
178	Palau	\$ 42,451	\$ 15,877
179	Bermuda	\$ 11,599	\$ 0

Of the \$129.6 million D&CP .7 and supplemental funding supporting the State Department's Washington, D.C.-based operations, \$63.0 million was for the Bureau of International Information Programs (IIP); \$35.8 million was for the Global Engagement Center (GEC); \$10.8 million was for the Bureau of Public Affairs (PA); \$12.0 million was for the Office of the Under Secretary and its Policy, Planning, and Resources office (R/PPR); \$11.6 million was for functional bureaus (e.g., Economic and Business Affairs (EB); Democracy, Human Rights, and Labor (DRL); and Oceans, Environment, and Science (OES)); and \$2.2 million was for the State Department's training division, the Foreign Service Institute.

In the field, PD spending (including D&CP, supplemental funds, USAGM forward-deployed operations, and personnel) was greatest in Europe and

Eurasia (190.7 million), followed by the Near East (\$161.6 million), South and Central Asia (\$152.2 million), East Asia and the Pacific (\$136.2 million), the Western Hemisphere (\$87.8 million), and Africa (\$90.6 million). In total, field-led PD spending totaled \$820.6 million in FY 2017, a \$14.5 million decrease from the previous Fiscal Year (primarily in South and Central Asia and Africa). Over 60 percent of expenditures were concentrated in South and Central Asia, Europe and Eurasia, and the Near East. PD spending was highest in Afghanistan (\$38.7 million), Pakistan (\$33.8 million), Russia (\$14.5 million), Ukraine (\$11.6 million), and Iraq (\$10.4 million). Much of this report details how this funding was targeted and highlights the effectiveness of PD programs in each region.

Recommendations

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

TO THE WHITE HOUSE:

1. **Place relevant management and Public Diplomacy subject matter expertise high on the list of qualifications sought when recruiting for a new Under Secretary of State for Public Diplomacy and Public Affairs.** Fully integrating PD considerations into U.S. diplomatic efforts, as well as enhancing the efficacy and cost effectiveness of Public Diplomacy operations, requires sustained leadership from an Under Secretary who both values the strategic role Public Diplomacy can play in achieving U.S. foreign policy goals and has the management acumen to bring about the structural changes needed to unleash PD's full potential. The ideal candidate for Under Secretary of State for Public Diplomacy and Public Affairs would have a deep understanding of Public Diplomacy's field-focused nature and a clear vision for integrating PD tools and programs into the U.S. government's broader information statecraft strategy.
2. **Sustain investments in Public Diplomacy and global media programs, given the growing importance of information statecraft as detailed in President Trump's National Security Strategy.** Ensuring proper funding for Public Diplomacy programs is crucial for maintaining and growing U.S. influence abroad. In addition to protecting, or even enhancing, current levels of support, the Office of Management and Budget should provide incentives for Public Diplomacy bureaus and offices to make smart, strategic decisions on resource allocation and empower officials to look for efficiency gains and opportunities for improved collaboration across the interagency.

TO THE U.S. CONGRESS:

1. **Support and provide oversight for exploration of a merger of the State Department's Bureaus of Public Affairs (PA) and International Information Programs (IIP) into a single, coordinated, streamlined, and forward-leaning strategic communications operation.** This Commission outlined an initial vision for merging PA and IIP in its 2016 report *Reimagining Public Diplomacy's Organizational Structure* at the U.S. Department of State and is supportive of current studies to bring these two bureaus together as a single data-driven, policy-focused communications and outreach organization. Congressional oversight will be critical for ensuring the potential merger is implemented in ways that eliminate unnecessary overlap and achieve gains in administrative efficiency, while safeguarding the legislative mandate under the Smith-Mundt Act that any Public Diplomacy funding for the new bureau (which would also have non-PD funding for domestic outreach) remains focused on understanding, informing, and influencing foreign audiences.
2. **Provide direct, adequate support for the Global Engagement Center (GEC).** While the Fiscal Year 2017 National Defense Authorization Act (FY-17 NDAA) broadened the GEC's mission to "lead, synchronize, and coordinate efforts to understand and counter foreign state and non-state propaganda and disinformation," it fell short in providing the requisite resources to carry out this expanded mandate. Rather than merely authorizing the Department of Defense to provide funding in support of this expanded mission, Congress should specifically appropriate directly to the State Department the resources needed for the GEC to operate on the frontlines of the informational battlefield.

3. **Improve the State Department's capacity to conduct industry-standard research and evaluation efforts, including:**
 - **Provide limited legislative exemptions to the Privacy Act of 1974 and the Paperwork Reduction Act of 1980 for research, evaluation, and data analysis of Public Diplomacy efforts intended for foreign individuals.** The Privacy Act of 1974 limits the State Department's ability to use industry-standard research and assessment techniques in implementing and evaluating PD programs. Further, the Paperwork Reduction Act of 1980 limits the ability of researchers to conduct PD measurement and evaluation in a timely fashion. Currently, each time researchers conduct a study involving a request for information from foreign publics, they must, with limited exceptions, obtain approval from the Office of Management and Budget. These statutory restrictions significantly hinder the Department's ability to assess the impact of Public Diplomacy initiatives. (For an example of suggested language, see Section 602 of the Senate Foreign Relations' Department of State Authorities Act, Fiscal Year 2018.)
 - **Clarify the importance of prioritizing research and evaluation, including an expression of support for allocating at least three to five percent of total PD program funds for the explicit purpose of research and evaluation.** Currently, less than one percent of total PD program funding is explicitly dedicated to research and evaluation purposes, whereas the private sector typically allocates a minimum of five percent of program funds for monitoring and evaluating program effectiveness. While many PD stakeholders recognize the need for increased research and evaluation, identifying funding for such efforts from within existing resources is a considerable challenge, one that needs Congress's active engagement and support to overcome.
4. **Enact new, forward-thinking legislative authority for the Department of State's PD mission.** Existing Public Diplomacy authorities do not provide a sufficiently clear or modern legal mandate for the effective conduct and coordination of efforts to understand, inform, and influence foreign publics. Four acts, as amended, provide the current foundational authority of U.S. government PD programs: the State Department Basic Authorities Act of 1956, the United States Information and Educational Exchange (Smith-Mundt) Act of 1948, the Mutual Educational and Cultural Exchange (Fulbright-Hays) Act of 1961, and the United States International Broadcasting Act of 1994. The combined result of these statutes, each created in different decades of the 20th century, is an outdated patchwork of legal authorities for U.S. PD programs. At a moment when extremist groups and foreign governments are investing heavily in information warfare and targeting allies and institutions crucial to U.S. national security interests, legal and bureaucratic requirements inhibit the U.S. government's capacity to respond in a coordinated, synchronous fashion. While efforts have been made to address some of these issues, such as through the Smith-Mundt Modernization Act of 2012 and elements of the FY-17 NDAA, the ACPD recommends taking a clean slate approach and would work closely with the relevant congressional committees and PD agencies to establish a cohesive, new Public Diplomacy legislative framework that enables greater coordination and synchronization of U.S. government PD efforts in today's dramatically transformed global information environment.
5. **Raise the congressional cap on the number of Assistant Secretaries of State for PD bureaus.** Due to congressionally mandated limits on the number of Assistant Secretaries of State, Coordinators lead both the Bureau of International Information Programs (IIP) and the Global Engagement Center (GEC). The lack of Assistant Secretary rank limits each Coordinator's effectiveness and negatively impacts perceptions on the role and importance of each organization within the State Department, the U.S. interagency, and beyond. This is especially inopportune given the increasingly central role IIP and the GEC are playing in developing and executing innovative digital strategies for influencing foreign publics and countering violent extremism and disinformation. (The ACPD notes that the State Department's Office of the Inspector General also strongly supported raising the legislative cap to allow for an IIP Assistant Secretary in its 2013 inspection report of that bureau.) The ACPD also encourages the State Department's Under Secretary for Management, Bureau of Legislative Affairs, and Under Secretary for Public Diplomacy and Public Affairs to advocate actively for raising the cap.

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

- 1. Appoint experienced experts and talented career officers in leadership positions across the Public Diplomacy mission.** The heads of the Bureau of International Information Programs, the Global Engagement Center, and the Under Secretary's Office of Policy, Planning, and Resources have each been led by career staff serving in an acting capacity for nearly two years. While these well-regarded PD experts have been remarkably effective under the circumstances, their "acting" designation limits how successful they can be in driving long-term strategic planning and innovation in PD organizational design, digital diplomacy, and information statecraft. The State Department should fill these roles as soon as possible through official appointments, of either the current acting personnel and/or new political or career candidates, so the offices can better play their critical role in ensuring U.S. Public Diplomacy operates effectively and in synchronization with the Department's broader foreign policy mandate.
- 2. Designate the Global Engagement Center (GEC) as an official bureau.** When the GEC's predecessor, the Center for Strategic Counterterrorism Communications (CSCC), was established in 2011 to counter terrorist propaganda, it had only a handful of staff and a budget of approximately \$5 million. Since the GEC replaced the CSCC in 2016, its mission has been legislatively expanded to also include countering state-sponsored disinformation and propaganda, and its funding now exceeds \$75 million annually, with total staffing approaching 90 personnel. Given its exponential increase in financial and human resources, as well as the growing importance of its countering-state-disinformation mission to U.S. national security, the State Department should formally designate the GEC as an official bureau.
- 3. Conduct a strategic review of Public Diplomacy's structure, programs, and resource allocations.** The last PD strategic review undertaken by R was nearly 10 years ago. Since that time, the number and types of PD programs, as well as the variety of actors in the United States and around the world implementing these activities, have grown. Additionally, the operational landscape and the issues being addressed are evolving rapidly, such as the rise of artificial intelligence and the growing threat of state-sponsored disinformation. The ACPD recommends that the next Under Secretary for Public Diplomacy and Public Affairs begin her or his tenure by conducting a full strategic review of the scope, organization, and resource allocation of PD programs, particularly those funded through the D&CP .7 and supplemental budget accounts under R's direct oversight, to ensure all PD outreach continues to be aligned with current U.S. foreign policy objectives and to identify and minimize any inefficiencies or duplicative efforts. This review should take into account and build upon the findings of the recommended strategic review of ECA-managed programs (see second ECA recommendation) to ensure the totality of PD programs, operations, and resources are accounted for.
- 4. Revise training protocols and requirements and establish new opportunities for the professional development of Public Diplomacy practitioners.** PD-coned Foreign Service officers consistently express concerns that their entry-level training has not adequately prepared them to address challenges faced in more-senior leadership roles or a dramatically evolving global communications landscape. State Department PD training is far less comprehensive when compared to other agencies operating in similar fields, such as Department of Defense Information Operations and Strategic Communication. Moreover, there are few incentives or opportunities for practitioners to pursue continuing education and develop in professionally meaningful ways that keep pace with evolving trends. New curricular materials need to be developed, and the amount of time spent in training and the incentive structure for PD practitioners to learn continuously need to be enhanced in light of the skills required to be an effective Public Diplomacy practitioner in the 21st century.
- 5. Prioritize improved financial data accounting and transparency throughout the PD cone.** PD spending is tracked in a variety of ways, depending on the type of program, the level of training at post, and the budget from which the resources are drawn. These systems, however, do not report fiscal data equally, nor do they operate interchangeably. As a result, tracking PD spending across the various bureaus, offices, agencies, and missions requires requesting and triangulating fiscal data from dozens of offices, which cannot be easily reconciled and often results in conflicting tallies. Simplifying and improving existing accounting and knowledge-sharing mechanisms should be a high priority for the Under Secretary for Public Diplomacy and Public Affairs.
- 6. Establish clear guidance on the importance of and parameters for exploring machine-learning and other computational engagement tools.** As is studied in-depth in the ACPD report *Can Public Diplomacy Survive the Internet*, artificially intelligent machines are a disruptive force dramatically reshaping the contemporary global communications space. The Office of the Under Secretary and its Policy, Planning, and Resources office should provide leadership and policy guidance on the strategic use of computational engagement tools for PD purposes.
- 7. Provide continued leadership and training on prioritizing strategic planning, research and evaluation, calculated risk-taking, and continuous learning.** Mission-focused leadership is crucial to the continued effectiveness of

Public Diplomacy personnel and programming. Strategic planning, research, and evaluation need to be continuously prioritized—and related skills taught—to create an institutional culture that expects and rewards evidence-based decision-making at every level. R should intensify efforts to encourage PD officers to innovate and take calculated risks, while ensuring they have the support and tools needed to do so. As part of this effort, R/PPR should enhance capacity to identify, analyze, and share both Public Diplomacy successes and failures in order to strengthen PD practitioners' ability to adjust successfully to rapidly changing environments. Finally, additional Washington-based support needs to be directed to single-officer Public Affairs Sections overseas, which are often led by officers with no or limited PD field experience for whom data accounting and budget management can be a challenge.

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

1. **Establish a working group on research and analytics to improve the sharing of data and coordination of research tools across the U.S. government.** USAGM has provided leadership in its research and evaluation programs and could improve its own practices as well as the quality and effectiveness of other research efforts by establishing a Research and Analytics Working Group to collaborate with researchers from across the PD community to share best practices and lessons learned.
2. **Establish a clear implementation guide for the new Voice of America (VOA) editorials process.** VOA is required by Public Law 94-350 to present the policies of the United States clearly and effectively and to offer responsible discussions on these policies. Historically it has fulfilled this mandate by drafting editorials that were then reviewed and edited by the relevant State Department regional and functional bureaus before proceeding to final publication and distribution, a process that was inefficient and did not generate optimal results. Starting in 2018, VOA editorials primarily switched to curating previously published policy-related content from U.S. government sources, including the State Department. The USAGM should work closely with the State Department to create a clear implementation guide for this new process to ensure content is curated in a timely fashion and strategically distributed to key audiences.
3. **Enhance coordination among USAGM grantees and services to eliminate duplicative efforts and find efficiency gains.** In particular, the ACPD recommends that the USAGM improve resource sharing—including office space, technology, and equipment—in foreign locations where both VOA and a surrogate broadcaster (e.g., Radio Free Europe, Radio Free Asia, Middle East Broadcasting Networks) have a physical presence. In locations where services may overlap, the USAGM should clearly justify the need for two distinct broadcasters, whether based on different missions, target audiences, or other strategically significant considerations.
4. **Increase prioritization of and funding for program research and impact evaluations.** While the USAGM's Office of Policy and Research (OPR) conducts sustained evaluations of program effectiveness and impact, it should continue to bolster its efforts in this area. In particular, OPR should explore innovative research designs and methods for measuring impact beyond, but not instead of, the use of systematic survey tools. Given the importance of research in the strategic planning process and the quickly changing media environments in which the USAGM operates, additional resources should be dedicated to OPR to ensure its continued effectiveness.

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

1. **Conduct an external audit of ECA's research and evaluation procedures.** Given the centrality of ECA's programs to the broader PD apparatus and the fact that ECA funding accounts for fully half of the State Department's overall PD budget, the ACPD recommends that ECA conduct an external audit of its research and evaluation procedures and operations to enable ECA to better draw upon private-sector best practices in this field. An independent audit should assess the efficacy of the research questions and instruments used and the level of resources deployed, as well as offer recommendations for improving the scientific approach of ECA's evaluations.
2. **Conduct a strategic review of ECA's structure and programs.** There are currently over 75 active ECA programs, supporting anywhere from a handful to thousands of participants per year and operating on annual budgets ranging from the thousands to hundreds of millions of dollars. The proliferation of programs puts substantial administrative strain on ECA, as well as on the Public Affairs Sections at U.S. embassies implementing ECA-managed programs in the field. The ACPD recommends a full, strategic review of the scope and organization of ECA's programs, with an eye towards consolidating similar programs, revising the internal organization of and divisions between programs, and minimizing inefficiencies that result from managing such an extensive portfolio. Such reforms would also provide greater clarity and enhance the domestic public's understanding of the value of U.S. government-funded exchange programs, particularly for U.S. economic prosperity and national security.

3. **Improve knowledge management systems.** ECA should prioritize consolidating its various program knowledge management practices and systems into a single, streamlined structure. Implementing partners should be required to use the same system, or interoperable ones, to ensure ease of knowledge management across programs and partners. Such an effort would not only improve ECA's capacity to track and assess its programs in close to real time but also reduce the administrative burden of supporting multiple standalone knowledge management systems across the bureau.

TO THE BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP):

1. **Prioritize increased capacity and integration of data analysis into programmatic efforts and content development for the Analytics Office, including its use of computational tools for research and certain types of public outreach:** IIP's Analytics Office increasingly plays a central role in supporting audience research and strategic planning and evaluations for IIP products and campaigns. The ACPD supports an increase in fulltime staff and funding to expand the range and frequency of analytics services that the office provides to posts overseas and bureaus and offices in Washington.
2. **Identify digital metrics that are of particular relevance to the State Department's PD programs and outreach.** Many off-the-shelf analytics tools are designed for commercial use and not always suitable for assessing U.S. government programs. Given growing concern regarding the validity of certain metrics in an increasingly automated digital environment, IIP should lead State Department efforts to identify which metrics are particularly significant for Public Diplomacy and invest in appropriately customized tools and expertise.

TO THE BUREAU OF PUBLIC AFFAIRS (PA)

1. **Further increase the frequency of press and policy briefings.** Given the ceaseless 24/7 news cycle and the exceptional speed at which false information can be propagated both online and in traditional media, PA's global ability to frame U.S. policies and breaking events accurately with foreign audience is more vital to U.S. national security than ever before. PA's function in disseminating and clarifying U.S. foreign policy priorities and changes is also critical to enabling Public Affairs Officers at posts overseas to communicate effectively with local journalists and publics. The designation of a new Deputy Spokesperson, who has taken on an active briefing role, was a positive development in 2018. The ACPD encourages PA to make maximum use of its fully staffed press office to increase the number of weekly on- and off-camera press briefings to enhance understanding of America's foreign policy goals and values.

TO THE GLOBAL ENGAGEMENT CENTER (GEC)

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

WASHINGTON-DIRECTED ACTIVITIES



OFFICE OF THE UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS

Program grantee and Embassy staff work through monitoring and evaluation training exercises offered by the Public Diplomacy Research and Evaluation Unit in Port Moresby, Papua New Guinea.

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

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned	FY 2019 Request
\$1.07 million	\$1.11 million	\$1.12 million	\$1.21 million	\$0.82 million	\$0.72 million

The Under Secretary for Public Diplomacy and Public Affairs reports to the Secretary of State and oversees initiatives that inform the American people and engage and influence foreign publics in order to achieve U.S. foreign policy objectives.

By law, the Under Secretary has primary responsibility for assisting “the Secretary and the Deputy Secretaries in the formation and implementation of U.S. Public Diplomacy policies and activities, including international educational and cultural exchange programs, information, and international broadcasting.” The Under Secretary directly oversees the bureaus of Educational and Cultural Affairs (ECA), Public Affairs (PA), and International Information Programs (IIP), the Global Engagement Center (GEC), and the Office of Policy, Planning, and Resources (R/PPR).

The Under Secretary:

- Serves as the principal advisor to the Secretary and Deputy Secretary on all Public Diplomacy (PD) matters, including the allocation and oversight of PD and PA resources to Department bureaus and offices;
- Directs the formulation and coordination of Department policies on issues related to Public Diplomacy and Public

Affairs, has ultimate responsibility for the execution of PD and PA initiatives within the State Department, and represents the Department on such matters with other agencies of the U.S. government and outside audiences;

- Provides effective oversight of annual PD and PA strategic planning and evaluation of PD and PA programming, in consultation with R bureaus and offices, other Department bureaus, and embassies;
- Manages U.S. participation at overseas International Expositions (also known as “Expos” and “World’s Fairs”) and leads international campaigns for U.S. cities competing to host these events; and
- Oversees Department leadership responsible for conducting and implementing PD and PA policies, programs, and activities to ensure continuity, coordination, and strategic alignment with foreign policy objectives.

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

EXPO UNIT (R/EXPO)

The Department established the Expo Unit in the Office of the Under Secretary in January 2017. The Expo Unit oversees the public-private partnerships used to design, build, and operate U.S. pavilions at overseas Expos/World’s Fairs accredited by the multilateral Bureau of International Expositions (BIE) and supports U.S. cities vying to host such events. Prior to the establishment of the Expo Unit, no single office had been responsible for managing official U.S. participation in Expos since the United States Information Agency (USIA) Expo Office closed in 1992. In November 2017, the United States competed at the BIE for the first time in 35 years to host an Expo. In 2017, the Expo Unit also began coordinating U.S. participation in Expo 2020 Dubai.

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

(in millions)	FY 2016	FY 2017	FY 2018 Planned	FY 2019 Request
Policy, Planning, and Resources Evaluations and Surveys	\$1.22	\$1.38	\$3.10	\$3.10
Digital Support (including Mission Activity Tracker, PD Implementation Plan, and PD Resource Plan)	\$3.13	\$1.11	\$5.66	\$6.27
Strategic Priorities	\$0.64	\$0.78	\$1.10	\$0.73
Audience Research & Analysis	\$0.18	\$1.35	\$0.90	\$0.90
Support for Bureau Initiatives (including LE Staff Initiative)	\$2.00	\$0.38	\$1.24	\$1.00
Total	\$7.17	\$5.00	\$12.00	\$12.00

The Office of Policy, Planning, and Resources coordinates PD efforts on budgeting, strategic planning, external outreach, information technology, training and professional development, social and digital media, program evaluation, audience analysis, data collection, and knowledge management in order to uphold Department-wide standards and improve institutional effectiveness. R/PPR utilizes these capabilities to support bureaus and embassies and advise the Under Secretary for Public Diplomacy and Public Affairs on efficient and effective allocation of Public Diplomacy resources.

Based on the 2018 Joint Strategic Plan (JSP), R/PPR's strategic goals include:

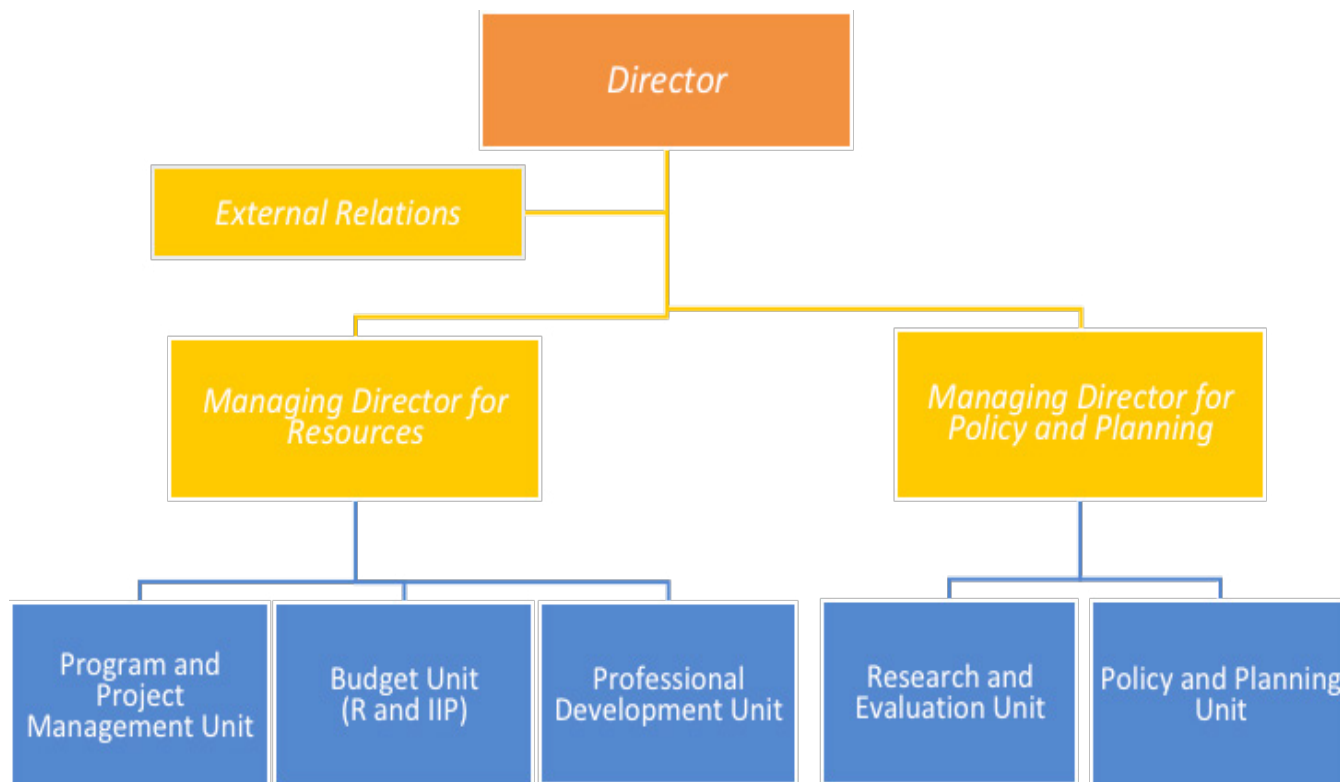
- Facilitating interagency coordination of strategic communication and strengthening the role Public Diplomacy plays in the formulation of U.S. foreign policy;
- Building PD communication tools and improving coordination on technology issues across the PD community;
- Strengthening and coordinating opinion research and evaluation throughout the R family; and
- Enhancing the effectiveness of overseas PD operations through full implementation of the Locally Employed Staff Initiative, which focuses PD efforts on engaging the most important audiences.

To ensure that PD expertise informs the development of U.S. foreign policy and that all PD resources are harnessed in support of these priorities, R/PPR requires all R family and regional bureaus, as well as relevant functional bureaus, to have strategic plans in place that specify how PD programs and activities support JSP goals.

R/PPR has numerous, specific objectives for FY 2019 that support JSP Goal Four—"Ensuring Effectiveness and Accountability to the American Taxpayer":

- Keeping PD research and evaluation user-oriented and increasing the focus on learning and improvement. R/PPR will further develop training, resources, and tools that enable PD practitioners to make the best use of available evidence. R/PPR will continue to work with Public Diplomacy practitioners to incorporate data into resource and programming decisions.
- Consolidating and improving knowledge-management platforms for strategic planning, program monitoring, and audience research. Unifying these platforms will allow PD practitioners to better access information on spending, program performance, and avenues for improvement. Consolidation will also pave the way for future use of machine learning, enabling the extraction of new insights from previous PD programming.
- Leading the PD digital-practitioners network in the experimentation and development of messaging app and chatbot pilot projects. R/PPR will identify ways to better connect policy with digital activities while evaluating the need for process improvements.
- Strengthening the ability of officers in the field to optimize results in their programming via the FY 2019 Public Diplomacy Implementation Plan (PDIP), including the development of strong logic models and SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) objectives.
- Accelerating implementation of the Locally Employed Staff Initiative. The goal is to restructure overseas PD operations in all embassies by September 2020.

R/PPR's core functions are divided between two divisions: 1)



Resources, and 2) Policy and Planning.

Resources

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

Budget Unit

The Budget Unit provides financial oversight of all Public Diplomacy budgets funded through the “7” Diplomatic and Consular Programs (D&CP) and Educational and Cultural Exchange (ECE) appropriations, as well as other funding sources, including Overseas Contingency Operations (OCO) funding and the Bureau of Public Affairs programmatic budget funded through the “.3” D&CP account. R/PPR Resources allocates Public Diplomacy .7 funds from the D&CP appropriation to the regional and functional bureaus and advises and provides operational support in all phases of financial management of Public Diplomacy and Public Affairs budget activities. These functions include budget formulation, presentation, and execution, as well as resource planning and the management of multiple appropriations that support PD initiatives throughout the Department.

Professional Development Unit (PDU)

The PDU is charged with aligning Public Diplomacy human resources with strategic priorities. The PDU leads the Locally Employed (LE) Staff initiative, which is updating global standards for PD operations, providing flexibility to account for differences across U.S. missions overseas, and establishing new requirements for the

specialized knowledge, skills, and abilities essential to increase PD effectiveness, including audience analysis, strategic planning, and multi-media messaging. Pilot implementation of the LE Staff initiative at select embassies began in 2017. The PDU also is updating the position descriptions of the nearly 600 American PD officers abroad to ensure that their roles and responsibilities are consistent with Department efforts to modernize strategic communications tools and programs.

Program and Project Management Unit (PPMU)

The PPMU ensures technical and contracting requirements are met to keep R/PPR’s strategic planning tools operating, available for use, and secure.

Policy and Planning

The Policy and Planning Division coordinates the formulation of Department-wide guidance and standards for PD strategic planning, the use of PD tools, and PD program evaluation. R/PPR Policy and Planning includes the Policy and Planning Unit and the Public Diplomacy Research and Evaluation Unit.

Policy and Planning Unit

The Policy and Planning Unit develops and promotes policies, standard operating procedures, best practices, training, and other tools and processes to ensure that the State Department’s global Public Diplomacy efforts effectively support achievement of U.S. foreign policy goals. Toward this objective, Policy and Planning leads the PD strategic planning process, designs new methods for PD practitioners to measure and demonstrate progress in attaining policy goals, and advocates on behalf of PD practitioners both in the inter-agency context and within the Department. The Unit currently has

a particular focus on strengthening the integration of PD strategic planning, program management, results reporting, and evaluation. Policy and Planning also plays a leading coordination role in the development of Department-wide digital policies that enable U.S. diplomatic practices to adapt to evolving technologies.

Research and Evaluation Unit (REU)

The Research and Evaluation Unit generates original research on PD initiatives, interprets existing research, and disseminates knowledge tailored to the needs of PD practitioners—including on-demand opinion polling, message testing, and practical data analysis—to support the use of evidence for effective decision-making. These research techniques and products enable the Department to deploy resources more efficiently, minimize waste, and maximize effectiveness.

The REU provides monitoring and evaluation support for U.S. embassies and Washington offices, as well as designs and implements monitoring systems and program evaluations unique to local environments. The REU also provides training and policy guidance on research and evaluation to PD practitioners.

External Relations

In addition to the Resources Division and the Policy and Planning Division, a Senior Advisor facilitates interaction between R and key PD constituencies outside the State Department, including Congress, academia, and non-governmental organizations. External engagement enhances the visibility and understanding of the role Public Diplomacy plays in the Department's efforts to advance U.S. interests and keeps interested non-Department audiences abreast of PD reforms and other developments.

Key 2017–2018 Projects and Initiatives

- The State Department and the U.S. Agency for International Development (USAID) introduced a new four-year Joint Strategic Plan (JSP). R/PPR was the Department lead for drafting the JSP's third goal—"Promoting American Leadership through Balanced Engagement." R/PPR engaged PD practitioners from across the Department during the development of the JSP and continues to facilitate Department-wide strategic PD planning as the regional and functional bureaus update their strategic plans for fiscal years 2018-2022.
- R/PPR strengthened PD strategic planning tools, including the Mission Activity Tracker (MAT) and Public Diplomacy Implementation Plan (PDIP).
 - In the FY 2018 PDIP, R/PPR asked Public Affairs Officers, for the first time, to outline both the problems that their PD initiatives are designed to address and the expected progress in advancing mission goals.
 - R/PPR directly engaged the functional bureaus to assist them with their PD strategic planning, requiring bureaus that receive PD appropriations to articulate their activities in an annual strategic plan that includes metrics.
 - R/PPR is developing the next generation of strategic planning tools for practitioners, building on feedback collected from users.
- R/PPR coordinates updates to internal Department regulations that govern PD work, which are published in the Foreign Affairs Manual/Foreign Affairs Handbook (FAM/FAH). In 2017-2018, R/PPR finalized updates of FAM/FAH chapters on Official Communication Using Social Media, the Global Engagement Center, Managing and Using American Spaces, PD at Posts Abroad, Managing PD Financial Resources, PD Strategic Planning, Reporting and Evaluation, Pre-Departure Checklist for PD Officers, and Social Media and Digital Engagement. The updated social media policy (10 FAM 180) was under development for six years.
- R/PPR introduces best practices to the global PD community, including through the publication of PD handbooks for use in the field. In the past year, R/PPR published updates to handbooks on working within an embassy, working with the media, and PD budgets and financial planning.
- To improve internal communications, R/PPR modernized its SharePoint site, which is a key portal housing internal policy information for PD practitioners.
- As a means of supporting and highlighting PD best practices, R/PPR recently launched the FY 2018 PD Innovation Fund to solicit innovative proposals to engage foreign audiences. Embassies are required to consult with the Research and Evaluation Unit in advance of any submission to ensure that accepted evaluation principles are included in proposals.
- R/PPR advocates on behalf of PD within the Department and the interagency. In 2018, R/PPR clarified PD policies and developed a specific process for PD practitioners to appeal denials of access to Sensitive Compartmented Information (SCI), which R/PPR negotiated with the Bureau of Diplomatic Security and the Bureau of Intelligence and Research.
- Working closely with the Foreign Service Institute and across the PD cone, R/PPR is identifying needs and opportunities to ensure that all Public Diplomacy practitioners—Foreign Service Officers, Civil Servants, Locally Employed Staff, and contractors—have the necessary support and training to increase PD effectiveness.
 - For example, in FY 2018, the Foreign Service Institute launched a new course for Locally Employed Staff that integrates cultural and press functions at embassies and supports both the adoption of the PD Strategic Framework and implementation of the LE Staff Initiative.
- The REU commissioned 93 audience research reports in 2017-2018, which embassies and program offices used to direct resources toward high-impact activities. For example, results from the reports informed messaging strategy on U.S. sanctions against a major money launderer in Panama and identified key messages and audiences for increasing NATO member contributions across Europe.
- The REU led the development of the first Public Diplomacy Learning Agenda to identify and prioritize research questions that enable PD practitioners to focus their evaluation efforts in ways that yield data of maximum value for improving overall PD effectiveness. The Bureaus of Educational and Cultural Affairs (ECA), International Information Programs (IIP), and Public Affairs (PA), the Global Engagement Center (GEC), and field

practitioners all contributed to the Learning Agenda, which will be reviewed and revised annually or as needed.

- The REU completed its first impact evaluation, which examined the Tok Salone initiative in Sierra Leone. An additional impact evaluation is due for completion in late 2018, after which REU will recommend changes based on evaluation results. REU launched these multi-year evaluations in 2016, based on requests from the National Security Council and the U.S. Advisory Commission on Public Diplomacy. These pilot initiatives are the first evaluations of State Department PD programs using a randomized control trial methodology. The REU and Embassy Tokyo also designed a comprehensive monitoring system for the embassy's activities encouraging Japanese students to study in the United States.
- R/PPR tracks and assesses emerging technologies and convenes digital practitioners across the Department to address common problems, develop solutions, and provide mentorship.
 - For example, R/PPR is currently coordinating efforts across the PD community to assess the impact of computational propaganda and disinformation on Public Diplomacy outcomes.
 - In 2017–2018, R/PPR worked with the regional bureaus to develop regional digital crisis communications plans, including having all posts update their emergency action plans to account for the use of digital tools and platforms.
- R/PPR developed and coordinated an outreach strategy for the Under Secretary and other R officials to strengthen relationships with congressional staff, key research institutions, and PD thought leaders that both enhanced the Department's ability to leverage external resources for the Department's Public Diplomacy efforts and elevated the profile of Public Diplomacy with congressional leaders and other outside experts.

Assessing the Impact of the “Talk about Sierra Leone” Project

In April 2017, the REU and Embassy Freetown conducted an evaluation to investigate the effectiveness of the Tok Salone project (or “Talk about Sierra Leone”). Tok Salone was a series of workshops led by the embassy's Locally Employed Staff that aimed to inform young, first-time voters on citizens' rights and responsibilities, as well as to influence them to participate in the election process in a responsible, non-violent manner.

Results indicate that the Tok Salone program had a limited impact on increasing voter knowledge but did not meaningfully change attitudes towards electoral violence. Participating in a workshop increased the likelihood that a person knew where to vote by 4–7 percent. Results showed a small, but statistically significant, change in only one of four questions designed to measure attitudes toward violence.

The evaluation results offer some key insights for PD practitioners:

- **Recruit the intended target audience:** Survey results revealed that Tok Salone participants were already highly invested in the democratic process and opposed to electoral violence—thus, unlikely to be persuaded.
- **Short, 90-minute workshops are more effective at communicating information than they are at changing attitudes or values:** If Tok Salone or other similar programs remain a single-touch experience, they should focus on sharing information about the election process and alternatives to electoral violence.
- **Early coordination between program and evaluation planning improves data collection and research design:** The Tok Salone evaluation began midway through program implementation. Incorporating evaluation planning into program design would have increased evaluation options, such as allowing for testing the effectiveness of training materials, designing a follow-up survey strategy, and ensuring effective workshop assignment to ensure comparability of results.

The evaluation used a quasi-experimental design, which utilized three treatment groups and one placebo group to test the effects of different curricula featuring informative or persuasive content, a combination of the two, or neither. Pre- and post-program surveys measured knowledge of voting, civic participation, fear of violence in the upcoming election, and overall attitudes towards the efficacy of violence in creating political change. Survey data comprised 1,652 respondents (72 percent of program participants).

Locally Employed Staff Initiative

Locally Employed (LE) Staff structures and position descriptions in PD sections overseas have not been holistically updated since the 1970s, despite dramatic changes in global communication technology and patterns during that same period. In response, R/PPR recently completed a comprehensive re-think of PD operations overseas. Through implementation of the LE Staff Initiative, R will reform overseas Public Diplomacy operations to significantly strengthen PD's effectiveness, efficiency, and accountability in engaging the highest-priority audiences to advance foreign policy. The new structure incorporates updated global standards for PD operations and communication; provides flexibility to account for vast differences in size, operational scope, and foreign policy priorities at U.S. missions; and establishes new requirements for the unique knowledge, skills, abilities, and audience priorities essential to advance U.S. foreign policy goals and American interests in the 21st century. Primary features of the new structure are purpose-based strategic planning and implementation; a specific focus on new audience groups empowered by shifts in global communication; coordination of message packaging to ensure priority messages reach target audience sectors; and tightened accountability to evaluate human and program resource investments against target objectives. Pilot implementation of the LE Staff Initiative at select posts commenced in FY 2017. By September 30, 2020, R/PPR expects to have fully implemented the LE Staff Initiative at all missions.



BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA)

American alumni of the Gilman Scholarship and Critical Language Scholarship Programs gathered at the U.S. Diplomacy Center, State Department, for an introduction to the life of a diplomat. ECA Assistant Secretary Marie Royce provided an overview of scholarships available and information on State Department employment opportunities to these program alumni.

BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA)

FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Enacted	FY 2018 Planned
\$574 million	\$569 million	\$590 million	\$591 million	\$634 million	\$646 million

All funding is from the Educational and Cultural Exchanges account unless otherwise specified in this chapter.

The Bureau of Educational and Cultural Affairs (ECA) designs and implements exchange programs that advance U.S. foreign policy and national security objectives with the goal of putting “America First.” ECA’s exchange programs connect Americans with current and emerging leaders from foreign countries, resulting in strong relationships and networks that sustain America’s security and its prosperity.

With 97 percent of of ECA’s appropriation spent in the United States or invested in American citizens and organizations, ECA’s programs provide direct economic benefits to the American people. Across the United States, high schools, universities, local communities, families who host exchange participants, and individuals and organizations who work on implementing these programs gain valuable knowledge and experience from engaging with program participants from all over the world.

ECA’s rigorous and constant program evaluation consistently demonstrates that alumni of U.S. government-sponsored exchanges return to their home countries with increased knowledge of the United States and more favorable views of the American people. American alumni return home with marketable skills and international experiences that help advance their careers and support their communities. The long-term impact of ECA programs is indisputable: one-third of current world leaders, one in five foreign ambassadors to the United States, and 97 current and former members of the U.S. Congress are ECA exchange alumni.

In fiscal year (FY) 2018, ECA focused on the four following operational priorities:

- **Ensuring America’s security** by investing in exchange programs that bring together U.S. and foreign experts to share information and best practices on countering foreign government disinformation campaigns and radicalization of vulnerable individuals,
- **Protecting America’s competitive advantage** in the field of higher education through the promotion of short-term study, research, and degree programs in the United States,

- **Promoting American leadership** in influential fields in today’s globalized economy, including science, technology, engineering and mathematics (STEM), entrepreneurship, and media arts, and
- **Ensuring accountability to the American taxpayer** by continually monitoring and evaluating exchange programs and assessing effectiveness in advancing foreign policy goals; leveraging public-private partnerships; and developing cost-effective models for exchanges using innovative technology, alumni engagement, and rapid response mechanisms to respond to U.S. foreign policy priorities.

ECA’s staff comprises 438 fulltime positions and 64 contractors. About 55,000 people take part in ECA-funded exchange programs every year, including opportunities for 10,000 Americans to travel abroad. ECA’s Private Sector Exchange Programs in 2017 welcomed over 300,000 new exchange visitors to the United States from more than 200 countries and territories. ECA supports a network of more than 400 EducationUSA advising centers worldwide to provide foreign students interested in studying in the United States with accurate, comprehensive, and current information about how to apply to U.S. colleges and universities. More than 1 million international students studied at U.S. higher education institutions in the 2016–2017 academic year, a record high for the United States. The U.S. Department of Commerce estimates that international students in the United States contributed approximately \$42.4 billion to the U.S. economy in 2017 and supported more than 450,000 American jobs. Furthermore, the International Visitor Leadership Program (IVLP) injects \$57 million annually into the U.S. hospitality and airline industries through international visitors taking part in exchanges across the United States.

This ECA overview covers the Bureau’s seven programmatic work streams: Policy (includes Cultural Heritage, Alumni Outreach, and Evaluation), Academic Exchange Programs, Citizen Exchanges, English Language Programs, Global Education Programs, International Visitors, and Private Sector Exchanges.

ECA FUNDING BY DIRECTORATE

(in millions)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Academic Exchange Programs	\$209	\$208	\$226	\$228	\$232	\$232
Citizen Exchanges	\$99.80	\$101	\$100	\$102	\$111	\$111
English Language Programs	\$43.31	\$42.78	\$42.11	\$42.11	\$43.73	\$43.48
Global Education Programs	\$63.05	\$62.23	\$63.11	\$64.61	\$64.80	\$64.80
International Visitors	\$92.53	\$91.01	\$89.67	\$89.67	\$97.76	\$97.76
Private Sector Exchanges	\$0	\$0	\$0	\$0	\$0	\$0

OFFICE OF POLICY

ECA's Policy Directorate takes a cross-bureau approach to ensure that ECA programs are aligned with the State Department's foreign policy priorities and global engagement objectives; are evaluated for program impact and effectiveness; pilot new modes and platforms of engagement and

interaction, leverage the resources of the private sector; and sustain long-term engagement with program alumni. Also within the Policy Directorate, the Cultural Heritage Center implements U.S. policy on cultural heritage protection and preservation.

POLICY UNIT

The Policy Unit supports ECA's efforts to link programs closely to foreign policy goals and to provide flexible and rapid response capabilities to international events and developments. It serves as the bureau's in-house think-tank, exploring strategies for using exchanges as a policy tool and providing analysis and responsiveness to requests and inquiries from interagency partners and Congress. The

unit regularly convenes policy dialogues that give ECA program offices opportunities to engage with State Department and interagency policymakers and to explore how exchanges can be relevant and effective foreign policy tools. The Policy Unit coordinates responses to State Department, National Security Council, and congressional questions requiring input from all ECA program offices.

ECA COLLABORATORY

FY 2016	FY 2017	FY 2018 Planned
\$200,000	\$369,000	\$369,000

The ECA Collaboratory designs, pilots, and promotes innovative approaches to educational and cultural diplomacy. Its work includes developing new programmatic tools for the Department, cultivating best practices for the

use of technology in exchanges, and linking Public Diplomacy practitioners with experts from other sectors.

The Collaboratory promotes innovation in Public Diplomacy by incorporating digital elements into in-person

exchanges, tracking the use of emerging technologies in ECA programs, and piloting virtual and blended exchange program models. The Collaboratory promotes programs that develop new skills in media literacy, narrative diplomacy, and technology-facilitated education that are

essential to the diplomatic needs of the digital age.

The Collaboratory is piloting multi-faceted programs that create models for reaching new audiences, involving more Americans in exchanges, and strengthening person-to-person engagement around the globe.

EVALUATION DIVISION

FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
\$1.32 million	\$1.22 million	\$1.25 million	\$1.25 million	\$1.72 million	\$1.77 million

Monitoring and evaluation is a key component of ECA's programming. Created in 1999, ECA's Evaluation Division conducts performance measurement surveying for priority ECA programs, consults with implementing partners on their monitoring efforts, works in collaboration with third-party contractors to manage evaluations of selected programs, and serves as a resource to ECA program teams to learn from and utilize the monitoring and evaluation data collected.

Performance measurement is conducted internally through surveys via the Evaluation Division's data collection system, E-GOALS. In the past 13 years, more than 70,000 responses have been collected from exchange program participants who have been surveyed before, immediately after, and approximately one year after their ECA-sponsored exchange experience. The data captured in these surveys allow the Evaluation Division to work with program officers to identify program areas that may need to be modified. The data also allow the Evaluation Division to assess short- and medium-term outcomes of ECA programs.

The Evaluation Division also commissions evaluations of selected programs. These evaluations are conducted based on the best methods to generate the highest quality evidence, taking into account the information that ECA program managers and senior leadership have requested, as well as time, budget, and other constraints. In 2017, evaluations were completed on the African Women's Entrepreneurship Program and the Fulbright Foreign Student Program. In 2018, the Hubert H. Humphrey Fellowship, Alumni Innovation Engagement Fund, and Professional Fellows Program will be evaluated.

By continually monitoring and evaluating our programs, ECA is able to use the data gathered to identify and remediate real-time challenges associated with its programs, measure programming efforts against the goals and objectives of U.S. foreign policy goals, and provide greater accountability and transparency to ECA's primary stakeholders, the American people.

ECA Exchanges: Impact at Home

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

INDIVIDUAL AMERICANS

**ONE
THIRD**

of all ECA exchange participants are American



Including **97** current or former members of Congress



LOCAL AMERICAN COMMUNITIES



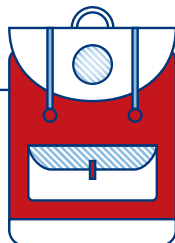
**All
50 STATES**

host international exchange visitors, who support the local economy during their stay.

ECA connects exchange participants to:

1,400

secondary schools



22,000

volunteer host parents via the FLEX program

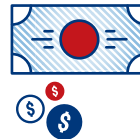
UNITED STATES ECONOMY

ECA'S BUDGET



97 PERCENT

of the ECA budget goes to American organizations, businesses and individuals



In 2017,

\$42.4 BILLION

was contributed to the US economy by foreign students



while also supporting more than **450,000** domestic American jobs



Over

100 COUNTRIES

provide **\$100 million** in cash and in-kind contributions to the Fulbright Program

Using Data to Enhance Exchanges and Demonstrate Impact

ECA conducts extensive studies in order to improve how we learn from our initiatives that foster mutual understanding across cultures and peoples. Through ongoing monitoring and evaluation activities, ECA is continually gaining new insights and collecting new data to demonstrate the impact of our programming.

GAINING NEW INSIGHTS

Through research being conducted by the University of Southern California-Center for Public Diplomacy, in close partnership with Global Ties U.S., ECA is learning about the impact of the International Visitor Leadership Program on local communities in the United States.

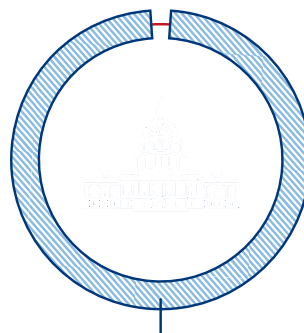
Through an evaluation of the of the Hubert H Humphrey Program at its 40th anniversary, ECA is using the voices of its alumni to shape the future direction of the program.

SHARING AMERICAN VALUES



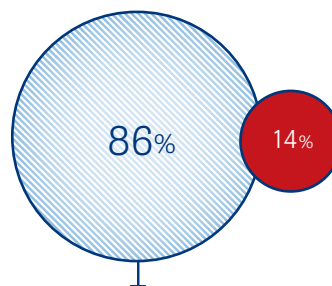
ECA programs and exchanges provide a unique platform to promote American values and cultural collaboration abroad

IMPACT OF OUR PROGRAMMING



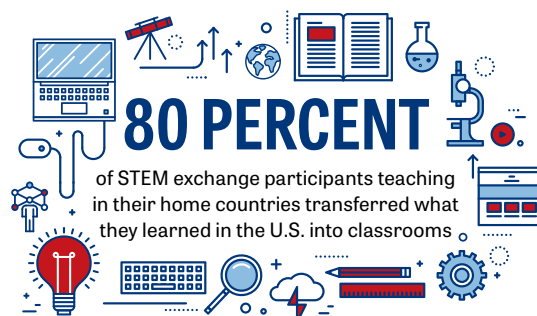
98 PERCENT

of participants have an increased understanding of the United States and **90%** have a favorable view of the American people



86 PERCENT

of participants agreed that African Women's Entrepreneurship Program - International Visitor Leadership Program helped them grow their businesses



of STEM exchange participants teaching in their home countries transferred what they learned in the U.S. into classrooms

OFFICE OF ALUMNI AFFAIRS

FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
\$2.81 million	\$2.82 million	\$3.50 million	\$4.04 million	\$5.2 million	\$5.24 million

The Office of Alumni Affairs, established in 2004, seeks to maximize the return on investment in people-to-people connections by turning individual exchanges into enduring relationships. More than one million people have participated in ECA-funded programs since they began almost 80 years ago. Forty-eight alumni are current members of the U.S. Congress, and 575 are current or former heads of state and government around the world.

The Office of Alumni Affairs facilitates strategic alumni engagement by regional bureaus and U.S. embassies through project funding, regional workshops, and knowledge management. The office also engages directly with alumni and alumni associations to strengthen networks and support projects—both in person and on virtual platforms—that build on the experience gained by participants during their exchange program. Over the past 15 years, the office has supported nearly 2,000 alumni-led initiatives promoting shared goals with the United States, such as business development and economic opportunity, girls education, conflict resolution, and outreach to underserved communities. Since 2016, the office has been scaling up outreach and engagement with American alumni, a group of over 350,000 with links to most U.S. states. The rapid-response Alumni Thematic International Exchange Seminars (Alumni TIES) model enables ECA to convene alumni, in as little as three months, around key foreign policy issues, with recent examples including countering human trafficking, building resilient communities in the face of natural disaster, addressing addiction, and ensuring access to education and opportunity.

PROMINENT ALUMNI ACCOMPLISHMENTS

Government and Politics

- Twenty-one current foreign ambassadors to the United States are alumni of a U.S. government-sponsored international exchange program.
- Nineteen alumni currently sit on their respective country's Supreme Court.
- More than 1,700 alumni have served as a cabinet minister for their national government.

Sciences and Humanities

- Eighty-four alumni are Nobel laureates. 2017 laureates include alumni Kip Thorne (*physics*) and Michael Rosbash (*physiology/medicine*).
- More than one hundred alumni have won Pulitzer Prizes. In 2018, winners included alumni Jake Halpern (editorial cartooning), Manuel Mogato (*international reporting*), and Jack Davis (*history*).

Sports

- Fifty-six alumni from the United States have competed in Olympic Games. In PyeongChang, ECA alumnae Hilary Knight and Chloe Kim won gold medals for Team USA.

Civil Society

- Forty-seven alumni have been awarded the U.S. Presidential Medal of Freedom.
- Eleven alumni have won the Nobel Peace Prize.

Young Leaders

- Twenty-six alumni have been recognized as Forbes “30 Under 30” awardees, in fields as diverse as education and enterprise technology.

CULTURAL HERITAGE CENTER

The Cultural Heritage Center provides expertise on cultural heritage policy and supports the protection and preservation of cultural heritage worldwide. It is the secretariat for the interagency Cultural Heritage Coordinating Committee (CHCC), a forum where ideas and programs incubated in individual agencies and CHCC working groups are shared with all relevant parties. The Center oversees and supports a federal advisory committee and the State Department's decision-making functions concerning cultural property agreements. Ongoing programs to protect and preserve cultural heritage worldwide include the U.S. Ambassadors Fund for Cultural Preservation (AFCP)

and the CHC-led interagency Cultural Antiquities Task Force (CATF). The protection and preservation of cultural heritage help the State Department to promote stability, economic development, and good governance in partner countries while denying critical financing to terrorist organizations and other criminal networks that engage in illicit trade.

CULTURAL ANTIQUITIES TASK FORCE (CATF) (2004)

FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
\$1.00 million	\$1.00 million	\$1.00 million	\$1.00 million	\$1.00 million	\$1.00 million

Established by the U.S. Congress in 2004 and incorporated into the CHCC in 2016, the CATF is led by the State Department's Cultural Heritage Center within the Bureau of Educational and Cultural Affairs. It comprises federal agencies that share a common mission to combat trafficking in antiquities in the United States and abroad. The CATF coordinates law enforcement efforts, provides training, and supports local governments, museums, and

preservationists around the world in the protection of cultural property. Since its creation, the CATF has supported more than 75 international and domestic cultural-property training programs. Funding for the CATF comes from the Diplomatic and Consular Programs Public Diplomacy account.

CULTURAL PROPERTY ADVISORY COMMITTEE (CPAC) (1983)

FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
\$501,039	\$596,329	\$610,703	\$590,038	\$692,015	\$670,000

Cultural property agreements with other countries are collaborative tools to prevent illicit excavation and trade in cultural objects. For a concerned country, it is unlawful to excavate, remove, or to export cultural objects without a permit. For the United States, once an agreement is in place, importing those objects of designated material is prohibited except under special circumstances. The goal of such an agreement is to protect cultural heritage by reducing the incentive for further pillage of archaeological and ethnological material. The Cultural Property Advisory Committee advises the President on appropriate U.S. action in response to requests from foreign governments for such agreements. The Cultural Heritage Center administers the committee and coordinates other U.S. government activities related to the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property.

The United States has cultural property agreements in force with Belize, Bolivia, Bulgaria, Cambodia, China, Colombia, Cyprus, Egypt, El Salvador, Greece, Guatemala, Honduras, Italy, Libya, Mali, Nicaragua, and Peru. It has imposed emergency import restrictions on archaeological and ethnological materials from Iraq, Libya, and Syria.

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

FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
\$3.89 million	\$5.75 million	\$5.75 million	\$5.75 million	\$6.25 million	\$8.25 million

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

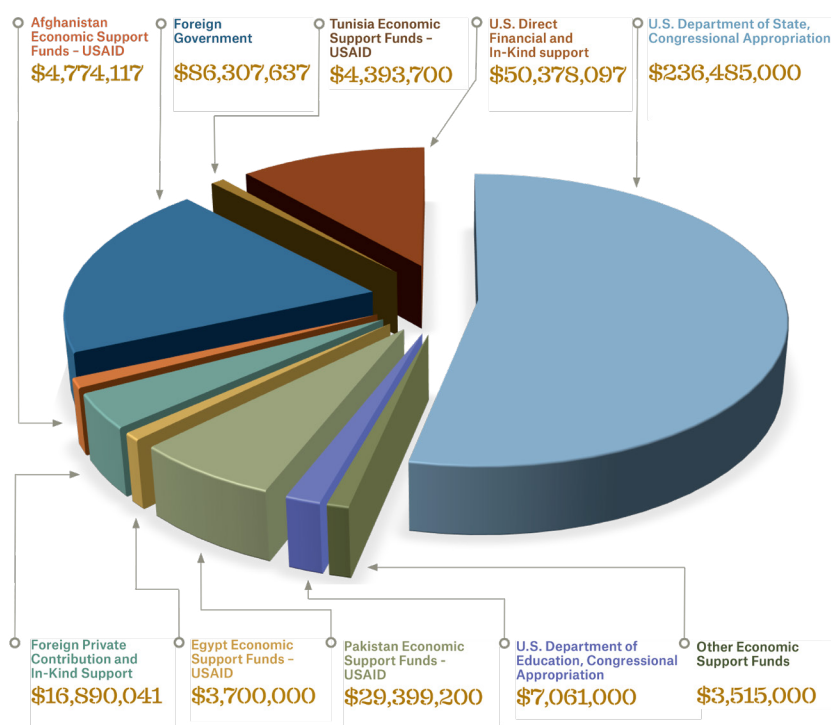
FY 2017, projects took place in Armenia, Azerbaijan, Bolivia, Burma, Cambodia, Costa Rica, Ecuador, Egypt, Haiti, Iraq, Jordan, Laos, Lebanon, Mexico, Moldova, Morocco, Nepal, Nicaragua, Nigeria, Palestinian Territories, Peru, Philippines, St. Kitts, Senegal, Sierra Leone, Solomon Islands, South Africa, Tajikistan, Tanzania, Thailand, Turkey, Turkmenistan, Uzbekistan, and Zambia. Beginning in FY 2018, funding for the AFCP comes from the Diplomatic and Consular Programs Public Diplomacy account.

OFFICE OF ACADEMIC EXCHANGE PROGRAMS

FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
\$209 million	\$208 million	\$226 million	\$228 million	\$232 million	\$232 million

\$442,903,792

TOTAL FULBRIGHT FUNDING FISCAL YEAR 2015



FULBRIGHT PROGRAM (1946)

Created in 1946, the Fulbright Program is the flagship academic exchange program sponsored by the U.S. government. The program's components provide opportunities for Americans and citizens of more than 155 countries—who are chosen for their academic achievement and leadership potential—to study, teach, or conduct research abroad and develop ties that build understanding between the peoples of the United States and the participating countries. The program does not encompass countries with which the United States does not have an official diplomatic relationship (i.e., Iran, North Korea, Bhutan) or in which the United States does not have a diplomatic presence (e.g., Somalia, Guinea-Bissau, Syria, Libya). The program has four core components—Fulbright Foreign Student Program, Fulbright Visiting Scholar Program, Fulbright U.S. Student Program, and Fulbright U.S. Scholar Program—each of which has a number of constituent programs (e.g., the Fulbright English Language Teaching Assistant Program is a part of the core Fulbright U.S. Student Program).

Participating governments and host institutions, corporations, and foundations in foreign countries and in the United States also provide direct and indirect support for the Fulbright Program. For example, total Fulbright funding in FY 2015 included approximately \$103 million in government and private contributions and in-kind support from foreign sources.

Program receives some foreign funding.

Program Length: Year-long

Avg. Cost per Day: : \$62 (2017)

Female/Male Split: 52%/48%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$185.30 million	\$185.10 million	\$185.60 million	\$185.60 million	\$185.60 million	\$185.60 million
# of Proj/Partic	8,000	8,000	8,494	8,293	8,139	8,200
Cost per:	\$23,163	\$23,138	\$21,851	\$22,380	\$22,804	\$22,634

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

FULBRIGHT VISITING SCHOLAR AND FOREIGN STUDENT PROGRAMS

FULBRIGHT FOREIGN STUDENT PROGRAM (1946)

The Fulbright Foreign Student Program, created in 1946, provides scholarships to foreign graduate students, young professionals, and artists to study or conduct research in the United States for one year or more. Participants in all academic fields are chosen through a competitive merit-based selection process.

Program receives some foreign funding.**Program Length:** Year-long**Avg. Cost per Day:** : \$47 (2017)**Female/Male Split:** 52%/48%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$92.0 million	\$75.60 million	\$68.40 million	\$70 million	\$71.40 million	\$71.40 million
# of Proj/Partic	3,929	4,533	4,390	4,226	4,205	4,200
Cost per:	\$23,416	\$16,678	\$15,581	\$16,607	\$16,980	

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

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

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

Program receives some foreign funding.**Program Length:** 10 months**Avg. Cost per Day:** \$51 (2017)**Female/Male Split:** 74%/26%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$7.82 million	\$5.86 million	\$5.54 million	\$6.00 million	\$6.09 million	\$6.09 million
# of Proj/Partic	391	412	399	396	402	400
Cost per:	\$20,000	\$14,243	\$13,882	\$15,152	\$15,149	\$15,225

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

FULBRIGHT VISITING SCHOLAR PROGRAM (1946)

The Fulbright Visiting Scholar Program, created in 1946, supports foreign scholars to conduct post-doctoral research and university lecturing at U.S. institutions for an academic year or term.

Program receives some foreign funding.

Program Length: 10 months

Avg. Cost per Day: \$94 (2017)

Female/Male Split: 46%/54%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$26.00 million	\$26.00 million	\$22.00 million	\$22.00 million	\$22.00 million	\$22.00 million
# of Proj/Partic	930	879	777	978	786	786
Cost per:	\$29,000	\$29,597	\$28,185	\$22,495	\$27,990	

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

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

The Fulbright Junior Faculty Development Program in the Middle East and North Africa was launched in 2012, after the success of the Fulbright Visiting Scholar Program for Iraq, and brings young scholars in priority fields to U.S. institutions for an intensive 10-week program focused on faculty development, individualized mentorship, research, and cultural engagement activities. These activities are designed to support junior faculty in building the capacity of universities in the Middle East and North Africa region, while developing linkages with U.S. institutions, expanding the scholars' knowledge of U.S. higher education and culture, and advancing their professional skills. ECA determines which countries will participate each year based on availability of funds, priorities in the region, security issues on the ground, and capacity at posts. The FY 2017-funded program took place in the summer of 2018.

Program Length: 10 weeks
Avg. Cost per Day: \$404 (2017)
Female/Male Split: 71%/29%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$695,000	\$660,000	\$1.52 million	\$1.19 million	\$990,250	\$847,500
# of Proj/Partic	20	20	24	54	35	30
Cost per:	\$34,750	\$27,500	\$28,209	\$29,750	\$28,292	\$28,250

Geographic Reach: Egypt, Lebanon

FULBRIGHT VISITING SCHOLAR PROGRAM FOR IRAQ (2010)

Launched in 2010, the Fulbright Visiting Scholar Program for Iraq, implemented in conjunction with the Fulbright Junior Faculty Development Program, brings scholars in selected fields to U.S. institutions for approximately 10 weeks of faculty development, individualized mentorship, research, and cultural engagement activities. These activities are designed to support junior faculty in building the capacity of universities in Iraq, while developing linkages with U.S. institutions, expanding the scholars' knowledge of U.S. higher education and culture, and advancing their professional skills. The program for Iraq is funded from U.S. Embassy Baghdad resources through a grant to the Institute of International Education (IIE) to administer the program for Iraqi scholars each year. The FY 2017-funded program will take place in the summer of 2018.

Program Length: 10 weeks
Avg. Cost per Day: \$627 (2017)
Female/Male Split: 24%/76%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$989,800	\$602,823	\$850,000	\$1.00 million	\$1.10 million	\$1.10 million
# of Proj/Partic	32	16	22	24	25	25
Cost per:	\$30,931	\$37,676	\$38,636	\$41,667	\$44,000	\$44,000

Geographic Reach: Iraq

FULBRIGHT U.S. SCHOLAR AND STUDENT PROGRAM

FULBRIGHT U.S. SCHOLAR PROGRAM (1946)

The Fulbright U.S. Scholar Program, created in 1946, awards scholarships to U.S. scholars at the faculty and senior researcher level and to professionals, to lecture and conduct research at institutions throughout the world in a wide variety of academic disciplines for one semester or academic year.

Program receives some foreign funding.

Program Length: 10 months

Avg. Cost per Day: : \$151 (2017)

Female/Male Split: 51%/49%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$36.00 million	\$36.00 million	\$30.10 million	\$31.00 million	\$31.00 million	\$31.00 million
# of Proj/Partic	906	774	772	810	694	694
Cost per:	\$39,735	\$46,512	\$41,690	\$38,272	\$44,669	

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

FULBRIGHT ARCTIC INITIATIVE (2014)

The Fulbright Arctic Initiative, created in 2014, awards grants to scholars from the United States and other Arctic Council member countries for collaborative research focused on public policy challenges facing the Arctic region. Through a series of three in-person meetings and individual research exchange visits, Fulbright Arctic Scholars stimulate scientific collaboration on Arctic issues and produce policy-relevant recommendations. The first group was in 2015, and the second group began in 2018.

Program receives some foreign funding.

Program Length: 18 months

Avg. Cost per Day: \$99 (2017)

Female/Male Split: 79%/19% (2017)

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

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

FULBRIGHT SPECIALIST PROGRAM (2001)

FULBRIGHT SPECIALIST PROGRAM (2001)

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

Program receives some foreign funding.

Program Length: 2–6 weeks

Avg. Cost per Day: \$288 (2017)

Female/Male Split: 37%/63%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$2.76 million*	\$3.10 million*	\$2.50 million*	\$2.50 million*	\$3.27 million	\$3.77 million
# of Proj/Partic	374	468	407	390	405	425
Cost per:	\$7,371	\$6,624	\$6,143	\$6,410	\$8,074	\$7,570

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

Geographic Reach: Albania, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Belarus, Belgium, Belize, Bhutan, Bolivia, Bosnia and Herzegovina, Brazil, Brunei, Bulgaria, Burma, Cambodia, Cape Verde, Canada, Chad, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Denmark, Dominica, Dominican Republic, Ecuador, Estonia, Ethiopia, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Haiti, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyz Republic, Latvia, Lithuania, Macau, Macedonia, Malawi, Malaysia, Malta, Marshall Islands, Mauritius, Mexico, Mongolia, Morocco, Namibia, Nepal, Netherlands, New Zealand, Nigeria, Norway, Pakistan, Palestinian Territories, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Serbia, Singapore, Slovak Republic, Slovenia, South Africa, South Korea, Spain, Sri Lanka, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Sudan, Suriname, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Vietnam, Zambia, Zimbabwe

FULBRIGHT U.S. STUDENT PROGRAM (1946)

The Fulbright U.S. Student Program, created in 1946, provides fellowships to U.S. graduating college seniors, graduate students, artists, and early-career professionals selected through open, merit-based competition for study and research abroad for one academic year.

Program receives some foreign funding.

Program Length: 10 months

Avg. Cost per Day: \$79 (2017)

Female/Male Split: 67/32%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$43.40million	\$48.20 million	\$49.00 million	\$49.00 million	\$49.50 million	\$49.50 million
# of Proj/Partic	1,882	1,921	1,912	1,914	2049	
Cost per:	\$23,061	\$25,091	\$25,628	\$25,601	\$24,158	

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

FULBRIGHT ENGLISH TEACHING ASSISTANT PROGRAM (1949)

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

Program receives some foreign funding.

Program Length: : 9 months

Avg. Cost per Day: \$73 (2017)

Female/Male Split: 70%/30%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$21.74 million	\$22.56 million	\$22.50 million	\$22.50 million	\$23.50 million	\$23.50 million
# of Proj/Partic	1,035	1,074	1,073	1,048	1,201	
Cost per:	\$21,000	\$21,000	\$20,969	\$21,469	\$19,567	

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

FULBRIGHT-NATIONAL GEOGRAPHIC DIGITAL STORYTELLING FELLOWSHIP (2014)

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

Program receives some foreign funding.

Program Length: 9 months

Avg. Cost per Day: \$120 (2017)

Female/Male Split: 80%/20%

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

Geographic Reach: Chile, Kyrgyz Republic, Mexico, New Zealand, Taiwan

FULBRIGHT PUBLIC POLICY FELLOWSHIP (2012)

The Fulbright Public Policy Fellowship, formerly under the Fulbright U.S. Student Program, was moved under the Fulbright U.S. Scholar Program in FY 2018 following a program assessment and feedback from the field, with the intent to send fellows to the field under the Scholar program in Fall 2019. The fellowship sends American early- to mid-career professionals with relevant public policy experience and advanced degrees to serve as special assistants to leaders in host-government ministries and institutions. Placements are negotiated by U.S. embassies in support of host-country public policy initiatives aligned with U.S. foreign policy goals. Fellows also complete an independent academic research project.

Program Length: 10 months (FY 2019: 4–9 months)

Avg. Cost per Day: \$116

Female/Male Split: 60%/40%

	FY 2014	FY 2015	FY 2016	FY 2017*	FY 2018 Planned**	FY 2019 Requested***
Budget	\$936,000	\$825,000	\$714,000	\$705,000	0	\$500,000
# of Proj/Partic	24	18	21	20	0	12
Cost per:	\$39,000	\$45,833	\$34,000	\$35,250	0	\$41,000

Geographic Reach: Burma, Cote d'Ivoire, Guatemala, Kosovo, Malawi, Peru, Samoa, Timor-Leste, Ukraine

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

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

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

FY 2019 Scholar Program Pilot: Burma, Cote d'Ivoire, Peru, Ukraine

OTHER ACADEMIC EXCHANGES

AFGHANISTAN JUNIOR FACULTY DEVELOPMENT PROGRAM (2010)

The Afghanistan Junior Faculty Development Program brings together junior Afghan professors from public and private universities throughout Afghanistan to the United States for an intensive 10-week practical training program at a host institution each year. The program was launched in 2010 and includes activities such as auditing courses, attending academic conferences, participating in English language training, presenting research, and developing curricula that can be implemented upon return to Afghanistan. The aim is to build professional capacity at home institutions while developing linkages and expanding the scholars' understanding of U.S. higher education and culture. It is funded via an Economic Support Funds (ESF) transfer.

Program receives some foreign funding.

Program Length: 10 weeks

Avg. Cost per Day: \$357 (2017)

Female/Male Split: 40%/60%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$500,000	\$500,000	\$250,000	\$625,000	\$250,000	\$250,000
# of Proj/Partic	20	22	10	20	10	
Cost per:	\$25,000	\$22,727	\$25,000	\$31,250	\$25,000	

Geographic Reach: Afghanistan

AMERICAN OVERSEAS RESEARCH CENTERS (1981)

Through the Council of American Overseas Research Centers, ECA provides funding to help support 20 centers focused on studies related to Afghanistan, Bangladesh, Cambodia, Cyprus, Egypt, India, Indonesia, Iran (based in the United States), Iraq (based in Jordan), Israel, Jordan, Mexico, Maghreb countries (Algeria, Morocco, Tunisia), Mongolia, Pakistan, Palestinian Territories, Senegal, Sri Lanka, Turkey, and Yemen. The program allows U.S. scholars to gain experience and expertise in the study and cultures of the relevant countries. **While ECA does not administer the program, it does disburse the program's annual congressional appropriation, which supports the centers as well as scholars.**

Program Length: 3–6 months

Cost per Day: N/A

Female/Male Split: 49%/51%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$3.90 million	\$3.90 million	\$4.00 million	\$4.00 million	\$4.00 million	\$4.25 million
# of Proj/Partic	115	116	150	149	168	
Cost per:	N/A	N/A	N/A	N/A	N/A	

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

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

The East-West Center is an internationally recognized education and research organization established by the U.S. Congress in 1960 to strengthen understanding and relations between the United States and the countries of the Asia-Pacific region. Located in Honolulu, Hawaii, the center carries out its mission through programs of cooperative study, training, and research. **While ECA does not have oversight of the center, it does disburse the center's annual congressional appropriation.**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$15.90 million	\$16.7 million	\$16.7 million	\$16.7 million	\$16.7 million	\$16.7 million

FULBRIGHT UNIVERSITY VIETNAM (FUV) (2016)

Fulbright University Vietnam is the first independent, not-for-profit academic institution in Vietnam. Since 2014, the university's development has been coordinated by the Trust for University Innovation in Vietnam (TUIV), a nonprofit corporation based in the Boston area, which is the recipient of ECA grants funded by ECA and the Treasury Department's Vietnam Debt Repayment Fund. The U.S. Agency for International Development (USAID) also provides funding directly to FUV. The university embodies American higher education values including academic freedom, autonomy, meritocracy, and transparency. Based in Ho Chi Minh City, it admitted its first class of graduate students in academic year 2017-2018 (teaching applied economics and management to Vietnamese mid-career managers and policymakers through a two-year Masters in Public Policy degree program) and its first undergraduates in 2018-2019.

Program receives some foreign funding.

	FY 2016	FY 2017	FY 2018 Planned
Budget	\$6.69 million	\$8.40 million	\$8.11 million

Geographic Reach: Vietnam

GLOBAL UNDERGRADUATE EXCHANGE PROGRAM (1992)

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

Program Length: 4-9 months

Cost per Day: \$148 (2017)

Female/Male Split: 60%/40%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$8.07 million	\$7.73 million	\$5.60 million	\$5.60 million	\$5.60 million	\$5.60 million
# of Proj/Partic	271	255	253	250	250	245
Cost per:	\$29,786	\$30,326	\$22,134	\$22,400	\$22,400	\$22,857

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

GLOBAL UNDERGRADUATE EXCHANGE PROGRAM PAKISTAN (2010)

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

Program receives some foreign funding.

Program Length: 5 months

Avg. Cost per Day: \$164 (2017)

Female/Male Split: 61%/39%

	FY 2013	FY 2014	FY 2015*	FY 2016†	FY 2017 ‡	FY 2018 Planned
Budget	\$7.92 million	\$5.39 million	\$6.36 million	\$5.60 million	\$6.76 million	\$5.61 million
# of Proj/Partic	380	250	282**	219	270	196
Cost per:	\$20,853	\$21,573	\$22,556	\$25,571	\$25,037	\$28,622

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

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

†Funding for participants studying in the United States between January 2018 and December 2018

‡Funding for participants studying in the United States between January 2019 and December 2019

Geographic Reach: Pakistan

J. WILLIAM FULBRIGHT FOREIGN SCHOLARSHIP BOARD

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

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

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$729,000	\$990,000	\$979,014	\$775,007	\$774,683	\$775,000

MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS (2014)

Under this flagship program of the Young African Leadership Initiative (YALI), young leaders from sub-Saharan Africa come to the United States for six-week institutes at U.S. campuses and convene at a summit in Washington, D.C., at the end of the six-week period. Up to 100 fellows also participate in six-week professional development internships in the United States. After returning home, the fellowship experience continues through regional workshops, the availability of seed funding for projects, professional development opportunities, mentoring, and community service. The fellowship is building and sustaining a network of young sub-Saharan African leaders across critical sectors, cementing stronger ties between the region and the United States, and preparing participants for follow-on leadership opportunities in Africa, with the goal of strengthening democratic institutions and spurring economic growth and development on the continent. (The cost per participant figure below includes the six-week academic institutes for 700 fellows, the summit at the end of the fellowship, and a six-week follow-on internship for 100 fellows.)

Program Length: 6 weeks for fellows; 12 weeks for fellows with follow-on internships

Cost per Day: \$462 (2017)

Female/Male: 52%/47%

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$12.37 million	\$12.37 million	\$20.00 million	\$16.80 million	\$17.00 million
# of Proj/Partic	500	500	1000	700	700
Cost Per	\$24,740	\$24,740	\$20,000	\$24,000	\$24,286

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

NATIONAL CLEARINGHOUSE ON DISABILITY AND EXCHANGE (1995)

The National Clearinghouse on Disability and Exchange sponsors a multi-functional clearinghouse that provides information for people with disabilities regarding international exchange opportunities and gives technical assistance to international exchange organizations, colleges and universities, and other organizations about how to increase the number of people with disabilities participating in their exchange programs and to enhance exchange program experiences. This is an institutional grant and cannot be attributed to specific participants. The grant is for the clearinghouse's activities and operations.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$475,000

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

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

Program Length: 5-6 weeks

Cost per Day: Avg. \$411 (2017)

Female/Male Split: 58%/42%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$7.99 million	\$8.60 million	\$8.60 million	\$8.60 million	\$8.51 million	\$8.39 million
# of Proj/Partic	650	602	550	621	538	582
Cost per:	\$12,285	\$14,285	\$15,636	\$13,849	\$15,818	

Geographic Reach (FY17): Afghanistan, Albania, Algeria, Angola, Argentina, Australia, Austria, Azerbaijan, Bangladesh, Belarus, Belgium, Bolivia, Botswana, Brazil, Bulgaria, Burma, Cambodia, Cameroon, Chile, Colombia, Congo (Brazzaville), Costa Rica, Cote d'Ivoire, Cyprus, Czech Republic, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Finland, France, Gaza, Georgia, Germany, Ghana, Greece, Guatemala, Honduras, Hungary, Iceland, India, Indonesia, Iraq, Ireland, Israel, Italy, Jordan, Kazakhstan, Kenya, Kosovo, Kyrgyz Republic, Latvia, Lebanon, Liberia, Lithuania, Macedonia, Madagascar, Malaysia, Mali, Mexico, Moldova, Mongolia, Morocco, Mozambique, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, Norway, Pakistan, Palestinian Territories, Panama, Paraguay, People's Republic of China, Peru, Philippines, Portugal, Romania, Russia, Senegal, Serbia, Sierra Leone, Slovak Republic, Slovenia, South Africa, South Sudan, Spain, Sri Lanka, Sweden, Taiwan, Tajikistan, Tanzania, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Ukraine, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe

TIBETAN SCHOLARSHIP PROGRAM (1988)

Students from Tibetan refugee communities in India and Nepal receive funding to pursue graduate degrees at U.S. institutions, primarily in fields that will contribute to more effective administrative governance of communities.

Program receives some foreign funding.

Program Length: 2 Years

Avg. Cost per Day: \$52 (2017)

Female/Male Split: 91%/9%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$601,000	\$535,710	\$710,000	\$800,000	\$650,000	\$675,000
# of Proj/Partic	16	15	8	8	17	17
Cost per:	\$37,563	\$35,714	\$88,750 (2 year)	\$100,000	\$38,235	

Geographic Reach: India, Nepal

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

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

Program receives some foreign funding.

Program Length: 2–5 years

Avg. Cost per Day: \$91 (2017)

Female/Male Split: 58%/42%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$435,000	\$435,000	\$350,000	\$350,000	\$350,000	\$375,000
# of Proj/Partic	4	4	3	3	3	3
Cost per:	\$108,750	\$108,750	\$116,667	\$116,667	\$116,667	\$125,000

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

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

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

Program receives some foreign funding.

Program Length: 4–5 years

Avg. Cost per Day: \$71 (2017)

Female/Male Split: 54%/46%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$435,000	\$435,000	\$350,000	\$350,000	\$350,000	\$375,000
# of Proj/Partic	3	4	3	3	3	3
Cost per:	\$145,000	\$108,750	\$116,667	\$116,667	\$116,667	\$125,000

Geographic Reach: Timor-Leste

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

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

Program receives some foreign funding.

Program Length: 5 weeks

Avg. Cost per Day: \$256 (2017)

Female/Male Split: 52%/48%

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.75 million	\$5.00 million	\$4.00 million	\$4.00 million	\$4.00 million
# of Proj/Partic	126	500	446	446	446
Cost per:	\$13,985	\$14,289	\$8,969	\$8,969	\$8,969

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

CITIZEN EXCHANGES

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$95 million	\$97 million	\$103 million	\$111 million	\$111 million	\$111 million

CULTURAL PROGRAMS DIVISION

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$9.50 million	\$10.20 million	\$10.20 million	\$10.90 million	\$11.20 million	\$11.60 million
# of Proj/Partic	428	876	723	712	752	786
Cost per:	\$22,177	\$11,644	\$14,107	\$15,308	\$15,300	\$14,760

AMERICAN ARTS INCUBATOR (2013)

American Arts Incubator is a creative exchange program that utilizes community-driven digital and new media art projects to instigate dialogue, build communities, bolster local economies, and further social innovation. Each incubator addresses a relevant social or environmental challenge such as economic equity, youth empowerment, gender equality, and environmental sustainability. The program sends U.S. artists abroad to collaborate with local communities in each exchange country during a month-long incubator. These creative collaborations transfer skills in art, technology, and entrepreneurship. Through a digital and new media art workshop, they facilitate dialogue and explorations of the social challenge. The program provides small grants to participants who break into teams to prototype creative projects applying workshop skills to the challenge. Each exchange culminates in an open house that showcases the prototypes and solicits public feedback. After the international incubators are complete, ZERO1 hosts one visiting international participant from each exchange country for 10-day professional development workshop in the San Francisco Bay Area during the summer to further build participant skills.

Program Length: Overseas residency: 1 month; U.S.-based program: 10 days

Avg. Cost per Day: \$2,083 (2017)

Gender split: 45% Female / 39% Male / 24% Gender Non-defined (FY2015, most recent data available)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$250,000	\$250,000	\$300,000	\$500,000	\$500,000	\$500,000
# of Proj/Partic	4	4	5	12	12	12
Cost per:	\$62,500	\$62,500	\$60,000	\$41,667	\$41,667	\$41,667

***The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.**

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

AMERICAN FILM SHOWCASE (2011)

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

Program Length: 7–10 days (average 8 days)

Avg. Cost per Day: \$2,066 (2017)

Female/Male Split: 46%/54%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.30 million	\$1.50 million	\$1.80 million	\$1.90 million	\$2.00 million	\$2.25 million
# of Proj/Partic	50	80	80	120	121	135
Cost per:	\$62,500	\$62,500	\$60,000	\$41,667	\$16,529	\$14,184

***The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.**

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

AMERICAN MUSIC ABROAD (2011)

American Music Abroad annually sends 10–15 American music groups overseas to approximately 40 countries for multi-week, multi-country tours that support foreign policy priorities. Program activities focus on younger and underserved audiences in countries where people have few opportunities to meet American performers and experience their music firsthand. Participating countries are determined in consultation with the regional bureaus and posts.

Program Length: 2–6 weeks (average 4 weeks)

Avg. Cost per Day: \$931 (2017)

Female/Male Split: 26%/74% (2017)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.50 million	\$1.50 million	\$1.29 million	\$1.34 million	\$1.46 million	\$1.69 million
# of Proj/Partic	48	47	36	45	56	
Cost Per*	\$31,250	\$31,915	\$35,888	\$29,777	\$26,071	N/A

***The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.**

Geographic Reach: Algeria, Angola, Argentina, Azerbaijan, Bahrain, Barbados, Belarus, Belize, Benin, Bermuda, Bolivia, Brazil, Bulgaria, Cambodia, Cameroon, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Djibouti, Dominican Republic, Democratic Republic of the Congo, Ecuador, Egypt, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Federated States of Micronesia, Georgia, Ghana, Greece, Guatemala, Guinea-Bissau, Guyana, Haiti, Honduras, Hong Kong, Indonesia, Japan, Jerusalem, Jordan, Kazakhstan, Kuwait, Latvia, Lithuania, Madagascar, Malawi, Malaysia, Malta, Marshall Islands, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nicaragua, Nigeria, Oman, Pakistan, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Romania, Russia, Rwanda, Saudi

Arabia, Senegal, Singapore, Slovenia, South Korea, Taiwan, Tajikistan, Tanzania, Tel Aviv, Thailand, Gambia, Togo, Tunisia, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbekistan, Venezuela, Zambia, Zimbabwe (from FY 2013–2016 cooperative agreements)

ARTS ENVOY PROGRAM (2012)

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

Program Length: 5 days–6 weeks (average 7 days)

Avg. Cost per Day: \$1,190 (2017)

Female/Male Split: 35%/75%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.60 million	\$1.50 million	\$1.50 million	\$1.30 million	\$1.85 million	\$1.70 million
# of Proj/Partic	240	390	258	198	204 estimated	
Cost Per*	\$6,667	\$3,846	\$6,008	\$6,566	\$8,333	

*The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.

Geographic Reach: Albania, Algeria, Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Barbados, Belarus, Belize, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Burkina Faso, Burma, Cameroon, Canada, Central African Republic, China, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Curacao, Czech Republic, Democratic Republic of the Congo, Dominican Republic, Ecuador, Egypt, Estonia, Ethiopia, Federated States of Micronesia, Finland, France, Gabon, Georgia, Greece, Guinea, Guyana, Haiti, Honduras, Hungary, India, Indonesia, Iraq, Israel, Ireland, Jordan, Kazakhstan, Kosovo, Kuwait, Kyrgyzstan, Latvia, Lesotho, Liberia, Lithuania, Macedonia, Madagascar, Malawi, Malaysia, Malta, Marshall Islands, Mauritania, Mexico, Moldova, Mongolia, Morocco, Mozambique, Namibia, Nicaragua, Nigeria, Nepal, New Zealand, Nigeria, Oman, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Portugal, Qatar, Romania, Russia, Rwanda, Samoa, Saudi Arabia, Serbia, Slovenia, South Africa, Spain, Suriname, Swaziland, Tajikistan, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Ukraine, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe

BIENNALES (1988)

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

Program Length: 7-8 months

Avg. Cost per Day: \$211 (2017)

Female/Male Split: 67%/33%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$100,000	\$250,000	\$292,000	\$250,000	\$385,799	\$500,000
# of Proj/Partic	6	6	6	8	8	8
Cost Per*	\$16,667	\$41,667	\$48,667	\$31,250	\$48,225	\$62,000**

*The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.

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

Geographic Reach: Italy

CENTER STAGE (2010)

Center Stage brings top quality performing artists from high-priority countries to the United States to perform and conduct engagement activities such as performances, workshops, artist-to-artist exchanges, and community gatherings. Performers also learn about the creative industries in the United States and share their experiences with their fan base in their home countries. This program is funded every other fiscal year. It was not funded in FY 2018; funding will be requested for FY19.

Program Length: 1 month

Avg. Cost per Day: \$0

Female/Male Split: N/A

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$0	\$1.00 million	\$0	\$1.35 million	\$0	\$0
# of Proj/Partic	0	53	0	48	0	0
Cost Per*	\$0	\$18,868	\$0	\$28,125	\$0	\$0

***The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.**

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

COMMUNITIES CONNECTING HERITAGE (2016)

Communities Connecting Heritage engages at-risk communities, empowers youth, and builds partnerships between communities in the United States and in key strategic world regions through exchange projects that explore cultural heritage topics. Projects advance tangible and intangible cultural heritage appreciation and preservation through community outreach and public education. The inaugural slate of projects includes partners in Belgium, Bosnia and Herzegovina, Egypt, India, Serbia, and the United States. Partners for the program's second year are currently being selected, with finalists confirmed by July 2018.

Program Length: 1 year (50 active program days)

Avg. Cost per Day: \$267 (2017)

Female/Male Split: 60%/40%

	FY 2016	FY 2017	FY 2018 Planned
Budget	\$800,000	\$800,000	\$800,000
# of Proj/Partic	60	50	60
Cost Per*	\$13,333	\$16,000	\$13,333

***The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.**

Geographic Reach: Belgium, Bosnia and Herzegovina, Egypt, India, Serbia

GLOBAL MEDIA MAKERS (2015)

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

countries and to foster creative connections between the film industries in the participating countries and the United States.

Program Length: 2 years (100 active program days)

Avg. Cost per Day: \$156 (2017)

Female/Male Split: 43%/57%

	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.00 million	\$1.00 million	\$1.00 million
# of Proj/Partic	30	64	80
Cost Per*	\$33,333	\$15,625	\$12,500

***The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.**

Geographic Reach: Algeria, Egypt, Jordan, Lebanon, Morocco, Saudi Arabia, Turkey, Tunisia, United Arab Emirates

INTERNATIONAL WRITING PROGRAM (2006)

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

Program receives some foreign funding.

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

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

Female/Male Split: 59%/41%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$520,416	\$500,000	\$800,000	\$720,000	\$800,000	\$840,000
# of Proj/Partic	117	100	54	58	54	78
Cost Per*	\$4,448	\$5,000	\$13,333	\$13,793	\$14,815	\$10,769

***The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.**

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

NEXT LEVEL (2013)

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

Program receives some foreign funding.

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

Avg. Cost per Day: \$1,849 (2017)

Female/Male Split: 36%/64%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$960,000	\$800,000	\$800,000	\$800,000	\$1.10 million	\$1.10 million
# of Proj/Partic	31	26	26	25	35	35
Cost Per*	\$30,968	\$30,769	\$39,769	\$32,000	\$31,429	\$31,429

***The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.**

Geographic Reach: Azerbaijan, Burma, Cambodia, Dominican Republic, Egypt, Guatemala, Jerusalem, Morocco, Nigeria, Philippines, Turkey, Uzbekistan

ONEBEAT (2011)

OneBeat brings together leading musicians, ages 19-35, from around the world to work with their American peers and participate in a residency and tour that focuses on musical collaboration, arts entrepreneurship, and civic engagement. OneBeat fellows are selected not only on the basis of their musical talent, but their leadership, entrepreneurial spirit, and their reach as youth influencers. OneBeat has three distinct program components: OneBeat U.S., OneBeat Abroad, and OneBeat Accelerator. OneBeat U.S. conducts a month-long residency and tour program in diverse regions of the United States. Fellows co-create original music, lead participatory workshops, develop interactive music technology, and formulate follow-on projects. OneBeat Abroad programs are held in strategic countries with a strong OneBeat alumni network. Each OneBeat Abroad program lasts two to three weeks and includes 15 participants (10 foreign, five American). OneBeat Abroad was launched in Turkey (2016), followed by Russia (2017) and Kosovo (2018). OneBeat Accelerator supports exceptional OneBeat alumni projects that address foreign policy priorities.

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

Avg. Cost per Day: \$857 (2017)

Female/Male Split: 50%/50%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.05 million	\$0	\$1.30 million	\$0	\$1.44 million	\$1.44 million
# of Proj/Partic	50	0	70	0	80	80
Cost Per*	\$21,000	\$0	\$18,000	\$0	\$18,000	\$18,000

***The per-participant cost only considers the person directly funded by the exchange. It does not account for in-person and virtual audiences, workshop participants, and other direct and indirect beneficiaries.**

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

PROFESSIONAL FELLOWS DIVISION

The Professional Fellows Division focuses on two-way, global exchange programs designed to enhance leadership and professional skills and build lasting, sustainable partnerships between mid-level leaders from foreign countries and the United States. The exchanges are five to six weeks long and include an intensive month-long fellowship at a U.S. host

organization. In FY 2017, the Professional Fellows Division managed 33 programs, including 14 for the Professional Fellows Program, that supported the professional development and capacity building of emerging young global leaders working to foster good governance practices, build stronger civil society institutions, empower women and minority communities, and increase economic opportunities. Over 400 Americans travel on the division's professional exchanges each year. Programs administered by the Professional Fellows Division include the flagship Professional Fellows Program, the Professional Fellows "On-demand Program" (for urgent or emerging priorities), the Community Solutions Program (four-month-long leadership development exchanges), the Young Leaders of the Americas Initiative, the Young Southeast Asia Leaders Initiative, the Fortune-U.S. Department of State Global Women's Mentoring Partnership, and TechWomen. The Ngwang Choephel Fellows Program, five traditional public-private partnerships, and four sole-source awards are also managed by the division, several of which are direct administrative grants to organizations. The Professional Fellows Division periodically receives Economic Support Funds (ESF) for exchange programs involving Pakistan. In total the Professional Fellows Division brought more than 1,250 international fellows to the United States and sent more than 450 Americans abroad on exchanges in FY 2017.

*Funding supplemented by ESF transfers.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$16.20 million	\$16.20 million	\$18.89 million	\$19.37 million*	\$26.68 million	\$27.41 million
# of Proj/Partic	1,057	1,037	1,641	1,320	1,718	1,750
Cost Per	\$15,324	\$16,393	\$11,509	\$14,671	\$15,529	\$15,416

AMERICAN CENTER FOR INTERNATIONAL LABOR SOLIDARITY (1997)

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

Program Length: 10–14 days

Avg. Cost per Day: \$1,020 (2017)

Female/Male Split: 100%/0% (2017)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Actual
Budget	\$893,133	\$893,133	\$893,133	\$893,133	\$893,133	\$893,133
# of Proj/Partic	151	151	125	135	121	125
Cost Per	\$5,915	\$5,915	\$7,145	\$6,616	\$7,381	\$7,145

Geographic Reach: Argentina, Australia, Botswana, Brazil, China, Croatia, Hungary, India, Indonesia, Israel, Japan, Jordan, Malaysia, Morocco, Namibia, New Zealand, Northern Ireland, Palestinian Territories, Russia, South Africa, Tunisia, Turkey, United Kingdom, Vietnam

AMERICAN COUNCIL OF YOUNG POLITICAL LEADERS (1966)

The American Council of Young Political Leaders organizes reciprocal study tours, lasting between nine days and two weeks, for delegations of seven to 12 American and foreign young political leaders to learn about each other's political systems and institutions. Participants are mid-level professionals with leadership potential in government, the private sector, or civil society with experience and current employment related to the legislative process and governance.

Program Length: 2 weeks

Avg. Cost per Day: \$527 (2017)

Female/Male Split: 44%/56%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$893,133	\$893,133	\$893,133	\$893,133	\$893,133	\$893,133
# of Proj/Partic	151	151	125	135	121	125
Cost Per	\$5,915	\$5,915	\$7,145	\$6,616	\$7,381	\$7,145

Geographic Reach: Argentina, Australia, Botswana, Brazil, China, Croatia, Hungary, India, Indonesia, Israel, Japan, Jordan, Malaysia, Morocco, Namibia, New Zealand, Northern Ireland, Palestinian Territories, Russia, South Africa, Tunisia, Turkey, United Kingdom, Vietnam

COMMUNITY SOLUTIONS (2010)

Community Solutions brings community leaders from around the world to the United States for four-month highly tailored fellowships with American public- and private-sector organizations. The program is designed to enhance participants' professional and leadership abilities to address issues of concern in their home communities and build ties with U.S. institutions and communities.

Program Length: 4 months

Avg. Cost per Day: \$189 (2017)

Female/Male Split: 52%/48%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.50 million	\$1.50 million	\$2.30 million	\$2.30 million	\$2.30 million	\$2.30 million
# of Proj/Partic	54	55	100	100	100	80
Cost Per	\$27,778	\$27,273	\$23,000	\$23,000	\$23,000	\$26,000

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

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

The Fortune-U.S. Department of State Global Women's Mentoring Partnership is a public-private partnership that supports women's economic, social, and political empowerment through leadership workshops and mentoring assignments for up to 25 emerging women leaders from around the world, who are mentored by U.S. executive women from Fortune's "Most Powerful Women" network.

Program Length: 4 weeks

Avg. Cost per Day: \$425 (2017)

Female/Male Split: 100%/0%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$300,000
# of Proj/Partic	27	23	19	13	21	16
Cost Per	\$9,259	\$10,870	\$13,158	\$19,231	\$11,905	

Geographic Reach: Bosnia and Herzegovina, Egypt, Guatemala, India, Indonesia, Kenya, Macedonia, Mongolia, Nigeria, Palestinian Territories, South Africa, Tunisia, Vietnam

INSTITUTE FOR REPRESENTATIVE GOVERNMENT (1988)

The Institute for Representative Government (IRG) was established in 1988 by a group of former members of Congress as an independent, bipartisan, non-profit organization to provide high-level, professional exchange programs for parliamentarians from developing or newly established democracies. IRG partners with the International Republican Institute and the National Democratic Institute to bring legislators from around the world to the United States for 7–10 day study tours that examine U.S. legislative practices at the federal and state levels.

Program Length: 7–10 days

Avg. Cost per Day: \$1,541 (2017)

Female/Male Split: 35%/65%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$340,511	\$340,511	\$340,511	\$340,511	\$340,511	\$340,511
# of Proj/Partic	24	21	21	21	26	20
Cost Per	\$14,188	\$16,215	\$16,262	\$16,262	\$13,097	\$17,025

Geographic Reach: Global (varies each year). For FY 2017: Bosnia and Herzegovina, Burkina Faso, El Salvador, Guatemala, Honduras, Kenya, Mali, Niger, Tunisia

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

As a lasting tribute to the program's namesake, the J. Christopher Stevens Virtual Exchange Initiative (Stevens Initiative), strengthens engagement between young people in the United States and those in the Middle East and North Africa. The multilateral, public-private partnership uses intensive, structured online engagement at various education levels to equip more than one million youth with the skills and abilities needed for success in the 21st century. In addition to U.S. government funding, the Bezos Family Foundation has contributed \$15 million to the Stevens Initiative, and the Governments of Morocco and the United Arab Emirates have provided funds for initiative programs in their respective countries. Private-sector partners, including Microsoft, Twitter, and Vidy, have made in-kind contributions as well.

Program receives some foreign funding.

Program Length: Administrative grant (ongoing)

Avg. Cost per Day: N/A

Female/Male Split: 50%/50%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	N/A	N/A	\$4.00 million	\$8.46 million	\$5.00 million	\$5.00 million
# of Proj/Partic	N/A	N/A	7,225	10,000	13,000	14,665
Cost Per	N/A	N/A	\$631	\$631	\$500	\$400

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

JAPAN-U.S. FRIENDSHIP COMMISSION (1968)

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

Program receives some foreign funding.

Program Length: Administrative grant (ongoing)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$278,220	\$278,220	\$278,220	\$278,220	\$278,220	\$278,220
# of Proj/Partic	N/A	N/A	N/A	N/A	N/A	N/A
Cost Per	N/A	N/A	N/A	N/A	N/A	

Geographic Reach: Japan

MIKE MANSFIELD FELLOWSHIP PROGRAM (1994)

Established by Congress in 1994 and administered by the Maureen and Mike Mansfield Foundation, the Mike Mansfield Fellowship Program annually enables up to 10 U.S. federal government employees to gain substantial professional knowledge of the Government of Japan by working for one year in a Japanese agency.

Program Length: 1 year

Avg. Cost per Day: \$416 (2017)

Female/Male Split: 30%/70%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.52 million	\$1.52 million	\$1.10 million	\$1.52 million	\$1.52 million	\$1.52 million
# of Proj/Partic	10	10	10	10	10	10
Cost Per	\$152,000	\$151,800	\$110,000	\$151,800	\$151,800	\$151,800

Geographic Reach: Japan

NATIONAL YOUTH SCIENCE CAMP (1983)

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

Program Length: 25 days

Avg. Cost per Day: \$325 (2017)

Female/Male Split: 56%/44%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000
# of Proj/Partic	16	16	18	16	16	16
Cost Per	\$8,125	\$8,125	\$7,222	\$8,125	\$8,125	\$8,125

Geographic Reach: Eight Western Hemisphere countries that vary, but recently has included Argentina, Bolivia, Brazil, Chile, Costa Rica, Ecuador, Mexico, Trinidad and Tobago.

PARTNERS OF THE AMERICAS (1964)

Partners of the Americas implements exchanges with Western Hemisphere countries to enhance mutual understanding through personal involvement and linkages of volunteer specialists in fields such as citizen participation, judicial reform,

public administration, promotion of minority and indigenous rights, journalism, environmental and historic conservation, education, economic development and trade, and visual and performing arts.

Program Length: 1-2 weeks

Avg. Cost per Day: \$647 (2017)

Female/Male Split: 53%/47%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$367,110	\$367,110	\$367,110	\$367,110	\$367,110	\$367,110
# of Proj/Partic	60	60	60	64	54	60
Cost Per	\$6,119	\$6,119	\$6,119	\$5,736	\$6,798	\$6,119

Geographic Reach: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Honduras, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela

PROFESSIONAL FELLOWS “ON-DEMAND” PROGRAM (2012)

The Professional Fellows “On-demand” Program provides a rapid response for urgent foreign policy priorities worldwide. Once approved, an on-demand exchange program can be immediately announced, and the exchange can take place within three to six months.

Program Length: 2 weeks–1 month

Avg. Cost per Day: \$626 (2017)

Female/Male Split: 47%/53%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	N/A	N/A	\$1.24 million	\$1.00 million	\$2.50 million	\$2.00 million
# of Proj/Partic	N/A	N/A	80	86	175	140
Cost Per	N/A	N/A	\$15,538	\$11,628	\$14,286	\$14,286

Geographic Reach: Global, but has recently included Armenia, Australia, Azerbaijan, Belarus, Brunei, Bulgaria, Burma, Cambodia, Czech Republic, Estonia, Georgia, Hungary, Indonesia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Malaysia, Moldova, Philippines, Poland, Romania, Singapore, Slovakia, Slovenia, South Korea, Tajikistan, Thailand, Ukraine, Vanuatu, Vietnam

PROFESSIONAL FELLOWS PROGRAM (2009)

The Professional Fellows Program brings foreign emerging leaders to the United States for intensive one-month fellowships designed to broaden their professional expertise in the fields of legislative process and governance, civic engagement, non-profit management, economic empowerment, innovation and entrepreneurship, and journalism. The two-way exchange fellowship provides U.S. and non-U.S. participants the opportunity to examine the relationship between civil society and government both in the United States and overseas and to observe how relevant agencies and organizations work to create engaged citizens, strengthen civil society, foster transparency and accountability, and create opportunities for economic growth and development. The program takes place twice per year, in the spring (May/June) and in the fall (October/November). The figures here do not include YSEALI-funded parts of the program as those are counted separately in this report.

Program Length: 5 weeks

Avg. Cost per Day: \$505 (2017)

Female/Male Split: 55%/45%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$7.18 million	\$7.18 million	\$7.55 million	\$7.05 million	\$7.31 million	\$7.31 million
# of Proj/Partic	524	524	501	480	546	546
Cost Per	\$13,710	\$13,710	\$15,080	\$14,689	\$13,388	\$13,388

Geographic Reach: Albania, Armenia, Azerbaijan, Bangladesh, Belarus, Bosnia and Herzegovina, Brazil, Brunei, Burma, Bulgaria, Burma, Cambodia, China, Colombia, Croatia, Egypt, Georgia, Guatemala, Honduras, Hungary, India, Indonesia, Kazakhstan, Laos, Macedonia, Malaysia, Mexico, Moldova, Mongolia, Morocco, Nepal, Nicaragua, Pakistan, Peru, Philippines, Romania, Russia, Rwanda, Singapore, Slovakia, Slovenia, Thailand, Tunisia, Turkey, Uganda, Ukraine, Uruguay, United States, Vietnam

SISTER CITIES INTERNATIONAL (1956)

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

Program Length: Administrative grant (ongoing)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$400,285	\$400,285	\$400,285	\$400,285	\$400,285	\$400,285
# of Proj/Partic	N/A	N/A	N/A	N/A	N/A	N/A
Cost Per						

TECHWOMEN (2011)

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

Program Length: 5 weeks

Avg. Cost per Day: \$800 (2017)

Female/Male Split: 100%/0%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$2.45 million	\$3.10 million	\$2.50 million	\$2.80 million	\$2.80 million	\$3.08 million
# of Proj/Partic	78	99	90	100	100	110
Cost Per	\$31,410	\$31,313	\$27,778	\$28,000	\$28,000	\$28,000

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

THE NGWANG CHOEPHEL FELLOWS PROGRAM (2003)

The Ngwang Choephel Fellows Program provides general support to non-governmental organizations outside of China to promote activities that preserve Tibetan cultural traditions and enhance sustainable development and environmental conservation in Tibetan communities in China. Program themes are developed in cooperation with the Office of the Special Coordinator for Tibetan Issues, the U.S. embassy in Beijing, and the U.S. consulate in Chengdu.

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$530,000	\$575,000	\$575,000	\$575,000	\$575,000	\$585,000
# of Proj/Partic	43	43	41	42	42	42
Cost Per	\$12,326	\$13,372	\$14,024	\$13,690	\$13,690	\$13,928

Geographic Reach: China (Tibet)

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

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

Program receives some foreign funding.

Program Length: 3 weeks
Avg. Cost per Day: \$371 (2017)
Female/Male Split: 50%/50%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$155,953	\$155,975	\$156,000	\$156,000	\$156,000	\$156,000
# of Proj/Partic	20	20	20	20	20	20
Cost Per	\$7,798	\$7,799	\$7,800	\$7,800	\$7,800	\$7,800

Geographic Reach: South Korea

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

The Young Leaders of the Americas Initiative (YLAI) is the United States' premier exchange program in the Western Hemisphere. YLAI provides fellowships each year to 250 participants from Latin America, the Caribbean, and the United States to develop their business and civil society initiatives and to promote foreign partnerships and joint ventures with American counterparts. Following their fellowship, participants receive ongoing support through a continuum of networking, mentorship, and investment opportunities.

Program Length: 6 weeks
Avg. Cost per Day: \$404 (2017)
Female/Male Split: 47%/53%

	FY 2016	FY 2017	FY 2018 Planned
Budget	\$5.00 million	\$5.00 million	\$5.00 million
# of Proj/Partic	277	295	330
Cost Per	\$18,051	\$16,949	\$15,152

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

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

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

Program Length: 5 weeks

Avg. Cost per Day: PF Portion - \$488 (2017)

Female/Male Split: 55%/45%

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.75 million	\$5.00 million	\$4.00 million	\$3.09 million	PF Portion - \$3.09 million
# of Proj/Partic	126	500	446	231	PF Portion - 231
Cost Per	\$13,985	\$14,289	\$8,969	\$13,356	PF Portion - \$13,356

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

SPORTS DIPLOMACY DIVISION

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$5.40 million	\$3.78 million	\$5.54 million	\$5.50 million	\$6.10 million	\$6.50 million
# of Proj/Partic	527	499	618	671	893	774
Cost Per	\$10,247	\$7,567	\$8,964	\$7,846	\$7,654	\$7,661

Sports Diplomacy programs tap into the shared passion for sports around the world to address U.S. foreign policy priorities and empower young people and underserved populations to develop leadership skills, achieve academic and workplace success, promote respect for diversity, and contribute to stronger, more inclusive, and stable communities. Sports diplomacy program models include two-way exchanges implemented in collaboration with U.S. universities and non-governmental organizations; an outbound program that sends American athletes and coaches overseas for youth and community outreach; an inbound professional development and mentoring program with leading American executives in the sports sector; and an inbound sport and cultural exchange program for youth and coaches. The use of sports as a platform allows the State Department to engage with individuals and communities and introduce foreign participants to American culture and expertise while providing them with an opportunity to establish links with U.S. sports professionals and peers. In turn, Americans build new professional networks and personal relationships in the sports sector overseas, share best practices, and learn about foreign cultures.

GLOBAL SPORTS MENTORING PROGRAM (2015*)

In its seventh year, the Global Sports Mentoring Program (GSMP) is comprised of two annual exchanges: the espnW GSMP on gender equality and the Sport for Community GSMP on disability rights. The espnW GSMP is a public-private

partnership that empowers women through sports by pairing international female leaders with American senior female executives in the sports sector for a five-week mentorship focused on action plans that cause positive social change through sports in underserved communities worldwide. The annual Sport for Community GSMP focuses on promoting disability rights at home and abroad to create opportunities for people with disabilities through adaptive sports. For both programs, participants collaborate with American mentors to develop business strategies that provide sports and professional opportunities for others—particularly for women, people with disabilities, and marginalized populations in their respective communities. With a strong alumni cadre of international and American participants, the programs emphasize long-term and sustainable change through alumni activities, monitoring, and media outreach, as well as out-bound follow-on programs with American participants. Lessons from implementing Title IX and the Americans with Disabilities Act serve as themes throughout both exchanges.

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

Program Length: 5 weeks

Avg. Cost per Day: \$461 (2017)

Female/Male Split: 66%/34%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.20 million	\$907,000	\$1.03 million	\$1.03 million	\$1.13 million	\$1.13 million
# of Proj/Partic	95	93	65	66	70	70
Cost Per	\$12,632	\$9,758	\$15,846	\$15,606	\$16,143	\$16,143

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

INTERNATIONAL SPORTS PROGRAMMING INITIATIVE (2002)

The International Sports Programming Initiative (ISPI) is an annual open competition for U.S.-based nonprofit organizations to administer two-way sports exchange programs that engage U.S. and international underserved youth, coaches, and sports administrators, while expanding the organizations' own capacity and expertise to conduct sports-based exchange programs. Under the theme "Sport for Social Change," programs advance foreign policy goals by promoting tolerance and enabling youth around the world to develop important leadership skills and achieve academic success, with key audiences including at-risk youth, women, minorities, people with disabilities, and non-English speakers.

Program Length: 2–3 weeks

Avg. Cost per Day: \$267 (2017)

Female/Male Split: 50%/50%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$2.22 million	\$1.67 million	\$1.81 million	\$2.10 million	\$2.10 million	\$2.10 million
# of Proj/Partic	303	229	323	448	450	450
Cost Per	\$7,340	\$7,288	\$5,617	\$4,687	\$4,667	\$4,667

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

SPORTS ENVOY PROGRAM (2005)

Sports Envoys are current and former American professional athletes and coaches who travel overseas to share lessons learned on and off the playing field with youth and underserved populations through such activities as school visits, youth clinics, and teambuilding activities. Priority themes include gender equity, disability rights and access, the importance of education, peaceful conflict resolution, community engagement, and respect for diversity. Sports Envoy programs allow U.S. embassies and consulates to design customized sports programming that supports U.S. foreign policy objectives, develops sustainable local partners, and connects the American sports sector with international audiences. ECA partners with professional leagues, the U.S. Olympic Committee, national governing bodies, and others in the sports sector to identify envoys for programming in a variety of sports.

Program Length: 3–10 days

Avg. Cost per Day: \$1,765 (2017)

Female/Male Split: 56%/44%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$298,276	\$575,106	\$630,000	\$646,120	\$952,380	\$500,000
# of Proj/Partic	14	43	55	48	83	40
Cost Per	\$21,305	\$13,375	\$11,455	\$13,461	\$11,474	\$12,500

Geographic Reach: Albania, Algeria, Angola, Argentina, Armenia, Belarus, Benin, Bolivia, Botswana, Bulgaria, Cambodia, Cameroon, Canada, Chile, China, Colombia, Cuba, Czech Republic, Ecuador, Egypt, Estonia, Ethiopia, Federated States of Micronesia, France, Georgia, Germany, Guatemala, Guyana, Hong Kong, Indonesia, Israel, Italy, Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Latvia, Liberia, Lithuania, Malaysia, Marshall Islands, Moldova, Morocco, Nepal, Netherlands, New Zealand, Niger, Nigeria, Pakistan, Palau, Palestinian Territories, Panama, Papua New Guinea, Peru, Poland, Romania, Russia, Samoa, Saudi Arabia, Senegal, Singapore, Slovakia, South Korea, Suriname, Tajikistan, Thailand, Trinidad and Tobago, Uganda, Uzbekistan, Venezuela, Vietnam, Zambia

SPORTS VISITOR PROGRAM (2003)

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

Program Length: 14 days

Avg. Cost per Day: \$653 (2017)

Female/Male Split: 60%/40%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.23 million	\$1.57 million	\$1.61 million	\$1.49 million	\$2.65 million	\$2.20 million
# of Proj/Partic	115	134	175	109	290	214
Cost Per	\$10,696	\$11,721	\$9,219	\$13,657	\$9,146	\$10,280

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

YOUTH PROGRAMS DIVISION

The Youth Programs Division focuses almost exclusively on high-school youth ages 15–18, with the exception of exchange programs for young professionals and vocational school graduates under the Congress-Bundestag Youth Exchange Program. The high school-focused programs include both academic-year exchanges and short-term, 3–4 week exchanges for American and foreign youth. The former exchanges involve 54 countries, while the latter mainly involve countries without an academic-year program, such as in Latin America. Youth programs range in cost from \$59 to \$28,000 per participant.

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$66.23 million	\$64.79 million	\$64.58 million	\$66.53 million	\$70.74 million	\$78.49 million
# of Proj/Partic	6199	6035	5813	6100	5958	6486
Cost Per	\$10,684	\$10,736	\$11,110	\$10,908	\$11,873	\$12,102

CONGRESS-BUNDESTAG YOUTH EXCHANGE (1983)

The Congress-Bundestag Youth Exchange is jointly funded by the U.S. Congress and the German Bundestag and has been administered by the State Department and the Bundestag since 1983. The program focuses on the German-American common value of democracy and seeks to facilitate lasting personal and institutional relationships through an academic-year school and home-stay experience. German and American secondary school students live with host families, attend school, and participate in community life. Two other components are dedicated to providing young professionals and vocational students with practical training.

Program receives some foreign funding.

Program Length: Academic year (10 months)

Avg. Cost per Day: \$20 (2017)

Female/Male Split: 63%/37%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$4.00 million	\$4.00 million	\$4.00 million	\$6.00 million**	\$4.28 million***	\$9.21 million****
# of Proj/Partic	710	710	709	705	710	1,440
Cost Per*	\$5,634	\$5,634	\$5,642	\$5,674	\$5,718	\$5,875

*Cost per participant excludes enhancement activities.

**Base program amount was \$4 million; an additional \$2 million provided enhancement programming for German participants 2016-2019 and helped to launch an association for U.S. alumni of the program.

***Base program amount was \$4 million; an additional \$220,000 provided enhancement programming for all German participants in academic year 2018-2019 (which was only partially funded in FY 2016), and an additional \$60,000 covered U.S. participation in a triennial partners meeting hosted by the German Bundestag in Berlin.

****To enable partners to recruit earlier and adjust the program's administrative calendar, ECA funded two academic years in FY 2018, with a base amount of \$4.12 million for each of academic years 2018-2019 and 2019-2020. An additional \$750,000 is for enhancement programming for all German participants in academic year 2019-2020, and \$40,000 will support the 2020 triennial partners meeting hosted by ECA in Washington, D.C. An additional \$100,000 has been

allocated to improve diversity of the program. Starting in FY18, \$35,000 per program year is allocated to cover logistics expenses for ten U.S. participants in the Congress-Bundestag/Bundesrat Staff Exchange (total of \$70,000 in FY18 to cover 2018 and 2019 programs) (see program description below).

Geographic Reach: Germany

EMERGING YOUNG LEADERS AWARD (2016)

The Emerging Young Leaders Award recognizes 10 young people (ages 18–25) each year from around the world for their courage in resolving conflict, promoting security, and creating opportunities in challenging environments. Honorees travel to the United States for a high-level awards ceremony at the State Department and then take part in a two-week professional development program, specifically tailored to their area of specialization, designed to strengthen their knowledge, skills, and networks. The program continues after their return home with mentoring and support through a virtual exchange. The 2017 award was funded with FY 2016 funds.

Program Length: 3 weeks

Avg. Cost per Day: \$0 (2017)

Female/Male Split: 50%/50%

	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$400,000	\$400,000		\$0 *
# of Proj/Partic	10	20 (10 in 2017; 10 in 2018)		
Cost Per	\$40,000	\$20,000		

Geographic Reach: Global, but has recently included Bangladesh, Iraq, Indonesia, Lithuania, Norway, Pakistan, Panama, South Africa, Tajikistan, and Turkey.

***Future funding is uncertain.**

FUTURE LEADERS EXCHANGE (1993)

The Future Leaders Exchange program provides competitively awarded scholarships to secondary school students from 17 countries in Europe and Eurasia to spend one academic year in the United States, in support of the foreign policy goals of promoting civil society, leadership development, and mutual understanding between Americans and the people of participating countries. Students live with host families, attend high school, engage in activities to learn about American society and values, acquire leadership skills, engage in leadership development and civic education activities, and inform Americans about their countries and cultures.

Program Length: Academic year (9 months)

Cost per Day: \$84 (2017)

Female/Male Split: 77%/23%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$18.47 million	\$18.47 million	\$18.12 million	\$19.62 million	\$21.15 million	\$22.37 million
# of Proj/Partic	802	768	779	883	922	977
Cost Per	\$23,030	\$24,049	\$23,257	\$22,220	\$22,939	\$22,892

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

GERMAN-AMERICAN PARTNERSHIP PROGRAM (1972)

The German-American Partnership Program is a reciprocal exchange program organized directly by high schools in Germany and the United States with coordination and financial subsidies from the German and U.S. governments, with significant cost sharing by the participating students and high schools. In 2017, 3,271 American students and 4,516 German students, along with 927 teachers, participated in three-week exchanges across the United States and Germany. Program participants engage in thematic projects of mutual interest in schools and classrooms. The program fosters the study of German and English and promotes intercultural understanding. The FY 2017 funding from the U.S. government covered grants to 1,712 German students to visit U.S. schools. All American students and teachers traveling to Germany received grants from funds provided by the German Foreign Office.

Program receives some foreign funding.

Program Length: 3 weeks

Cost per Day: \$3 (2017)

Female/Male Split: N/A

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
# of Proj/Partic	2,000	2,000	1,800	2,028	1,700	1,700
Cost Per	\$50	\$50	\$56	\$49	\$59	\$59

Geographic Reach: Germany

KENNEDY-LUGAR YOUTH EXCHANGE AND STUDY (2002)

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

Program Length: Academic year (except Malaysia, which is a semester)

Cost per Day: \$93 (2018)

Female/Male Split: 59%/41%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$24.10 million*	\$24.10 million*	\$23.57 million*	\$22.72 million*	\$24.66 million**	\$25.10 million***
# of Proj/Partic	902	904	897	803	885	885
Cost Per	\$26,718	\$26,659	\$27,737	\$28,229	\$27,864	\$28,360

*Educational and Cultural Exchanges (ECE) funds only

**\$22.85 million in ECE funds and \$1.81 in Economic Support Funds (ESF)

***\$22.91 million in ECE fund and \$2.19 in ESF

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

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

KENNEDY-LUGAR YOUTH EXCHANGE AND STUDY ABROAD (2009)

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

Program Length: 10 months

Cost per Day: \$49 (2018)

Female/Male Split: 78%/22%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$914,745	\$914,745	\$914,745	\$962,000	\$962,000	\$962,000
# of Proj/Partic	65	65	61	65	65	65
Cost Per	\$14,073	\$14,073	\$14,996	\$14,800	\$14,800	\$14,800

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

*NOTE: Oman and South Africa participated in YES Abroad in FY 2013 but have been suspended since FY 2014; Turkey participated in YES Abroad in FY 2013 and FY 2014 but was suspended in FY 2015 - FY 2017.

NATIONAL SECURITY LANGUAGE INITIATIVE FOR YOUTH (2006)

The National Security Language Initiative for Youth program awards full, merit-based scholarships to American high school students to study strategically important languages—Arabic, Chinese (Mandarin), Hindi, Indonesian, Korean, Persian (Tajiki), Russian, and Turkish—in overseas intensive summer and academic-year programs. Programs provide formal and informal language learning environments and immerse participants in the cultural and political life of their host country. Students live with host families for varying lengths of time depending on host location.

Program Length: 6 weeks avg. (86% of participants) or 9 months avg. (14% of participants)

Cost per Day: \$76 (2017)

Female/Male Split: 59%/41%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$9.00 million	\$9.00 million	\$8.90 million	\$8.90 million	\$10.00 million	\$10.40 million
# of Proj/Partic	628	610	580	586	662	668 in person + virtual participants, number tbd
Cost Per	\$14,331	\$14,754	\$15,345	\$15,188	\$15,100	\$15,568

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

TECHGIRLS (2012)

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

Program Length: 3 weeks

Avg. Cost per Day: \$561 (2017)

Female/Male Split: 100%/0%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$660,000
# of Proj/Partic	27	27	27	27	28	56
Cost Per	\$12,222	\$12,222	\$12,222	\$12,222	\$11,786	\$11,786

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

NOTE: FY18 TechGirls program expanded to include Central Asia

YOUTH AMBASSADORS (2002)

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

Program receives some foreign funding.

Program Length: 3 weeks

Avg. Cost per Day: \$399 (2017)

Female/Male Split: 49%/51%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$2.78 million	\$3.03 million	\$3.03 million	\$3.03 million	\$3.70 million	\$3.50 million
# of Proj/Partic	391	426	404	481	442	442
Cost Per	\$7,110	\$7,101	\$7,488	\$6,289	\$8,371	\$7,918

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

YOUTH LEADERSHIP ON-DEMAND (2011)

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

Program Length: 3 weeks

Avg. Cost per Day: \$414 (2017)

Female/Male Split: 60%/40%

	FY 2013	FY 2014*	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$835,000	N/A	\$400,000	\$400,000	\$400,000	\$1.00 million
# of Proj/Partic	104	N/A	50	50	46	125
Cost Per	\$8,029	N/A	\$8,000	\$8,000	\$8,700	\$8,000

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

Geographic Reach: Global, but has recently included Estonia, Lithuania, Latvia, Italy, Spain, and Slovenia

CONGRESS-BUNDESTAG/BUNDES RAT STAFF EXCHANGE (1983)

The Congress-Bundestag/Bundesrat Staff Exchange is a two-part program that allows American and German participants to learn about the political institutions in their non-home country and discuss issues of mutual concern. The first phase, funded by ECA's Office of Citizen Exchanges, sends approximately 10 U.S. Congress staff members to Germany for a short-term program hosted and organized by the German Bundestag, including meetings with members of the Bundestag and Bundesrat, party staffers, and representatives of political, business, academic, and media institutions. The second part, organized by ECA's Office of International Visitors, brings a delegation of 10 German Bundestag and Bundesrat staff members to visit the United States for eight days.

Program Length: 8–14 days

Avg. Cost per Day: \$178 (2017)

Female/Male Split: 20%/80%

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

Geographic Reach: Germany

***The FY18 amount covers two program years. The funding, totaling \$70,000, is included in awards to a CBYX program organization, which now administers travel arrangements for U.S. participants. In FY17 and previous years, arrangements were handled by ECA/PE/C/PE.**

YOUTH LEADERSHIP PROGRAMS (1999)

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

Program Length: 3-4 weeks

Avg. Cost per Day: \$373 (2017)

Female/Male Split: 40%/60%

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

Geographic Reach: Afghanistan, Albania, Algeria, Angola, Armenia, Austria, Azerbaijan, Belarus, Belgium, Benin, Bosnia and Herzegovina, Botswana, Brunei, Bulgaria, Burma, Burundi, Cambodia, Cameroon, Chad, Congo (Brazzaville), Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Egypt, Estonia, Finland, France, Georgia, Germany, Ghana, Greece, Honduras, Hungary, Iceland, Indonesia, Iraq, Italy, Jordan, Kenya, Laos, Latvia, Lebanon, Liberia, Libya, Lithuania, Luxembourg, Macedonia, Madagascar, Malaysia, Mali, Malta, Mauritania, Mauritius, Mexico, Moldova, Montenegro, Morocco, Netherlands, Niger, Nigeria, Norway, Palestinian Territories, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Serbia, Sierra Leone, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Swaziland, Sweden, Switzerland, Tanzania, Thailand, Togo, Tunisia, Turkey

ENGLISH LANGUAGE PROGRAMS

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$42.31 million	\$42.78 million	\$42.11 million	\$42.11 million	\$43.73 million	\$43.48 million

THE AMERICAN ENGLISH E-TEACHER SCHOLARSHIP PROGRAM (2004)

The American English E-Teacher Program provides graduate-level online education courses for foreign English-language teachers nominated by U.S. embassies. The program improves the quality of overseas English-language instruction using innovative distance learning technology. Participants from 125 countries have participated in the program over the last 10 years. All program content, including the courses themselves, are openly licensed, making them available to an unlimited number of teachers. The program also provides Regional English Language Officers the ability to request country- or region-specific courses, as well as custom-developed courses, to meet the specific needs of priority audiences. The program also offers massive open online courses (MOOCs) to an unlimited number of foreign English-language teachers.

Program Length: 1 academic term

Avg. Cost per Day: \$9 (2017)

Female/Male Split: 50%/50%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$1.60 million	\$1.78 million	\$1.80 million	\$3.00 million	\$2.50 million	\$3.00 million
# of Proj/Partic	1,200	1,356	1,383	1,800*	2,125*	2,650*
Cost Per	\$1,333	\$1,309	\$1,301	\$1,667	\$1,176	\$1,132

*Plus an unlimited number of participants who have access to the MOOCs and Open Educational Resource materials. In FY 2017, 38,160 participants enrolled in three MOOCs (Integrating Critical Thinking Skills into the Exploration of Culture in an EFL Setting, Teaching Grammar Communicatively, and Educational Technology), with 6,262 participants successfully completing the courses.

Geographic Reach: Afghanistan, Albania, Algeria, Angola, Argentina, Armenia, Austria, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, Chile, China, Colombia, Comoros, Congo (Brazzaville), Costa Rica, Cote d'Ivoire, Croatia, Cuba, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Federated States of Micronesia, Fiji, Finland, France, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Guinea-Bissau, Haiti, Honduras, Hungary, India, Indonesia, Iran, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Libya, Lithuania, Luxembourg, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Marshall Islands, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, Nicaragua, Niger, Nigeria, Oman, Pakistan, Palau, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Samoa, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia, Seychelles, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, South Korea, South Sudan, Spain, Sri Lanka, Sudan, Suriname, Swaziland, Sweden, Syria, Taiwan, Tajikistan, Tanzania, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, Uruguay, Uzbekistan, Venezuela, Vietnam, Yemen, Zambia, Zimbabwe

ENGLISH ACCESS MICROSCHOLARSHIP PROGRAM (2003)

The English Access Microscholarship Program, currently conducted in over 80 countries, builds the English-language skills of students, primarily ages 13–20 from disadvantaged sectors of society, through afterschool classes and intensive learning activities. Country participation is determined each year by the Office of English Language Programs to address strategic priorities, in coordination with the regional bureaus, U.S. embassies, and Regional English Language Officers.

Program Length: 2 years

Cost per Day: \$2 (2017)

Cost per Hour of Instruction: \$4.60 (2016)

Female/Male Split: 50%/50%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$26.28 million	\$25.76 million	\$24.02 million	\$24.85 million	\$23.01 million	\$23.00 million
# of Proj/Partic	15,693	15,103	13,942	14,287	14,000	14,000
Cost per:	\$1,592	\$1,430	\$1,601	\$1,657	\$1,644	\$1,643

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

ENGLISH LANGUAGE FELLOWS AND SPECIALISTS (1969 AND 1980)

Through the English Language Fellow Program, highly qualified U.S. educators in the field of Teaching English to Speakers of Other Languages or Teaching English as a Foreign Language (TEFL) participate in 10-month-long fellowships at academic institutions throughout the world. The program fosters mutual understanding, promotes English-language learning, and enhances English-teaching capacity abroad. Through projects sponsored by U.S. embassies, fellows share their professional expertise, hone their skills, gain international experience, and learn about other cultures. Fellows model and demonstrate up-to-date TEFL classroom practices that help foster thoughtful and responsible behavior in students and teachers of English. To date, more than 1,000 fellows have conducted projects in more than 80 countries.

English-language specialists are U.S. academics who support U.S. embassy priorities through targeted two-week to three-month projects abroad. Topics may include curriculum design and evaluation, teacher training, textbook development, or programs to support English for Specific Purposes.

Program receives some foreign funding.

Program Length: 10 months and 2 weeks to 3 months

Avg. Cost per Day: \$236 (2017)

Female/Male Split: 69%/31%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$8.20 million	\$10.00 million	\$10.00 million	\$10.50 million	\$13.00 million	\$12.65 million
# of Proj/Partic	180	250	250	250	310	300
Cost Per	\$45,555	\$40,000	\$40,000	\$42,000	\$41,935	\$42,167

Geographic Reach: Global, but has recently included Afghanistan, Algeria, Angola, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Chad, Chile, China, Colombia, Comoros, Congo (Brazzaville), Costa Rica, Cote d'Ivoire, Democratic Republic of the Congo, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Georgia, Germany, Guatemala, Guinea, Guinea-Bissau, Honduras, India, Indonesia, Iraq, Israel, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Laos, Lebanon, Macedonia, Madagascar, Malaysia, Mali, Mauritania, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Nicaragua, Niger, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Romania, Russia, Rwanda, Senegal, Serbia, South Africa, Sri Lanka, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbekistan, Venezuela, Vietnam, Yemen, Zimbabwe

ENGLISH LANGUAGE TEACHING MATERIALS (1962)

English-language materials for teachers and learners are available in multiple formats: print, video, audio, mobile app, and online, including through the American English website (americanenglish.state.gov) and social media. Publication of the English Teaching Forum quarterly academic journal began in 1962. Many of the past print and online resources, as well as all recently developed and future resources, are open educational resources marked “Creative Commons-BY 4.0,” which allows users to share the materials by copying and redistributing them in any medium or format and adapt them by remixing, transforming, and building upon them, for any purpose.

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$376,766	\$89,140	\$5,000	\$15,000	\$20,000	\$20,000

Geographic Reach: Global

GLOBAL EDUCATION PROGRAMS

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$63.05 million	\$62.23 million	\$63.11million	\$64.61 million	\$64.80 million	\$64.80 million

BENJAMIN A. GILMAN INTERNATIONAL SCHOLARSHIP PROGRAM (2001)

The Benjamin A. Gilman International Scholarship Program provides undergraduate scholarships to U.S. Pell-grant recipients for study abroad and international internships. Since 2001, the program has awarded over 25,000 scholarships to U.S. undergraduate students representing more than 1,300 colleges and universities across all 50 states, the District of Columbia, and Puerto Rico for study in 140 countries around the world.

Program Length: short-term (2-3 weeks minimum, semester and 1 academic year)
Cost per Day: \$24 (2017)
Female/Male Split: 72%/28%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$12.10 million	\$12.42 million	\$12.50 million	\$12.20 million	\$14.09 million*	\$12.55 million
# of Proj/Partic	2,700	2,785	2,799	2,855	3,200	2,900
Cost Per	\$4,481	\$4,458	\$4,466	\$4,273	\$4,403	\$4,328

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

Geographic Reach: Varies, but has recently included Albania, Argentina, Armenia, Australia, Austria, Bahrain, Bangladesh, Barbados, Belgium, Belize, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Cambodia, Canada, Chile, China, Costa Rica, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, Equatorial Guinea, Ethiopia, Fiji, Finland, France, Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Italy, Jamaica, Japan, Kazakhstan, Kyrgyzstan, Latvia, Madagascar, Malta, Mexico, Mongolia, Morocco, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Norway, Oman, Palau, Panama, Paraguay, Peru, Poland, Portugal, Romania, Russia, Rwanda, Samoa, Senegal, Serbia, Sierra Leone, Singapore, Slovenia, South Africa, South Korea, Spain, Sri Lanka, St. Lucia, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Trinidad and Tobago, Turkey, Turks and Cacaos, Uganda, United Arab Emirates, United Kingdom, Uruguay, Vietnam, Zambia, Zimbabwe

COMMUNITY COLLEGE ADMINISTRATOR PROGRAM (2013)

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

Program Length: 6 weeks

Avg. Cost per Day: \$486 (2017)

Female/Male Split: 37%/63% (2017)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017*	FY 2018 Planned
Budget	\$500,000	\$2.73 million	\$460,000	\$1.28 million	\$2.45 million	\$820,000
# of Proj/Partic	20	112	24	62	120	40
Cost Per	\$25,000	\$24,286	\$19,167	\$20,645	\$20,417	\$20,500

*Not all FY 2017 programs have been implemented yet.

Geographic Reach: To date, Brazil, Colombia, Ecuador, Egypt, India, Indonesia, Pakistan, Peru, Ukraine

COMMUNITY COLLEGE INITIATIVE PROGRAM (2007)

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

Program Length: 1 academic year

Avg. Cost per Day: \$149 (2017)

Female/Male Split: 48%/52%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$7.45 million	\$5.90 million	\$9.49 million	\$5.20 million	\$4.96 million	\$5.38 million
# of Proj/Partic	183	226	242	202	125	135
Cost Per	\$40,710	\$26,106	\$39,202	\$25,743	\$39,680	\$39,815

Geographic Reach: Azerbaijan, China, India, Indonesia, Japan, Jordan, Morocco, Oman, Russia, South Korea, Taiwan, Tajikistan, Tanzania

CRITICAL LANGUAGE SCHOLARSHIP PROGRAM (2006)

The Critical Language Scholarship Program provides enables U.S. undergraduate and graduate students to increase their language fluency and cultural competency in one of 14 languages identified as critical to national security and economic prosperity. The eight-to-10-week intensive summer institutes are part of a U.S. government interagency effort to expand the number of Americans who speak these critical languages, with the goal of enhancing national security and advancing U.S. global competitiveness. Awards are offered for the study of Arabic, Azerbaijani, Bangla, Chinese, Hindi, Indonesian, Japanese, Korean, Persian, Punjabi, Russian, Swahili, Turkish, and Urdu in countries where these languages are widely spoken.

Program Length: 8–10 weeks

Avg. Cost per Day: \$257 (2017)

Female/Male Split: 61%/39%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$9.00 million	\$9.00 million	\$9.00 million	\$9.00 million	\$9.00 million	\$9.00 million
# of Proj/Partic	597	550	550	559	555	561
Cost Per	\$15,075	\$16,364	\$16,364	\$16,100	\$16,216	\$16,043

Geographic Reach (2017): Azerbaijan, China, India, Indonesia, Japan, Jordan, Morocco, Oman, Russia, South Korea, Taiwan, Tajikistan, Tanzania

EDUCATIONUSA (1998)

EducationUSA is a global network of more than 425 advising centers in more than 180 countries around the world providing accurate information about U.S. higher education, promoting the value of a U.S. higher education, and advocating on behalf of all accredited U.S. colleges and universities. Faced with strong and increasing international competition to attract millions of globally mobile students, EducationUSA helps position U.S. higher education so the United States remains the top host nation. EducationUSA advising centers operate within a wide variety of host institutions abroad, including U.S. embassies and consulates; Fulbright Commissions; American Spaces, including binational centers; U.S. non-profit organizations; and local institutions, such as universities, libraries, and non-profit organizations. EducationUSA advisers are trained with support from ECA Program Officers and Regional Educational Advising Coordinators. They promote U.S. higher education and provide international students and scholars with accurate, comprehensive, and current information about academic study options in the United States, application procedures, testing requirements, student visas, and financial aid, while also promoting the full range of accredited higher education institutions in the United States. EducationUSA staff members work with U.S. higher education professionals to promote international student recruitment and study in the United States. ECA's EducationUSA program branch also administers the grant for Open Doors, an annual census of international students and scholars in the United States and of U.S. students studying abroad. In select countries, ECA administers the Opportunity Funds program through the EducationUSA advising network to assist highly qualified, economically disadvantaged students with the up-front costs of applying to and enrolling in U.S. colleges and universities.

Program Length: Ongoing

Avg. Cost per Day: N/A

Female/Male Split: N/A

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$11.65 million	\$12.24 million	\$12.24 million	\$12.54 million	\$13.51 million	\$13.51 million
# of Proj/Partic	3.20 million	3.60 million	4.00 million	4.20 million	3.00 million	3.25 million
Cost Per	\$4	\$3	\$3	\$3	\$5	\$4

Geographic Reach: Global

HUBERT H. HUMPHREY FELLOWSHIP PROGRAM (1978)

Launched in 1978, the Humphrey Program, a Fulbright activity, brings professionals from developing and transitioning countries to the United States for one-year, non-degree programs on U.S. university campuses. These programs combine graduate-level academic work with leadership training and substantive professional collaboration with U.S. counterparts. The Distinguished Humphrey Leadership Program component was added in FY 2016 to support an annual cohort of approximately 10 senior professionals from select countries for a 2–3 week Humphrey program that includes executive leadership and practical mentoring in the participants' professional field of study.

Program Length: 11 Months

Avg. Cost per Day: \$276 (2017)

Female/Male Split: 52%/48%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$11.55 million	\$11.00 million	\$11.00 million	\$11.20 million	\$11.20 million	\$11.20 million
# of Proj/Partic	171	146	146	155	152	150
Cost Per	\$67,543	\$75,342	\$75,342	\$72,285	\$73,684	\$74,666

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

STUDY ABROAD CAPACITY BUILDING (2008)

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

- Capacity Building Grants for U.S. Undergraduate Study Abroad, which enhance the capacity of American colleges and universities to administer study abroad programs,
- Study Abroad Engagement Grants, which provide funding to U.S. embassies and Fulbright Commissions to expand the capacity of overseas universities to provide academic programs for U.S. undergraduate students—including services critical to safety and security—as well as to engage Americans on study abroad programs, and
- An online course focused on building study abroad capacity at American colleges and universities, including forging international partnerships.

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$0	\$1.39 million	\$1.19 million	\$950,000	\$650,000*	\$1.94 million
# of Proj/Partic	NA	NA	NA	NA	NA	NA
Cost Per	NA	NA	NA	NA	NA	NA

*Beginning in FY 2017, funding for this program was moved from the “Special Academic Exchanges” to the “Global Academic Exchanges” budget line under “Study Abroad Initiative,” which funds more than the domestic-only model. Additionally, a previous iteration of the program was funded for three years under the budget line “One Time Congressional Grants Competition,” which no longer exists.

Geographic Reach: N/A

TEACHER EXCHANGE PROGRAMS (1946)

The Teacher Exchange Program provides professional development exchanges and an online network for program alumni that helps primary and secondary (K–12) teachers enhance their teaching ability, improve education systems, and advance the educational outcomes and broaden the worldview of their students. The program prioritizes the participation of teachers, both in the United States and abroad, who reach underserved students in urban and rural communities, minority students, students in career and technical education programs, and students with disabilities. Collectively, program participants influence hundreds of thousands of students over the course of their professional careers.

Beginning in FY 2018, most of the Teacher Exchange Programs are being consolidated under Fulbright Teacher Exchange Programs. Individual programs administered by the branch include the Fulbright Distinguished Awards in Teaching Program (a semester program for U.S. and international teachers and a two- to six-week Short-Term program for U.S. teachers), the Fulbright Teaching Excellence and Achievement Program, the Fulbright Teachers for Global Classrooms Program, and the Teachers of Critical Languages Program.

Program receives some foreign funding.

Program Length: 2 weeks to 1 academic year

Cost per Day: \$193 (2017)

Female/Male Split: 62%/38% (2017)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$12.10 million	\$10.60 million	\$10.61 million	\$10.60 million	\$10.60 million	\$10.60 million
# of Proj/Partic	407	370	386	391	367	373
Cost Per	\$29,730	\$28,649	\$27,488	\$27,110	\$28,883	\$28,418

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

TUNISIA COMMUNITY COLLEGE SCHOLARSHIP PROGRAM (2013)

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

Program Length: Academic year

Avg. Cost per Day: \$167 (2017)

Female/Male Split: 41%/59%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$4.63 million*	\$4.63 million*	N/A	N/A	\$2.67 million**	N/A
# of Proj/Partic	107	105	N/A	N/A	65	N/A
Cost Per	\$43,224	\$44,048	N/A	N/A	\$41,077	N/A

*Multi-year awards supporting programming through June 2019

**A multi-year award of FY 2017 Economic Support Funds (transferred from the NEA Bureau) supports approximately 65 participants across academic years 2018–2019 and 2019–2020

Geographic Reach: Tunisia

INTERNATIONAL VISITOR LEADERSHIP PROGRAM (1940)

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

Full interpretation services are provided for a large majority of IVLP projects, making the IVLP one of the few U.S. government exchange programs that can accommodate participants without English-language skills and providing U.S. embassies with unique opportunities to reach and influence important foreign leaders and policy decision-makers at all levels.

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

Program Length: 1–21 days

Avg. Cost per Day: \$793 (2017)

Female/Male Split: 45%/55%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$90.51 million	\$91.01 million	\$89.67 million	\$89.67 million	\$97.77 million	\$97.77 million
# of Proj/Partic	4,854	4,667	4,869	4,466	5,866	5,400
Cost Per	\$18,647	\$19,500	\$18,415	\$20,077	\$16,666	\$18,105

Geographic Reach: Global—there are participants from nearly every country each year

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

The IVLP Division conducts more than 500 exchange projects annually, hosting visitors from around the world on individual, single-country, regional, and multi-regional projects. Participants travel to the United States for a firsthand look at American approaches to challenges that the U.S. government has identified as important to its bilateral, regional, or global foreign policy. Projects are generally three weeks in length and include visits with government officials, legislators, civil society organizations, and everyday citizens in Washington, D.C., and two to four additional cities and small towns around the United States.

Program Length: 3 weeks

Avg. Cost per Day: \$911 (2017)

Female/Male Split: 45%/55%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$80.15 million	\$80.15 million	\$80.00 million	\$80.00 million	\$84.11 million	\$84.11 million
# of Proj/Partic	3,816	3,728	3,784	3,390	4,394	4,050
Cost Per	\$21,004	\$21,499	\$21,142	\$23,599	\$19,141	\$20,767

Geographic Reach: Global

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

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

Program Length: 1–10 days

Avg. Cost per Day: \$809 (2017)

Female/Male Split: 45%/55%

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Planned
Budget	\$5.60 million	\$7.51 million	\$7.50 million	\$7.50 million	\$9.53 million	\$9.53 million
# of Proj/Partic	1,038	939	1,085	1,076	1,472	1,350
Cost Per	\$5,394	\$7,998	\$6,912	\$6,970	\$6,473	\$7,057

Geographic Reach: Global—U.S. embassies in each country have the opportunity to submit participant nominations and project requests.

PRIVATE SECTOR EXCHANGE

The Office of Private Sector Exchange oversees the U.S. government's entire Exchange Visitor Program (EVP), comprising educational and cultural exchange programs in 15 different categories: Au Pair, Camp Counselor, College and University Student, Government Visitor, Intern, International Visitor, Physician, Professor, Research Scholar, Secondary Student, Short-Term Scholar, Specialist, Summer Work Travel, Teacher, and Trainee. Each year, the EVP provides opportunities for more than 300,000 foreign visitors from nearly 200 countries and territories to experience U.S. culture and engage with Americans through structured programs, with the ultimate goal of increasing mutual understanding between the peoples of the United States and other countries. The vast majority of EVP participants take part in private-sector programs that entail no cost to the U.S. government.

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

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

NOTE: All ECA-funded exchange programs that bring foreign participants to the United States described earlier in this chapter (e.g., Fulbright, IVLP) fall into one of the EVP categories.

	2013	2014	2015	2016	2017
Government-funded Exchange Participants *	22,210	16,912	20,753	22,699	22,269
Private Sector Visitor Program Participants**	276,179	300,752	298,234	302,258	308,924
Total Government-funded and Private Sector Exchange Participants	298,389	317,664	318,987	324,957	331,193

* Government-funded participants are Government Visitor and International Visitor.

**Private Sector participants are Au Pair, Camp Counselor, College and University Student, Intern, Physician, Professor, Research Scholar, Secondary School Student, Short-Term Scholar, Specialist, Summer Work Travel, Teacher, Trainee

Top 10 Sending Countries for the Exchange Visitor Program*

2013	2014	2015	2016	2017
China -31,514	China - 34,483	China - 34,925	China -31,514	China - 37,163
Germany - 20,785	Brazil - 20,441	Germany - 19,831	Germany - 19,602	U.K. - 19,383
U.K. -17,817	Germany - 20,366	U.K. - 18,737	U.K. - 19,521	Germany - 17,837
Brazil -12,243	U.K. - 18,241	Brazil - 12,580	France - 12,534	France - 12,119
France - 12,045	France - 12,656	France - 12,356	Philippines - 9,492	Brazil - 10,490
Ireland - 10,876	Thailand - 9,890	Ireland - 10,202	Mexico - 8,790	Philippines - 9,931
South Korea - 9,127	Ireland - 9,739	South Korea - 8,536	Spain - 8,732	Spain - 9,203
Thailand - 7,811	South Korea - 8,678	Mexico - 7,788	South Korea - 8,540	South Korea - 8,942
Turkey - 7,004	Mexico - 7,459	Spain - 7,431	Brazil - 8,422	Thailand - 8,910
Japan - 6,235	Spain - 7,050	Thailand - 6,505	Ireland - 8,270	Mexico - 8,402

*All J-1 exchanges, including government funded

TOTAL NUMBER OF PRIVATE SECTOR SPONSORED PARTICIPANTS BY EXCHANGE CATEGORY

Au Pair: FY 2013: 14,625 - FY 2014: 16,035 - FY 2015: 17,588 - FY 2016: 19,233 - FY 2017: 20,353

Participants and host families take part in a mutually rewarding, intercultural opportunity. Au pairs can continue their education while experiencing everyday life with an American family, and hosts receive reliable and responsible childcare from individuals who become part of the family.

Camp Counselor: FY 2013: 18,889 - FY 2014: 19,776 - FY 2015: 21, 206 - FY 2016: 22,994 - FY 2017: 24,868

Post-secondary students, youth workers, and teachers share their culture and ideas with the people of the United States in camp settings throughout the country.

COLLEGE AND UNIVERSITY STUDENT

Student Associate: FY 2013: 195 - FY 2014: N/A - FY 2015: 16 - FY 2016: 5 - FY 2017: 5

Foreign students may pursue associate degrees in the United States at accredited American colleges and universities.

Student Bachelors: : FY 2013: 2,965 - FY 2014: 2,808 - FY 2015: 2,621 - FY 2016: 2,397 - FY 2017: 2,198

Foreign students may pursue bachelors' degrees in the United States at accredited American colleges and universities.

Student Masters: FY 2013: 3,827 - FY 2014: 2,854 - FY 2015: 2,163 - FY 2016: 1,985 - FY 2017: 1,758

Foreign students may pursue masters' degrees in the United States at accredited American colleges and universities.

Student Doctorate: FY 2013: 1,568 - FY 2014: N/A - FY 2015: 1,039 - FY 2016: 835 - FY 2017: 771

Foreign students may pursue doctoral degrees in the United States at American colleges and universities.

Student Intern: FFY 2013: 2,921 - FY 2014: 3,454 - FY 2015: 3,733 - FY 2016: 3,985 - FY 2017: 4,714

Foreign students may fulfill fulltime temporary internships conducted by post-secondary accredited academic institutions in the United States.

Student Non-degree: FY 2013: 38,693 - FY 2014: 44,084 - FY 2015: 37,072 - FY 2016: 32,236 - FY 2017: 32,421

Foreign nationals may pursue non-degree programs in the United States at accredited American colleges or universities

or institutes approved by or acceptable to the post-secondary academic institutions where the students are to be enrolled upon completion of the non-degree program.

GOVERNMENT VISITOR

Distinguished international visitors develop and strengthen professional and personal relationships with their American counterparts in U.S. federal, state or local government agencies.

INTERN: FY 2013: 21,937 - FY 2014: 23,025 - FY 2015: 24,353 - FY 2016: 25,312 - FY 2017: 26,250

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

INTERNATIONAL VISITOR

For people-to-people programs, which seek to develop and strengthen professional and personal ties between key foreign nationals and Americans and American institutions.

PHYSICIAN: FY 2013: 2,331 - FY 2014: 2,393 - FY 2015: 2,567 - FY 2016: 2,624 - FY 2017: 2,832

Foreign physicians may participate in U.S. graduate medical education programs or training at accredited U.S. schools of medicine.

PROFESSOR: FY 2013: 1,310 - FY 2014: 1,284 - FY 2015: 1,185 - FY 2016: 1,109 - FY 2017: 1,095

Professors exchange ideas, conduct research, experience mutual enrichment, and establish linkages between research and academic institutions in the United States and foreign countries for programs lasting up to five years.

RESEARCH SCHOLAR: FY 2013: 32,439 - FY 2014: 34,805 - FY 2015: 34,444 - FY 2016: 35,575 - FY 2017: 35,281

Foreign nationals come to the United States to conduct research, observe, or consult in connection with research projects at research institutions, corporate research facilities, museums, libraries, post-secondary accredited academic institutions, or similar types of institutions for programs lasting up to five years. Research scholars also may teach or lecture where authorized by their sponsors.

SECONDARY SCHOOL STUDENT: FY 2013: 25,729 - FY 2014: 25,426 - FY 2015: 22,983 - FY 2016: 21,850 - FY 2017: 21,005

Foreign students may enter the United States to complete up to one year of academic study at an accredited public or private secondary school and live with an American host family or at an accredited boarding school.

SHORT-TERM SCHOLAR: FY 2013: 21,267 - FY 2014: 21,238 - FY 2015: 19,485 - FY 2016: 18,567 - FY 2017: 19,742

Professors, research scholars, and other individuals with similar education or accomplishments may travel to the United States to lecture, observe, consult, conduct training, or demonstrate special skills at research institutions, museums, libraries, post-secondary accredited academic institutions, or similar types of institutions for a period of up to six months.

SPECIALIST: FY 2013: 1,259 - FY 2014: 1,088 - FY 2015: 692 - FY 2016: 864 - FY 2017: 1,359

Experts in a field of specialized knowledge or skills provide opportunities to increase the exchange of ideas with American counterparts for programs lasting up to one year.

SUMMER WORK TRAVEL: FY 2013: 86,518 - FY 2014: 90,287 - FY 2015: 94,985 - FY 2016: 101,061 - FY 2017: 104,923

Foreign post-secondary students who are enrolled in and actively pursuing degrees or full-time courses of study at foreign ministry-recognized, post-secondary academic institutions may apply to participate in the Summer Work Travel program for up to four months during the break between academic years.

TEACHER: FY 2013: 1,745 - FY 2014: 2,148 - FY 2015: 1,735 - FY 2016: 1,888 - FY 2017: 2,195

Foreign nationals are afforded opportunities to teach in primary and secondary educational institutions in the United States for up to three years.

TRAINEE: FY 2013: 9,157 - FY 2014: 9,792 - FY 2015: 10,367 - FY 2016: 10,738 - FY 2017: 10,866

Foreign professionals come to the United States for up to 18 months to gain exposure to and receive structured training in U.S. business practices in their chosen occupational fields. Unlike the intern category, participants must have either a degree or professional certificate from a foreign, post-secondary academic institution and at least one year of prior related work experience in their occupational field outside the United States or five years of related work experience.

RETIRED, ON HIATUS OR INACTIVE PROGRAMS

FULBRIGHT ECONOMICS TEACHING PROGRAM (FETP) (1994)

FULBRIGHT MTV UNIVERSITY (mtvU) FELLOWSHIP (2007)

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

SUMMER INSTITUTES FOR EUROPEAN STUDENT LEADERS (2006)

AMERICAN YOUTH LEADERSHIP PROGRAM – retired in 2016

MUSEUM CONNECT – on hiatus since 2018

DANCEMOTION – on hiatus since 2019



BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP)

Civil Society leaders from Denmark, Norway, and Sweden with U.S. and international private-sector experts at TechCamp Copenhagen: "Promoting Youth Engagement and Inclusion in a Digital Society," June 26-27, 2018.

BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$66.61 million	\$59.20 million	\$62.95 million	\$57.58 million	\$46.06 million*

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

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

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

IIP’s evolution reflects how international audiences now interact with information, recognizing the growing prevalence of mobile devices and shift from web to social platforms requiring the development of new content strategies. The bureau has shifted a substantial portion of its content-creation capacity to shareable materials optimized for distribution via social networks, even as it retains the ability to deliver content via traditional PD platforms. A growing analytics team empowers content creators to identify the foreign policy narratives in which the Bureau needs to be engaged, to evaluate the success of published content, and to make adjustments for future efforts.

Because Public Diplomacy staff in the field also face a rapidly changing and increasingly competitive information environment, IIP deploys its technological expertise to help U.S. embassies and consulates achieve their PD objectives. A robust, IIP-developed,

Salesforce-based contact relationship management (CRM) system empowers PD officers to maintain and share contact information more easily—a crucial task when tours of duty generally do not extend past two years—and to deliver segmented mass mailings that generate actionable metrics. The Department has designated IIP to lead a mandated rollout of this exciting technology to all missions.

Possibly the best measure of IIP’s importance to Public Diplomacy is the wide range of “places” it is found. These can be tangible, like the 658 American Spaces overseas. They can also be virtual, like the hundreds of IIP-built and supported U.S. embassy websites; the bureau’s own ShareAmerica platform, which reaches millions on U.S. priority topics; and the soon-to-launch content distribution platform that will aggregate IIP content into an easily searchable space that allows PD professionals to find and share the materials they need when they need them. IIP is also directly engaged with citizens of other nations, such as the members of the Young African Leaders Initiative (YALI) Network, who are using information obtained through IIP-created online courses and newsletters to help build a better future for themselves and their nations.

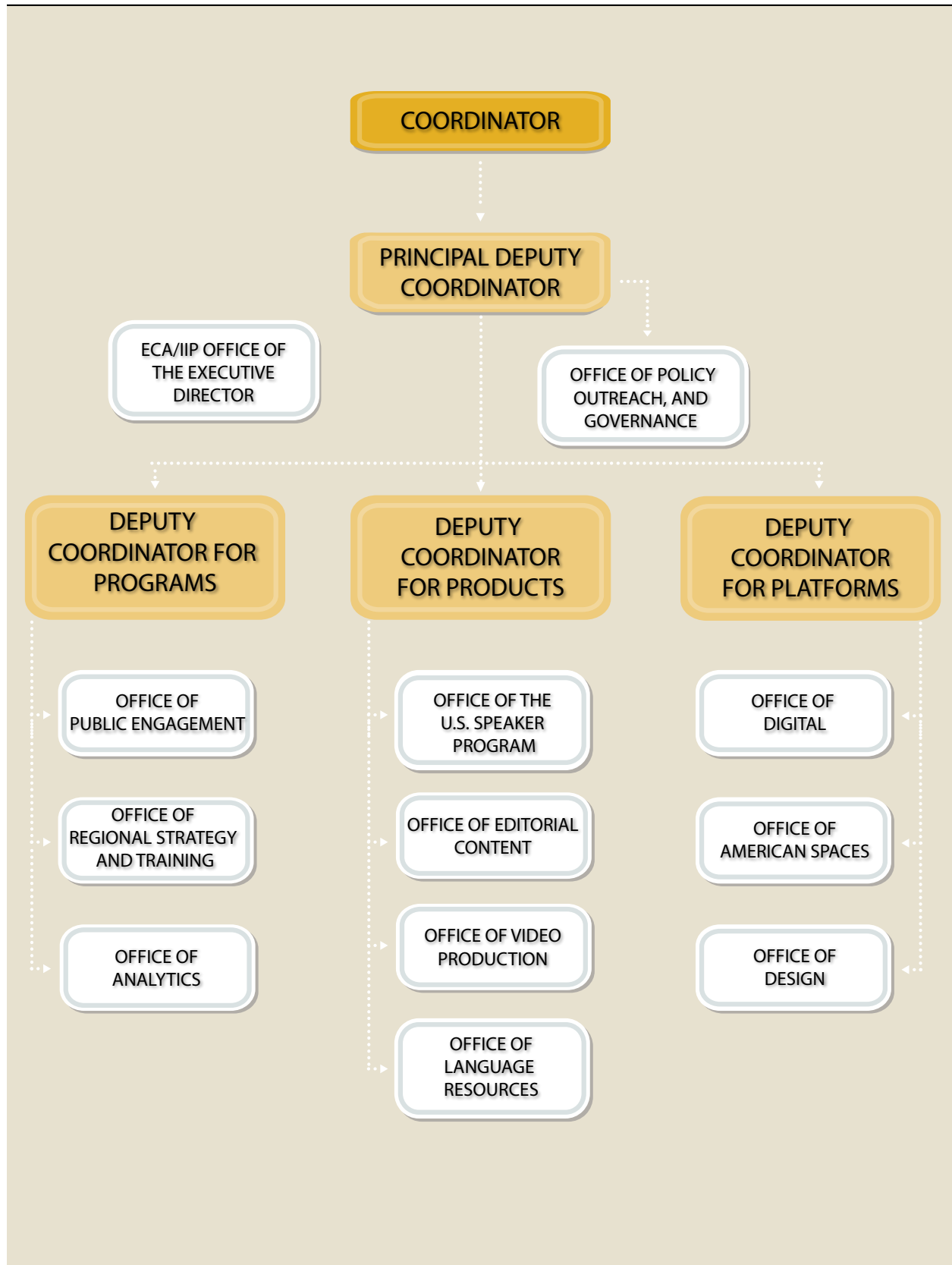
All IIP efforts are designed to advance U.S. foreign policy objectives and are guided by global engagement directives from the President, the National Security Council, and the Department of State and U.S. Agency for International Development Joint Strategic Plan, among others. IIP’s products, platforms,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

BREAKDOWN OF IIP PERSONNEL

The Bureau has 166 full-time equivalent (FTE) and 118 contractor positions based in Washington, D.C., plus an additional 26 Regional Public Engagement Specialists based overseas. (NOTE: Four staff positions for the U.S. Advisory Commission on

Public Diplomacy and 25 positions for the ECA-IIP Executive Office appear on IIP’s staffing pattern, but these positions are not part of IIP’s structure.) IIP’s Washington-based positions are allocated as follows:

Platforms	Programs	Products	Front Office & Policy	TOTAL
51	66	77	24	166



FISCAL YEAR 2017

In fiscal year 2017, IIP received \$62.95 million for operations. Of that amount, \$8.58 million was allocated for IIP Executive Direction,

with the remaining \$54.37 million dispersed among IIP Programs, Products and Platforms.

PLATFORMS

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Planned
\$34.1 million	\$32.42 million	\$36.17 million	\$32.67 million	\$24.17 million

*IIP was reorganized in FY 2015, so prior budgets did not follow the same breakdown.

The Platforms vertical provides public engagement spaces and tools that prioritize outreach to individuals and facilitate long-term relationship building between the United States and foreign citizens.

The vertical is divided into three offices: the Office of Digital, the Office of Design, and the Office of American Spaces.

OFFICE OF DIGITAL

The Office of Digital operates two mission-critical enterprise platforms. The first is the mission website platform, which hosts 194 U.S. embassy and consulate websites on modern, mobile-friendly software with 24/7 worldwide customer support. The second is the contact relationship management (CRM) platform, which provides event and contact management tools and robust messaging capabilities. CRM is currently used by 21 missions abroad and some domestic offices. IIP and the Bureau of Information Resource Management have formed a working group with the regional bureaus to deploy the CRM tool at all U.S. missions over the next two years.

Mission Websites: Quick Facts 2017:

Total Visitors	Mission Traffic	Desktop Traffic
\$63.7 million	47%	53%

Global Embassy Websites: IIP provides the technology and support for the global network of 194 U.S. mission websites in 59 languages. More than 63 million people visit these websites each year.

In July 2017, IIP completed its project to modernize the mission website platform, which reduced the platform's infrastructure footprint by 60 percent, as 450 separate embassy, consulate, and foreign-language sites were merged into 194 mission sites. By migrating to a multi-server, cloud environment, the Office of Digital realized an annual savings of \$1.3 million. All mission websites now use an open-source content management system that is more secure, flexible, accessible on mobile devices, user-friendly, and efficient for web managers in the field to operate. IIP has worked closely with other Department bureaus, such as Consular Affairs, to standardize the content and services that are common to all missions, minimizing the workload of the web managers so that they can focus their efforts on mission-specific content. This standardization and centralization of certain website functions enables IIP to update content quickly on all sites when needed, including

during times of crisis. For example, a recent change to visa policy required content changes on all 194 sites, in 59 languages, and IIP completed this update in less than 20 minutes.

The migration to the new platform has increased traffic to U.S. mission websites by 93 percent, with larger increases (an average of 209 percent) for foreign-language sites. People are finding the sites more easily via internet and social media searches, and search traffic has increased about 125 percent.

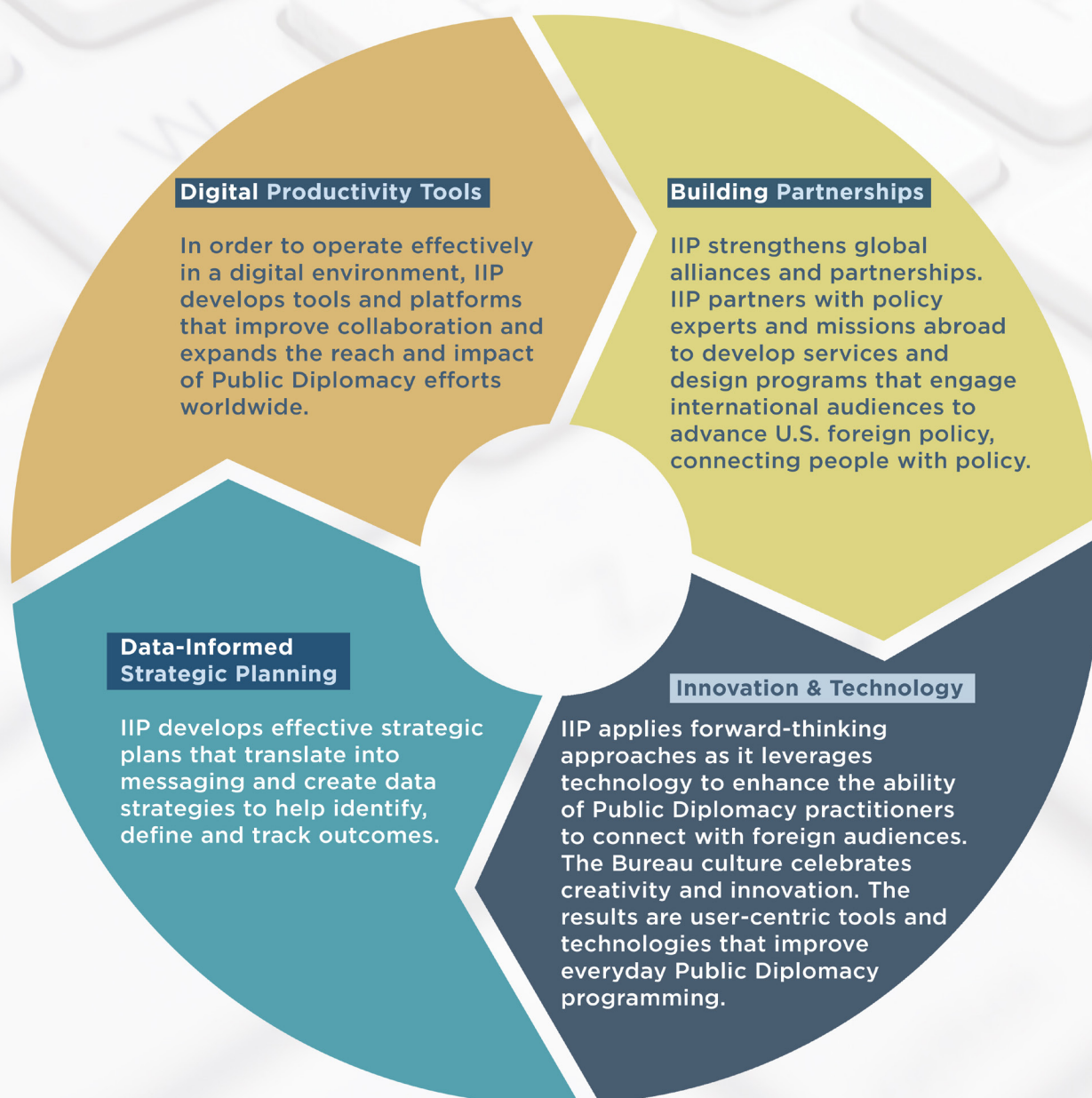
A 24/7/365 help desk regularly assists web managers in the field with technical assistance, site updates, and content changes. IIP also provides regular training, tutorials, and webinars for web managers, keeping them up to date on the latest features and content available for their use. IIP continues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

Contact Relationship Management: Relationships are the currency of diplomacy, and the State Department needs a system that allows it to understand the breadth and depth of these relationships. In early 2016, following months of collaboration with stakeholders across the Department, IIP began deploying a new CRM system at Public Affairs Sections at select pilot missions across the world.

CRM is a secure, cloud-based, mobile tool that empowers missions to manage contacts; organize events; grow their audiences; and send strategic, measurable email messaging from a seamless system. This new platform gives staff the modern, industry-leading digital tools they need to build lasting connections with contacts and to use data to conduct more effective outreach. Missions now have the capability to enable visitors to their websites to sign

Spotlight: Improve the Functions of Public Diplomacy

The Bureau of International Information Programs (IIP) strengthens the practice of Public Diplomacy by identifying, developing, and promoting modernization.



up for professional, branded, and personalized updates, event invitations, and press releases. Staff are able to scan business cards on the go and quickly access contact information via their mobile devices. IIP uses agile development methodology, continually evolving the CRM tool based on feedback from users in the field and global trends in digital communications.

OFFICE OF DESIGN

The Office of Design establishes the digital user experience and design standards for IIP platforms and products; supports the infrastructure and provides graphic content for engagement with youth networks, ShareAmerica, and several other program-specific web properties; and is designing and building a new content distribution platform that will be a centralized and user-friendly space where PD practitioners will gain easy access to PD content from a variety of sources.

Content Distribution Platform (CPD): If relationships are the currency of Public Diplomacy, the content created by IIP and other parts of the State Department is essential to fuel and strengthen the conversations and interactions that sustain and expand these relationships. With this in mind, the Office of Design is using cloud-based technology to provide PD practitioners with an easier way to find, customize, and use content from a variety of PD sources in numerous languages. Currently, Department staff have to look in multiple places to find content, and it is not simple to share content across multiple digital platforms. While IIP and the Department have long been good at creating content, IIP is modernizing distribution to make getting that content to target audiences faster and easier. The new Content Distribution Platform (CDP) is back-end technology that allows the sharing of digital content across any platform.

IIP is also introducing Content Commons—a search portal to find and share the various types of content indexed within the CDP. IIP launched a beta version to select posts in May 2018 for IIP-produced videos, with more content types to come. Eventually, users will be able to find all public IIP content, share it or embed it directly on their websites, or download and customize it for their audiences.

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

OFFICE OF AMERICAN SPACES

The Office of American Spaces develops and supports modern, effective physical platforms for Public Diplomacy engagement with target foreign audiences in support of U.S. foreign policy objectives. It provides centralized oversight, strategic direction, funding, and training for 658 American Spaces around the world—ranging in size from large, multi-story buildings to single-room facilities—through which U.S. embassies and consulates directly engage foreign audiences.

American Spaces welcomed over 59 million visitors in FY 2017 and hosted over 2.5 million organized programs. Visits were up 34 percent over FY 2016. The resources and activities of American Spaces focus on five core programs designated by IIP in 2012: providing accurate information about the United States, English-language learning, promotion of study in the United States, continuing engagement with U.S. government exchange program alumni, and presenting U.S. culture.

American Space Total Visitors by Fiscal Year:

FY 2013	FY 2014	FY 2015	FY 2017	FY 2018
26.02 million	32.36 million	38.04 million	40.48 million	59.37 million

Operational models for American Spaces vary, consisting of U.S. government-operated American Centers (105), partnerships with autonomous Binational Centers throughout Latin America (111), and American Corners (442) located in host-country partner institutions. The partnership models provide tremendous value to the U.S. government, generally by granting rent-free space and often no-cost, host-institution staff support.

OPEN ACCESS PRINCIPLES

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

In communities where a restrictive environment limits Public Diplomacy programming, American Spaces are often the only places where U.S. diplomats can openly engage with host-country citizens and where those citizens can get access to uncensored information. In such environments, U.S. government-operated American Centers are often the only viable model. The forced absorption of more accessible off-compound American Spaces into fortified embassy/consulate compounds under the 1999

Secure Embassy Construction and Counterterrorism Act (SECCA) presents a significant challenge for Public Diplomacy engagement that the Department of State is trying to address (see ACPD May 2015 Paper, “Public Diplomacy at Risk: Protecting Open Access for American Spaces”). An increased emphasis on ensuring the maximum possible public access and functionality for on-compound American Spaces is helping to address this challenge. A standing working group that includes the Office of the Under Secretary for

Public Diplomacy and Public Affairs, IIP, Diplomatic Security, and the Office of Overseas Building Operations has defined a set of American Spaces “Open Access Principles” to guide use of current facilities and planning for future construction.

In FY 2017, newly implemented security guidance severely restricted the ability of visitors to bring personal electronic devices into some American Spaces operated by U.S. government staff. The resulting decline in visitors and program attendees diminished American Spaces effectiveness, particularly in some of the most restrictive operating environments, such as China.

Many more American Spaces have done their own upgrades using IIP funding support and design resources developed in collaboration with the Smithsonian Institution. Makeovers have provided a distinctly American look and feel, improving user experience, furnishings, and technology and maximizing use of space by applying flexible design concepts. IIP, with the help of the Smithsonian Institution, published several design resources that have allowed many more American Spaces to transform themselves at a fairly low cost.

The Office of American Spaces continued a multi-year program to train those managing and operating American Spaces in concepts and skills aligned with the transformation of American Spaces from library-style facilities offering static information resources to active programmatic platforms engaging targeted foreign audiences in ways supportive of U.S. interests and objectives. Through

the end of 2017, IIP had trained 832 U.S. government and non-U.S. government partner staff in modern American Spaces concepts.

IIP has Foreign Service Specialists based in strategic locations around the world who provide consulting and expert assistance to embassies and consulates in developing high-quality American Spaces and effectively using them to support U.S. foreign policy goals. In a multi-year effort with the State Department’s Bureau of Human Resources, IIP redefined the function, knowledge, skills, and abilities of these specialists to align with the needs of 21st-century public engagement. The specialty was updated to place greater focus on skills such as strategic planning, audience targeting, digital information campaigns, program and social media analytics, and effective use of fast-changing technologies. The name of the position was changed to Regional Public Engagement Specialist to better reflect the updated functions.

In FY 2017 and FY 2018, the Office of American Spaces focused on strengthening data collection and program evaluation. This effort supported the refinement of policies and investments to ensure that priority American Spaces have the tools, training, and infrastructure to be the most effective platforms possible for policy-focused Public Diplomacy programming. IIP is also working to increase the capacity of American Spaces using a data-driven, networked approach in order to add measurable value to U.S. missions.

PRODUCTS

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$11.96 million	\$11.99 million	\$11.99 million	\$11.49 million	\$11.49 million

**IIP was reorganized in FY 2015, so prior budgets did not follow the same breakdown.*

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

OFFICE OF EDITORIAL CONTENT

The Office of Editorial Content crafts materials for foreign publics and helps shape opinions about the United States. The Office’s original, curated English-language content directly reaches foreign audiences on U.S. foreign policy priority subjects. It supports the work of U.S. embassies and consulates, IIP task forces and campaigns, Department social media properties and feeds, the U.S. Speaker and Specialist programs, and over 600 American Spaces.

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

A team of writers; graphic designers; illustrators; and photo, web, and copy-editors works collaboratively with IIP’s Video Office to create stylish, timely content that influences a rising generation of global citizens. The team has re-envisioned the role of print in a digital-first world. Long-form books printed at a single facility and shipped to embassies are being replaced by more frequently updated digital publications designed for electronic distribution and local printing. Working with IIP’s Office of Design, the Office of Editorial Content launched a web-based, fully browsable library site from which colleagues in the field can easily find and, when desired, print needed posters, books, and other long-form materials.

The editorial team is moving aggressively to align content production with trending narratives in the social space. Content creators are being trained to deploy new social media monitoring tools and to direct their efforts toward influencing the narratives identified by those tools.

The Editorial Content Office also maintains INFOCENTRAL, the State Department's internal repository for resources for the Public Diplomacy practitioner.

Sample 2017/2018 Editorial Content

- **What are nerve agents and why are they so deadly?** <https://share.america.gov/what-are-nerve-agents-and-why-are-they-so-deadly/>
- **Some election wins aren't what they seem.** <https://share.america.gov/some-election-wins-arent-what-they-seem/>
- **These sleuths detect nuclear and chemical weapons.** <https://share.america.gov/sleuths-who-detect-nuclear-chemical-weapons/>
- **Enough is enough: The world puts North Korea on notice.** <https://share.america.gov/world-condemns-north-korean-missile-launches/>
- **How U.S. aid avoids debt trap diplomac.** <https://share.america.gov/us-development-assistance-avoids-debt-trap/>
- **Women who stood up to power.** <https://share.america.gov/women-stood-up-to-power/>
- **Outside North Korea, this defector found a new world.** <https://share.america.gov/outside-north-korea-this-defector-found-new-world>
- **USA Elections in brief.** (https://static.america.gov/uploads/sites/8/2016/05/Elections-USA_In-Brief-Series_English_Lo-Res-1.pdf) (ex. of printable publication; available in eight languages)

OFFICE OF LANGUAGE RESOURCES

The Office of Language Resources maximizes the accessibility and reach of IIP content worldwide by translating and adapting IIP's English-language content into seven foreign languages, in addition to creating, translating, and publishing original content.

IIP has translators and foreign-language social media and web specialists working in seven languages (Arabic, Chinese, French, Portuguese, Russian, Spanish and Urdu) to provide posts and international audiences with IIP-produced content for their social media feeds and other Public Diplomacy outreach efforts.

Translated materials, including social media pieces using key quotes, are more useful to mission personnel seeking to reach broader audiences in the media and the general public. Other materials for translation include subtitles for videos, captions for infographics, and

frameworks for language websites. Subjects are often based on thematic content that responds to post and Department priorities like promoting entrepreneurship and girls' education. On occasion, the office translates seminal remarks by the Secretary or the President in full when posts have a clear strategic plan to use the translation.

OFFICE OF VIDEO PRODUCTION

The Office of Video Production creates video and live interactive content designed to advance foreign policy objectives. By amplifying strategic Public Diplomacy messaging, it aims to foster dialogue and build common ground with key foreign audiences.

IIP's original video products are optimized for modern digital distribution platforms, including social-media networks and mobile devices, and are delivered worldwide in seven languages. The Office collaborates with regional and policy officers, embassies, and other U.S. government agencies to develop strategies that support global information campaigns. Live interactive programs are streaming webchats between subject matter experts and foreign audiences that create opportunities for direct dialogue on foreign policy issues. These range from small, targeted, point-to-point programs to large scale global programs.

The Office also consults with PD officers in Washington and overseas. Consultations focus on best practices for planning and producing digital-first videos and webchats. In addition, the office offers advanced training to priority posts. These multi-day, hands-on sessions are for staff who are already using video for PD outreach and who seek to deepen their skills.

Through a number of agreements, the office also provides posts with access to hundreds of thousands of high quality, royalty-free music soundtracks, video clips, photos, and motion graphic templates for use in post-produced videos and other multimedia content.

Sample 2017/2018 YouTube Video Content:

"America Stands with the Iranian People"

President Donald Trump, Vice President Mike Pence and U.S. Ambassador to the U.N. Nikki Haley remarked on the recent protests in Iran.

"When Women Work: Global Female Entrepreneurship"

The 2017 Global Entrepreneurship Summit, co-hosted by the United States and India, focused on women's entrepreneurship and amplified the importance of female participation to boost economies across the globe.

Spotlight: Countering Disinformation

The Bureau of International Information Programs (IIP) equips Public Diplomacy professionals with a deeper understanding of how adversaries weaponize information to undermine U.S. policy objectives, along with tools, content, and programming resources to advance American influence. IIP empowers officers at post to apply a comprehensive approach in countering disinformation by:



- Promoting positive truthful narratives about the United States and our allies
- Empowering citizens to become critical consumers of news and information
- Expanding the capacity of journalists, civil society activists, and other influencers to respond to disinformation
- Countering the effects of ongoing disinformation operations and inoculating vulnerable publics against future campaigns

How does IIP support global counter-disinformation efforts?



Conduct Research & Analysis

IIP uses social media listening tools to identify emerging and trending disinformation narratives and develops systems to combat computational propaganda, including autonomous agents, like bots.

Assist with Effective Messaging

IIP develops comprehensive communications campaigns including audience analysis, messaging strategy, content creation, targeted distribution and evaluation.

Empower Local Voices

Working with partners from the private sector, IIP engages with Russian-speaking, online talent from the United States, Russia and Central Asia to celebrate common links among young people from these regions. The project supports online influencers in the production of digital content about culture, sports, entrepreneurship, tech and innovation to make connections and to deepen mutual understanding between young individuals in these countries.

Increase Digital & Media Literacy

IIP's TechCamps are two-day, interactive, regional, capacity-building workshops that provide journalists, bloggers, and civil society activists with innovative strategies to identify, expose, and counter disinformation.

In-Depth Learning From Experts

IIP's U.S. Speaker Program deploys experts for traveling and virtual programming on countering disinformation, media ethics, and strategic communication.

“Ji Seong-ho: Beyond the Border”

North Korean defector Ji Seong-ho talked about his life in North Korea, and the events that led him to escape to freedom.

“Humanitarian Crisis in Eastern Ukraine”

As winter approached the Ukraine, a lack of access to humanitarian aid impacted the people.

“Made in America”

The value and meaning of the words “Made in America” come from a rich history of innovation and perseverance.

“Global Coalition Against ISIS 2018”

Defeating ISIS remains the United States’ number one priority in the Middle East.

“The Olympic Truce”

While the competition is fierce, the Olympics provide an opportunity for the global community to come together in a demonstration of friendship and peace.

“Madam C.J. Walker: Self-Made Entrepreneur”

Madam C.J. Walker, born Sarah Breedlove, overcame countless challenges to become the first American woman to be a self-made millionaire.

OFFICE OF THE U.S. SPEAKER PROGRAM

The Office of the U.S. Speaker Program recruits dynamic American experts to engage international audiences on topics of strategic importance to the United States. Programs are conducted in-person and through virtual engagement platforms. Policy priorities include defeating ISIS and other extremist groups; economic prosperity and promoting entrepreneurship and innovation; global security; energy security; educational diplomacy (STEAM—science, technology, engineering, arts and mathematics); and strengthening civil society. The office conducts approximately 600 programs annually worldwide. It collaborates with U.S. embassies and consulates around the world to develop and implement customized programs; identifies and recruits prominent U.S. citizen experts; tailors programs to meet specific needs of international audiences through workshops, lectures, seminars, and consultations; utilizes innovative technologies to amplify messaging; and fosters long-term relationships between U.S. speakers and overseas audiences in order to sustain dialogue on key themes and issues.

In FY 2017, the largest number of U.S. Speaker Programs focused on economic prosperity, entrepreneurship and innovation; strengthening civil society, press freedom, and combating trafficking in persons; and STEAM educational diplomacy. In FY 2018, IIP expects

to program more U.S. speakers on economic prosperity, entrepreneurship, and global security (including cyber and energy security, as well as countering disinformation).

2017/2018 U.S. Speaker Program Highlights:

- **William Evans**, commissioner of the Boston Police Department, engaged top police officials, including heads of national and local police forces in Belgium, Finland, and the Netherlands, on the importance of community policing in countering violent extremism. As a direct result of these programs, European law enforcement officials, including the Helsinki Police Department and Finland’s Police University, are exploring the possibility of exchanges of trainers and trainees with the Boston Police Department. Embassy The Hague is now looking to enhance this relationship further by sending ECA International Visitor Leadership Program participants to Boston in 2018.
- **Terry Jones**, founder of Kayak.com and Travelocity.com, engaged Qatari entrepreneurs and business leaders on the importance of economic development through entrepreneurship. Jones’s program included interviews on Qatar’s flagship reality television show, Stars of Science, with a regional audience reach of 8.5 million people, and Al-Jazeera’s live interactive news bulletin, which reaches 30 million–50 million nightly viewers. Through these outreach efforts, Jones forged a strong relationship with the Mannai Corporation, which is interested in making an initial investment of \$1 million in two U.S. start-up companies focused on tourism. Jones also put the Qatari Business Incubation Center in direct touch with American incubators in Silicon Valley
- **Jeffrey Soule**, director of Outreach and International Programs for the American Planning Association (APA), engaged a wide range of Chinese audiences in Beijing, Chengdu, Shenyang, and Wuhan on urban planning and the benefits of densification. As a direct result of his program, 26 planning officials from Chengdu traveled to the United States for a September 2017 training session, and a group of leaders from the Beijing Planning Commission visited the United States in January 2018. Finally, the dean of Zhenjiang University’s Urban Design and Planning Program attended the APA’s annual conference in New Orleans.
- **Fabiola Vilchez**, executive director of Sister Cities Los Angeles, engaged Ethiopian government officials and business leaders on the importance of the relationship between Addis Ababa and the City of Los Angeles. Vilchez discussed the utility of public-private partnerships for infrastructure projects with Ethiopian government officials, including one with the Los Angeles Cleantech Incubator. As a direct result of Vilchez’s program, representatives from several prominent Ethiopian companies plan to visit the incubator in early 2018, and the Mayor of Addis Ababa will travel to Los Angeles in 2018 to discuss bilateral trade and investment opportunities with Vilchez and other city leaders.

Spotlight: Global Entrepreneurship Summit



Promoting entrepreneurship is at the forefront of U.S. global engagement and economic policy priorities. The 2017 Global Entrepreneurship Summit (GES), the preeminent annual entrepreneurship gathering that convenes emerging entrepreneurs, investors and supporters from around the world, focused on the importance of investing in women entrepreneurs and fostering economic growth globally.

Reaching Audiences with Our Content

The Bureau of International Information Programs (IIP) developed a robust package of public diplomacy products and programs to support U.S. objectives for the Summit, which took place November 28-30 in Hyderabad, India.

Hosting Global Webchats

IIP hosted a series of global webchats focused on promoting diversity in business, including women entrepreneurs. Audiences tuned in to the programs to watch women entrepreneurs share their insights, best practices, and examples from their careers in the business world.

Sharing Engaging Stories

IIP published a series of articles on entrepreneurship in the months leading up to the Summit on its platform, ShareAmerica. Some of the stories highlighted Adviser to the President Ivanka Trump's participation in the Summit, while others profiled inspiring startups and underscored how U.S. companies help women world-wide. Translated into multiple languages, the articles reached audiences in India and all around the world.

Showing Dynamic Videos

IIP sent a film crew to Hyderabad to capture on-the-ground content used for a wide range of products, including same-day social media content and videos showcasing positive activities as a result of the Summit for longer-term messaging.

Applying Analytics

IIP conducted an analysis of the event hashtag, #GES2017, reviewing the key audiences and trends surrounding conversation about the Summit. The analysis was used to inform content developed at the Summit and beyond.

Recruiting Expert Talent

IIP recommended experts from our in-house programs, such as the U.S. Speaker Program and TechCamps, for participation in panels and other roles at the Summit.

Deploying Strategic Content

IIP provided Public Diplomacy practitioners in the field with a package on economic prosperity, a well-stocked toolkit that they could deploy as part of a broader, integrated strategy to advance Administration priorities on entrepreneurship, supporting economic growth, and encouraging foreign direct investment in the United States.



PROGRAMS

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$8.14 million	\$6.21 million	\$6.21 million	\$5.71 million	\$5.71 million

*IIP was reorganized in FY 2015, so prior budgets did not follow the same breakdown.

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

OFFICE OF REGIONAL STRATEGY AND TRAINING

REGIONAL AND FUNCTIONAL STRATEGY

IIP's policy officers work with the State Department's regional and functional bureaus, as well as the Bureaus of Public Affairs (PA) and Educational and Cultural Affairs (ECA), special offices, and envoys, to develop strategies to advance U.S. foreign policy objectives. The Office's strategic engagement plans focus bureau resources on foreign policy objectives in response to embassy, regional bureau, and functional bureau requests and Administration priorities. The plans include research into target audiences, content, and messaging strategies; distribution channels; and evaluation tactics and objectives. IIP also launched a series of Strategic Programming Packages in the spring of 2017 to provide PD practitioners with a comprehensive set of resources to complement post-led efforts on the Administration's top policy priorities. Since then, IIP has delivered four packages focused on promoting economic prosperity; transparency and accountability; peaceful, free, and fair elections; and countering disinformation. The packages are designed to resource longer-term messaging campaigns and include analytics resources, editorial and video content for use on social media, ideas to engage youth networks, speaker slates, TechCamp best practices, programming kits for American Spaces, and sample campaign plans. The office also coordinates IIP's efforts to create PD products for large-scale Department events such as the Global Entrepreneurship Summit, the Summit of the Americas, and the African Growth and Opportunity Act Forum.

DIGITAL SUPPORT AND TRAINING

IIP's Digital Support and Training Division assists posts with building their in-house capacity by designing and delivering in-person, virtual, and embedded training programs focused on the full range of IIP products, programs, and platforms. Digital Support and Training works closely with all IIP offices and teams using a holistic approach to its external training efforts and contributes expertise

and trainers to multiple projects and efforts, including support for regional bureau social media coordinators. Since 2015, the division has led all the digital-first curriculum sessions for American Spaces basic and advanced courses, training more than 700 Foreign Service Officers, locally employed staff, and American Spaces partner coordinators in all regions by the end of 2017. Other examples include in-person trainings with the Office of Public Engagement for YALI Network managers at multiple African posts; in-person trainings on social media strategy, content distribution, video production, and design skills with multiple posts in the East Asia-Pacific (EAP), Near East (NEA), South and Central Asia (SCA), Western Hemisphere (WHA) and Africa (AF) regions; multiple training series with all Department social media managers on such tools as CrowdTangle and Canva; virtual trainings on Salesforce and Campaign Monitor; virtual trainings on Wordpress and modernized embassy websites; and regularized, months-long social media training series with all posts and bureaus in EAP, SCA, AF, WHA, and NEA.

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

Another important element of the Digital Support and Training division is the TechCamp program. TechCamps are hands-on, participant-driven workshops that connect private-sector technology experts with key populations—journalists, non-governmental organizations (NGOs), civil society advocates, and others—to explore and apply innovative tech solutions to global issues. TechCamps engage and empower these target audiences, training them in the use of low-cost, easy-to-implement technological tools and concepts to make them more effective in the work they do. TechCamps are directly tied to Public Diplomacy's highest priorities: countering violent extremism, improving digital literacy and communication capacity for such issues as countering disinformation or corruption, and supporting and defending civil society. Since 2010, more than 75 TechCamps have been conducted around the world, reaching an estimated 4,600 civil society organizations and technology groups from 110 countries.

IIP leads 12 regional TechCamps each calendar year and provides funding and other resources for post-workshop programs, projects, and efforts to maintain a workshop's policy impact and continued engagement with participants. In 2018, IIP-led TechCamps were held in Brazil, Guatemala, Thailand, Lithuania, Namibia, Denmark, Peru, Myanmar and Cyprus. We also held joint Tech Camps between India and Pakistan and between India and Afghanistan. In 2017, IIP introduced a new type of TechCamp workshop using existing budgetary resources: TechCamp Reconnect, which brings together high-performing alumni from separate TechCamps on similar policy themes and reunites them with their tech trainers to deepen progress on their projects and work.

IIP also provides consultative support and, in limited amounts, funding for post-led TechCamps. For instance, in December 2017, the U.S. embassy in Ukraine completed a post-led TechCamp utilizing IIP funds and planning assistance, reaching civil society members working to counter disinformation and combat corruption, while the U.S. embassy in Greece used IIP funds and planning assistance for a post-led TechCamp in January 2018 with NGOs seeking to apply digital outreach skills to strengthen a weakened civil society sector. Similarly, IIP provided planning assistance as the U.S. embassy in Haiti ran its own post-led TechCamp in 2018 for emerging entrepreneurs.

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

OFFICE OF PUBLIC ENGAGEMENT

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

The Office's two flagship youth networks - the Young African Leaders Initiative (YALI) Network and the Young Leaders of the Americas Initiative (YLAI) Network have, between them, more than half a million members across Africa and Latin America. Both networks engage aspiring government, business, and civic leaders in online

and offline activities that inspire and mobilize them around Department policy priorities. The office also leverages lessons learned and best practices from creating and managing these two networks to inform digital network engagement efforts elsewhere in the Department, working with other bureaus and posts to advise and consult on network creation and management.

IIP provides network members online training resources and opportunities to engage with American political, business, and civil society leaders through web-based programs. IIP also works with U.S. embassy staff to offer network members offline local networking and skills-building activities. IIP coordinates with the regional bureaus and embassies to identify key policy priorities and use the networks to build popular support for U.S. positions in these areas.

OFFICE OF ANALYTICS

The Office of Analytics supports IIP's efforts to engage, inform, and influence foreign publics with an analytics center of excellence. The office provides marketing and strategic planning resources, sharpening IIP's understanding of foreign audiences and international narratives to deliver content—often through marketing channels—designed to reach strategic audiences with the right messages on the right channels at the right time to have the most impact. The office conducts focus groups, surveys, and key in-person interviews to help IIP understand the attitudes and information consumption habits of target audiences and tests messages to ensure they shift the desired attitudes and opinions or inspire the desired action. Analytics also leads IIP's internal program evaluations and in-cycle optimizations, guiding programs to be more measurable and more impactful. Finally, the office shares tools, capacity, and best practices with posts and regional and functional bureaus to help them make data-driven decisions related to Public Diplomacy all around the world, coordinating and often directly managing the digital marketing campaigns executed on search, display, and social platforms by many Department bureaus and posts.

A particular area of strength is the Office's ability to provide IIP and the Department with considerable expertise in understanding how foreign audiences engage with topics of interest, both in response to messages delivered through our own social and web properties and by understanding the media coverage and digital conversation among third-party actors. Through its data science expertise and media-monitoring toolkit, the office can provide Public Diplomacy officers with insight into how foreign audiences engage with matters important to U.S. foreign policy. The Office also uses these resources to help digital media managers and Public Affairs Officers understand how their target audiences respond to their messages and discuss issues related to their policy priorities, helping the Department's various Public Diplomacy assets to better understand how and when to engage their audiences to help the Department achieve its desired outcomes.

In FY 2017, the Analytics Office grew in size and capacity as it continued to mature its two operational pilots—audience research and

marketing and exploratory market research—delivering on and raising demand for products and services from within IIP and across various agencies and missions. Further, the office continued to stabilize the prototype software and platforms developed to assist with evaluation of ShareAmerica and Department social media properties. Analytics continued to work to achieve the two-year organizational plan set in FY 2016 and delivered on its scope, outlined below. In FY 2017, the Analytics Office focus was on maturing its financial and vendor management processes, developing longer-term contracts for critical software, eliminating superfluous investments, and consolidating duplicative procurements. The office also delivered on its commitment to empower colleagues by writing procurements and contracts in a way that allows other bureaus and posts to attach themselves and more easily proliferate analytics tools around the Department.

The Office of Analytics began FY 2018 by consolidating its post-facing resources on an internal Department website. The Media Landscape Reports site surveys media environments (mediums, platforms, channels, demographics) for all U.S. missions with a Public Affairs Officer. It also provides website analytics dashboards for 193 embassies and consulates and publishes real-time understandings of who's visiting their websites and for what purposes. In addition, more than 300 media dashboards are designed to inform Department personnel of the topics and articles currently trending in social media markets all over the world.

The Office of Analytics delivered comprehensive evaluation reports of two key IIP programs: the ShareAmerica website and the Youth Networks/YALI program. The Office's innovation team transitioned its comprehensive Department social media property database and performance dashboard to a new, more sustainable, more scalable infrastructure than that previously in place. In addition, the Office of Analytics scaled up its content impact tests, fielding research on videos produced in support of Public Diplomacy programs and designed to affect awareness, opinions, and actions of foreign audiences. The Analytics Office continues to mature and apply machine-learning-based disinformation-identification capabilities to support colleagues around the world concerned about the proliferation of state-sponsored and non-state-sponsored disinformation digital and social media content.

The Office of Analytics produced in-depth audience research reports to guide policy and sharpen U.S. government messaging derived from focus group research it led in South Africa, Brazil, Vietnam, Malaysia, the Philippines, Indonesia, Micronesia, Palau, and the Commonwealth of the Marshall Islands. This research often focused on competing state influencers and had significant national security relevance. A variety of posts and functional bureaus reported they gleaned value from these reports, adjusting their policy approaches based on insights IIP surfaced.

As it has grown its personnel footprint, the office has scaled up its analytics consultations and delivery of services to PD sections at posts, colleagues around the Department, and to allies. The Analytics Office's experiment in hands-on dedicated service to the EAP region yielded positive results, with a larger share of posts in that

region incorporating analytics in pursuit of PD activity than their counterparts. Together with the Digital Support and Training team and Regional Strategy team, the Analytics Office concentrated on bolstering its relationship with Embassy Beijing, acquiring China-specific analytics tools, sharpening their application to PD reporting, and finally delivering a series of in-person trainings to post personnel in early 2018.



BUREAU OF PUBLIC AFFAIRS

Spokesperson Heather Nauert addresses reporters at the Department Press Briefing at the State Department on June 6, 2017.

BUREAU OF PUBLIC AFFAIRS (PA)

Note: PA also receives .3 D&CP appropriations, which fund its domestic outreach efforts and, therefore, are beyond the scope of this report.

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2018 Requested
\$6.97 million	\$10.42 million	\$10.83 million	\$7.19 million	\$8.37 million

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

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

PA staff composition is 241 direct-hire Americans (205 Civil Servants and 36 Foreign Service Officers), 13 Locally Employed Staff, and 25 contractors.

In 2017, the Administration separated the previously merged roles of Assistant Secretary of Public Affairs and Spokesperson and filled

the Spokesperson position in April 2017 and the Assistant Secretary position in February 2018. A Deputy Spokesperson supports the Spokesperson and oversees the functions of the Press Office, including the U.S. Agency for International Development (USAID) Press Office and the Events and Travel Unit, but the position remained vacant in 2017. The Deputy Assistant Secretary for Digital Strategy was vacant until December 2017. A Deputy Assistant Secretary position for Public Engagement was not filled. A Schedule C (political appointee) Senior Advisor provides Front Office guidance to the Office of Public Engagement, whose Intergovernmental Affairs function was moved to the Bureau of Legislative Affairs in 2017 to keep responsibility for elected officials in one bureau. The Managing Director for International Media manages the Office of International Media Engagement, including its overseas media hubs; the Foreign Press Centers in Washington, D.C., and New York City; and the Rapid Response Unit. The Deputy Assistant Secretary for Strategic Communications position remained vacant until early 2018, when it was filled to oversee the Offices of Strategic Planning and Crisis Response. In addition, this position is newly responsible for building up the Bureau’s capacity to conduct internal communications.

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

OFFICE OF DIGITAL ENGAGEMENT (ODE)

Origin: 2011

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned
\$1.72 million	\$335,000	\$312,000	\$310,000

The Office of Digital Engagement (ODE) communicates U.S. foreign policy through direct engagement with audiences on digital platforms and is responsible for maintaining the State Department’s core social media properties. Its 20-person team creates and amplifies content across the Department’s flagship social media and digital accounts, including Twitter (@StateDept), Facebook, Flickr, Google+, Instagram (@statedept), Medium, Tumblr, and SnapChat. In addition, ODE maintains the Department’s official blog, DipNote

(blogs.state.gov), and produces an audio podcast series published to SoundCloud and other platforms. In 2017, the office launched the video program “The Readout,” in which the Department Spokesperson interviews notable U.S. government and outside figures about the week’s events. ODE also facilitates livestreaming of on-camera, on-the-record events with the Secretary of State, Department Spokesperson, and other senior-level Department officials on state.gov and Facebook.com/usdos. ODE publishes videos of high-level

engagements on video.state.gov, the Department's YouTube Channel, and the Defense Video and Imagery Distribution System (DVIDS) for on-demand viewing and download by the public and the media.

The State Department's digital media presence (video, images, audio, blogging, and social networking) is among the largest in the federal government, with an aggregate of nearly 9 million followers. As of March 2018, online audiences on the Department's core flagship platforms had increased substantially since the end of FY 2016:

- **Twitter:** @StateDept – 5 million followers (62 percent increase in FY 2017); Foreign language accounts (Arabic, Farsi, French, Portuguese, Russian, Spanish, and Urdu) – 1.2 million collective followers; State Department Spokesperson (@statedeptspox) – 240,000 followers
- **Facebook:** 1.8 million fans (12.5 percent increase)
- **YouTube:** StateVideo – 73,000 subscribers and 16.6 million all-time views (74 percent increase)
- **Flickr:** 68.4 million all-time views (78 percent increase)
- **Tumblr:** 128,700 followers (1 percent increase)
- **Google+:** 417,420 followers (1 percent increase)
- **Instagram:** 204,000 followers (56 percent increase)
- **Medium:** 57,300 followers (62 percent increase)

In addition, the Department's DipNote blog has over 14,000 daily subscribers. Each episode of The Readout reaches an average of 68,500 viewers.

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

ODE content represents the official social media voice of the Department, the Secretary of State, and Department Spokesperson. ODE also leads efforts to coordinate coverage of major Department initiatives with other Bureaus and posts, other departments and agencies, and the White House. Content developed for ODE properties is regularly repurposed, translated, and distributed to posts to assist them in furthering Public Diplomacy objectives. Examples of these coordinated digital amplification campaigns include the whole-of-government engagement around the June 2017 Conference on Prosperity and Security in Central America, September 2017 United Nations General Assembly meetings, and November 2017 Global Entrepreneurship Summit in India.

OFFICE OF INTERNATIONAL MEDIA ENGAGEMENT (IME)

Origin: 2010 (some hubs pre-date IME)

(in millions)	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Planned
IME	\$0.52	\$2.05	\$2.70	\$1.09
Brussels	\$0.47	\$0.56	\$0.86	\$0.83
London	\$0.70	\$0.82	\$1.14	\$0.79
Tokyo	\$0.23	\$0.34	\$0	\$0
Manila	\$0	\$0	\$0.05	\$0.15
Dubai	\$0.76	\$0.64	\$0.88	\$0.55
Johannesburg	\$0.42	\$0.30	\$0.45	\$0.45
Kuala Lumpur	\$0	\$0.002	\$0.002	\$0
Totals	\$3.10	\$4.41	\$6.07	\$3.85

The Office of International Media Engagement (IME) supports U.S. foreign policy objectives, advances national interests, and enhances national security by informing and influencing global public opinion about U.S. policies. IME promotes accurate coverage of U.S. foreign policy in international media and equips U.S. government communicators with timely public messages in foreign languages. The Washington, D.C., office and six regional media hubs in Brussels, Dubai, Johannesburg, London, Manila, and Miami together employ 39 staff members who coordinate with Department bureaus, embassies, and the interagency community to amplify the U.S. government’s highest priority policy messages through engagement with foreign audiences via broadcast, print, and digital media.

The regional media hubs are strategically positioned to reach the most influential global and regional outlets and respond quickly to the rapidly evolving international media environment. IME and the hubs work closely with Department bureaus and missions overseas to amplify major Administration announcements, travel, and events to convey policy messages that go beyond the bilateral relations handled by individual posts. The regional media hubs are home to PA’s foreign language spokespeople, who actively engage via broadcast interviews in Arabic, Russian, French, Spanish, and Urdu to promote

top global and regional policy priorities. IME and the hubs partner with the Foreign Service Institute to train Department personnel in advanced on-camera foreign language media engagement skills, helping to build and strengthen the corps of official spokespeople able to communicate with outlets in local languages. The hubs also harness digital media technology via forward-deployed, hub-based teams to amplify policy and engage audiences in local languages via social media, telephonic press briefings, and virtual press conferences targeting foreign journalists. In 2016, IME and the hubs arranged more than 1,100 media engagements, with approximately 200 U.S. government officials advocating on behalf of U.S. foreign policy goals on over 825 unique media outlets, targeting key audiences around the globe.

In 2017, IME reestablished a regional media hub in the Asia Pacific region after the closing of the Tokyo-based hub in 2015 and operating a pilot in Kuala Lumpur. The Manila-based Asia Pacific Hub has renewed focus on engaging critical target audiences in Southeast Asia and the Pacific. IME created the PA Translation Hub (PATH) in 2016 to provide rapid foreign-language messaging resources on key breaking policy issues for Department communicators, a function eagerly sought by the United States’ overseas presence.

OFFICE OF PRESS RELATIONS (PRS)

Origin: 1969

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned
\$0	\$83,000	\$130,028	\$83,000

The Office of Press Relations (PRS) directly engages domestic and international media to communicate timely and accurate information that advances U.S. foreign policy and national security interests. The office is led by a Director and two Deputy Directors, who manage a 26-person staff that includes press officers, media events and outreach officers, media monitors, and administrative support staff, as well as an Events and Travel Unit. PRS also manages a four-person contract transcription unit. The Press Office also oversees USAID’s eight-person Press Office, for which the Schedule C Director position remains unfilled.

As one of the Department’s principal conduits for communicating foreign policy, PRS supports the Spokesperson in preparing for the Department press briefing and produces the nightly Department press guidance package that is used by Public Affairs Officers (PAOs) worldwide. PRS disseminates information to the Washington press corps, including all official transcripts, policy statements by the Secretary of State, and other press releases. The office also responds directly to queries from the Washington press corps and other journalists on all matters involving Department policy and programs. PRS maintains a 24-hour, on-call operation to accomplish its mission.

The PRS media outreach team schedules interviews for U.S. officials with domestic media outlets and proactively proposes press engagements to promote U.S. foreign policy and programs. Also, PRS is responsible for arranging and overseeing all aspects of media access

to international and domestic activities involving the Secretary of State, including arranging and providing support for the Secretary’s media interviews and events.

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

The PRS media monitoring team researches and disseminates daily media clips to keep Department officials worldwide updated on coverage of foreign policy. In addition, PRS oversees the Bulletin News contract, which provides packaged news summaries and media articles to Department officials seven days a week.

In 2016, the Press Office launched a searchable, web-based Press Guidance Database. This resource tool is updated daily and serves as a comprehensive compendium of all Department transcripts, press guidance, statements, and other press releases dating back to 2010. It allows State Department officials in Washington and at every embassy to retrieve information on all topics of interest with targeted searches. The database helps to ensure consistent messaging across the Department and expedite response times with the media. The increase in FY 2017 PD funding for the database was due to an overlap in the contract-renewal process.

OFFICE OF STRATEGIC PLANNING (OSP)

OSP receives no Diplomatic and Consular Program (D&CP) .7 PD funds.
Origin: 2012

The Office of Strategic Planning (OSP) advances U.S. foreign policy priorities by leading communications campaigns on cross-cutting foreign policy priorities that require a sustained and coordinated use of PA resources. Through the creation and implementation of targeted strategic communications plans and meetings convened with public affairs experts from across the State Department and the interagency, OSP's six-person team—under the leadership of the Deputy Assistant Secretary for Strategic Communications—coordinates PA's efforts to ensure that messaging and public engagement is sufficiently coordinated to advance the Administration's foreign policy priorities.

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

In FY 2018, OSP is coordinating Department communications efforts around three broad areas: national security, economic diplomacy, and American values. The national security portfolio includes violent extremism, border security, and migration. For example, OSP facilitates an internal intra-Bureau communications group on border security and migration, which enables coordination of messaging and activity across the Department in support of the President's 2017 Executive Orders on immigration.

In FY 2017, OSP coordinated Department communications for approximately 65 major events, conferences, and summits, in alignment with key foreign policy priorities, including the Defeating ISIS (D-ISIS) Ministerial, the President's Executive Orders on immigration, and the Northern Triangle Security Ministerial. In addition, the Office provided robust leadership in coordinating communications assets for the Administration's first International Women of Courage ceremony, which featured Melania Trump giving her first public remarks as First Lady, as well as for the annual rollout of the Trafficking in Persons report, which featured public remarks by former Secretary Tillerson and Special Advisor Ivanka Trump.

OFFICE OF VIDEO SERVICES (OVS)

Origin: 1999

FY 2015 Actual	FY 2016 Actual	FY 2017 Planned	FY 2018 Requested
\$223,490	\$1.75 million	\$479,000	\$455,050

*FY 2016 - \$1.5 million Video Assessment
*FY 2017 budget included \$1.5 million for a new infrastructure and connectivity improvements

The Office of Video Services (OVS), formerly the Office of Broadcast Services (OBS), works to advance U.S. foreign policy priorities by providing live video coverage of the activities and policy messages of the Secretary of State, Department spokespersons, and other senior Department and U.S. government officials.

OVS provides live video of these events to a range of digital distribution platforms, including the Defense Video and Imagery Distribution System (DVIDS) and Audio Visual Operations Control (AVOC), ensuring that even small-market foreign and domestic broadcasters have direct, downloadable access to U.S. foreign policy messaging. OVS also delivers broadcast quality and encoded live video feeds to Department partners, including the State Department's in-house network "B-NET" and the Office of Digital Engagement, enabling the creation of derivative broadcast, web, social media, and live streaming products.

OVS maintains and operates broadcast infrastructure providing the State Department connectivity to broadcast television networks, the White House, the Department of Defense, DVIDS, the U.S. Congress, and the Washington, D.C., and New York City Foreign Press Centers. OVS routinely deploys staff and contract services to capture and deliver video of open press events with senior Department officials, with a particular focus on covering the Secretary of State domestically and abroad.

OVS also maintains a unique studio space that hosts media tours, training, and interactive multimedia productions and provides Department principals a broadcast facility to record messages and participate in a variety of media engagements. The OVS studio infrastructure was recently upgraded with new LED lighting and other aesthetic improvements, resulting in a better studio experience for principals and enhancing the studio's utility for advancing policy messaging.

FOREIGN PRESS CENTERS (FPC)

Origin: 1946 (New York) and 1968 (D.C.)

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned
Co-Op Production	\$288,000	\$981,465*	\$0	\$0
Total FPC	\$321,737	\$1.62 million	\$1.72 million	\$1.10 million

*FY 2016 - \$500,000 for U.S. Presidential Election

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

The Foreign Press Centers (FPCs), located in Washington, D.C., and New York City, are strategically positioned to provide direct access to U.S. government officials to over 2,800 resident foreign media via briefings, roundtables, one-on-one broadcast or print interviews, and reporting tours. The FPCs also offer expert briefings and reporting tours for visiting foreign media to heighten awareness of U.S. domestic affairs. They manage cooperative broadcast productions with foreign media outlets to produce in-depth news features on U.S. public policy. FPC programs offer in-depth coverage, beyond the 24/7 news cycle sound bites, and produce more accurate foreign media coverage of the United States, deeper understanding of U.S. policies, and greater appreciation of American values among international audiences.

The FPCs each have a briefing room with full audio-visual capabilities, DVC facilities, and program staff. The Washington FPC also has a separate TV studio. The FPCs have a combined staff of 15 people.

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

media engagement to principals seeking to reach foreign audiences.

FPCs also support U.S. embassies overseas by designing and executing media reporting programs for visiting journalists and opinion-makers nominated by posts to visit the United States. FPC reporting tours allow foreign journalists to report firsthand and create content on a pre-selected topic of strategic importance to the United States. “Media co-ops” partner foreign broadcast and online media with a U.S.-based producer/facilitator, allowing visiting journalists to produce original video content on a specific topic of mutual interest regarding U.S. civic life.

In 2017, the FPCs arranged 123 media engagements (including briefings, conference calls, and one-on-one interviews) and organized 40 reporting tours (including 7 foreign tours) that yielded at least 648 unique placements in foreign media outlets. During the 2017 Global Entrepreneurship Summit in Hyderabad, India, the 18 participants on the FPC’s Foreign Reporting Tour constituted the international press pool for the event, ensuring that audiences across the globe were aware of this prominent U.S. initiative. In 2016, the FPCs conducted 157 media engagements (including briefings, conference calls, and one-on-one interviews), yielding 92 confirmed unique stories, and organized 52 reporting tours, including eight foreign tours, which yielded over 600 unique placements in foreign media outlets.

RAPID RESPONSE UNIT (RRU)

Origin: 2006

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned
\$0.70 million	\$0.48 million	\$0.52 million	\$0.70 million

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

campaigns through its core products, which include:

- “Special Reports,” providing research and analysis on international media coverage of U.S. official foreign policy engagements, as well as other significant international developments;

- Early morning “Paper Briefs” for PA, R, and the Secretary of State on overnight developments in international media surrounding the top stories of interest to U.S. officials;
- “WHA Early Alerts” on major news stories and reactions to U.S. foreign policy and official statements in the Western Hemisphere; and
- Messaging documents that convey clear and concise talking points on U.S. foreign policy for use by U.S. officials during media engagements and in speaking with foreign officials and publics.

These reports provide in-depth analysis and messaging on attitudes among priority foreign audiences, allowing messengers to

proactively address key foreign policy issues that may not be well understood internationally.

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



GLOBAL ENGAGEMENT CENTER

GLOBAL ENGAGEMENT CENTER (GEC)

FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Requested
\$6.08 million	\$8.9 million	\$16.30 million	\$35.78 million	\$34.37 million	\$55.34 million

The Secretary of State established the Global Engagement Center (GEC) in April 2016 pursuant to Executive Order 13721, replacing the former Center for Strategic Counterterrorism Communications. Subsequently Congress codified the GEC into law in the Fiscal Year (FY) 2017 National Defense Authorization Act (NDAA), which defined its mission as being to “lead, synchronize, and coordinate efforts of the Federal Government to recognize, understand, expose, and counter foreign state and non-state propaganda and disinformation efforts aimed at undermining United States national security interests.”

The GEC has countered propaganda and disinformation emanating from terrorist organizations since its inception. Following the enactment of the FY 2017 NDAA, the GEC initiated interagency consultations and other preparations to implement its expanded mission of countering foreign state propaganda and disinformation.

America’s adversaries are expected to continue to employ propaganda and disinformation to undermine U.S. national interests, and their methods are likely to increase in scope and sophistication. By using advanced data analytics tools, the GEC has improved its effectiveness at countering terrorist recruitment by disseminating specific content to target audiences at opportune moments. Those efforts include working with private-sector companies, such as Facebook, to micro-target individuals based on their country, age, online behavior, and interests.

The 2017 NDAA provided legal authorities, including a limited waiver of Privacy Act restrictions, permitting the GEC to meet a rising demand from the interagency and international partners for data analytics. The NDAA also allows the GEC to provide grants to foreign non-governmental organizations (NGOs), think tanks, and other organizations to further its objectives.

The GEC approaches the task of countering propaganda and disinformation by working with and through overseas partners—including governments, non-governmental entities, and civil society and youth organizations—as the people and groups closest to the contest of narratives are the most effective in countering malign messaging.

GEC with up to an additional \$20 million in Diplomatic and Consular Programs (D&CP) funding to counter foreign state propaganda and disinformation.

The GEC’s funding supports efforts that:

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

In September 2018, the Department of Defense (DoD) transferred \$20 million to the State Department to support the GEC. Combined with the additional \$20 million in D&CP funding provided to the GEC by Congress, the GEC obligated a total of \$40 million in Fiscal Year (FY) 2018 funding toward a series of initiatives to counter disinformation propagated by foreign countries. The FY 2019 NDAA extended the authorization to DoD to transfer up to \$60 million to the State Department to support the GEC’s efforts in each of FY 2019 and FY 2020. This will allow the Department and DoD to continue developing new joint initiatives to counter foreign disinformation.

BUDGET

In addition to the GEC’s FY 2018 enacted budget of \$34.4 million, which funded the Office’s operations and counterterrorism programming, the FY 2018 Omnibus spending bill also authorized the State Department to provide the

INTERAGENCY COORDINATION

The GEC draws on interagency detailees from DoD, the Department of Homeland Security, the U.S. Agency for International Development, the Broadcasting Board of Governors, and the intelligence community to implement new approaches to disrupt propaganda efforts of foreign state and non-state actors. The GEC also works closely with the State Department's regional and functional bureaus, including the Counterterrorism and Countering Violent Extremism, International Information Programs, and Public Affairs bureaus, as well as the Office of the Special Envoy to Counter the Islamic State of Iraq and Syria. By coordinating with other bureaus, offices, and agencies, the GEC is able to identify efficiencies and duplicative efforts as well as opportunities to enhance partnerships and improve messaging and programs.

STRATEGY

The GEC's strategy focuses on six areas:

1. **Interagency Coordination:** The GEC's mandate is to lead and coordinate U.S. government interagency efforts to counter propaganda and disinformation. The GEC achieves this aspect of its mission with its detailees from across the interagency community and through a series of regular interagency fora to ensure messaging and programs are streamlined and to eliminate duplication.
2. **Data-Driven Activities:** The GEC exploits data science to develop, test, and evaluate themes, messages, and programs. This involves identifying, combining, and managing multiple sources of data from across the U.S. government and its partners and using advanced data-science models to optimize operational outcomes and improve decision-making. The GEC plans to expand its use of data science to compete and deploy the right technology architecture and capabilities..
3. **Cultivating Outside Expertise:** The GEC leverages expertise and resources from across the interagency, the technology and marketing sectors, think tanks, and academia to more effectively counter the propaganda of foreign state and non-state actors. It benefits from grant making authority, cooperative agreements, and unique government hiring authorities to access this expertise.
4. **Deploying Thematic Campaigns:** The GEC develops and disseminates messages and campaigns in coordination with a global network of partners. The GEC builds narratives around thematic campaigns exposing the realities of ISIS, including poor governance, abuse of women, and the narratives of defectors.
5. **Fostering A Global Network of Partners:** To

counter non-state and foreign state-sponsored propaganda and disinformation, the GEC cultivates and empowers a network of credible voices worldwide. This includes building, maintaining, and sustaining partnerships from grassroots to national levels, with private-sector entities, non-governmental organizations, and others positioned to support the GEC's mission.

6. **Applying Innovative, Agile and Flexible Approaches:** The GEC operates on a startup mentality that is: a) innovative — drawing from industry and partner ideas and technologies; b) agile — capable of anticipating and moving in the information space at or faster than the pace of violent extremist organizations and foreign governments; and c) flexible — having the organizational ability to adapt in size, responsiveness, and technology.

TEAMS AND RESPONSIBILITIES

The GEC's staff consists of Civil Service and Foreign Service employees, interagency detailees, temporary direct-hires, and contractors. On March 30, 2018, the Department approved exemptions to the hiring freeze for the GEC to bring on 13 new staff members, including data scientists, behavioral scientists, and language analysts. The GEC's staff are currently allocated among seven core teams:

Network Engagement:

Staff Size: 7

This team coordinates and synchronizes messaging efforts across all U.S. government partners to counter terrorist recruitment and state-sponsored propaganda and disinformation. The team consists of personnel from seven different agencies, which is a critical aspect of effectively coordinating messaging. They bring with them distinct perspectives, resources, and capabilities from their home agencies to support U.S. government messaging activities.

Science & Technology:

Staff Size: 6

This team uses data analytics to assess foreign state and non-state actor activities online and through social media, as well as to assess the impact of counter-messaging efforts on foreign audiences. This effort employs the latest government technologies, such as the Defense Advanced Research Projects Agency's Quantitative Crisis Response system, and private-sector tools like Crimson Hexagon. These platforms help quantify and measure the effect of efforts to diminish the influence of foreign state and non-state actors.

Partnerships:

Staff Size: 8

This team engages partners in priority areas around the globe to expand the network of credible voices against terrorist recruitment and foreign propaganda. The GEC is accomplishing this goal by cultivating an interconnected, empowered network of coalition partners, messaging centers, civil society organizations, NGOs, grassroots activists, and sub-national governmental entities that work individually and in concert to disrupt the influence of adversarial nation states and violent extremist groups.

Content/Production:

Staff Size: 23

This team generates digital content and messaging themes to counter the narratives and influence of foreign non-state adversaries. The team uses a variety of dissemination vehicles, including social media platforms, NGOs, U.S. embassies, DoD assets, and other U.S. government and coalition communicators and officials.

Resources:

Staff Size: 5

The team executes all internal management functions, liaises with all management-related external parties, and manages the execution of the Information Access Fund. It works to ensure that resources are aligned and integrated to enable the activities of other GEC offices and to advance the overall mission.

Counter Disinformation:

Staff Size: 4

This team is standing up the GEC's expanded mission.

Front Office:

Staff Size: 7

This team includes the GEC's Coordinator, two Deputy Coordinators, and Chief of Staff, as well as their immediate support staff.



OTHER FUNCTIONAL BUREAU PUBLIC DIPLOMACY ACTIVITIES

Secretary Pompeo and Ivanka Trump, Advisor to President Trump Pose for a Group Photo with the 2018 'TIP Report Heroes'. [State Department photo/Public Domain]

In the State Department's organizational structure, there exist both regional bureaus and functional bureaus. While the six regional bureaus and the Bureau of International Organizations report to the Under Secretary for Political Affairs and have primary responsibility for bilateral and multilateral relations with countries and organizations in their regions, there are more than 30 functional bureaus that serve as the thematic lead on global issues such as human rights, counterterrorism, conflict, and the environment. While the three bureaus responsible for Public Diplomacy activities in Washington (PA, IIP, and ECA) are detailed in other chapters, there are many others that play

a role in engaging the public on cross-cutting issues. The functional bureaus' press and Public Diplomacy teams work to ensure that the State Department's outreach and messaging on these cross-cutting issues is effective.

In this section, ACPD examines functional bureaus that have significant public outreach operations. These activities are largely funded and managed by their bureaus but some offices receive ".7 D&CP funds" from the Under Secretary for Public Diplomacy and Public Affairs as noted under their title. Where available, budget data is provided.

BUREAU OF CONFLICT AND STABILIZATION OPERATIONS (CSO)

CSO receives no Public Diplomacy (.7) program funds

The Bureau of Conflict and Stabilization Operations (CSO) anticipates, prevents, and responds to conflicts that undermine national security. The Office of Partnerships and Strategic Communications (PSC) strategically promotes CSO's priorities through focused messaging to Congress, policy influencers at non-governmental organizations (NGOs) and think tanks, interagency counterparts, State Department colleagues, foreign diplomats, and partners overseas. These strategic partnerships help improve diplomatic stabilization initiatives and institutionalize conflict prevention and stabilization capabilities through applied learning, training, and tools. PSC is staffed by three Foreign Service Officers, seven Civil Service Officers, a Department of Defense detailee, and a Franklin Fellow.

Social Media: CSO maintains an active Twitter account (@StateCSO) and a Facebook page (facebook.com/stateCSO). As of July 2018, CSO had more than 7,000 followers on Twitter and 35,000 followers on Facebook.

Media Engagement: In 2017, CSO representatives participated in 85 public speaking engagements, reaching a total audience of 2,800. In addition, Bureau representatives were interviewed by the Washington Post, Wall Street Journal, Armed Forces Network, and a number of other news outlets and academic institutions. By engaging with the media, CSO was able to build strategic partnerships by educating and communicating the Bureau's efforts on conflict and stabilization.

Sample Programs: CSO sample programs include:

- **Vigilante Event:** CSO hosted a symposium on Vigilantes and Non-State Armed Groups: Bridging Political-Security Gaps. The event focused on leveraging non-state armed groups to fill security gaps in weak states and how to manage these groups in a way that mitigates the potential political risks. CSO hosted and moderated the symposium, comprised of presentations and panelists from International Crisis Group and CSO. More than 75 government officials and

representatives of NGOs and research institutions attended the event, which provided recommendations and research for considering alternative security models to advance stabilization efforts.

- **Think Tank Day:** CSO hosted a conference designed to educate and exchange ideas among think tanks, academia, NGOs, and the State Department on approaches to conflict stabilization. The event included seven panel discussions focused on atrocity prevention; countering violent extremism; the Stabilization Assistance Review; monitoring and evaluation; election violence; peace processes; and disarmament, demobilization, and reintegration. Through the event, attended by 150 participants, CSO was able to raise the Bureau's profile and inform the research conducted on conflict and stabilization by think tanks.
- **PANAMAX Military Exercise:** For the PANAMAX exercise, CSO partnered with U.S. Southern Command to test personnel in the U.S. and partner nation militaries on a broad range of conflict-related and stabilization challenges. Participating in military exercises is one way CSO uses its civil-military partnerships to strengthen U.S. capabilities to respond to conflicts.
- **NGO Speaking Engagements:** Over the last year, CSO has participated in three outreach engagements with the U.S. Global Leadership Coalition, a broad-based coalition of over 500 organizations. Through these events, CSO highlighted the Bureau's mission to anticipate, prevent, and respond to conflict by creating partnerships and leveraging data to influence policy decisions and programming. CSO's participation engaged prominent leaders in business, foreign policy, and military on the importance of a strong partnership among defense, diplomacy, and development in strengthening national security.

BUREAU OF COUNTERTERRORISM AND COUNTERING VIOLENT EXTREMISM (CT)

CT receives no Public Diplomacy (.7) program funds

The Bureau of Counterterrorism (CT) leads the State Department in developing and implementing counterterrorism strategies, policies, operations, and programs through bilateral and multilateral efforts. The Bureau supports U.S. counterterrorism diplomacy, seeks to strengthen domestic security, develops and coordinates efforts to counter violent extremism (CVE), and builds the capacity of partner nations to deal with terrorism effectively. CT's Office of Public Affairs has two Civil Service employees, who engage domestic and international audiences, including media, academic organizations, non-governmental organizations, interest-based organizations, and the general public. The Bureau's engagement helps build support and deepen understanding for CT's objectives, policies, and initiatives. CT's CVE office serves as the lead for the State Department's work to prevent and counter terrorist recruitment and radicalization to violence, including coordinating assistance and engagement programs in close collaboration with CT's Programs Office and other bureaus. The CVE staff works with colleagues across the Department and the

interagency community, serving as a hub for the State Department's CVE policy planning, assistance coordination and innovation, and external engagement. The office also facilitates strategic coordination outside the Department with USAID's CVE secretariat and the domestic Interagency CVE Task Force housed at the Department of Homeland Security.

Social Media: CT has a Twitter handle (@StateDeptCT) maintained by a social media manager, who publicizes CT efforts and engages with relevant CT audiences. As of October 2018, the account had more than 19,000 followers in 150 countries. CT uses the Bureau of Public Affairs' Facebook page to publicize high-profile events and programs. To amplify the rollout of the annual congressionally mandated Country Reports on Terrorism, CT works closely with IIP, the regional bureaus, and U.S. missions overseas.

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

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

The Bureau of Democracy, Human Rights, and Labor (DRL) champions American values, including the rule of law, democratic institutions, individual rights, religious freedom, and labor rights around the world. The Bureau works in concert with a broad range of stakeholders, including Congress, foreign governments, multilateral organizations, civil society, religious leaders, and the private sector to accomplish this mission. DRL utilizes Public Diplomacy tools and bilateral and multilateral diplomacy to promote respect for internationally recognized human rights; fulfills its congressionally mandated reporting requirements by producing the annual Country Reports on Human Rights Practices (the Human Rights Reports or HRR) and International Religious Freedom Report (IRFR), among others; promotes accountability and respect for human rights through U.S. security assistance programs; and supports peaceful human rights, labor, and democracy activists and organizations, including by providing \$155 million in foreign program assistance (non-Public Diplomacy .7 funding).

The Bureau's Office of Policy Planning and Public Diplomacy (DRL/ PPD) is staffed by two Foreign Service and six Civil Service employees and two contractors. The Office focuses on four lines of effort: Media Engagement, Public Diplomacy, Congressional

Affairs, and Strategic Planning and Budget

Media Engagement: In 2017, DRL advanced key human rights issues by strategically pitching, coordinating, and preparing Bureau principals for conference calls with journalists and one-on-one interviews with outlets such as The Washington Post, ABC News, Yonhap News Agency, and Voice of America (VOA), among others. Interviews covered such issues as anti-Semitism in Sweden with a Swedish magazine, humanitarian concerns and human rights in Burma, and DRL's role in U.S. government efforts to protect Yazidis in Iraq. DRL also shaped narratives with the public announcements of the HRR, the IRFR, and others reports and events, as well as corrected the record when reporting included factual errors, such as regarding required vetting of foreign security force personnel. DRL also drafted and cleared hundreds of media notes, press statements from the Secretary and Spokesperson on breaking events and commemorative days, and drafted and cleared press guidance for the Spokesperson and other Department principals.

Public Diplomacy: DRL's PD efforts support the Department's policy objectives, which include initiatives to promote national

security, mitigate extremism and defeat global terrorist threats, advance prosperity, and support the role of civil society. To achieve policy goals, DRL/PPD engages civil society, academia and think tanks, youth, labor and trade unions, emerging opinion leaders, and governments. Key examples include:

- Promoting democracy and human rights through small PD grants, including speaker programs, to counter bias-related hate crimes in Vietnam and the Philippines and de-institutionalization for people with disabilities in Latvia and Lithuania. In FY 2017, small grants also supported a labor rights program in India and a civil rights program in Bermuda.
- Collaborating with ECA to develop priority themes for visiting exchange groups and facilitating discussions with program participants to highlight the work of human rights defenders around the world. In collaboration with IIP, DRL hosts interactive digital dialogues and panel discussions that connected U.S. missions' Public Affairs Section and foreign audiences with U.S. government officials and U.S. and international human rights and labor experts. These discussions are often translated into local languages using DRL's PD funds.
- Collaborating with the Broadcasting Board of Governors (BBG) to produce video editorials, featuring DRL or Department principals, which explain the U.S. position on human rights principles. These videos are translated into multiple languages and released through Voice of America platforms.
- Managing DRL's digital engagement, which includes one Facebook page and two Twitter accounts that collectively reach approximately 2.3 million individuals worldwide. The team also administered a website that

offered information about U.S. policies and priorities and helped transition that content to the State.gov site administered by the Bureau of Public Affairs. Additionally, DRL/PPD develops PD toolkits, infographics, and presentation materials for dissemination on these platforms.

Major media and PD programs in 2017 included:

- **Digital Storytelling:** DRL/PPD facilitated a Human Rights Heroes series on social media highlighting individuals and organizations collaborating with U.S. missions to advocate for human rights around the world.
- **2016 Human Rights Report (HRR) and International Religious Freedom Report (IRFR):** DRL/PPD facilitated the rollout of the 2016 HRR and IRFR, including drafting the preface for the HRR, drafting and clearing the press guidance for the public rollouts, drafting and clearing media notes, coordinating the digital outreach, pitching and facilitating interviews for the Acting Assistant Secretary, and supporting the translations of the reports.
- **Community of Democracies Ministerial:** DRL/PPD amplified key messages for the first U.S.-hosted Community of Democracies Ministerial. DRL/PPD coordinated press movements and social media messaging for the event and facilitated a phone briefing by the DRL Deputy Assistant Secretary on key themes, which included marking the culmination of the U.S. Presidency of the organization and the continued U.S. commitment to democratic principles, practices, and partners around the world.

BUREAU OF ECONOMIC AND BUSINESS AFFAIRS (EB)

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

The Public Diplomacy team within the Office of Economic Policy Analysis and Public Diplomacy (EB/EPPD/PD) supports EB's strategic plan, particularly the Bureau's strategic goals related to renewing America's competitive advantage for sustained economic growth and job creation. EB/EPPD/PD also focuses on the second pillar of the National Security Strategy: Promote American Prosperity. The PD team includes four Foreign Service Officers, one Civil Service employee, and one contractor.

Social Media: EB/EPPD/PD maintains a Facebook page with more than 54,000 followers and a Twitter handle (@EconAtState)

with over 9,100 followers as of October 2018. EB's Office of Communication and Information Policy also has a separate Twitter feed (@StateCIP) with 1,580 followers as of July 2018.

Major Projects during FY 2017 and FY 2018 included:

- Expanding the communication strategy for the SelectUSA Investment Summit, the highest-profile event dedicated to promoting foreign direct investment in the United States, and encouraging U.S. ambassadors to organize trade delegations from top trade partners,
- Publicizing a new sanctions regime targeting human

rights abusers and corrupt officials,

- Creating a campaign to promote the first U.S. female candidate for the International Telecommunication Union elections, and
- Promoting the importance of entrepreneurship during domestic “Road to the Global Entrepreneurship Summit”

events and at the 2017 Global Entrepreneurship Summit in India. As part of this comprehensive effort, the Bureau highlighted the United States’ active interest in the Indo-Pacific, spotlighting U.S. economic and commercial engagement, as well as U.S. development assistance advancing freedom, openness, and economic prosperity across the region.

BUREAU OF ENERGY RESOURCES (ENR)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$28,000	\$23,000	\$40,000	\$40,000	\$36,000

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

Social Media: ENR/PAPD maintains a Twitter handle (@EnergyAtState), which has more than 5,000 followers as of June 2018. The Bureau captures presentations by bureau principals on video and shares them through the Bureau’s webpage and YouTube channel. In the past year, PAPD conducted a series of webinars designed to inform and educate embassy colleagues on a variety of energy topics such as liquefied natural gas (LNG), the price of oil, and the role of renewable energy in national energy portfolios.

Media Engagement: PAPD leveraged traditional media (mainly print and news programs) including television appearances by Bureau principals on specialized programming with Bloomberg, MSNBC, the BBC, and National Geographic, among others. PAPD successfully pitched and managed interviews by Bureau principals in major news outlets across the globe in multiple languages, including the *New York Times*, the *Wall Street Journal*, the *Washington Post*, *Foreign Affairs*, Thompson Reuters, and Bloomberg. Broader messaging priorities included the United States as an energy-rich nation, the emergence of the United States as a net energy exporting country, the importance of European energy security, the role of LNG as a vital option for a country’s energy mix, the strategic importance of the Southern Gas Corridor, and the rise of Eastern Mediterranean gas.

Sample Programs: The Public Diplomacy team supports thematic outreach opportunities, including events and other public speaking opportunities for the Bureau’s Assistant Secretary, Deputy Assistant Secretaries and Directors, and action officers as appropriate. Key public diplomacy themes and events in recent years included:

- A series of short targeted exchange visits with up-and-coming European think tank experts and energy officials to learn how the U.S. government approaches energy security and to dialogue with U.S. organizations about ways to strengthen Europe’s energy security.
- Similar exchanges for energy experts from South America to learn more about LNG markets and policies of both public- and private-sector experts.
- The Bureau worked actively with the city of Houston’s visitors’ bureau and U.S. energy companies on a successful diplomatic advocacy campaign targeting foreign governments and energy industry representatives to help win Houston the delegation votes to host the 2020 World Petroleum Congress. In addition to being an ideal venue to demonstrate U.S. energy leadership, Houston expects the event will have an estimated economic impact of around \$60-80 million, and draw as many as 10,000 top-level international oil executives.
- In June 2018, ENR was the lead Bureau in coordinating the participation of Department officials and principals from other agencies at the World Gas Conference, a high-visibility energy industry event held every three years. Over 12,000 attendees, including high-ranking government officials from more than 100 countries, participated in panel discussions and bilateral meetings. With funding from the State Department’s Bureau of Public Affairs, ENR led an interagency effort for an energy-themed presentation staffed by Bureau personnel and their interagency counterparts, which engaged thousands of public and private-sector visitors from all regions of the world. In conjunction with the World Gas Conference, ENR sponsored an exchange program for eight public- and private-sector young leaders—from Colombia, Croatia, the Philippines, Brazil, Argentina, Vietnam, Indonesia, and Portugal—who are rising in prominence in the energy field. The partici-

pants met senior U.S. government officials, participated in the conference, and interacted with private-sector leaders in the energy sector. The program helped the participants to increase their knowledge of the gas industry worldwide, make a wide variety of industry contacts, and gain a comprehensive understanding of U.S. energy policy and how

the State Department works with the interagency and the public sector in promoting and supporting the energy sector. The total cost for the program was \$58,240 (\$7,470 in PD .7 funds, and the remainder using other D&CP funds).

BUREAU OF INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT AFFAIRS (INL)

INL receives no Public Diplomacy (.7) program funds

INL/PAPD's efforts are divided into responsive press-related work and more proactive media and public outreach. The responsive outreach includes responding to media queries and crafting messaging guidance for the Bureau of Public Affairs (PA). Proactive efforts are intended to advance the U.S. agenda with both domestic and foreign audiences, centered on traditional and social media engagement in addition to public speeches and events. INL/PAPD also collaborates with the Bureau of Educational and Cultural Affairs (ECA) and the Bureau of International Information Programs (IIP) to generate online content and plan exchanges based around INL-related topics—mainly combating drug trafficking and other crimes. When fully staffed the Washington, D.C.-based team consists of four civil servants and one Foreign Service officer.

Social Media: INL/PAPD maintains a Facebook page and a Twitter handle (@StateINL) for the Bureau and uses these channels to disseminate a steady stream of content. PAPD coordinates with

posts to amplify much of this content with overseas audiences, as applicable.

As of October 2018, the Twitter handle had approximately 11,200 followers. PAPD works with PA and IIP to create content to be shared on their social media platforms, including the DipNote (<https://blog.state.gov>), Medium (<https://medium.com/@StateDept>) blogs, and the ShareAmerica website (<https://share.america.gov>).

Media Engagement: INL/PAPD works directly with U.S. embassies worldwide to amplify engagement on INL topics to local audiences, particularly when the INL principals travel overseas. For example, in April 2018, INL worked with Embassy Lima and the Miami Media Hub to arrange for a bureau acting Deputy Assistant Secretary, who was serving as a member of the U.S. delegation to the Summit of the Americas in Lima, Peru, to engage international Spanish-language media, including CNN Español and Colombia's NTN24.

BUREAU OF INTELLIGENCE AND RESEARCH (INR)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$5.73 Million	\$5.70 Million	\$5.76 Million	\$0*	\$0

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

The Bureau of Intelligence and Research Office of Opinion Research (INR/OPN) supports U.S. Public Diplomacy by providing the Secretary of State, the State Department, the White House, and policymakers across the government with analyses of foreign public opinion. Research is carried out at the direction of INR's Assistant Secretary and in consultation with the Under Secretary of Public Diplomacy and Public Affairs, Public Affairs, regional bureaus and posts. Each year, the office develops a global research plan that targets priority countries and issues and designs customized studies in response to urgent or newly emerging policy priorities. INR/OPN's reports are distributed through electronic mailings, as well as through INR's unclassified and classified websites. In 2017 INR/OPN provided more than 200 polls and qualitative research projects

to support these objectives and expects to provide as many or more in 2018.

INR/OPN's team consists of regional and methodological experts who assess the impact of public opinion on the policies and actions of foreign leaders and identify opportunities and challenges for U.S. Public Diplomacy and strategic communication. It is based in Washington, D.C. and is comprised of 36 staff members in four polling divisions: Europe and Eurasia, the Near East and South Asia, East Asia, and Africa and the Americas. The staff also includes a global issues analyst and dedicated methodologists. INR/OPN polling analysts manage all phases of quantitative and qualitative research projects, including: methodology and sample design, questionnaire

design, field firm oversight, translation, pretesting and quality control. Polling analysts also periodically travel to the region to meet with embassy personnel, evaluate public opinion research facilities, meet and train foreign survey, researchers, and observe focus groups.

Social Media: INR/OPN does not maintain a social media presence.

Sample Programs: INR/OPN’s products help Public Diplomacy practitioners better understand foreign public opinion. The goal is to provide information that can be incorporated into Public Diplomacy efforts.

• **Surveys:** The office conducted and analyzed 200 surveys in FY 2017, providing insights into the nature of public opinion in 118 countries.

In FY 2018, INR/OPN is on track to conduct and analyze approximately 200 surveys, representing public opinion in more than 100 countries. In 2017, for example, INR/OPN’s surveys provided actionable information regarding how publics viewed such crucial policy issues as the influence of Russian propaganda and support for strategies to counter the rise of the Islamic State of Iraq and Syria. This information continues to inform U.S. Public Diplomacy outreach strategies in 2018.

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

BUREAU OF INTERNATIONAL SECURITY AND NONPROLIFERATION (ISN)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$8,000	\$8,000	\$8,000	\$8,000	\$24,000

The Bureau of International Security and Nonproliferation manages a broad range of U.S. nonproliferation policies, programs, agreements, and initiatives. The Strategic Communications and Outreach Office (SCO) is ISN’s Public Affairs and Press Office. ISN/SCO communicates ISN’s efforts through the press and social media, as well as through outreach efforts with recognized experts in academia, the private sector, and the NGO community, and also manages ISN’s legislative affairs. The SCO Public Affairs and Outreach Team comprises two Foreign Service Officers and four Civil Service employees.

Social Media: SCO maintains a Facebook page (@StateDepartment.ISNBureau) and a Twitter handle (@StateISN). As of March 2018, the Facebook audience was more than 44,000, and Twitter followers numbered more than 2,700. SCO staff produce monthly analyses to identify the most effective ways to manage outreach on social media platforms, which show that content tied to headlines, programs, or high-level official visits gain the most reach and engagement. Staff continue to track hashtags, engage the wider non-proliferation community, and work toward sharing more engaging photographs across platforms.

Major Programs:

• **Global Health Security Agenda Plenary in Kampala, Uganda:** ISN and the Bureau of Oceans and International Environmental and Scientific Affairs (OES) co-led efforts to prepare for U.S. participation in the 2017 Global Health Security Agenda meeting held in

Kampala. The SCO team co-designed an outreach plan that included media notes, blog postings, outreach materials for foreign policy makers, and social media outreach. The team also coordinated with the Africa Media Hub to promote U.S. objectives to both international and domestic press during the meeting.

- **Democratic People’s Republic of Korea (DPRK) Pressure Campaign:** The SCO team worked closely with other bureaus to promote the U.S. government objective of enhancing pressure on North Korea to stop its nuclear and missile programs.
- **2018 Nuclear Non Proliferation Treaty (NPT) Preparatory Committee:** The SCO team coordinated with other offices on an outreach plan that included media notes, blog postings, outreach materials for foreign policy makers, and social media outreach deployed in conjunction with the NPT Preparatory Committee meeting.
- **2018 NPT Support Program:** The Press Team, using ISN/SCO funds and in coordination with ISN’s Office of Multilateral Nuclear and Security Affairs, also developed a training program for two experts from the State Agency of Ukraine on Exclusion Zone Management, which controls the Chernobyl nuclear disaster site. This program was designed to help Ukraine build capacities in nuclear nonproliferation, nuclear security, and other safeguards.

BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS (OES)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2017 (Zika outreach)	FY 2018 Planned	FY 2019 Request
\$1.12 million	\$580,000	\$430,000	\$5.19 million	\$300,000	\$690,000

The OES Bureau leads U.S. diplomacy on environmental, science, technology, and health (ESTH) issues, promoting a healthier planet through science and partnership. International public engagement and communication is a core strategy for building the broad and coordinated action needed to advance ESTH policy goals that protect U.S. citizens and directly support U.S. national security and U.S. economic prosperity. Public Diplomacy efforts, for example, communicate policies that build global health security capacities to stop the spread of pandemic diseases, protect our oceans and marine livelihoods, and ensure the peaceful use of outer space. Other top priority issues include Arctic affairs, climate resilience, water security, air quality, and science and technology engagement. The Office of Policy and Public Outreach (OES/PPO) leads the bureau's Public Diplomacy planning and coordination, working with other relevant State Department offices and the interagency community. Within the OES/PPO office, the Washington, D.C.-based Public Diplomacy team is made up of two Foreign Service Officers, two Civil Service employees, and one contractor. OES/PPO also leads Public Diplomacy programs through its 12 regional ESTH hubs located around the world. The hubs, headed by regional ESTH officers, coordinate and support the Public Diplomacy efforts of U.S. missions on the OES suite of issues, including managing funding from the Office of the Under Secretary for Public Diplomacy and Public Affairs (R) for outreach.

Social Media: The OES Facebook account is one of the most popular in the State Department with more than 2.3 million followers. OES/PPO maintains a Twitter handle (@StateDeptOES), which had more than 9,200 followers as of July 2018.

Sample Programs: Examples of OES's foreign public engagement include responding to the Zika outbreak, promoting the Science Envoy program, and supporting the U.S. Chairmanship of the Arctic Council.

- **Zika:** OES/PPO leads international Public Diplomacy efforts on Zika and other mosquito-borne diseases as part of the Global Health Security Agenda, which seeks to improve international preparedness to prevent, detect, and respond to infectious disease threats. Public Diplomacy projects have focused on engaging international

publics in Zika-impacted countries to build new partnerships to address the threat of mosquito-borne diseases through citizen science, professional exchanges, cultural outreach, science cooperation, and innovation-inspiring Tech Camps. For example, OES funded an initiative to have 100,000 data entries uploaded to NASA's GLOBE Mosquito Mapper by students and other citizen science enthusiasts, including data on mosquito species found in communities at risk for Zika and other mosquito-borne disease, helping scientists to predict outbreaks and, in the process, educating individuals on ways to stop the spread.

- **Science Envoy Program:** OES manages the Science Envoy program to demonstrate American leadership and increase cooperation and public engagement on scientific issues. The outstanding U.S. science, technology, and innovation leaders named as Science Envoys bring expertise on a range of high priority issues to U.S. international engagement. Science Envoy topics have included space, health security through the development of vaccines, innovation in mitigating poor air quality, encouragement of women in science, exploration of novel approaches in biomaterials, and efforts to reduce marine debris. Science Envoys advance these U.S. policy and scientific priorities by engaging foreign publics, policy makers, and scientists around the world.
- **Public Outreach:** OES/PPO leads international public outreach on high profile ESTH initiatives—like air quality, wildlife trafficking, and water security—to encourage action on these and other global threats. OES worked with posts on the first international Air Quality Awareness week, providing social media and outreach materials, event ideas, and small grants. OES launched an annual “Zoohackathon,” working with zoos and tech volunteers globally to find innovative solutions to fight wildlife trafficking. OES has worked with the U.S. Water Partnership to bring water experts and speakers to posts facing water security issues to increase awareness of U.S. solutions to water stress.

BUREAU OF POLITICAL-MILITARY AFFAIRS (PM)

FY 2015 Actual	FY 2016 Actual	FY 2017 Planned	FY 2018 Planned	FY 2019 Request
\$8,000	\$8,000	\$0	\$0	\$0

This funding is used for outreach by the Office of Weapons Removal and Abatement (PM/WRA).

The Bureau of Political-Military Affairs' (PM) Office of Congressional and Public Affairs (PM/CPA) is responsible for facilitating effective communication and interaction between PM and Congress, foreign and domestic journalists, industry leaders, the non-governmental organization (NGO) community, and the general public. In the area of Public Diplomacy, PM/CPA engages audiences both directly and via regional bureaus and embassies to highlight the State Department's role in building strong partnerships through security assistance and programs that enhance human security in post-conflict environments, including international peacekeeping, security-sector reform, clearance of unexploded ordnance, and securing potentially at-risk small arms and munitions. PM/CPA has a staff of three Civil Service employees, one Foreign Service Officer, and a media monitoring position filled by a contractor.

Social Media: PM has a Twitter handle (@StateDeptPM), which is updated daily and maintained by all PM/CPA members. As of April 2018, it had more than 8,700 followers.

Media Engagement/Campaigns: In 2017, PM/CPA fielded 1,100 media inquiries—nearly twice the previous year's total—covering the full media spectrum, from major U.S. and international news outlets, to defense industry press, bloggers, academics, and other major opinion-shapers on military and international security issues. Major PM/CPA-led campaigns focused on the rollout of new Administration policies on arms sales, announcements of major U.S. arms sales to partner nations, sustaining international attention and donor support for humanitarian landmine clearance and securing advanced conventional arms in post-conflict countries, and emphasizing the State Department's role in providing security assistance and capacity building to U.S. allies and partners through training programs and transfers of defense equipment. Additionally, PM/CPA provided support to the Bureau of International Organizations in publicizing the UN Day of International Peacekeepers and the UN International Day of Mine Awareness and Assistance in Mine Action.

BUREAU OF POPULATION, REFUGEES, AND MIGRATION (PRM)

PRM receives no Public Diplomacy (7) program funds

PRM's Public Diplomacy (PD) efforts at home and abroad have two objectives: 1) to generate goodwill for the United States by increasing recognition of its role as the world's largest provider of humanitarian assistance, and 2) to advocate for displaced and vulnerable populations affected by conflict. PRM's Public Diplomacy and Press Team is staffed with two Foreign Service Officers and one Civil Service employee. They conduct public outreach via speeches, public events, traditional media relations, social and digital media, fact sheets, and pamphlets for public dissemination. They also encourage officers at U.S. embassies and consulates to include refugee and migration issues in their PD outreach efforts. The unit also works closely with the Bureaus of Public Affairs (PA), International Information Programs (IIP), and Educational and Cultural Affairs (ECA) to enhance press and Public Diplomacy objectives to build public support for U.S. policies and U.S.-funded programming through traditional media engagement, social media, and educational and cultural programs that include refugee audiences.

Social Media: PRM maintains a Facebook page with more than 54,000 followers and a Twitter handle (@StatePRM) with approximately 10,700 followers as of March 2018. Individual Facebook posts reach an average of 4,200 Facebook users per day, and Tweets over the past year generated more than 210,000 unique Twitter impressions.

Media Engagement: PRM interacts daily with the media, and PRM principals often provide media interviews on high-profile issues, such as changes to the U.S. Refugee Admissions Program in 2017 and 2018 and announcements of security enhancements to the refugee screening process. These efforts highlighted the

Administration's focus on keeping Americans safe while maintaining U.S. leadership in helping the world's most at-risk people by providing humanitarian assistance, encouraging other donors to answer the call to help, and resettling large numbers of vulnerable refugees. For example, in August 2017, when violence in Burma's (Myanmar's) Rakhine State resulted in massive internal displacement of Rohingya and more than 600,000 people fleeing to Bangladesh, PRM coordinated across regional bureaus, PD bureaus, and the U.S. Agency for International Development (USAID) to highlight the United States' quick and effective response to provide life-saving humanitarian aid. PD activities included a major funding announcement at the UN General Assembly, traditional press engagement on the U.S. response, and social media messaging, including infographics and a planned video blog with the State Department Spokesperson.



U.S. INTERNATIONAL MEDIA

VOA invited American voters from a variety of diaspora communities to watch the second and third presidential debates and then share their viewpoints. The foreign-born Americans were from around the world, including Cambodia, China, Greece, Ukraine, Somalia, Cameroon, Egypt, Lebanon, and more. Jamal Aden, originally from Somalia, shares his thoughts during the panel discussion, October 19, 2016.

U.S. AGENCY FOR GLOBAL MEDIA (USAGM)

FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$743.9 million	\$752.9 million	\$794.0 million	\$807.7 million	\$661.1 million

Measured, unduplicated weekly audience (2017): 278 million (TV: 180 million; Radio: 122 million; Internet: 45 million)

In August 2018, the Broadcasting Board of Governors officially was renamed the U.S. Agency for Global Media (USAGM). This change recognizes the need to communicate to U.S. taxpayers not only the modern technology and media platforms used to achieve USAGM’s mission today, but also the global scope of its work. Today, the Agency operates on media beyond broadcast television and radio, including the internet, mobile devices, smart television applications, digital radio, and via censorship circumvention tools. “USAGM” better conveys that it is a U.S. government-funded, independent, multi-platform media agency.

The Broadcasting Board of Governors (BBG) is the federal government agency responsible for all civilian U.S. international media. The five media organizations that comprise the BBG—the Voice of America (VOA), Office of Cuba Broadcasting (OCB), Radio Free Europe/Radio Liberty (RFE/RL), Middle East Broadcasting Networks (MBN), and Radio Free Asia (RFA)—aim to be a force multiplier in a shared mission that is vital to U.S. national interests: to inform, engage, and connect people around the world in support of freedom and democracy. Together, the BBG reaches more than 278 million people across the globe each week, distributing programming in 61 languages to more than 100 countries via radio—shortwave, medium wave (AM), FM, and satellite—as well as terrestrial and satellite TV, the web (including livestreaming), mobile devices, and social media.

Consistent with the U.S. commitment to free speech and free expression, the five BBG networks advance U.S. national interests by providing accurate and compelling journalism and other content that informs the public and stimulates debate in closed societies or where free media is not yet fully established. BBG networks project to the world the values that reflect U.S. society: freedom, transparency, and democracy. Societies that embrace these values support U.S. interests because they are more likely to enjoy greater stability and prosperity, are less vulnerable to terrorism and extremism, and make better political allies and trade partners for the United States.

BBG journalism is an antidote to censorship and extremist rhetoric, as well as a model of free media. Its professional journalists are committed to providing accurate, credible, and comprehensive news and information to audiences who lack access to objective news sources and are susceptible to misinformation. The BBG networks pursue their shared mission through their own media and by working closely with media partners on the ground to bring their content into local markets, establishing valuable connections to critical institutions that aim to influence civil society and democratic principles. BBG’s networked structure ensures that the five organizations can deliver quality content in a way that is cost effective for

the American taxpayer through the sharing of delivery channels, support resources, and other assets.

BBG networks also offer life-saving information during humanitarian emergencies. When events dictate, they quickly surge in broadcasting to ensure critical information is widely available. In addition, the BBG provides internet anti-censorship tools to help audiences break through government-imposed information firewalls and protect their online privacy. The BBG networks remain a source of accurate and reliable information for people throughout the globe, empowering people with critical data in moments of uncertainty as well as in their everyday lives.

Telling America’s story and explaining U.S. foreign policy is a significant part of the BBG’s mandate, as directed by Congress. For example, VOA and MBN provide comprehensive regional and world news to their audiences, while also covering the United States in all its complexity, so that people in countries that are struggling to sustain their own democratic systems might find resolve in seeing parallels between their stories and those in the United States. RFE/RL, RFA, and OCB act as surrogate broadcasters, providing access to reliable and accurate regional and local news in countries where the press is restricted.

The Fiscal Year 2017 National Defense Authorization Act made significant reforms to the International Broadcasting Act, BBG’s authorizing legislation, designed to modernize the agency, including the empowerment of a fulltime BBG Chief Executive Officer (CEO) and additional operational authorities to add flexibility to processes in light of the BBG’s unique media-based mission.

The BBG recently released its 2018–2022 Strategic Plan, “Information Matters: Impact and Agility in U.S. International Media.” The plan reinforces BBG’s mission with two overarching strategic goals: 1) expanding freedom of information and expression and 2) communicating America’s democratic experience and values. These strategic goals support the third and fourth pillars of the National

Security Strategy (NSS)—“preserving peace through strength” and “advancing American influence”—by using accurate, objective information to foster the American values of democracy and free expression and, as the NSS directs, “expose adversary propaganda and disinformation.”

For calendar year 2018, the BBG CEO outlined five strategic priorities, aligned with the 2018–2022 Strategic Plan, the NSS, and the Administration’s Management Reform Agenda, to guide BBG’s work in the near term:

1. Maximizing program delivery agility,
2. Enhancing strategic cooperation between networks,
3. Focusing on key issues and audiences,
4. Improving accountability and impact measurement, and
5. Strengthening targeted public/private partnerships on innovation and media reach.

In FY 2018, the BBG plans to launch a variety of new initiatives and enhancements to current programming in support of these strategic priorities:

- VOA and RFE/RL are taking the first steps in a multi-year plan to create a 24/7 Persian-language satellite television and internet network to confront the disinformation efforts of the Iranian regime. (Priorities 1, 2, and 3)

- RFE/RL and VOA will launch new programming initiatives for Russia and the former Soviet space and make significant technical and content enhancements to the Current Time stream and digital operation. (Priorities 1, 2, and 3)
- RFE/RL will launch new language services for the Russian periphery. (Priority 3)
- VOA and RFA will enhance and expand video programming for North Korean audiences. (Priorities 1, 2, and 3)
- MBN will revitalize its Alhurra pan-Arab television channel, with additional broadcasting from the region and new shows highlighting diverse perspectives seldom represented in the region’s media. (Priority 3)
- VOA and RFE/RL will expand production of content tailored to digital and social media across a number of services, expanding engagement with growing online audiences. (Priority 1)
- BBG will make a number of important technical updates and upgrades to ensure that it is able to deliver programming cost-effectively to audiences on the platforms they use. (Priority 1)
- BBG will apply innovative, yet proven, research methods in support of its move toward a data-driven strategy that addresses the information needs of key global audiences. The use of new tools will allow the BBG to connect web and social media metrics with data from detailed representative national

BBG OPERATIONAL OFFICES

FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$59.3 million	\$57.8 million	\$58.6 million	\$54.9 million

The BBG's operational offices include the General Counsel, Chief Financial Officer, Public Affairs, Congressional Affairs, Policy and Research, Internet Freedom, Contracts, Human Resources, Civil Rights, Policy (Editorials), and Security and Security - as well as Workforce Support and Development, and Administration. These

offices support BBG operations, providing the following functions: researching the reach and impact of broadcast content; strategic planning; financial services, such as payroll and invoice payment; awarding and administering contracts; supporting personnel; conducting relations with Congress, the media, and other interests; and

TECHNOLOGY, SERVICES, AND INNOVATION (TSI)

FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$171.5 million	\$177.1 million	\$181.8 million	\$160.0 million

The BBG's Office of Technology, Services, and Innovation (TSI) manages a broad range of technical and infrastructure functions, including 1) delivering program content for all BBG networks through transmitting sites and an extensive system of leased satellite and digital circuits and 2) providing information technology support to offices throughout the BBG. TSI strives to distribute BBG's multimedia content in a cost-effective and efficient manner. It manages

more than 100 transmitting sites worldwide that deliver shortwave, medium wave, FM, and TV broadcasts. TSI also oversees the Office of Business Development, which manages the BBG's relationships with a network of about 3,600 affiliate partner stations and trains thousands of journalists and independent media personnel in BBG target markets.

BROADCASTING CAPITAL IMPROVEMENTS

FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$59.3 million	\$57.8 million	\$58.6 million	\$54.9 million

Broadcasting Capital Improvements (BCI) provides funding for large-scale capital projects and for improvements to and maintenance of the BBG's global transmission network and digital multimedia infrastructure. TSI manages many of the BCI projects in the

BBG. The BCI account also supports capital projects managed by the BBG's Office of Security, VOA, and the Office of Cuba Broadcasting.

VOICE OF AMERICA

FY 2016 Actual	FY 2017 Actual	FY 2018 Planned	FY 2019 Request
\$59.3 million	\$57.8 million	\$58.6 million	\$54.9 million

Languages: 45

Countries: 100+

Affiliates: 2,400 stations

Broadcast hours: Approximately 2,100 per week

Measured Weekly Audience (2017): 236.8 million

VOA is the largest of the BBG's networks. Broadcasting in 45 languages, it reaches a measured audience of 236.8 million people each

week by radio, TV, and digital media. VOA's guiding charter, enshrined in law, mandates that news be accurate, objective, and comprehensive. It engages audiences in discussions about the United States and world events as they relate to target regions. VOA reaches a significant part of its audience through its network of 2,400 affiliate stations abroad, serving as a U.S. bureau. VOA is recognized as a leading network in overseas markets. For people living under strict censorship and saturated with state-driven misinformation, VOA is a critical provider of balanced and objective reporting.

40 LANGUAGE SERVICES: \$171.5 MILLION**--(\$194.6 MILLION WITH PROGRAM DELIVERY)**

VOA Division	# of Services	Programming Budget	Budget w/ Program Delivery
Africa	10	\$27.67 million	\$32.8 million
East Asian & Pacific	10	\$39.35 million	\$41.4 million
Eurasia	8	\$18.26 million	\$18.57 million
Latin America	2	\$5.34 million	\$5.34 million
South & Central Asia	8	\$32.47 million	\$42.71 million
Persian	1	\$14.92 million	\$16.34 million
English	1	\$8.82 million	\$9.15 million
News Center	N/A	\$28.28 million	\$28.28 million



U.S. PUBLIC DIPLOMACY IN THE AFRICA REGION

Tim Kubart and the Space Cadets celebrate with participants in Embassy Abuja's Building Lives Literacy Program at the Durumi IDP Camp, Nigeria, April 2018.

BUREAU OF AFRICAN AFFAIRS (AF)

	D&CP	American Salaries	Supplemental	BBG	Total
FY 2016	\$39.53 million	\$14.13 million	\$11.93 million	\$24.98 million	\$90.58 million
FY 2017	\$40.41 million	\$13.56 million	\$8.35 million	\$28.28 million	\$90.60 million

Africa is home to the world's youngest population, with the United Nations projecting a median age of 19.8 on the continent in 2020, 11.1 years younger than the next lowest median ages (in South America and the Caribbean). Nearly 70 percent of Sub-Saharan Africa's population is under the age of 25, and half of overall global population growth in the next 30 years will occur in Africa. The prospects are good for democratic and economic growth, but progress is uneven across the continent. Many African countries are becoming freer and more transparent, but a number of democracies are dominated by long-serving presidents who resist efforts to limit their terms in office. Further, violent extremism is a growing problem across much of Sub-Saharan Africa.

National internet penetration rates in Sub-Saharan Africa range from one to 90 percent, with usage concentrated in urban areas. Africa's mobile subscription rate now exceeds 70 percent. People are connecting to the internet via mobile phones, internet cafés, and personal computers at home. Increasingly, U.S. embassy teams are reaching larger audiences through these platforms. Radio, however, remains the dominant source for information on the continent, and mobile phone users frequently listen to the radio through their mobile devices.

Public Diplomacy (PD) plays an important role in advancing U.S. policy priorities in Sub-Saharan Africa, which include countering terrorism, advancing peace and security, promoting good governance, and spurring mutually beneficial trade and investment. The Pew Global Indicators Database shows Africans hold generally favorable views of the United States. Among the six countries polled in 2017, favorability ranged from 53 percent in South Africa to 69 percent in Nigeria. These scores, however, marked a considerable decline since 2015, suggesting a need for increased PD efforts on the continent. Africans in general, and the youth generation in particular, respond favorably to PD programs on issues for which the United States has a comparative advantage, such as technology development, higher education, popular culture, and women's empowerment. Leveraging such programming and communicating their value to the African people is important for reinforcing long-term U.S. attentiveness to the needs of Africans and support for development on the sub-continent.

U.S. PD outreach in Africa faces a number of challenges, including lingering Cold War animosity in certain countries and hostility among extremist groups in the Sahel and Horn of Africa. Other difficulties on the continent include an underdeveloped (but rapidly evolving) communications environment; weak partner institutions; poor transportation infrastructure; challenging environments for

work, living, and security; and a high percentage of one-officer Public Affairs Sections. The Bureau of African Affairs' Office of Public Diplomacy and Public Affairs (AF/PDPA) provides guidance and support to PD officers in the field, including a mentoring program recognized as a bureau best practice in a recent inspection by the State Department's Office of the Inspector General.

U.S. FOREIGN POLICY GOALS

The December 2017 National Security Strategy (NSS) describes Africa as a "continent of promise and enduring challenges" and notes that people across the continent are demanding government accountability and efforts to reduce corruption while opposing autocratic trends. The NSS emphasizes the importance of the United States' work with partners to end violent conflicts, promote the rule of law, expand trade and commercial ties, and engage in counterterrorism efforts. U.S. strategy toward Sub-Saharan Africa seeks to:

- Counter Terrorism;
- Advance Peace and Security;
- Promote Good Governance; and
- Spur Mutually Beneficial Trade and Investment.

Africa is in transition. Many countries in the region are embracing democratic processes and creating industries and jobs to meet the demands of a growing population. Development in traditional areas such as agriculture and public health is needed to sustain growth, and urbanization and the youth population bulge create some of the most acute challenges and opportunities for the United States. The AF Bureau is positioned to play a significant role in Africa's development, minimizing the destabilizing effects of authoritarian rule and violent conflict. U.S. effectiveness in playing this leadership role will require resources for programs that engage the spectrum of Africa's public. Cultural and educational exchange programs help propagate American values and are a priority for the United States. In addition to showcasing American culture and artistic traditions, PD programming aims also to facilitate young Africans' participation in the global development of technology and entrepreneurship to help grow their countries' economies. To be effective, Public Diplomacy must respond to these indigenous aspirations.

U.S. PUBLIC DIPLOMACY GOALS

PD goals for the region are in alignment with U.S. foreign policy

objectives and help foster a mutually beneficial U.S.-Africa partnership. AF/PDPA provides policy guidance and program support for PD programs that focus on the U.S. priorities in the region.

The 51 U.S. embassies and consulates in Sub-Saharan Africa include Public Affairs Sections staffed by 104 U.S. Foreign Service Officers and 455 locally employed staff. They engage youth, women, members of marginalized groups, entrepreneurs, journalists, civil society leaders, academics, and other credible voices of moderation in Africa, as well as diaspora and Africanist audiences in the United States. Through English-language education, educational advising, and cultural programs, the embassies inform, engage, and influence audiences at the personal level. Much of this outreach is conducted at the 142 American Spaces (libraries, cultural centers, and information resource centers) in the region. Four American Spaces were added over the past year. Person-to-person contact, such as through the Young African Leaders Initiative (YALI), Fulbright and Humphrey programs, the International Visitor Leadership Program (IVLP), and American speaker and cultural programs, remain effective forms of PD outreach in Africa because they cultivate ties among current and future global leaders that build enduring networks and personal relationships while serving to promote U.S. national security and values.

Promotion of higher education is a PD priority across Africa. An educated population is more likely to convert development assistance into tangible economic growth, making recipient countries increasingly capable of sustaining their own development and moving away from dependence on foreign aid. As participants in educational exchange programs move into leadership positions in their own country, they are better prepared to support continued engagement in partnerships with the United States, not only at the government-to-government level, but also through the academic and private-sector networks they were exposed to during their exchanges. Alumni return home to become advocates for expanding and solidifying ties with the United States within their local community and professional associations. Alumni are also key audiences to help advance U.S. goals as they are more likely to understand the United States and be sympathetic to U.S. values and U.S. policy.

U.S. PUBLIC DIPLOMACY SPENDING

Total PD funding for Africa in fiscal year 2017, excluding USAGM spending, was \$62.32 million, of which \$40.41 million was Diplomatic & Consular Programs .7 funds. This included \$4.60 million in Nigeria, \$4.45 million in South Africa, \$1.40 million in Democratic Republic of Congo; \$1.90 million in Ethiopia; and \$1.55 million in Zimbabwe.

SAMPLE PUBLIC DIPLOMACY PROGRAMS

Young African Leaders Initiative (YALI): In its sixth year, YALI continues to support leadership development, promote entrepreneurship, increase transparency and good governance, and connect young leaders across Africa and with U.S. participants. The program was launched in 2010 following the visit of 120 young Africans to the

White House for a dialogue about the future of Africa. In summer 2014, YALI expanded significantly with the Mandela Washington Fellowship, which in 2018 will bring 700 young leaders to the United States for leadership training, networking, and mentoring at U.S. universities, followed by internships in the United States and alumni activities after the participants return home. In FY 2017, the program was funded at \$743,362.23. YALI is a key tool for U.S. embassies in Africa to engage, influence, and mobilize the continent's vast youth population in support of U.S. policy objectives. The initiative results in tangible outcomes that benefit the United States, such as helping small businesses expand into new markets and establishing new research partnerships for U.S. colleges and universities.

Countering Violent Extremism: As extremists groups like Boko Haram in West Africa and al-Shabaab in East Africa seek to recruit local populations to commit violent acts, Public Affairs Sections at U.S. embassies across Africa are leading efforts to amplify moderate voices, provide counter narratives, and engage the most at-risk populations. Working with partners at the Department of Defense, U.S. Agency for International Development, the Global Engagement Center, and elsewhere throughout the interagency community, AF/PDPA has coordinated an effective effort to broaden and regionalize successful programs. In West Africa, for example, the success of Arewa24 Satellite television programming directed at communities countering recruitment and struggling with reintegration in northern Nigeria inspired broader radio programming under the White Dove platform. In East Africa, a credible voices IVLP-style exchange program for community leaders from five countries enabled stakeholders to take best practices from their neighbors and apply them in their home countries. The regionalization of efforts to counter violent extremism will expand in the coming fiscal year as Public Affairs Sections in Africa implement planned programming under a \$2.5 million "Defeat ISIL" allotment targeting Somali-speaking populations in East Africa and Kanuri-speaking populations in the Lake Chad Basin.

Journalist Training: In response to decreasing press freedom and greater disinformation across Africa, AF/PDPA partnered with IREX, a global exchange and education organization, to implement "Africa-5," tailored journalism workshops in Nigeria, Senegal, Uganda, South Africa, and the Democratic Republic of the Congo. Each workshop trained 25 journalists, providing them with crucial skills and knowledge related to press freedom, transparency and access, journalist safety, and accurate, truthful reporting in their local context. The State Department Spokesperson addressed the workshop in Kampala, Uganda, which focused on the safety and security of journalists in challenging environments. Senior-level AF Bureau officials participated in workshops that covered physical and digital security and risk assessment, the use of new techniques to improve news gathering and dissemination, news literacy and ethics, in-depth investigative techniques, development of sources, interview techniques, and general newsroom leadership. In total, the program trained 126 journalists from 17 countries across the continent.

AFRICA REGION PUBLIC DIPLOMACY SPENDING

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017		FY 2018
	D&CP	D&CP	D&CP	D&CP	D&CP	Supplemental*	D&CP
Total Post Funding	\$33.77 million	\$34.57 million	\$35.05 million	\$39,.53 million	\$40.41 million	\$8.35 million	\$33.21 million
Average Post Funding	\$718,457	\$735,486	\$745,817	\$841,121	\$859,787	\$177,660	\$729,762

*Accounting for supplemental funding (AEECA, Ambassadors Fund, ESE, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY 2016 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to Public Diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government Public Diplomacy programs.

Country Name	FY 2014		FY 2015		FY 2016		FY 2017	
	D&CP	Supplemental*	D&CP	Supplemental*	D&CP	Supplemental*	D&CP	Supplemental*
Nigeria	\$4.24 million	\$2.47 million	\$3.52 million	\$2.69 million	\$6.28 million	\$2.10 million	\$4.10 million	\$712,714
South Africa	\$3.13 million	\$7.64 million	\$3.16 million	\$9.87 million	\$3.22 million	\$604,777	\$2.52 million	\$2.06 million
Dem. Rep. of Congo	\$1.07 million	\$2.34 million	\$1.59 million	\$3.47 million	\$2.02 million	\$1.78 million	\$1.14 million	\$1.47 million
African Regional Services	\$2.78 million	\$807,606	\$2.27 million	\$661,677	\$2.92 million	\$679,617	\$2.15 million	\$1.18 million
Kenya	\$1.59 million	\$18.20 million	\$1.72 million	\$17.19 million	\$1.79 million	\$429,698	\$1.53 million	\$848,785
Ethiopia	\$921,465	\$9.01 million	\$1.23 million	\$7.30 million	\$1.28 million	\$817,976	\$952,300	\$1.47 million
Zimbabwe	\$1.49 million	\$12.20million	\$1.38 million	\$2.08 million	\$1.34 million	\$191,016	\$1.30 million	\$313,246
Ghana	\$645,402	\$465,272	\$1.02 million	\$576,571	\$1.28 million	\$95,544	\$1.03 million	\$58,240
Uganda	\$829,656	\$2.47 million	\$731,001	\$4.02 million	\$886,400	\$392,375	\$691,400	\$753,800
Senegal	\$906,162	\$374,598	\$1.03 million	\$221,005	\$908,070	\$332,683	\$778,100	\$450,100
Cameroon	\$824,919	\$2.18 million	\$810,300	\$821,932	\$829,130	\$406,053	\$747,400	\$172,231
Cote d'Ivoire	\$1.18 million	\$392,471	\$1.02 million	\$641,459	\$1.12 million	\$72,429	\$891,400	\$538,689
Mozambique	\$917,061	\$14.31million	\$904,164	\$7.02 million	\$913,900	\$221,035	\$825,600	\$176,533
Rwanda	\$579,597	\$362,692	\$648,610	\$476,740	\$708,226	\$421,478	\$531,900	\$86,060
Burkina Faso	\$661,880	\$136,375	\$694,766	\$433,049	\$693,200	\$426,993	\$626,200	\$54,500
Sierra Leone	\$243,319	\$119,587	\$373,878	\$109,950	\$274,174	\$814,680	\$198,900	\$638,290
Madagascar & Comoros	\$628,369	\$98,477	\$758,219	\$128,325	\$487,509	\$596,153	\$417,800	\$95,534
Mali	\$531,962	\$417,623	\$726,900	\$327,711	\$496,800	\$329,187	\$473,700	\$94,600
Zambia	\$734,025	\$3.97 million	\$763,800	\$3.37 million	\$749,100	\$70,358	\$689,200	\$402,010
Angola	\$815,011	\$51,820	\$718,135	\$81,219	\$806,125	\$7,120	\$784,900	\$135,160
Mauritania	\$318,901	\$299,937	\$331,112	\$192,600	\$389,400	\$416,288	\$393,600	\$90,997
Tanzania	\$798,761	\$5.21 million	\$702,578	\$6.88 million	\$688,700	\$67,454	\$649,000	\$310,710

Country Name	FY 2014		FY 2015		FY 2016		FY 2017	
	D&CP	Supplemental*	D&CP	Supplemental*	D&CP	Supplemental*	D&CP	Supplemental*
Sudan	\$629,270	\$14,276	\$688,513	\$41,891	\$710,400	\$10,144	\$694,600	\$39,940
Botswana	\$566,644	\$9.10 million	\$558,609	\$6.92 million	\$593,000	\$112,206	\$507,400	\$39,670
Liberia	\$575,754	\$184,535	\$534,665	\$131,685	\$530,500	\$104,403	\$462,100	\$80,700
Guinea	\$611,803	\$886,152	\$556,496	\$288,110	\$548,000	\$71,802	\$461,500	\$89,802
Namibia	\$453,446	\$1.53 million	\$400,004	\$806,792	\$533,561	\$85,496	\$437,600	\$201,250
Malawi	\$510,596	\$1.37 million	\$413,799	\$3.75 million	\$488,788	\$128,360	\$399,500	\$154,180
Niger	\$716,308	\$1.03 million	\$691,733	\$440,189	\$546,618	\$61,101	\$512,900	\$154,180
Benin	\$607,578	\$156,905	\$570,367	\$114,402	\$485,000	\$100,760	\$406,300	\$117,714
Togo	\$559,213	\$114,176	\$570,423	\$62,925	\$514,685	\$56,843	\$423,400	\$172,189
Chad	\$353,117	\$337,610	\$378,595	\$579,676	\$457,615	\$106,460	\$382,100	\$75,837
Central African Republic	\$129,156	\$140	\$179,600	\$2,050	\$501,900	\$32,692	\$187,600	\$97,840
Mauritius & Seychelles	\$356,606	\$133,030	\$300,415	\$173,380	\$351,800	\$138,227	\$309,400	\$111,440
Eritrea	\$323,430	\$43,070	\$305,546	\$2,970	\$400,080	\$2,440	\$340,400	\$45,438
Gabon, Sao Tome & Principe	\$158,500	\$88,342	\$272,344	\$248,500	\$299,676	\$91,860	\$236,600	\$42,380
Swaziland	\$341,411	\$1.04 million	\$331,005	\$1.20 million	\$294,000	\$72,887	\$247,200	\$164,610
Somalia	\$249,889	\$287,733	\$432,487	\$20,075	\$364,200	\$1,800	\$251,500	\$1,710
Burundi	\$242,259	\$351,315	\$310,619	\$626,254	\$277,146	\$52,680	\$230,400	\$74,383
Republic of Congo	\$239,646	\$49,735	\$239,191	\$115,985	\$264,791	\$45,420	\$235,200	\$30,560
Lesotho	\$101,426	\$609,428	\$202,681	\$888,283	\$223,900	\$68,680	\$158,700	\$82,675
Gambia	\$208,850	\$88,320	\$186,900	\$57,150	\$227,900	\$60,700	\$182,300	\$82,600
Djibouti	\$194,358	\$184,005	\$187,814	\$100,300	\$210,465	\$37,600	\$216,800	\$149,200
Equatorial Guinea	\$150,246	\$111,763	\$186,500	\$57,470	\$194,500	\$41,000	\$185,400	\$24,400
Cabo Verde	\$187,597	\$36,480	\$195,700	\$70,494	\$191,956	\$41,720	\$169,500	\$1,760
South Sudan	\$207,641	\$16,474	\$238,651	\$26,898	\$184,566	\$1,560	\$225,000	\$49,280
Guinea-Bissau	\$59,095	\$17,690	\$58,400	\$24,225	\$56,700	\$30,160	\$56,300	\$49,280

U.S. INTERNATIONAL MEDIA IN AFRICA

MIDDLE EAST BROADCASTING NETWORKS, INC.

Language: Arabic

MBN AFIA DARFUR (LANGUAGE: ARABIC)

Afia Darfur was broadcast into Darfur via shortwave and targeted all people in Darfur and eastern Chad. With a decade of tailored

content already provided, coupled with no current research available to assess its effectiveness, this programming was discontinued in March 2018.

VOICE OF AMERICA (VOA)

Languages: Afaan Oromo, Amharic, Bambara, English, French, Hausa, Kinyarwanda, Kirundi, Ndebele, Portuguese, Sango, Shona, Somali, Songhai, Swahili, Tamacheq, Tigrigna, Wolof

VOA ENGLISH TO AFRICA SERVICE (LANGUAGE: ENGLISH)

Origin: 1942

Delivery Method: radio (shortwave, medium wave, BBG and affiliate FM), TV (affiliate, satellite), website, social media, app, and SMS

English programming to Africa reaches audiences in strategic areas of the continent with multimedia programs that target 1) the educated (those who can speak English and have at least some formal schooling), 2) the urban or peri-urban (students, government officials, white-collar workers, and aspirational entrepreneurs), and 3) youth. The English to Africa Service broadly seeks to report on critical developments and to engage audiences in discussions about current events to improve their understanding of, and participation in, development. The service aims to provide timely and accurate news on world, African, and U.S. events in the morning, evening, and weekends and also provides in-depth discussion on issues ranging from politics and society, to health, lifestyle, youth issues, and sports. In addition, English to Africa produces pan-African music shows not found on any competing local or international station, featuring a range of music from traditional to contemporary dance hits from all 54 countries in Africa. Sample programs include “Africa 54,” a television program that informs viewers about Africa, the United States, and the world; “Straight Talk Africa,” a call-in television program that examines topics of special interest to Africans; “Health Chat,” a live call-in program that addresses health issues of interest to Africa; “South Sudan in Focus,” a 30-minute weekday English-language program covering rapidly changing developments in South Sudan and the region; and “Up Front,” a program with cohosts in the United States and Africa that targets teens and young adults to discuss politics, trends, lifestyles, health, entertainment, and other issues touching listeners’ lives. In the wake of the ouster of long-time Zimbabwean President Robert Mugabe, English to Africa launched a new 30-minute radio show covering developments in the country.

VOA FRENCH TO AFRICA (LANGUAGES: FRENCH, SONGHAI, SANGO, TAMACHEK, WOLOF)

Origin: 1960

Delivery Method: radio (shortwave, medium wave, BBG and affiliate FM), TV (affiliate), website, social media, and app

The VOA French to Africa service targets audiences in the 24 Francophone African countries, particularly those in West and Central Africa. Despite the exponential increase in the number of local media outlets in Africa, VOA French aims to deliver the independent interviews, debates, and in-depth reporting that are otherwise missing from the local news landscape. French to Africa also provides information on the United States and the American experience. More than 20 TV and over 120 radio affiliates partner actively with VOA French to Africa to share stories. The service seeks to reach people ages 18-27 through well-targeted music, talk, and magazine programs that address issues of importance to their generation. Each of the service’s magazine programs—on topics including gender, health, social issues, business and economics, and religion—focuses on those topics as they relate to youth. The service also produces short news updates in Sango for the Central African Republic and special programming, such as radio dramas and short features in Wolof for Senegal. Key programs include “Le Monde Aujourd’hui” (“The World Today”), a 30-minute news magazine that airs at key radio listening times every weekday morning and evening; “Washington Forum,” a weekly interactive TV-radio discussion show on the latest news and most important issues with experts and journalists; “L’Amérique et Vous” (“America and You”), an interactive radio program with experts and reporters who discuss American issues and U.S. foreign policy; and “Le Dialogue des Religions” (“Dialogue of Religions”), an interactive radio program with theologians and religious leaders discussing religious issues. The popular “RM Show” and host Roger Muntu link callers with some of Africa’s biggest celebrities simulcast across the continent and on Facebook Live. The weekly lifestyle show “Vous et Nous” (“You and Us”) is a fast-paced,

30-minute TV program featuring young Africans and young Americans working to make a difference in education and pop culture, health, technology, music, and fashion. “VOA Correspondent” delivers fully produced TV packages with on-camera VOA correspondent sign-offs from Washington, D.C.; the U.S. campaign trail; and the United Nations to more than 20 African affiliates. Leveraging the success of its popular radio franchise “Le Monde Aujourd’hui,” VOA French launched the daily television show “LMA TV” with U.S. and international news, correspondent reports from Congo, Mali, Guinea, South Africa, Benin, Togo, Niger, and Chad, and in-studio analysis of business, technology, social media, and sports. “LMA TV” airs Monday through Friday on television affiliates in Kinshasa, Lubumbashi, Brazzaville, Cotonou, Douala, Bamako, Niamey, and Lome. In its first week, “LMA TV” interviewed Congolese presidential candidate Moise Katumbi on the launch of his campaign and showed exclusive video from inter-ethnic violence in Mopti.

VOA HAUSA SERVICE (LANGUAGE: HAUSA)

Origin: 1979

Delivery Method: radio (shortwave, medium wave, affiliate FM), TV, website, social media and apps

Targeting Nigeria, Niger, and Ghana—with smaller audiences in Chad, Cameroon, Libya, Côte d’Ivoire, and Benin—VOA Hausa’s measured weekly reach is approximately 12 million people, with a focus on youth. Radio is the primary platform, with content delivered via shortwave, medium wave, and 16 FM affiliate stations. The VOA Hausa websites, including Dandalin VOA, complement regular programming and receive almost 632,000 visits per week. The service also maintains a special mobile stream targeting youth. The service organizes roundtable discussions and events throughout Nigeria, where mobile users can join the discussion. The Hausa service also reaches its audience by sponsoring town hall meetings that facilitate public discussions between experts, opinion leaders, and listeners on issues such as education and health. Featured topics on the service include health, education, agriculture, business entrepreneurship, women’s issues, Americana, tourism, politics, youth issues, music, sports, religion, and peace resolutions. Sample programs include “Shirin Safe,” a 30-minute weekly program covering politics, democracy, corruption, business, family, health, music, and entertainment; “Shirin Hantsi,” a 30-minute daily morning news program looking at the role of women in Africa, educational development on the continent, and health; “Shirin Rana,” a 30-minute show on regional and international developments, along with feature programs; and “Shirin Dare,” a 30-minute interactive program on violent extremism and terrorism in West Africa. The newly revamped and expanded Hausa-language 15-minute weekly television show, “Taskar VOA,” presents news and lifestyle features for 16 affiliates in Nigeria and Niger and now includes a regular music segment. The youth-centric, Monday through Friday, 30-minute radio program “Yau Da Gobe” opens bold youth dialogue on topics hitherto considered taboo for discussion on air, such as forced early marriages, child labor and trafficking, sexually transmitted diseases,

courtship, and managing homes. After obtaining exclusive footage shot by Boko Haram fighters showing the internal operations of the Nigeria-based extremist group, the service helped produce two full-length documentaries on the Boko Haram insurgency and its effects on civilians in Nigeria. The feature-length documentary “*Boko Haram: Journey from Evil*” won the Gold World Medal at the 2018 New York Festivals in Las Vegas.

VOA HORN OF AFRICA (LANGUAGES: AMHARIC, AFAAN OROMO, TIGRIGNA)

Origin: Amharic 1982, Tigrigna and Afaan Oromo 1996

Delivery Method: radio (shortwave, medium wave, satellite), website, social media, and apps

Amharic programming is aimed at the more than 100 million people who live in Ethiopia and Eritrea, while Afaan Oromo targets the estimated 37 percent of Ethiopians who live in the Oromia region. Tigrigna targets speakers throughout the Tigray region of northern Ethiopia and in Eritrea. In addition to the Horn of Africa, the service can be heard in surrounding East African countries and in the Middle East. It also reaches diaspora communities worldwide through its broadcasts and digital-media platforms.

The service broadcasts local, regional, U.S., and international news, as well as an array of programming about Ethiopian, Eritrean, and American culture, politics, current affairs, economics, health, education, entertainment, and more. Longer features on Saturdays and Sundays highlight youth issues, modern music, and extended interviews on crucial social and political issues for a wider audience. Weekday programming includes a daily two-and-a-half hour block of news and current affairs; 90 minutes of Amharic, including a separate 30-minute youth program; 30 minutes of Tigrigna; and 30 minutes of Afaan Oromo. On Saturdays and Sundays, it consists of 60 minutes of Amharic and program repeats, as well as “best of” Tigrigna and Afaan Oromo broadcasts on satellite. Since young people make up 70 percent of the population in Ethiopia and Eritrea, the service launched a Monday-Friday Amharic youth show called “Gabina” on shortwave, mediumwave, satellite, and Facebook Live, addressing a range of issues, including Eritrean and Ethiopian migrants, entrepreneurs, technology and innovation, local governance, health, music entertainment, and life in America. VOA, BBC (online), and Deutsche Welle are the only outside broadcasters in Amharic. VOA programs include “Call-in Show,” a bi-weekly, 20-minute program featuring newsmakers and experts answering audience questions on a variety of topics of interest to Ethiopians; “Democracy in Action,” on issues of democracy and governance, social and economic development, the rule of law and human rights, and judicial and security issues; “Crossfire,” a two-sided debate on Ethiopia’s controversial and crucial matters; and “Cultural Mosaic,” which features writers, artists, musicians, and actors working in Ethiopia and in the diaspora.

VOA SOMALI SERVICE (LANGUAGE: SOMALI)

Origin: 2007

Delivery Method: radio (shortwave, medium wave, BBG and affiliate FM), TV, website, social media, app, SMS, and AudioNow telephone platform

VOA's Somali service aims to provide the people of Somalia news on a wide range of Somali affairs, including political and social issues, health, development, music, and culture. Program formats include panel discussions, debates, interviews with newsmakers, and call-in shows that encourage Somalis to express their opinion on topics of interest. Cultural, Islamic affairs, and American affairs programs are some of the most popular programs in the Somali lineup. Major breaking news stories are placed on the service's mobile site for Somalis to access throughout the day on their wireless devices. According to a 2016 Gallup survey, VOA's Somali service reaches 32.2 percent of adults in Somaliland and 22.4 percent of adults in Mogadishu. VOA Somali broadcasts four radio programs daily: a 30-minute breakfast show; a 30-minute mid-day youth show; a one-hour afternoon program; and a one-hour evening program that is also repeated daily for affiliates. The weekly television show "Qubanaha" presents news and development features from Somalia and North America and is shown on Somali National Television. VOA Somali launched the Facebook Live show "Qubanaha Maanta" ("Today's Variety"), anchored from Washington, D.C., with U.S. and international news, correspondent reports from Somalia, in-studio analysis of technology and sports, and viewer-contributed video during the "What's on Your Mind?" segment. "Qubanaha Maanta" livestreams four days a week, filling out daily coverage around "Qubanaha." In November 2017, the service hosted a town hall meeting on Somali youth and gang violence in Toronto, Canada. In March, the service started airing the weekly, 10-minute women's segment "Women and Family Affairs" tackling stories of particular interest to female audiences in the target area. In April, VOA Somali started the weekly segment "Investigative Dossier" dealing with corruption and other issues in Somalia and the wider African continent.

VOA SWAHILI SERVICE (LANGUAGE: SWAHILI)

Origin: 1962

Delivery Method: radio (BBG and affiliate FM), TV, website, social media, and apps

VOA Swahili has a measured weekly reach of just over 15 million people in Tanzania, Kenya, Uganda, Burundi, Rwanda, and the Democratic Republic of Congo (DRC). The service broadcasts news and features, complemented by stringer reports from the target area on important international, regional, and U.S. stories. Sample programs include "America Today," which examines major social, cultural, and political issues in the United States; "Women's World," which provides reports and interviews on various issues that affect women's development; "Ask the Doctor," which delivers in-depth analysis of health and science issues and discussions of major health afflictions troubling Africa; and "Live Talk," a call-in program that allows listeners to participate in discussions with experts and newsmakers on different subjects. "VOA Express" is a youth-oriented program that examines major social, security, youth, and political issues in

Kenya and targeted areas. The show also highlights American lifestyle, trends, and issues that are of interest to youth in the target region. In early 2016, the Swahili service launched "Kwa Undani" ("In Depth"), a 30-minute show that takes an in-depth look at major stories from the region and the United States. "Washington Bureau" delivers fully produced TV packages with on-camera VOA correspondent sign-offs from Washington, D.C.; the U.S. campaign trail; and the United Nations to Swahili affiliates in Kenya and Tanzania. The "Red Carpet" entertainment show includes original television interviews with Swahili performers in the United States and is regularly linked in the popular Tanzania blog Bongo5.com. The new, 15-minute TV show "Duniani Leo" ("The World Today")—with U.S. and international news; correspondent reports from the DRC, Tanzania, and Kenya; and in-studio analysis of business, technology, social media, and sports—airs Monday through Friday on television affiliates in Eldoret, Mombasa, Nairobi, and Meru, Kenya; Dar es Salaam, Tanzania; Kigali, Rwanda; and Goma, DRC. This is the first standalone TV program for the service.

VOA CENTRAL AFRICA SERVICE (LANGUAGES: KINYARWANDA, KIRUNDI)

Origin: 1996

Delivery Method: radio (shortwave, affiliate FM), website, social media, and apps

VOA's Central Africa service broadcasts radio programs in Kirundi and Kinyarwanda to Africa's Great Lakes region. It consists of Washington-based broadcasters and journalists in Burundi and Rwanda. Over the years, the Central Africa Service has covered Rwanda's post-genocide recovery, conflict in the DRC, and Burundi's civil war and transition to a multi-ethnic democracy. Kirundi- and Kinyarwanda-language broadcasters also host health, entertainment, and youth segments. Sample programs include "From the Provinces," a 30-minute radio show airing Monday through Friday that connects audiences from refugee camps and rural areas of Burundi, and a widely popular daily, one-hour call-in show that gives listeners an opportunity to voice their opinions about current events. Kirundi is the only language spoken by half of Burundians. Following the closure of all of Burundi's private radio stations in 2015, VOA was one of the only international broadcasters with Kirundi-language news on an FM stream in Bujumbura. Responding to the political crisis, VOA increased hourly newscasts, expanded call-in programs, and boosted coverage of refugee movements across the borders with Rwanda, Tanzania, and the DRC. A 2015 BBG survey found that VOA reached 56.8 percent of the population of Burundi on a weekly basis.

VOA PORTUGUESE TO AFRICA SERVICE (LANGUAGE: PORTUGUESE)

Origin: 1976

Delivery Method: radio (shortwave, medium wave, FM affiliates), website, social media, and apps

The VOA Portuguese to Africa service broadcasts to Lusophone Africa, with a particular focus on Angola and Mozambique. The program line-up includes news, discussions, interviews, and a wide variety of features, including on music and art. The service has affiliate stations in Mozambique, Cape Verde, and Guinea-Bissau and also broadcasts on shortwave and medium wave. The Portuguese broadcasts can be listened to live or on demand. Sample programs include “Angola Window,” which covers the daily lives of Angolans, current political issues, and social and cultural themes, and “Angola, Fala Só,” a live call-in show also broadcast via Facebook Live. The service offers several daily videos (including VOA60), as well as a 15-minute entertainment show “Red Carpet,” which is aired on TV affiliates in Mozambique and Cape Verde. It also offers several Facebook Live programs, including a daily (Monday–Friday), 30-minute show, “Washington After Hours,” with news of the day, as well as videos produced locally or by the service’s stringers in the target area. Additionally, the service produces Facebook Live interviews and entertainment news. VOA Portuguese also produces a weekly TV “Washington Forum” feed for the national television in Mozambique.

VOA ZIMBABWE SERVICE (LANGUAGES: NDEBELE, SHONA)

Origin: 2003

Delivery Method: radio (shortwave, medium wave, satellite, internet), website, social media, and app

The VOA Zimbabwe Service is a reliable source of news and information, broadcasting 17 hours a week to its targeted audience in Zimbabwe and neighboring countries, including South Africa and Botswana. Popularly known as “Studio 7” in Zimbabwe, the service has built a strong audience in the 15 years since its 2003 launch, due to its objectivity, fairness, balance, and wide variety of programming, from in-depth coverage of political and economic developments, to issues of social concern such as democracy, peace and reconciliation, human rights, and governance. Once labelled a “pirate” radio station that was subjected to jamming by the Zimbabwean government, which saw it as a propaganda tool and an extension of the U.S. government, of late there seems to be an opening of access for Studio 7 in Zimbabwe. Indications include the granting of one-on-one phone or on-camera interviews by once very critical members of the government and high-level officials like the foreign affairs and finance ministers. Further, government media entities like Zimpapers, which owns several radio stations that once refused

to partner with VOA, now show interest in using Studio 7 content on their stations, including the newest FM station, Capitalk. The VOA Zimbabwe Service broadcasts exclusively in Shona and Ndebele and reaches audiences through various platforms, including twice-daily radio programs in both languages and the hour-long interactive, multi-lingual program “LiveTalk,” which is simulcast Monday through Friday in Shona and Ndebele on radio, TV, and its newly added Facebook Live digital platform. In the wake of the fall of former Zimbabwean President Robert Mugabe in November 2017, the service provided extended, special coverage of the ongoing events, delivering hourly Shona and Ndebele updates throughout the military intervention and eventual resignation of the longtime leader. At the time, daily language programming surged from one hour to four hours, which continued through the start of the new government.

VOA BAMBARA SERVICE (LANGUAGE: BAMBARA)

Origin: 2013

Delivery Method: radio (FM), website, social media

VOA’s Bambara Service to Mali produces a mix of news and interactive programming for radio and the internet. VOA Bambara programming airs through local FM transmitters in the three main cities: Bamako, Gao, and Timbuktu. VOA Bambara is a reliable source of news for millions of Malians. It is also one of the main sources of independent news in the country, especially its northern parts, which are largely controlled by Tuareg separatists and Islamist groups. VOA now offers three programs in Bambara, which provide comprehensive news and information with an emphasis on “taboo” topics not reported in other media, as well as cultural programming, discussion, and audience interactivity. “Mali Kura” (“New Mali”), a 30-minute daily news and current affairs program, uses phone or face-to-face interviews as well as stringer and Facebook Live reports. “Farafina” (“Music Time”) is a one-hour weekly interactive radio talk show airing every Wednesday and repeated Saturday, Sunday, and Monday, in which scholars, artists, theologians, politicians, and listeners from around the world discuss social issues. “An Ba Fo” (“Let’s Say It”) is an hour-long weekly call-in show in which politicians, artists, or ordinary citizens discuss local issues affecting the lives of millions of people in Mali. The service publishes news about Mali and the region on its website at voabambara.com.



U.S. PUBLIC DIPLOMACY IN EAST ASIA AND THE PACIFIC

Ambassador Sung Kim of U.S. Embassy Philippines and Ambassador Daniel Shields of the U.S. Mission to ASEAN engage with Fellows from the Young Southeast Asian Leaders Initiative (YSEALI) at the 2017 YSEALI Summit In Manila, Philippines.

BUREAU OF EAST ASIAN AND PACIFIC AFFAIRS (EAP)

	D&CP	American Salaries	Supplemental	BBG	Total
FY 2016	\$50.65 million	\$14.98 million	\$5.79 million	\$60.13 million	\$131.55 million
FY 2017	\$52.60 million	\$14.30 million	\$5.35 million	\$63.95 million	\$136.20 million

The 45 embassies, consulates, and offices within the Bureau of East Asian and Pacific Affairs' (EAP) geographic region utilize Public Diplomacy (PD) tools and programs to advance the United States' Indo-Pacific strategy by engaging foreign governments and influential audiences, including media, emerging leaders, jurists, thought leaders, legislators, and civil society. Priority programs include the Young Southeast Asian Leaders Initiative (YSEALI), a vibrant network of over 120,000 young leaders; digital media campaigns; the International Visitor Leadership Program (IVLP); conferences for regional strategic thinkers; and the Fulbright academic exchange program. Over 80 American Spaces provide venues for Asia-Pacific publics to access credible information about the United States and to meet with American experts to discuss a range of U.S. foreign policy topics, such as the rule-of-law, cyber security, and detecting and combatting disinformation.

U.S. FOREIGN POLICY IN THE INDO-PACIFIC

Because American prosperity and security are closely linked to stability in the Indo-Pacific, the region is of high economic and strategic importance. Foreign policy priorities include working with allies, partners, and major powers to address regional challenges, including North Korea's nuclear and missile programs; land reclamation in the South China Sea; and Islamic State of Iraq and Syria (ISIS) activity in Southeast Asia. U.S. foreign policy priorities in the region are to modernize and strengthen U.S. alliances, develop ties with new partners, support institutions that resolve disputes in accordance with international law, and promote trade and investment in order to expand broad-based economic growth.

U.S. PUBLIC DIPLOMACY IN THE INDO-PACIFIC

U.S. Public Diplomacy advances U.S. foreign policy priorities in the East Asia and Pacific region with a focus on the following five areas:

- Strengthening international resolve to denuclearize the Democratic People's Republic of Korea (DPRK, commonly referred to as North Korea);
- Advocating for free, fair, and reciprocal trade and investment policies;
- Promoting a free and open Indo-Pacific;
- Supporting the campaign to defeat ISIS and to counter terrorism; and
- Reinforcing the U.S. commitment to the region.

Strengthening International Resolve to Denuclearize North Korea

President Trump held a historic summit with the leader of North Korea, Chairman Kim Jung Un, in Singapore in June 2018. As a result of the meeting, the United States is working toward the final, fully verified denuclearization of the DPRK as agreed to by Chairman Kim. PD campaigns are educating key audiences on and raising general awareness of the ongoing security challenge North Korea poses to international peace and security. Reporting tours for journalists and digital media specialists provide them with access to subject matter experts—such as diplomats, U.S. military officials, academics, and non-governmental organization (NGO) representatives—who accurately explain U.S. policy toward North Korea and the threat North Korea poses. These tours generate print and broadcast stories that supply key audiences with factual information concerning North Korea and generate support for progress in the DPRK's denuclearization.

EAP is also collaborating with the Bureau of Democracy, Human Rights, and Labor to highlight the DPRK's egregious human rights record. North Korean defectors are among the most credible and effective spokespersons on the harsh realities within the country. Targeted research and digital programs highlight North Korea's human rights violations and abuses through the voices of those who have fled the country. As part of this effort, the U.S. embassy in Seoul provides English-language training for North Korean defectors and U.S. travel opportunities on exchange programs to strengthen their English-language ability, job prospects, and understanding of U.S. society and values.

Advocating for Free, Fair, and Reciprocal Trade and Investment Policies

During his November 2017 trip to Asia, President Trump spoke of his vision for a "free and open Indo-Pacific...a renewed partnership with America to work together to strengthen the bonds of friendship and commerce between all of the nations of the Indo-Pacific, and together, to promote our prosperity and security."

In support of this vision, EAP's Public Diplomacy programs help to create and maintain environments that encourage free, fair, and reciprocal trade and investment policies. For example, PD teams across the EAP region arranged activities and events in the lead up to the 2017 Global Entrepreneurship Summit that boosted opportunities and visibility for women entrepreneurs across the Indo-Pacific. In Taiwan, these efforts set the stage for a "Startup Meetup,"

organized by the U.S. Small Business Administration in partnership with Taiwan's Ministry of Economic Affairs, that brought together more than 60 entrepreneurs, venture capitalists, and policymakers to foster startup cooperation between the United States and Taiwan.

During the 2017 summit of the Association of Southeast Asian Nations (ASEAN), in conjunction with Global Entrepreneurship Week, Embassy Manila supported a wide range of entrepreneurship activities, including hosting the Massachusetts Institute of Technology's lecture series "Entrepreneurship 101: Who is Your Customer?" for hundreds of up-and-coming Filipino entrepreneurs. The events took place at five American Spaces located throughout the Philippines and highlighted the joint commitment by President Trump and President Rodrigo Duterte to create new jobs and opportunities to deepen the U.S.-Philippine economic relationship.

Promoting a Free and Open Indo-Pacific

Roughly half of the world's commercial shipping passes through the waterways of the Indo-Pacific region. Over the past several years, tensions regarding overlapping maritime claims and conflicting sovereignty claims over land features have increased, with coercion and propaganda campaigns being used to undermine international law, in particular the Law of the Sea, and bolster so-called "historic" maritime claims in the South China Sea.

Given the vital strategic importance of preserving an open maritime regime based on international law—both globally and in the South China Sea specifically—EAP continued its PD campaign on the Law of the Sea. A key element of this effort was connecting U.S. legal experts with targeted Southeast Asian audiences, including governments, international lawyers, and the media, on the Law's applicability to a landmark 2016 international court case between China and the Philippines. Additionally, a sustained series of high-level professional speakers and digital media content highlighted the environmental degradation caused by "land reclamation" projects on coral reefs, harmful giant clam harvesting, and overfishing. This effort was critical for raising awareness of the role transparent, collaborative scientific research can play in reducing tensions, managing disputed areas, and safeguarding food security and marine biodiversity.

Supporting the Campaign to Defeat ISIS and to Counter Terrorism

Public Diplomacy in Asia focuses on defeating ISIS's ideology by providing young people positive alternatives to violent ideologies through the elevation and amplification of credible nonviolent narratives. In Indonesia, EAP has funded the Indonesia Council on Religion and Pluralism, a body designed to highlight moderate Islamic scholarly thought and the virtues of religious tolerance. Another program works with an Indonesian youth network operating in Islamic secondary schools. Exchange programs for journalists and media practitioners have also been effective at integrating messages of tolerance and nonviolence into popular culture.

In Mindanao, Philippines, the newly renovated American Space in the city of Cagayan de Oro organizes programs focused on religious tolerance and economic empowerment. Additionally, alumni

of U.S. government-sponsored exchanges are developing low-cost, high-impact projects called #ForMindanao to address some of the immediate needs of their communities at the root cause of conflict and violent extremism. The yearlong campaign will impact an estimated 13,500 people, focusing especially on out-of-school youth, university students, madrasa students, and women. Embassy Manila's Public Diplomacy team also supported the launch of a community of practice among major universities in Mindanao and Manila on research and programming to counter violent extremism (CVE). Faculty members and administrators identified strengths and weaknesses in current CVE research, offered valuable insights into the CVE landscape in Mindanao, and planned several immediate collaborations to advance efforts to counter violent extremism.

Reinforcing the U.S. Commitment to the Region

A notable trend in the EAP region is the increasing competition from major powers to influence decision makers and sway public opinion throughout the region, particularly in Southeast Asia and the Pacific Islands. To extend their influence, some countries have purchased media platforms, undertaken information operations, built substantial infrastructure projects, and offered debt forgiveness and funding portrayed as "no strings attached" but which often support unstated or implicit political goals. In the traditional PD realm, major powers competing for influence have significantly increased cultural and educational programs, including the expansion of exchange programs and academic scholarships for leaders and students from Southeast Asia and the Pacific Islands. Cumulatively, such efforts have the potential to undermine the interests and values that U.S. Public Diplomacy seeks to promote, including upholding international law and norms, preserving freedom of navigation in global sea lanes, protecting fishing rights, strengthening security relationships and global agreements, encouraging United Nations voting alignment, and other aspects of a rules-based system in the Asia-Pacific.

Addressing this trend and maintaining the United States' position as the Pacific's partner of choice depend upon an ability to convince publics that the United States values their partnership, supports their policy priorities, and is a Pacific nation. Public Diplomacy programs that highlight mutual benefits and the U.S. commitment to the region are a priority. For example, EAP convened a U.S.-Australia strategic thinkers' conference to discuss challenges facing the alliance and invigorate the debate. The bureau launched a tactical communications and branding campaign in the Marshall Islands, Federated States of Micronesia, and Palau showcasing the success of U.S. assistance programs in the islands and the importance of continued partnership. Additionally, the Young Pacific Leaders Initiative (YPLI) network is connecting future Pacific leaders with one another and to the United States for mutual benefit.

In 2018, EAP is organizing a digital and print exhibition to highlight enduring U.S. engagement in Asia and showcase America's historical presence and role as a Pacific power, an effort that will counter a hostile narrative that the United States is neither a Pacific nation nor a reliable presence. In the spring of 2018, the EAP-sponsored "Great and Good Friends" exhibition opened on the grounds of the Royal Palace in Bangkok, highlighting 200 years of positive relations

between the United States and Thailand. The exhibition, a cooperative effort involving the Smithsonian Institution and the U.S. National Archives, featured official gifts from the Thai government to the U.S. government and was opened by the new King of Thailand. Also in 2018, the U.S. embassy in Burma (Myanmar) opened a new American Center in Rangoon (Yangon), embodying the continued U.S. commitment to Burma's future as a newly democratic country.

An additional concern in EAP is the increased use of state-sponsored disinformation to undermine target audiences' ability to distinguish between facts and propaganda and erode the credibility of U.S. messaging and fact-based reporting by independent journalists. PD efforts work to counter distorted negative narratives about the United States by increasing access to credible information about U.S. values and policy objectives and discussing these topics in an honest and transparent manner. Public Diplomacy sections in the region also conduct training for traditional and social media practitioners on media literacy, sourcing, and critical thinking. Recognizing that the U.S. government is often not the most effective messenger to counter state-sponsored disinformation, embassy PD teams conduct programming and exchanges that build the capacity of credible third parties to recognize and call out disinformation. Training is surged in areas targeted by state-sponsored disinformation.

SIGNIFICANT EAP PUBLIC DIPLOMACY PROGRAMS

Young Southeast Asian Leaders Initiative (YSEALI): Through YSEALI, the U.S. government is advancing shared policy interests in areas such as trafficking in persons and environmental conservation; forging ties with emerging leaders in government, business, and civil society; and gaining entry to hard-to-access communities and conflict-affected areas. Approximately 623 million people live in Southeast Asia and 65 percent of the population is under the age of 35. A core Public Diplomacy goal is to engage this critical demographic so the United States remains the partner of choice in business, education, and international cooperation, now and in the future. YSEALI achieves this goal by building a network of effective leaders throughout Southeast Asia, with a particular focus on developing the capabilities of young leaders, strengthening people-to-people ties between the United States and Southeast Asia, promoting regional collaboration on problems of mutual concern, and nurturing an ASEAN community. As of 2018, YSEALI's online membership had reached over 120,000 youth across the region. The program features reciprocal professional exchanges conducted by ECA's Professional Fellows Program, academic exchanges, regional workshops, grants competitions, an annual community service campaign, and digital engagement. For example, the ECA Collaboratory funded an ongoing digital storytelling pilot program and competition in 2016 and 2017, engaging YSEALI members via American Spaces in Indonesia and Timor-Leste.

Southeast Asia Reporting Tour on North Korea: In May 2017, with the goal of enhancing the Southeast Asian public's understanding of the unique and ongoing threats posed by the North Korean regime, a Public Diplomacy program sent 12 journalists from across the region to Honolulu, Tokyo, and Seoul to see the Korean demilitarized zone firsthand, receive briefings from top military leaders at

U.S. Pacific Command, and engage with security scholars, reporters, activists, opinion leaders, and third-country military personnel. The surge of reporting that followed in Southeast Asian media outlets demonstrated an increasingly sophisticated understanding of regional security and encouraged ASEAN countries to be more accountable in the efforts to change the North Korean regime's repressive and belligerent policies.

Programs for North Korean Defectors:

- **Fulbright** – The Public Affairs Section (PAS) at the U.S. embassy in Seoul provided grants to North Korean defectors at the secondary school level to participate in the 2018 Fulbright English Program, a two-week English immersion camp conducted by Fulbright U.S. English Teaching Assistants.
- **"Stories from the Hermit Kingdom"** – This ECA-funded workshop helped North Korean defectors develop digital media pieces about their struggle to adjust to their new life in the Republic of Korea (South Korea) for sharing across online platforms.
- **English Access Microscholarship Program (Access)** – PAS Seoul piloted an Access program for young North Korean defectors to boost their English-language abilities to the level of their South Korean peers and enable them to tell their own stories better to international audiences.
- **ECA Collaboratory** – In 2017 the Collaboratory hosted a virtual dialogue with human rights activists—including North Korean defectors in Seoul, Singapore, and Washington, D.C.—with film and digital storytelling experts from the Tribeca Film Institute and Committee for Human Rights in North Korea. In 2018, the ECA Collaboratory is coordinating a virtual book club focused on a defector's memoir and a graphic novel about life in North Korea.

China: Maintaining the U.S. Edge in International Education

China sends the highest number of international students to the United States. For the 2016–17 academic year, more than 350,000 students from China studied in the United States, accounting for 32.5 percent of all international students and contributing an estimated \$12.55 billion to the U.S. economy. In the last year, however, there was a slight drop in Chinese applications, which may have been influenced by incorrect visa policy information or the belief that international students are no longer welcome in the United States. Information in China about U.S. institutions often comes from unreliable sources, such as third-party educational agents, and unscrupulous actors have been at the root of several high-profile fraud cases. In response, the State Department's EducationUSA network shares accurate information with Chinese students and provides services to U.S. higher education institutions that help them reach their international recruitment goals. The U.S. mission in China also uses digital tools to counter incorrect information and connect directly with Chinese students and teachers, thereby maximizing outreach to key audiences and providing balanced and correct information on why the United States should remain the top destination for Chinese students.

Burma: Continuing engagement in difficult times

In March 2018, the U.S. embassy in Rangoon opened its new American Center. In the first few weeks, the Center recorded thousands of visitors, circulated more than 1,000 books, and added hundreds of new members. The new American Center represents the largest single financial commitment by the U.S. government in an American Center anywhere in the world, demonstrating the strong U.S. support for peace, prosperity, democracy, and human rights in Burma.

Philippines: Magnifying Close Ties

To showcase the positive aspects of the U.S.-Philippine relationship, EAP sponsored Filipino journalists on a visit to Washington, D.C., southern California, and Hawaii to meet with policymakers, thought leaders, and the Filipino diaspora. The journalists produced more than 90 stories in both English and Tagalog highlighting the positive people-to-people ties between the two countries. In Manila, the U.S. embassy's Public Affairs Section and U.S. Department of Defense regularly collaborate to produce a steady stream of social media content demonstrating the benefits to the Philippine public of the longstanding U.S.-Philippine security alliance.

Young Pacific Leaders Initiative Conference

The fifth State Department-sponsored Young Pacific Leaders Initiative (YPLI) Conference took place in January 2018 in Honolulu, bringing together 38 emerging leaders from 17 Pacific nations and the American Pacific territories of Guam, the Commonwealth of the Northern Mariana Islands (CNMI), and American Samoa to address critical issues and opportunities in the region. The conference advanced key U.S. policy goals in the region including the development of a network of young Pacific leaders equipped with the skills and knowledge needed to advance regional stability, economic development, and civic engagement. To illustrate the U.S. commitment to the Pacific, the

conference featured briefings from State Department officials and the U.S. Coast Guard, as well as meetings with local organizations on the islands of O'ahu and Hawai'i, on topics ranging from education and cultural preservation to natural resource management. Another key element of the conference was the availability of \$250,000 for small grants to fund projects based on the conference's themes of education, resource management, civic leadership, and economic development. Conference participants remain connected via social media platforms to continue sharing information and collaborating in ways that have a long-term positive impact on our mutual goals in their communities.

Indonesia: Connecting People to Policy @america

The state-of-the-art American Space in Jakarta called "@america" makes U.S. foreign policy accessible to a diverse range of Indonesians. During 2017, @america experienced a 140 percent increase in the number of visitors, welcoming 400,000 Indonesians through its doors. Celebrating its seventh year of operation, @america raises awareness of U.S. policy positions, develops critical thinking skills, and promotes an accurate view of America among the citizens of the world's most populous Muslim nation. Examples of the center's creative programming included a series on Islam in America that dispelled disinformation and encouraged discussions on tolerance and diversity in multiethnic communities. The series featured a New York-based imam; personal stories from Indonesians who recently participated in an exchange program in the United States; a hijab-wearing, heavy metal girl band; a religious scholar expressing admiration for American music; and an American scholar speaking about the influence of Indonesian Islam in America. @america offers English-language learning and skills development through massive open online courses and uses a robust online presence to livestream programming and connect with audiences throughout Indonesia and the ASEAN community. Two fulltime EducationUSA advisers provide free advising services on

EAST ASIA AND THE PACIFIC REGION

PUBLIC DIPLOMACY SPENDING

See table and country-by-country profiles below for details of U.S. PD spending in the region. Please note, no Public Diplomacy funds were obligated separately to North Korea. Expenditures in Japan were especially high given the high cost of operating there. Public Diplomacy funds for Taiwan in FY2017 were distributed through the American Institute in Taiwan: D&CP was \$79,063 and the supplemental was \$90,293.

	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017		FY 2018
	D&CP	D&CP	D&CP	D&CP	Supplemental*	D&CP	Supplemental*	D&CP
Total Post Funding	\$44.53 million	\$45.68 million	\$47.21 million	\$49.82 million	\$5.79 million	\$52.60 million	\$5.35 million	\$ 47.65 million
Average Post Funding	\$1.78 million	\$1.83 million	\$1.89 million	\$1.99 million	\$386,324	\$2.10 million	\$214,000	\$1.91 million

*Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY 2016 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to public diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government Public Diplomacy programs.

Country Name	FY 2014		FY 2015		FY 2016		FY 2017	
	D&CP	Supplemental*	D&CP	Supplemental*	D&CP	Supplemental*	D&CP	Supplemental*
Japan	\$8.44 million	\$228,991	\$8.58 million	\$307,505	\$9.68 million	\$0	\$9.36 million	\$0
China	\$7.28 million	\$478,623	\$7.39 million	\$487,509	\$7.93 million	\$200,000	\$7.95 million	\$43,713
Indonesia	\$5.11 million	\$404,036	\$5.26 million	\$404,961	\$6.66 million	\$360,206	\$5.67 million	\$383,635
South Korea	\$4.18 million	\$503,440	\$4.85 million	\$206,441	\$4.22 million	\$108,310	\$4.34 million	\$167,007
Philippines	\$1.99 million	\$587,200	\$1.64 million	\$671,013	\$2.73 million	\$329,305	\$2.84 million	\$197,807
Vietnam	\$2.87 million	\$1.10 million	\$2.78million	\$1.24 million	\$2.10 million	\$1.30 million	\$1.68 million	\$1.13 million
Thailand	\$1.87 million	\$219,998	\$2.44 million	\$682,008	\$2.37 million	\$498,363	\$2.10 million	\$470,565
Australia	\$2.54 million	\$107,285	\$2.60 million	\$241,993	\$2.86 million	\$0	\$3.21 million	\$0
Malaysia	\$1.81 million	\$221,886	\$2.65 million	\$233,463	\$2.09 million	\$237,296	\$1.76 million	\$107,828
Burma	\$1.49 million	\$1.64 million	\$1.48 million	\$1.80 million	\$1.36 million	\$1.70 million	\$1.17 million	\$1.37 million
New Zealand	\$1.23 million	\$84,955	\$1.33 million	\$103,592	\$1.61 million	\$0	\$1.67 million	\$0
Hong Kong,	\$1.36 million	\$25,393	\$1.48 million	\$79,158	\$1.50 million	\$0	\$1.50 million	\$0
Singapore	\$1.11 million	\$32,821	\$1.13 million	\$68,087	\$1.41 million	\$0	\$1.51 million	\$0
Cambodia	\$711,196	\$96,749	\$881,854	\$5.09 million	\$1.07 million	\$458,755	\$630,917	\$460,810
Laos	\$443,705	\$75,415	\$345,854	\$167,460	\$1.05 million	\$75,946	\$484,161	\$314,241
Fiji, Kiribati	\$447,397	\$36,797	\$588,563	\$328,644	\$492,153	\$153,000	\$450,496	\$166,800
Papua New Guinea	\$318,520	\$96,030	\$363,806	\$1.11 million	\$388,027	\$243,779	\$341,654	\$224,292
Mongolia	\$475,522	\$77,695	\$653,504	\$67,207	\$492,400	\$52,116	\$439,112	\$77,334
Brunei	\$243,942	\$6,209	\$274,697	\$30,595	\$491,782	\$0	\$298,296	\$0
Timor-Leste	\$133,154	\$1,560	\$200,501	\$927,826	\$224,766	\$0	\$238,308	\$0
Samoa	\$61,791	\$0	\$77,343	\$153,000	\$71,663	\$0	\$90,433	\$0
Micronesia	\$33,651	\$24,000	\$31,345	\$10,000	\$51,088	\$0	\$40,815	\$0
Palau	\$14,204	\$0	\$47,032	\$7,900	\$34,160	\$2,000	\$15,877	\$0
Marshall Islands	\$36,305	\$31,000	\$27,920	\$9,000	\$20,553	\$0	\$40,172	\$0

U.S. INTERNATIONAL MEDIA IN EAST ASIA PACIFIC

RADIO FREE ASIA (RFA)

Languages: Burmese, Cambodian, Lao, Vietnamese, Mandarin, Cantonese, Uyghur, Korean, Tibetan

RFA'S MANDARIN SERVICE (LANGUAGE: MANDARIN)

Origin: 1996

Delivery Method: radio (shortwave, medium wave, satellite), TV (satellite), video webcasts, website, social media, and apps

RFA's Mandarin Service breaks sensitive news stories, investigates corruption and abuse of power, provides a forum for free discussion, and presents analysis of news that is banned in China. RFA ensures censored content is broadcast digitally and on radio and television. RFA aims to build Chinese civil society, provide a model free press, and increase coverage of the efforts and achievements of Chinese non-governmental organizations (NGOs), which can offer an alternative vision in this society. It also provides a forum for inter-ethnic understanding. A sample program is "APR," which focuses on breaking stories on rights-related issues, such as church demolitions, lawyer arrests, and land-grab clashes, as well as analysis of current events, and includes shows that take calls from listeners inside China. The service has in-depth feature shows focusing on women's and children's issues and historical events that have been intentionally covered up and ignored by the ruling Chinese Communist Party. The service's video and social media team produces high-quality web videos on topics such as China's facial recognition technology, as well as thought-provoking panel discussions on timely topics in China's politics. The team is also active on social media, promoting the service's programming and interacting with audiences to incorporate their perspectives into programming. RFA Mandarin's social media presence includes Facebook, Twitter, YouTube, SoundCloud, and podcasts (with a store on iTunes).

RFA'S TIBETAN SERVICE (LANGUAGE: TIBETAN)

Origin: 1996

Delivery Method: radio (shortwave, satellite), TV (satellite), website, social media, and apps

RFA provides uncensored Tibetan news in all three Tibetan dialects to the Tibet Autonomous Region and Tibetan-populated areas in Chinese provinces. It features breaking news on human rights abuses, dissent, protests, crackdowns, and detentions. Three years after launching its satellite television news broadcast into Tibet, RFA has expanded its programming to cover Tibetan concerns, including Beijing's crackdown on monasteries and arrests of monks, dissidents, and language and cultural activists. In 2017, the service expanded its daily TV programming from 30 minutes to one hour. RFA is an authoritative source of news about Tibet for the international media. It works to preserve Tibetan history, language, and culture through programming that educates younger Tibetans and

provides a forum for Tibetans worldwide to share their concerns. RFA strives to counter the isolation of Tibetans from one another and from their own historical culture, providing connections for disenfranchised Tibetans. The service also plays a critical role in countering Chinese official propaganda on Tibetan issues that downplay the unrest, arrests, and strife. In addition, RFA provides a neutral forum for inter-ethnic dialogue where Han Chinese, Tibetans, and Uyghurs can increase understanding across ethnic groups and better grasp the issues facing China's ethnic minorities. Sample programs include daily morning and evening news programs; talk shows; lectures by the Dalai Lama; columns by Tibetan writer and poet Woeser; and regular weekly features on women's issues, health, Hong Kong, Taiwan, and South Asia. The service's social media presence includes Facebook, Twitter, Instagram, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA'S KOREAN SERVICE (LANGUAGE: KOREAN)

Origin: 1997

Delivery Method: radio (shortwave, medium wave, satellite), website, social media, and apps

RFA provides uncensored news and commentary about North Korea to the people of the tightly ruled state and offers a platform for North Korean defectors to share their experiences living in North Korea. RFA provides breaking news on key events inside North Korea, including through North Korean voices, as well as perspectives from the global North Korean diaspora. RFA produces high-quality video programs to enhance information flow into the country and counter pervasive false narratives. RFA's line-up of modern, relatable reality TV programs continues to focus on the lives of North Korean defectors in South Korea and provide authentic insight into life outside the Democratic People's Republic of Korea. Increasingly, RFA's Korean Service is offering cultural information, including on the cultural vibrancy of South Korea. Sample program topics include North Korea's human rights and other domestic issues, North Korean worker conditions overseas, personal experiences of defectors, IT and mobile communications in North Korea, and trends in South Korea and the rest of the world. The service has broken news about Pyongyang's violation of international sanctions over its illicit nuclear and missile program, the buildup of military assets close to nuclear sites, the expansion of a notorious political prison camp, and student defections. The service also launched a global investigation into North Korean labor being sent overseas to further enrich the regime of Kim Jong Un. RFA has about 20 North Korean defectors contributing to the service's programming to ensure it is relevant to people in the hardline communist state. Its social media presence

includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA'S BURMESE SERVICE (LANGUAGE: BURMESE, CHIN, KACHIN, KAYAH, KAREN, MON, RAKHINE, SHAN)

Origin: 1997

Delivery Method: radio (shortwave, medium wave, FM), TV (satellite), website, and apps

RFA plays a critical role reporting on political, economic, and social events in Burma (Myanmar), where some democratic reforms have stalled and the democratic government of Aung San Suu Kyi is struggling to assert civilian control over the country's formidable military hierarchy. RFA's Burmese Service exposes sensitive developments such as land confiscation, tensions between the military and ethnic groups, environmental concerns, and labor issues, as well as increased attacks on freedom of speech and the press. RFA also provided extensive coverage of the ethnic cleansing in Rakhine State as brutal military operations forced an estimated 700,000 Rohingya to flee to neighboring Bangladesh, incidents largely denied by the government and military. The Rohingya have long faced official discrimination and persecution in Burma, and despite government promises to repatriate the Rohingya refugees, few have returned to date. RFA also reported on the plight of a child soldier who is now being held in prison for telling his story. RFA covers top news stories in seven ethnic languages, providing common, objective reference points for an ethnically diverse country. Sample programs include political satire ("Jambon Says") and a weekly live radio call show. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn. In mid-2018, its Facebook fans were increasing by approximately 25,000 each week.

RFA'S VIETNAMESE SERVICE (LANGUAGE: VIETNAMESE)

Origin: 1997

Delivery Method: radio (shortwave, medium wave, satellite), video webcasts, website, social media, and apps

RFA provides an outlet for uncensored news on domestic issues in Vietnam, where the communist government suppresses virtually all forms of political dissent through a broad array of repressive measures. Shortwave allows RFA to provide information to those without access to other media platforms. On the web, RFA shares video and multimedia content, targeting mobile users and a younger audience, with a focus on individuals holding alternative viewpoints to those of the government. As Vietnam cracks down on dissidents, bloggers, religious minorities, and activists, RFA programming ensures banned coverage is available to the country's citizens through reporting, analysis, and re-postings of censored blogs and other material. RFA has detailed increases in land grabbing, crackdowns on religious freedom, and the harassment of free speech advocates. The Vietnamese Service has also expanded its offering of online webcasts, which are viewed by hundreds of thousands of people inside Vietnam every week via social media. Its continued coverage of

the Formosa plant chemical spill and other environmental issues is widely followed on Facebook and YouTube. Tensions in the South China Sea and attacks on Vietnamese fishermen in that area are also reported on regularly. The service's social media presence includes Facebook, Twitter, YouTube (which now has over 200,000 subscribers), SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA'S UYGHUR SERVICE (LANGUAGE: UYGHUR)

Origin: 1998

Delivery Method: radio (shortwave, satellite), video webcasts, website, social media, and apps

RFA is the sole channel of uncensored local and international news in the Uyghur language inside China's Xinjiang Uyghur Autonomous Region. It focuses on breaking news on Uyghur dissent, crackdowns, detentions, and human rights abuses, including Beijing's ongoing "strike hard" anti-terror campaign, which has left hundreds dead in recent years. RFA was among the first media groups to break the news about the detention of Uyghurs in "re-education" camps in Xinjiang, with between 500,000 and one million Uyghurs detained so far. Among those detained by the Chinese authorities are several close relatives of U.S.-based RFA reporters in an apparent attempt to intimidate or punish them for their coverage of rights abuses in the Muslim-majority Xinjiang region. RFA's Uyghur Service is also a forum for Uyghurs throughout the world to share their concerns and experiences and to engage with the global community. An investigative report on the Uyghur diaspora in Europe over the years won a prestigious Min magazine award for Best Multimedia Feature. Reports on Uyghur history, language, and culture are also included in RFA programming, aimed at younger Uyghur audiences. The service also provides a forum for inter-ethnic understanding for Han Chinese, Tibetans, and Uyghurs, fostering stability and security in the region. Sample programs include daily news, news analysis, and features on women, health, the environment, human rights, exile communities, education, culture, history, and Uyghur literature. The service's social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA'S LAO SERVICE (LANGUAGE: LAO)

Origin: 1997

Delivery Method: radio (shortwave, cross-border FM affiliates, satellite), website, social media, and apps

RFA provides Laotian audiences with news on issues and events censored in the domestic media by the Lao government, which has been accused of severely restricting fundamental rights, including forced disappearances and a crackdown on freedom of expression and association. Lao authorities bar reporting of issues it considers contrary to "national interests" or "traditional culture and dignity." Corruption is prime motivator for protests in the country, and RFA reports have led to greater scrutiny of this issue. In one case, a provincial governor was replaced after RFA reported on the seizure of

27 trucks of illegal logs belonging to his wife. Sample programs include “Weekly Women and Children,” “Weekly Listeners’ Corner,” and “Weekly Analysis of Lao History.” The service’s social media presence includes Facebook (with one of the highest engagement rates among RFA services), Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA'S CANTONESE SERVICE (LANGUAGE: CANTONESE)

Origin: 1998

Delivery Method: radio (shortwave, satellite), video webcasts, website, social media, and apps

RFA Cantonese breaks sensitive news stories and specializes in issues in Cantonese-speaking areas, including in Hong Kong, where many of the territory’s population continue to raise the contentious topic of political autonomy and independence from Beijing. Among issues highlighted are those relating to China’s rapid economic change, including environmental problems, land grabs, public health issues, corruption, and regional factory labor issues, which are often banned from local coverage or censored by the Chinese internet firewall. RFA’s Cantonese Service provided extensive coverage of the 2017 Hong Kong elections to select a new chief executive. It has also closely reported on the deterioration of human rights and free speech as authorities crack down on activists, booksellers, and publishers. Sample programs include coverage of a shortage of children’s and infant vaccines and related demonstrations; news features on such issues as bird flu, food safety, and toxic waste; and call-in shows and talk shows on current affairs. The service’s social

media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA'S CAMBODIAN SERVICE (LANGUAGE: KHMER)

Origin: 1997

Delivery Method: radio (shortwave, FM affiliates), video webcast, website, social media, and apps

RFA’s Cambodian Service is a watchdog for ordinary Cambodians and aims to provide a neutral voice on political issues and to expose abuses of power, including extrajudicial killings, land grabs, illegal logging, environmental degradation, widespread corruption, labor disputes, and judicial actions targeting human rights defenders. Cambodians rely on RFA as a key provider of reliable information. RFA and other independent media came under increasing attack by the Hun Sen government after it won the June 2017 communal elections by a narrow margin. By September 2017, the government shut down all of RFA’s FM affiliates, and RFA was forced to close its office of 20 years in Phnom Penh. In November 2017, two former RFA reporters were arrested and charged with espionage, and the Hun Sen government continues to make claims that the opposition, NGOs, and independent media are working to overthrow the government. Nevertheless, RFA Khmer continues to disseminate its radio, TV, and online content into the country. The service’s social media presence includes Facebook (with more than 5.5 million followers), Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

VOICE OF AMERICA (VOA)

Languages: Burmese, Cantonese, Indonesian, Khmer, Korean, Lao, Mandarin, Thai, Tibetan, Vietnamese

VOA MANDARIN SERVICE (LANGUAGE: MANDARIN)

Origin: 1941

Delivery Method: radio (shortwave, medium wave, satellite), TV (satellite), website, social media, apps, and limited affiliate placement

VOA Mandarin broadcasts news and feature reports that provide Chinese audiences with an accurate understanding of the United States, its institutions, and the American way of life. By also covering news coming out of China without bias, it serves as an alternative to Chinese government propaganda on major issues affecting U.S.-China relations, such as trade disputes and tensions in the South China Sea. VOA Mandarin delivers fact-based reporting of events and a wide range of perspectives from the United States and Asia, including officials, experts, and news sources. It offers audiences in China, Taiwan, Singapore, Hong Kong, and other parts of Asia reports with a broad range of views that are unavailable on Chinese state media. Programs include “Issues and Opinions” and “Eye on America,” both hour-long daily television programs with segments that explain American society, U.S. institutions, and democratic ideals, as well as discussions about important issues in China; “Pro &

Con,” a 60-minute, live television debate show; and “History’s Mysteries,” a 50-minute documentary series.

Circumvention technology allows audiences on the internet and social media to access VOA Mandarin content blocked by the Chinese firewall. In all, VOA Mandarin reaches 40.6 million adults (aged 15+) each week in China or almost 4 percent of the adult population, according to a BBG-IPSOS national survey conducted August–November 2017. Almost 30.3 million use VOA content online, 11.9 million see it on TV, and 6.8 million hear it on radio. Some use VOA on more than one medium. Measures of use of VOA content in programs and on blogs authored by prominent dissident figures contributed to an audience estimated at 15 times larger than that measured in 2014. While almost 40 percent of VOA’s audience did not offer an opinion, almost 90 percent of those who did said they trusted the news they got from VOA “somewhat” or “a great deal.” Almost 60 percent said that VOA significantly increased their understanding of political, social, and current events in modern Chinese history, which is heavily censored in China.

VOA INDONESIAN SERVICE (LANGUAGE: INDONESIAN)

Origin: 1942

Method: radio (FM affiliates), TV affiliates, website, social media, and apps

VOA's Indonesian Service targets politically engaged Indonesians under the age of 40, which is roughly 100 million people or 37 percent of the population. According to 2016 BBG research, VOA's Indonesian Service reaches roughly 47.8 million people, or 28.4 percent of the adult population. VOA's programs are carried by more than 400 FM/AM radio, TV, and web affiliates. The service aims to complement Indonesian media with professional news and information to support Indonesia's young democracy. The service generates over 200,000 weekly engagements actions on social media, 845,000 weekly video views on Facebook, and more than 200,000 weekly video views on Instagram. Sample programs include "VOA Executive Lounge," a half-hour radio show on life in America for one of Jakarta's top stations, PAS FM; "Start Your Day with VOA," a 30-minute morning news program for the Sindo-Trijaya Radio Network; "How are you, America!" a chat about current affairs in America that parallel similar issues in Indonesia on one of the top national TV channels, TVOne; "Our World," a weekly half-hour human interest TV magazine aired by Indonesia's first 24-hour news channel, Metro TV; and "Muslims in America," weekly feature reports for various TV stations, including "Muslims Abroad," a half-hour program aired on Indonesia's state TV, TVRI, during Ramadan.

VOA KOREAN SERVICE (LANGUAGE: KOREAN)

Origin: 1942

Delivery Method: radio (shortwave, medium wave, satellite), TV (satellite), website, social media, and apps

VOA's Korean Service broadcasts news and information about North Korea, South Korea, the United States, and the world, including international reaction to human rights conditions in North Korea and North Korea's nuclear and missile programs. VOA Korean programming serves an audience in North Korea that has no freedom of speech, press, or assembly. The service targets the North Korean elites, informing them about U.S. policy toward North Korea and closely covering North Korea-related behavior and the reactions of U.S. government officials. The service also counters the systematic anti-American propaganda of the North Korean government. Sample programs include "VOA News Today," a daily news program on current events and trends affecting North Korea; "News Focus," a weekly program that reviews the week's top news stories; and "Live from Washington," a daily current affairs program that features news and information about the United States and the world. In 2017 VOA Korean also launched new North Korea-focused news programs and produced several documentary series accurately depicting for North Koreans life in America.

VOA TIBETAN SERVICE (LANGUAGE: TIBETAN)

Origin: 1991

Delivery Method: radio (shortwave, satellite), TV (satellite), website, social media, and apps

VOA Tibetan audiences are located in Tibet; in the ethnic Tibetan regions of China in Qinghai, Sichuan, Gansu, and Yunnan; Bhutan; Nepal; and India. VOA Tibetan provides its target audience with news and features unavailable to them through state-controlled Chinese media. VOA offers critical discussions on important issues and provides information and expertise that counter Chinese government propaganda and help support the development of civil society in accordance with U.S. policy on Tibet. VOA Tibetan also covers international and U.S. reaction to human rights and religious freedom conditions in China. Sample programs include "Kunleng," a twice-weekly, one-hour news and interview program highlighting social and cultural trends, economic and environmental concerns, and political developments in Tibet and China; "Table Talk," an audio interview program with newsmakers, writers, artists, entrepreneurs, educators, and politicians; "Phayul Lengthig," a live show focused on cultural life inside Tibet; "Tibet in Review," a feature program that takes an in-depth look at news stories; and "Khawai Mina—Person of the Week," a 15-minute TV program optimized for mobile devices that profiles successful, innovative, and creative Tibetans around the world who can serve as role models for young people in the target region.

VOA BURMESE SERVICE (LANGUAGE: BURMESE)

Origin: 1943

Delivery Method: radio (shortwave, AM, FM), TV (satellite, affiliate), website, social media, and apps

VOA's Burmese service targets Burma (Myanmar) and Burmese communities in neighboring Thailand and Bangladesh. BBG research shows that in 2015, VOA broadcasts reached 6.1 percent of the total population. According to Socialbakers, an independent social media analytics tool, the VOA Burmese Facebook page is the sixth most popular Facebook page among media organizations in Burma, generating 260 million video views and 106 million engagement actions in 2017. VOA broadcasts daily news inside Myanmar in a media environment that is still restricted, despite the relaxation of military control in recent years, and covers a variety of topics, including U.S. politics, science, technology, and sports. The service fulfills another important role by educating and engaging audiences with lessons and features on English teaching, health, society, lifestyle, and entertainment. These programs are rebroadcast on state-run MRTV, Army-run Myawaddy TV, independent DVB (Democratic Voice of Burma) TV, and commercial stations such as SkyNet TV, Mizzima TV, City FM, Cherry FM, and Shwe FM. VOA English lessons are reprinted in the popular weekly "7-Days News Journal." The country is in a significant political transition toward democracy after decades of U.S.-led political and economic sanctions. Following a landslide, general-election victory in November

2015, the National League for Democracy, the pro-democracy opposition party led by Nobel Laureate Aung San Suu Kyi, formed a civilian government for the first time since 1962. The new government, however, has come under international criticism for its failure to condemn the 2017 attacks on the Rohingya minority that led an estimated 700,000 to flee to neighboring Bangladesh after mass killings, burned villages, rape, and torture inflicted by the Burmese military. The country also faces numerous challenges, such as poverty reduction, internal armed conflicts, and rampant opium and illicit drug production.

VOA KHMER SERVICE (LANGUAGE: KHMER)

Origin: 1955

Delivery Method: radio (shortwave, AM), TV (affiliates), website, social media, apps, and web affiliates

VOA's Khmer Service targets an audience in Cambodia between the ages of 16 and 45. VOA Khmer reached 23 percent of the population across all platforms—11.8 percent via radio on mediumwave, shortwave, and FM affiliate stations, 12.4 percent via television, and 6.8 percent on the internet—according to the latest BBG research from 2017, prior to the loss of FM affiliations. VOA Khmer reaches a new generation of Cambodians via social media including Facebook. The service boasts the most popular Facebook page in Cambodia, generating over 310,000 engagement actions and over one million video views per week in FY 2017. VOA Khmer also has the largest Cambodian audience on Twitter. VOA Khmer's digital presence is increasingly important following a severe crackdown by Cambodian authorities in the second half of 2017 against independent media, civil society organizations, and the opposition party. Government repression efforts were widespread and included, in September 2017, ordering all VOA's affiliate FM radio stations in Cambodia to stop carrying twice-daily live VOA Khmer radio broadcasts. Other independent media outlets were closed. VOA Khmer maintains a news bureau in Phnom Penh and is one of the only news outlets with independent reporters working in Cambodia in 2018, a national parliamentary election year. Through war and turmoil, VOA Khmer has built and sustained trust with Cambodians listening to the service's twice-daily radio broadcasts for more than 60 years. VOA is Cambodia's most-trusted Khmer-language source of news about U.S. foreign policy and American trends and culture. The service delivers international news and covers Cambodia. VOA Khmer TV programs air on two of the main TV networks in Cambodia, Cambodia Broadcasting System and TV5. Sample programs include "Washington Today," a regular TV news segment covering U.S. news; "English with Mani & Mori," two, 13-episode seasons each year for TV5; and "Hello VOA," a 30-minute live radio call-in talk show, airing Monday and Thursday evenings, featuring guests from NGOs, the government, businesses, and universities. The target audiences—students, young to mid-career professionals, and bureaucrats—are assuming leadership roles in society and are the future leadership of Cambodian institutions, businesses, NGOs, villages, and communities.

VOA VIETNAMESE SERVICE (LANGUAGE: VIETNAMESE)

Origin: 1951 (also on air 1943-1946)

Delivery Method: radio (medium wave, satellite, podcasts), TV (satellite), website, social media, and app

VOA Vietnamese disseminates news about Vietnam, the United States, and the world. It provides Vietnamese audiences with professional news in a country where media are state-owned and tightly controlled. VOA journalists engage with audience members through livestreaming discussions, social media, blogs, and newsletters. VOA Vietnamese also provides proxies to its website, social media sites, and other activist and dissident websites that are blocked by the government. Despite being blocked, the service's website receives approximately 540,000 visits per week. The VOA Vietnamese YouTube channel is currently one of the top 10 media channels in the Vietnamese market with almost 2.2 million views per week. VOA's Vietnamese Facebook page generates over six million video views per week. Sample programs include "Vietnam in Focus," a Monday-Friday program featuring interviews with newsmakers about Vietnam issues; "Eye on Vietnam," focusing on the Vietnamese diaspora; "Viet Youth Roundtable," a platform for Vietnamese youth worldwide to discuss Vietnamese current affairs; and "VOA Express," a daily TV show (aired five times a week on satellite and the internet) that features original reporting on news in Vietnam and around the world, with interviews and footage obtained from on-the-ground sources.

VOA CANTONESE SERVICE (LANGUAGE: CANTONESE)

Origin: 1987 (also on air 1941-1945 and 1949-1963)

Delivery Method: radio (shortwave, affiliates), website, social media, and apps

The VOA Cantonese Service reaches an audience of elites, including entrepreneurs, businesspeople, soldiers, and students, as well as rural residents in southern China, who either do not understand Mandarin well or prefer their native dialect of Cantonese. The service also reaches Cantonese speakers in Hong Kong, Macau, Vietnam, Australia, and other Chinese communities where Cantonese is more widely spoken than Mandarin. The service provides a popular English-language learning program to Cantonese speakers. It offers audiences news with a broad range of views that are unavailable on Chinese state media and provides information that the average Chinese can use to build a civil society. Sample programs include four-minute headline news segments every half hour with world, regional, and local developments and "American Report," a weekly TV feature on American life that airs from Washington, D.C., and is also picked up by Viu TV in Hong Kong. The radio program also airs on D100.net, a Hong Kong-based internet radio station.

VOA LAO SERVICE (LANGUAGE: LAO)

Origin: 1962

Delivery Method: radio (medium wave, affiliate FM), TV (affiliate), website, social media, and apps

VOA Lao serves as a reliable source for news and information on the world to the landlocked communist country. It reports on events and development in Laos that are not reported on in government-controlled media, including inefficiency, lack of accountability, and corruption. The service also tells the story of America's people, culture, history, and policies. VOA provides information on education for isolated minority audiences in remote areas of the country. VOA Lao's English-teaching programs are broadcast on Lao National Radio and Lao National Television.

VOA THAI SERVICE (LANGUAGE: THAI)

Origin: 1962 (also on air 1942–1958)

Delivery Method: radio (FM affiliates), TV (affiliates), website, social media, apps, and SMS

The VOA Thai Service operates on an affiliate-based strategy, which places programs on FM radio and TV affiliates in Thailand. Some Thai service affiliates broadcast in the predominantly Muslim south, where nearly 7,000 people have been killed since 2004 by separatists who want to establish an Islamic state. VOA Thai also has been a main source for critical stories on press freedom, especially following the 2014 military coup that led to the detention of several high-profile critics of the junta government. Sample programs include "Hotline News from VOA Washington," a live news program covering world events, U.S. government policies, U.S. relations with Asian countries, business, science and medicine, and social issues; "Weekend with VOA," a 30-minute talk show summarizing important events of the week; "English American Style," a Sunday show that teaches American idioms; and "Report from America," a weekly show covering U.S.-Thai relations and the Thai diaspora.



U.S. PUBLIC DIPLOMACY IN THE EUROPEAN AND EURASIAN REGION

Secretary Pompeo departs Helsinki, Finland, on July 16, 2018.
[State Department photo/ Public Domain]

BUREAU OF EUROPEAN AND EURASIAN AFFAIRS (EUR)

(in millions)	D&CP	American Salaries	Supplemental	BBG	Total
FY 2016	\$46.95	\$14.82	\$1.84	\$25.38	\$88.98
FY 2017	\$69.15	\$14.18	\$46.33	\$61.03	\$190.69

U.S. Public Diplomacy in Europe strengthens the United States' strategic partnerships with its closest and most capable allies and builds mutual understanding and receptivity to U.S. policy objectives among the region's 740 million people, including in countries that stand as strident opponents of U.S. foreign policy goals. The State Department's Bureau of European and Eurasian Affairs (EUR) advances American prosperity and security by recognizing European countries and publics as force multipliers on issues of bilateral, regional, and international importance. Engagement with Europe's public and reinforcement of bilateral and multilateral partnerships directly impact the United States' ability to enhance international stability, counter state aggression and subversion, and confront global challenges such as nuclear proliferation, terrorism, and organized crime. These partnerships promote shared interests of freedom, democracy, and rule of law that undergird U.S. national security.

Public Diplomacy enables the United States to analyze, engage, inform, and influence European audiences in support of U.S. foreign policy goals. To mobilize its Public Diplomacy assets, EUR deploys a team of 177 Foreign Service Officers and 596 locally employed staff across 49 missions (76 U.S. embassies, consulates, and branches) and operates 174 American Spaces (libraries, cultural centers, and information resource centers), which feature a variety of public U.S.-sponsored programs and speakers.

U.S. FOREIGN POLICY GOALS IN EUROPE

According to the 2017 National Security Strategy, U.S. foreign policy goals in Europe include:

- A strong and free Europe to advance American prosperity and security;
- A capable NATO in support of a strong global security community;
- Economic openness and growth in support of the foundations of the Transatlantic economy;
- Defense and promotion of universal values, democracy, and human rights where they are threatened; and
- Cooperation with Russia in areas of mutual interest and opposition to Russian aggression and disinformation.

U.S. PUBLIC DIPLOMACY GOALS IN EUROPE

U.S. missions in Europe maintain a policy-focused approach to public diplomacy programs in order to advance U.S. foreign policy goals. In addition to reinforcing vital cultural, educational, and people-to-people ties with European publics, U.S. public diplomacy in Europe seeks to:

- Combat Russian disinformation and propaganda;
- Support Ukrainian democracy and stability;
- Counter radicalization;
- Advance trade and investment in the United States;
- Fight corruption; and
- Promote digital connectivity and media credibility.

Combatting Russian Disinformation and Propaganda

Throughout 2017, EUR worked to combat Russia's propaganda promoting an anti-Western agenda throughout the Russian periphery and wider Europe. The Russian government sponsors a sophisticated \$1.4 billion-a-year propaganda apparatus at home and abroad, which reaches an estimated 600 million people across 130 countries in 30 languages. The Russian government funds think tanks and other outside organizations in neighboring states to promote false narratives, portray the West as a threat, and undermine trust in independent media, Western institutions, and universal values. U.S. Public Diplomacy in Europe in 2017 encompassed 46 programs in 16 countries and numerous grants to implementing partners to address Russian disinformation. People-to-people exchanges effectively create a positive narrative about the United States, and other efforts included strategic use of resources to monitor and respond to propaganda, debunk myths, and convey policy messages to key audiences; strengthening of independent, credible media; and support for pro-democracy civil society groups. The United States works with a broad array of partners to counter Russian disinformation, including multilateral institutions, allied governments, and non-governmental organizations (NGOs).

Supporting Ukraine

Ukraine marked the fourth anniversary of the Euromaidan in 2017, the surge of public activism that pressured the government to resist Russian influence in Ukrainian politics and led to political reforms. EUR Public Diplomacy programs build and maintain European support for Ukraine, including support for sanctions against Russia

for its aggression in Crimea and eastern Ukraine. Along with allies France and Germany, EUR continues to strengthen public support for full implementation of the 2015 Minsk agreements to bring a stable peace. Public Diplomacy programs also seek to advance Ukraine's critical reform efforts to strengthen its political and judicial systems, encourage free and open expression, and spur innovation and entrepreneurship.

Countering Radicalization

Countering radicalization remains a top EUR Public Diplomacy priority, given the return of foreign fighters from the Islamic State of Iraq and Syria (ISIS) and marginalized populations in Europe. U.S. missions in Europe support a variety of Public Diplomacy programs through which European audiences, including vulnerable youth, learn to reduce and mitigate conditions that give rise to extremist views in their communities. U.S. Public Diplomacy programs reinforce respect for religious and ethnic diversity and the extent to which respect for diversity strengthens democratic societies. EUR and the Global Engagement Center (GEC) implemented "Amplifying Credible Voices" programs in Albania and Kosovo, partnering with local civil society and religious leaders, to engage vulnerable populations and counter the influence of foreign extremists. Strong Cities exchanges and workshops and International Visitor Leadership Program (IVLP)-sponsored conferences also build networks and strengthen city-to-city relationships.

Advancing Economic Partnership

Europe continues to be the United States' foremost economic partner, generating over \$1 trillion in 2016 in trade in goods and service, and supporting approximately 2.6 million American jobs. The success of the transatlantic relationship directly impacts the U.S. economy and has global implications. EUR Public Diplomacy programs directly contribute to increased trade and economic partnership for the American people and encourage innovation, entrepreneurship, the free flow of data, and youth empowerment. In partnership with Spanish entrepreneurial association Chamberí Valley, Embassy Madrid organized a series of conferences focused on tech innovation, investment, and entrepreneurship to increase bilateral trade and investment, strengthen connections between U.S. and Spanish innovation ecosystems, promote entrepreneurship as a driver of economic growth and job creation, and encourage stakeholders, including politicians and corporate executives, to create space for new business models and startups.

Fighting Corruption

U.S. Public Diplomacy programming is integral to the targeted action plans of 23 EUR embassies to oppose corruption in a strategic way, with particular focus on Central, Eastern, and Southeastern Europe, recognizing that corruption threatens democratic institutions, economic growth, and regional security. In Slovakia, EUR partnered with an NGO to create an investigative journalism workshop for students and new journalists. In Ukraine, EUR partnered with the Ministry of Education to identify ways in which corruption threatens higher education and help develop an action plan to counter its

corrosive effects on society.

Promoting Digital Connectivity and Media Credibility

In 2017, Europe boasted a penetration rate of approximately 126 percent for mobile phones and 85 percent for the Internet. At the same time, many countries of the former Soviet Union continue to face a digital skills deficit. Europe's record on media freedom is complex: Western Europe and Nordic and Baltic States have some of the freest media in the world, while the press in the Balkans and many former Soviet satellite states, such as Hungary, Ukraine, and Moldova, operates with only partial freedom. Russian, Turkish, Belarusian, and Azerbaijani media are not free. Media credibility is also a challenge in a number of countries, such as Bulgaria and Romania, where corrupt foreign and domestic actors dominate ownership and manipulate the media content. EUR continues to promote fact-based reporting and media freedom through programs such as TechCamps and the Digital Communication Network, which fosters exchanges between U.S. and European media professionals.

U.S. PUBLIC DIPLOMACY SPENDING IN FY 2016

U.S. Public Diplomacy funding in Europe, excluding USAGM spending, amounted to approximately \$130 million in 2017. This included \$53 million in D&CP .7 funds and \$46 million in supplemental funds, including Assistance for Europe, Eurasia, and Central Asia (AEECA) funds, of which programs for Russia received \$14.48 million, Ukraine received \$11.60 million, and Georgia received \$7.26 million.

SAMPLE PUBLIC DIPLOMACY PROGRAMS

EUR's PD programs include post-led outreach that supports a variety of U.S. foreign policy objectives. The following are examples of exemplary regional and single-country programs:

Young Transatlantic Innovation Leaders Initiative (YTILI):

In its third year, YTILI is a youth entrepreneurship program that builds relationships with a key and increasingly influential European audience. The program offers young European entrepreneurs and innovators the opportunity to expand their contacts and skill sets through training, exchanges, and access to a transatlantic network. The program encourages the growth of a cadre of talented and Western-leaning youth who contribute to the promotion of Euro-Atlantic integration and prosperity across the region. In 2017, 100 young professionals from 44 countries in Europe and 16 young American entrepreneurs participated in a transatlantic exchange program, implemented by German Marshall Fund. In 2018, 70 fellows from Europe will participate in the exchange. Regional programs such as start-up boot camps, speakers, and meet-ups connect YTILI participants and alumni across Europe with one another.

EUR/PD Strategic Communications (StratComm) Unit: Established in 2016, StratComm increased its focus on Russian

disinformation in Europe throughout 2017. StratComm coordinated the work of the Russian Information Group, a group co-chaired by EUR/PD and the U.S. European Command (EUCOM) that implements a whole-of-government response to disinformation, aligning interagency interests and resources against priority lines of effort. StratComm produced resources to counter disinformation and organized two senior-level meetings of the Steering Board, led by the State Department's Under Secretary for Political Affairs and EUCOM's Commanding General. StratComm also assisted embassies in disseminating positive narratives on the United States and its allies and partners, refuting specific false Russian narratives, and building resilience among foreign audiences to recognize disinformation and avoid being influenced by it. StratComm, with U.K. counterparts, supported the work of Friends of Ukraine, an informal group of communicators from European governments that promotes accurate and coordinated narratives against Russian aggression and disinformation in Ukraine.

European Digital Diplomacy Exchange (EDDE) Network:

In 2016, EUR launched EDDE, an intergovernmental network of digital diplomacy practitioners from partner governments committed to increasing the ability to execute effective digital engagement and communications. Participants work collaboratively and exchange best practices in the field of digital diplomacy—a key feature of Public Diplomacy with respect to European audiences. In 2017, EUR/PD and Embassy Ljubljana organized a three-day digital communications workshop for 60 mid- to senior-level government communicators from 10 central and eastern European allies to build digital capacity in the respective governments. The conference convened leading digital diplomacy experts from the State Department, including EUR and the Bureau of International Information Programs, as well as from the U.S. Advisory Commission on Public Diplomacy and academic- and private-sector digital experts. Presenters briefed on a range of topics, including best practices in communications theory, campaign design, tech management, and content development. The curriculum championed raising government practices to industry standards, despite resource limitations. This workshop and its follow-on workshops in April and September 2018 represent a core component of EUR's effort to stem the spread of disinformation in the digital space.

Azerbaijan—Innovative E-Learning Program Provides Professional Development Opportunities to Journalists:

To strengthen independent media and counter anti-Western narratives, Embassy Baku initiated an online journalism course covering topics such as “Global Reporting Standards and Ethics” for Azerbaijani journalists. After evaluating the pilot course and witnessing innovative reporting in the press, embassy officials expanded the project. Implemented by the Georgian Institute for Public Administration, there will be nine course offerings and an optional certificate program for local journalists whose professional development opportunities are limited by the more repressive media environments in Europe. Embassy Baku plans to extend the online program to neighboring countries in the future.

Ireland—Exchange Cements Irish Commitment to Cyber

Partnership: In order to strengthen protection for more than 700 U.S. companies operating in Ireland and \$580 billion in bilateral trade and investment, Embassy Dublin sent 27 senior security officials from the Republic of Ireland and Northern Ireland to the United States. Designed to bolster bilateral cyber security cooperation and facilitate cross-border dialogue, participants reported that sustained post engagement contributed to Irish government plans to increase budget and staffing commitments for cyber security. Participants are planning a “reverse exchange” in which their U.S. counterparts will visit Ireland. President Trump and Ireland's Prime Minister pledged to increase cooperation on cyber security in the future due to the positive effects of programs like this exchange during the Irish Prime Minister's 2017 St. Patrick's Day visit to Washington, D.C. Increasing cyber security capacity in Ireland represents a strategic priority for Embassy Dublin.

Moldova—Building Capacity to Produce Alternatives to Russian Television:

The U.S. government is investing in independent media in Moldova to increase creative talent and bolster local capacity to develop compelling television content. A June 2017 American Film Showcase (AFS) regional screenwriting workshop brought Hollywood talent to Moldova to train a new generation of screenwriters from Moldova, Latvia, Lithuania, Armenia, and Romania. Embassy Chisinau hosted a follow-on AFS program on the management of television production to increase Moldovan competitiveness in the industry. Embassy officials launched several film competitions and festivals, including a 48-hour film challenge, a documentary film festival, and a short-documentary production initiative. As part of a broader U.S. strategy to combat Russian malign influence and help inform conversations about national identity, Embassy Chisinau supports Moldova's indigenous efforts to present its own perspectives through film and television.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018		
	D&CP	D&CP	D&CP	D&CP	Supplemental*	D&CP	Supplemental*	D&CP
Total Post Funding	\$66.31 million	\$71.04 million	\$66.26 million	\$67.73 million	\$6.04 million	\$69.15 million	\$46.33 million	\$69.20 million
Average Post Funding	\$1.35 million	\$1.45 million	\$1.35 million	\$1.38 million	\$123,201	\$1.41 million	\$945,506	\$1.41 million

*Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY 2016 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to Public Diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government public diplomacy programs.

Country Name	FY 2014		FY 2015		FY 2016		FY 2017	
	D&CP	Supplemental*	D&CP	Supplemental*	D&CP	Supplemental*	D&CP	Supplemental*
Russia	\$4.94 million	\$517,805	\$4.73 million	\$220,135	\$4.99 million	\$4.76 million	\$5.80 million	\$8.68 million
Ukraine	\$2.36 million	\$624,263	\$3.08 million	\$73,689	\$2.63 million	\$4.39 million	\$1.82 million	\$9,784,185
Germany	\$6.76 million	\$300,980	\$6.25 million	\$216,108	\$5.96 million	\$214,281	\$5.95 million	\$173,514
Georgia	\$1.12 million	\$263,299	\$1.34 million	\$79,077	\$1.25 million	\$3.78 million	\$956,650	\$6.30 million
Turkey	\$3.64 million	\$54,466	\$3.55 million	\$91,690	\$3.90 million	\$137,611	\$3.61 million	0
France and Monaco	\$4.28 million	\$76,346	\$3.64 million	\$194,218	\$3.73 million	\$206,014	\$3.51 million	0
Bosnia and Herzegovina	\$1.29 million	\$180,987	\$1.24 million	\$34,152	\$1.16 million	\$2.54 million	\$1.04 million	\$4,128,530
Italy and San Marino	\$3.90 million	\$112,693	\$3.38 million	\$207,389	\$3.40 million	\$237,303	\$3.42 million	\$39,900
Spain and Andorra	\$2.99 million	\$100,330	\$2.62 million	\$132,015	\$2.71 million	\$189,681	\$2.65 million	\$54,645
Poland	\$2.38 million	\$196,107	\$2.02 million	\$131,699	\$2.61 million	\$246,144	\$1.97 million	\$226,030
United Kingdom	\$2.57 million	\$33,998	\$2.37 million	\$156,593	\$2.61 million	\$210,277	\$2.26 million	0
Serbia	\$1.43 million	\$288,484	\$1.31 million	\$94,831	\$1.17 million	\$1.31 million	\$1.13 million	\$2,393,054
Moldova	\$486,606	\$33,313	\$552,854	\$20,000	\$552,870	\$1.71 million	\$545,550	\$5,799,500
Austria	\$1.84 million	\$669,409	\$1.67 million	\$669,133	\$1.60 million	\$575,234	\$1.62 million	\$14,000
Greece	\$1.93 million	\$81,967	\$1.70 million	\$64,300	\$1.92 million	\$100,156	\$1.72 million	\$131,985
European Union	\$1.53 million	\$15,713	\$1.09 million	\$52,800	\$1.90 million	\$65,600	\$918,500	0
Armenia	\$566,182	\$115,055	\$669,775	\$70,662	\$741,310	\$1.20 million	\$795,750	\$1,458,530
Kosovo	\$616,805	\$109,403	\$607,134	\$27,873	\$564,858	\$1.18 million	\$411,950	\$2,875,200
Belgium	\$2.00 million	\$16,980	\$1.64 million	\$68,663	\$1.66 million	\$64,522	\$1.78 million	0
Azerbaijan	\$922,108	\$138,437	\$880,953	\$38,200	\$957,180	\$604,122	\$1.05 million	\$818,000
Macedonia	\$765,512	\$84,620	\$780,410	\$25,638	\$760,150	\$643,314	\$746,850	\$648,272
Netherlands	\$1.34 million	\$31,172	\$1.16 million	\$97,387	\$1.33 million	\$68,419	\$1.20 million	0
Czech Republic	\$1.50 million	\$54,323	\$1.46 million	\$56,571	\$1.31 million	\$76,339	\$1.56 million	\$32,957
Romania	\$1.45 million	\$145,949	\$1.23 million	\$59,513	\$1.26 million	\$122,758	\$1.24 million	\$87,645

Country Name	FY 2014		FY 2015		FY 2016		FY 2017	
Croatia	\$1.22 million	\$107,324	\$1.08 million	\$62,664	\$1.24 million	\$34,100	\$1.14 million	\$62,300
Slovakia	\$1.39 million	\$59,661	\$1.19 million	\$41,099	\$1.21 million	\$64,659	\$1.33 million	0
Albania	\$626,758	\$104,493	\$570,960	\$22,261	\$594,726	\$605,900	\$567,450	\$589,510
Belarus	673,342	\$198,674	\$641,392	\$11,100	\$637,171	\$524,614	\$655,050	\$685,985
Bulgaria	\$930,697	\$27,743	\$840,917	\$47,731	\$1,045,770	\$66,450	\$900,950	\$14,500
Portugal	\$993,247	\$117,218	\$1,023,007	\$68,065	\$962,230	\$87,901	\$844,450	\$166,550
Sweden	\$1.17 million	\$8,500	\$1,188,285	\$38,800	\$958,200	\$57,079	\$989,750	0
Hungary	\$1.17 million	\$125,989	\$941,580	\$65,332	\$903,380	\$79,044	\$953,850	\$39,100
Finland	\$997,132	\$38,095	\$863,062	\$44,691	\$868,300	\$77,940	\$909,150	\$14,000
NATO	\$974,734	\$12,800	\$1.11 million	\$45,300	\$848,890	\$58,100	\$862,900	0
Denmark	\$902,589	\$15,000	\$796,040	\$48,217	\$838,305	\$51,706	\$831,850	0
Norway	\$905,006	\$34,125	\$748,949	\$53,725	\$735,280	\$77,494	\$821,450	0
Slovenia	\$750,248	\$30,328	\$661,440	\$45,572	\$766,280	\$44,314	\$957,050	0
Estonia	\$753,179	\$37,126	\$664,792	\$37,547	\$722,371	\$57,047	\$638,250	\$160,885
Cyprus	\$712,903	\$75,424	\$672,878	\$36,300	\$680,440	\$56,202	\$680,55	\$54,960
Switzerland and Liechtenstein	\$636,656	\$81,833	\$601,712	\$39,848	\$621,280	\$52,480	\$594,250	0
Lithuania	\$637,767	\$20,300	\$617,926	\$44,984	\$579,330	\$76,540	\$584,850	\$27,550
Latvia	\$681,041	\$29,801	\$948,354	\$34,598	\$601,060	\$41,956	\$876,850	\$33,357
Ireland	\$569,444	\$23,525	\$532,824	\$53,747	\$532,520	\$70,883	\$653,750	0
Iceland	\$325,774	\$22,626	\$336,873	\$19,000	\$391,380	\$36,077	\$508,25	0
OSCE	\$414,588	\$2,900	\$372,177	\$35,100	\$364,580	\$38,000	\$372,500	0
Luxembourg	\$333,944	\$10,305	\$349,671	\$35,052	\$354,680	\$38,967	\$389,250	0
Montenegro	\$361,930	\$37,639	\$316,981	\$17,000	\$357,080	\$23,876	\$333,350	\$832,950
Malta	\$159,484	\$17,011	\$137,739	\$28,153	\$140,390	\$44,329	\$177,850	0
Holy See	\$136,815	\$900	\$114,210	\$22,900	\$118,160	\$28,800	\$116,600	0

U.S. INTERNATIONAL MEDIA IN EUROPE AND EURASIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Languages: Albanian, Armenian, Azerbaijani, Bashkir, Belarusian, Bosnian, Chechen, Crimean Tatar, Croatian, Georgian, Macedonian, Montenegrin, Romanian, Russian, Serbian, Tatar, Ukrainian

RFE/RL'S RADIO SVOBODA (LANGUAGE: RUSSIAN)

Origin: 1953

Delivery Method: radio (medium wave, satellite), website, social media, mobile app

RFE/RL's Russian Service, Radio Sloboda, delivers professional news on Russia and the region. Due to political pressure within Russia, RFE/RL is restricted from local radio and TV rebroadcasting and therefore primarily focuses on digital distribution platforms, while also being rebroadcast from facilities in Lithuania for 7.5 hours daily on AM. Radio Sloboda has historically been a trusted source of balanced information about political, social, civic, cultural, and human rights issues that are unreported or under-reported in Russia. It also provides a forum where discussion and debate on these issues can take place. With this enduring mission, the service is focused on producing a range of integrated multimedia content—audio, video, and social media—that connects target audiences across Russia and enhances the impact of its journalism. The service provides in-depth public discussion and facilitates the flow of information between different national regions and social strata by producing regionally based content, a variety of discussion shows, and engaging foreign coverage. According to the results of the most recent national survey of Russia in June 2016 by Gallup on behalf of the BBG, 2.5 percent of Russian adults use Sloboda each week.

To further reach its audience inside Russia, more than 50 percent of whom are under 35 years of age, Sloboda is extremely active with social media—operating on nine different global and regional social media platforms—and posting attractive web features. Sample programs include “Face the Event,” which is a live talk show on the main news event of the day, and “Signs of Life,” the service's short-form documentary series, which focuses on pressing current events within Russian society. In 2017, there were on average 1.5 million visits and almost 3.3 million page views to svoboda.org each week, almost 934,000 weekly video views of the main Sloboda Facebook page, and an average of 1.6 million video weekly views of content posted to Sloboda's YouTube channel.

The service has developed a rapidly growing regional website, sibreal.org, aimed at residents of the trans-Urals region of Russia. Radio Sloboda also bolstered connections with local media creators by conducting a competition across Russia for documentary filmmakers, entitled “Young and Free,” as well as a separate competition for

video bloggers entitled “Freedom of Choice,” both oriented toward younger audiences. In 2017, Sloboda launched “Faktograf” (faktograf.info), a data-driven, analytical fact-checking platform.

RFE/RL'S CURRENT TIME (LANGUAGE: RUSSIAN)

FY 2016: \$4.84 million

Origin: 2014

Delivery Method: TV (affiliates), website, social media, and mobile apps

The Current Time TV and digital network provides Russian speakers globally with access to balanced, accurate, topical, and trustworthy information and serves as a reality check on disinformation that is driving conflict in the region. Led by RFE/RL in cooperation with the VOA, Current Time places a premium on live news coverage, allowing skeptical audiences numbed by fake news and Kremlin narratives to judge events on the ground for themselves. Current Time delivered on-the-spot reporting from the Russian presidential election and opposition protests, the Trump-Putin summit in Helsinki, the 2018 World Cup, the Skripal poisoning in England, and other major news events. Current Time covers social and political protests that state media ignore and reports extensively on corruption and the ongoing war in eastern Ukraine. The Current Time network also features hourly news briefs and a robust documentary series, including screening 100 films often barred from mainstream distribution in Russia because of political content. Selected programming from RFE/RL's Russian, Ukrainian, and Moldovan services completes the network's schedule.

Current Time programming produced or commissioned by RFE/RL includes:

- “Current Time.Europe,” distributed by more than 30 affiliates, is a daily news digest from Prague and is Current Time's most popular show. It features the day's top international and regional news, along with background, analysis, and a wide range of viewpoints that puts events into perspective and lets viewers draw their own conclusions.
- “The Timur Olevsky Hour” is a nightly analytical talk show that features deep-dive coverage of key news events; a commitment

to objective, factual reporting; and a diversity of voices and opinions. The popular news show seeks to tell real stories about real people that evoke empathy rather than hostility.

- “Current Time.Asia,” produced daily from RFE/RL’s Bishkek reporting hub, features a daily review of major events in Central Asia and is hosted by an on-air personality well known to millions of viewers throughout the region. The program features local news from Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan, and Turkmenistan, with an emphasis on issues of cross-regional interest and live interviews with key figures in the region. “Current Time.Asia” is a critical alternative to the region’s saturation diet of Russian state TV.
- “See Both Sides” juxtaposes footage from Western and Russian news programming to demonstrate how a single news story can be told in a variety of ways. The show compares reporting of key news stories from country to country and channel to channel. In deconstructing fake news and disinformation, the program teaches viewers how to identify mistakes and manipulations and improves media literacy across the region.
- “Unknown Russia” offers audiences a look at Russia’s “forgotten people” living in rural areas, letting them speak for themselves and share the extraordinary landscapes, lives, and stories from their part of Russia. “Person on the Map” offers similar documentary programming, but with a focus on Ukraine and the broader region.
- “Baltic Week,” a weekly digest of news from Latvia, Lithuania, and Estonia, builds ties between Russian-speaking minorities and their home communities. The show features politics, culture, and economic issues and looks at the people of the region and what unites them.
- “Come Visit” explores different places around the world on a weekly basis and offers an in-depth look at local sights, history, people, and traditions.
- “Business Plan” profiles unique new businesses in Ukraine and offers reporting and analysis of similar business models in other countries worldwide.

Current Time programs are available from Barcelona to Bishkek and Tallinn to Tel Aviv in 14 countries via 42 affiliates. The 24/7 TV stream is available through 78 distributors in 18 countries and worldwide via “over-the-top” (OTT) digitally delivered television and online at CurrentTime.tv. The stream also goes out across Eurasia via satellite on Astra and two Eutelsat satellites covering Russia. Across all markets where data has been collected, approximately 3 million people get content from Current Time weekly. The majority of the survey data was obtained either before or at the same time as the soft launch of the 24/7 Current Time television network in October 2016, when Current Time content consisted only of individual programs carried by affiliate partner channels and networks.

In addition to its TV operation, RFE/RL houses Current Time’s

digital arm (Current Time Digital), which is responsible for all Current Time branded digital engagement and original content production for digital platforms. Current Time Digital excels at engaging audiences with its content online, receiving a weekly average of 11 million views across social media platforms and a high rate of engagement with its content.

RFE/RL BALKAN SERVICE (LANGUAGES: ALBANIAN TO KOSOVO, BOSNIAN, CROATIAN, MACEDONIAN, MONTENEGRIN, SERBIAN)

Origin: Bosnian, Croatian, Serbian-1994; Albanian to Kosovo-1999; Montenegrin-2005; Macedonia: 2001

Delivery Method: radio (FM, satellite), TV, websites (3 websites/5 languages), social media, and mobile apps

RFE/RL’s Balkan Service is one of the only news media in the region that engages all sides in its coverage and encourages constructive debate in Bosnia, Serbia, Montenegro, Macedonia, and Kosovo. It promotes a civil society that defines people by their actions, beliefs, and civic identity, not by ethnicity. By giving voice to minorities and airing perspectives otherwise missing from the region, the service helps to build trust among people in the region and contributes to stability in the Balkans. The Balkan Service also works to unmask Russian disinformation to help counterbalance the growing political and economic influence of Russia in the Balkans. More than 150 affiliate stations broadcast the service’s programming. In addition to daily shows targeting the individual markets in the five countries, the Balkan Service produces a daily 30-minute regional show through affiliates in Bosnia, Montenegro, and Serbia, focusing on stories of regional interest. The service also provides critical coverage of breaking news events, including the ongoing refugee crisis and ISIS’s recruitment of foreign fighters in the region. As part of its reporting efforts on countering violent extremism, the service boosted digital operations with a social media campaign called “Not in My Name” for Bosnia and Kosovo that directly engages audiences in responsible dialogue about issues surrounding extremism and risks in their countries.

RFE/RL RADIO SVOBODA (LANGUAGES: UKRAINIAN, RUSSIAN, CRIMEAN TATAR)

Origin: 1954

Delivery Method: Radio (FM, medium wave, satellite), TV (via affiliates), website, social media, and mobile apps

RFE/RL’s Ukrainian Service, Radio Svoboda, strives to help Ukrainians define the country’s path toward a more mature democracy by engaging, informing, and offering audiences the chance to learn from one another, understand other sectors of society and cultures within the country, and participate in and begin to integrate more constructively into European organizations and structures. Svoboda also plays an important role in countering Russian disinformation by providing relevant and reliable analysis. Svoboda reporting serves Ukraine’s three distinct media markets: the greater

territory of Ukraine, Russian-occupied Crimea, and territories in eastern Ukraine controlled by Russia-backed separatists. Svoboda's anti-corruption reporting, including the "Schemes" TV project, spotlights corruption and holds officials accountable, with Svoboda investigative journalist Mykhailo Tkach recognized as the best TV reporter of the year in Ukraine at the national "Teletriumf" competition in December 2016 due to her "Schemes" reporting.

Svoboda partners with numerous TV and radio affiliates in the country to expand the reach and impact of its programming. The BBG's most recent national survey in Ukraine, May–June 2016, showed that 10 percent of Ukrainian adults see live reports from Svoboda on international topics on local Ukrainian TV channels each week. In 2017, there were an average of 620,000 visits to, and 955,000 page views on, radiosvoboda.org each week. On average, Radio Svoboda's main Facebook page garners more than 1.3 million video views each week, and there are 568,000 weekly video views of content posted to Radio Svoboda's two YouTube channels.

The service also produces radio, TV, and digital products for Russian-annexed Crimea, branded "Crimea.Realities." During 2017, the "Crimea.Realities" websites averaged nearly 340,000 visits and more than 567,000 page views weekly. On social media, "Crimea.Realities" recorded almost 300,000 video views on Facebook each week in 2017 and 290,000 video views on YouTube. Radio Svoboda also produces radio, TV, and digital content under the "Donbas.Realities" brand for audiences in the Russian-controlled territories in eastern Ukraine.

RFE/RL RADIO SVABODA (LANGUAGE: BELARUSIAN)

Origin: 1954

Delivery Method: Radio (AM, satellite), television (Belsat), website, social media, and mobile apps

RFE/RL's Belarusian Service, Radio Svaboda, provides uncensored news, analysis, and feature programming in Belarusian about events in Belarus and the world to a closed, authoritarian society. Another vital role is countering ubiquitous Russian propaganda in Belarus and providing fact-based reporting and analysis on Ukraine. Svoboda's weekly TV roundtable, "Zona Svabody," is the most popular analytical program on the Belarusian-language satellite channel Belsat TV, watched by almost 20 percent of Belsat's audience. The service provides live, on-line multimedia reporting of protests, public trials, and other unfolding events, with a focus on human rights, social inequities, and political prisoners. Svaboda prioritizes connecting with younger generations in Belarus with high-speed internet access, and it ranks first among Belarusian media on Facebook, Twitter, and VKontakte. The service's combined weekly engagement on all three social media platforms is over 100,000. Approximately 45–50 percent of all traffic currently comes from mobile devices. Rapid inroads are also being made on such platforms as Odnoklassnikii (more than 90,000 followers) and Instagram (more than 60,000 followers).

RFE/RL RADIO TAVISUPLEBA (LANGUAGE: GEORGIAN), EKHO KAVKAZA (LANGUAGE: RUSSIAN)

Origin: 1953

Delivery Method: Radio (AM, satellite), TV (Belsat), website, social media, and mobile apps

RFE/RL's Georgian Service, Radio Tavisupleba, is a rare source of balanced journalism in a country where much of the press openly supports, both editorially and through the selection of news, either the government or the opposition. As a trusted surrogate broadcaster, the service delivers professional news across multiple media platforms and serves as a bridge between people and current events affecting Georgian politics and society. The service's popular weekly TV show "Reflections" offers audiences an alternative view on topics that are ignored by Georgian media, uncovering problems that are considered taboo and neglected because of self-censorship. Its TV show "Perspective" looks at Georgia from a Western perspective, including what is hindering and what is helping Georgia on the road to democracy. On radio, the service is focused on news, current affairs, and cultural issues. In the digital sphere, the service engages with its audiences via websites, Facebook, Twitter, and Instagram in both Georgian and Russian. In addition, the service continues to cover Georgia's breakaway regions of Abkhazia and South Ossetia through "Ekho Kavkaza" ("Echo of the Caucasus"), a reputable daily, one-hour Russian-language program and Russian-language website that provides impartial reporting as a means of overcoming mistrust between ethnic groups in these conflict zones. Taking into account the growing importance of digital media, Tavisupleba is increasingly focusing on those platforms in both languages—including Facebook, Twitter, YouTube, and Instagram—covering important events via live blogs and Facebook Live video.

RFE/RL RADIO AZADLIQ (LANGUAGE: AZERBAIJANI)

Origin: 1953

Delivery Method: Radio (satellite), TV (satellites); website (in Azeri/Russian), social media, and mobile app

RFE/RL's Azerbaijani Service provides uncensored and reliable news and information that promotes transparency, accountability, and pluralism in Azerbaijan and serves as a role model for aspiring journalists and independent journalism. The service's investigative reporting addresses issues that are absent in official media. In a country where the government controls the flow of information, Azadliq is viewed as the only remaining source of uncensored and balanced news. At the end of 2014, Azerbaijani authorities forcibly shuttered RFE/RL's news bureau in Baku. Azadliq's website remains under a formal government ban imposed in May 2017. Current and former bureau staff have been continuously harassed, threatened, and interrogated by authorities. Nevertheless, the service has leveraged social media and mobile applications to provide critical regional news to audiences in Azerbaijan. Azadliq produces a daily 15-minute TV show, "Azadliq A-LIVE," which airs

on Facebook, YouTube, mobile, smart TV apps, and the service's website. Azadliq's YouTube channel is the most popular in Azerbaijan and one of top channels across the entire region due to its professional reporting and live coverage of critical issues. Azadliq's successful emphasis on audience engagement has also made its Instagram channel the most popular news Instagram in Azerbaijan.

RFE/RL RADIO EUROPA LIBERA (LANGUAGES: ROMANIAN, RUSSIAN)

Origin: 1950 (to Romania, ended in 2008; Moldova-focused programs since 1998)

Delivery Method: Radio (FM, affiliate, satellite), TV, website, social media, and mobile app

RFE/RL's Moldovan Service, Radio Europa Libera, provides credible and impartial news, information, and analysis, as well as a forum for debate on major themes related to Moldova, the region, and the world. The service promotes democratic values, including free speech, tolerance, and respect of human rights and minorities. It is the only Western international media available with programs designed to serve the Moldovan audience. Research shows that the service's programming is consumed by nearly one-third of Moldovans weekly. The Moldovan Service produces a 10-minute, weekday television program called "Clear and Simple," which airs first in Romanian and then is dubbed into Russian on the national public TV channel Moldova 1. Other TV projects include roundtable discussions, shows on political and social issues in the country, and talk shows. In addition to its standard daily radio news programs, the service also offers special radio programs, in Romanian and Russian, to the separatist region of Transnistria, which are designed to build bridges between peoples living in a divided society.

RFE/RL RADIO AZATUTYUN (LANGUAGE: ARMENIAN)

Origin: 1953

Delivery Method: Radio (FM, satellite), TV (affiliates), website (Armenian, Russian, English languages), social media, and mobile app

RFE/RL's Armenian Service, Radio Azatutyun, serves as a surrogate media source for independent news and information about events happening in Armenia. Azatutyun facilitates peer-to-peer dialogue and works to serve as a bridge between people and the government. Uncensored political talk shows such as the service's "Sunday Analytical" are not otherwise available in the local market. This show is one of the most popular political talk shows in Armenia and has featured guests ranging from the current President of Armenia and top political figures, to high-ranking EU officials and renowned international analysts. The service has become the top source of live video coverage of key political and social developments in the country, thanks to investment in internet streaming technology and its ability to cover news without censorship and control (unlike its competitors). During times of crisis, millions of

viewers turn to Azatutyun's 24/7 live TV coverage of current events in Armenia, including during the popular uprising in April 2018. In the case of border clashes with Azerbaijan, as well as street protests and major political developments, the service's reporting has been picked up by major international media, including the BBC, CNN, Al Jazeera, Euronews, AP, and the Washington Post, while day-to-day news coverage is cited and referred to in international reports by the UN, Freedom House, Amnesty International, Human Rights Watch, and others.

RFE/RL NORTH CAUCASUS SERVICE (LANGUAGES: CHECHEN, RUSSIAN)

Origin: 2002

Delivery Method: websites, social media, and mobile app

RFE/RL's North Caucasus Languages Service reports news in a violent region where media freedom and journalists remain under severe threat. RFE/RL is the sole international broadcaster to provide objective news and analysis to the North Caucasus in Chechen, providing in-depth coverage of human rights abuses by the police and security forces, social taboos, and the ongoing efforts by Chechnya's current leader to rewrite the history of the past two decades. The service also produces the "Caucasus.Realities" website, which provides local news in Russian about the North Caucasus region. In addition to serving as a news portal for the region, the website focuses on violent extremism, political and economic disenfranchisement, corruption, and police brutality—concerns that unite all of the region's ethnic groups.

RFE/RL TATAR-BASHKIR SERVICE (LANGUAGES: TATAR, BASHKIR, CRIMEAN TATAR, RUSSIAN)

Origin: 1953

Delivery Method: Radio (satellite), website and mobile site, social media, mobile app

The Tatar-Bashkir Service is the only major international news provider in the Tatar and Bashkir languages covering religious, sectarian, ethnic, cultural, historical, and identity issues in an environment heavily dominated by the Russian press. The service aims to serve as a bridge between Tatar communities in Russia, Crimea, and the world. Using its website as its primary delivery platform, the service targets content at people living in Tatarstan and Bashkortostan, as well as in neighboring areas. The service's primary reporting output is in the Tatar language, which is critical to the region amid a new wave of Russification launched by the Kremlin. The service also produces a Russian-language regional website called "Idel.Realities," targeting the wider Volga-Ural region of the Russian Federation. The service provides a platform for free discussion of critical issues, such as identity and the peaceful coexistence of various ethnic and religious communities, which are the vital basis for developing and nourishing civil society and democratic institutions in the region.

VOICE OF AMERICA (VOA)

Languages: Azerbaijani, Albanian, Armenian, Bosnian, Georgian, Macedonian, Russian, Serbian, Turkish, Ukrainian

VOA RUSSIAN SERVICE (LANGUAGE: RUSSIAN)

Origin: 1947

Delivery Method: TV, website, mobile site, social media, and apps

VOA's Russian Service employs a digital-first, cross-platform strategy to inform, engage, and connect the information-denied Russian-speaking audiences and offer fact-based alternatives to the Kremlin's disinformation campaigns designed to fan anti-U.S. and anti-Western sentiments both in Russia and globally. VOA Russian's interactive multimedia content includes video streaming on desktop and mobile platforms, social media native products, expert blogs, and user-generated content and feedback. It serves to engage audiences in conversations about America and its values while offering insights into U.S. policy, life, and institutions, including U.S.-Russia relations and American reactions to developments influencing Russian democracy.

VOA Russian's audience on digital platforms is active and engaged. In 2017, the service's website registered an average of 285,297 weekly visits and 287,010 weekly article views. Consumption of video distributed on digital platforms has grown exponentially. In FY 2017, VOA Russian videos on digital platforms predominantly targeting younger audiences received an average of 4.5 million weekly views on Facebook, 306,135 weekly views on YouTube, and 59,102 weekly views on its website. VOA Russian's YouTube page also doubled its subscribers to more than 60,000. On Instagram, VOA Russian's most recent social media outreach platform, original content is getting more than 5,000 engagements weekly. This digital presence is complemented by increased programming on television, the dominant media platform for news among Russian speakers.

In February 2017, VOA Russian and RFE/RL, in partnership with public and private broadcasters in the region, launched Current Time, a 24/7 Russian-language digital network available to viewers on a variety of television, digital, social, and mobile platforms. The Russian Service produces a one-hour daily newscast, "Current Time America," and a weekend magazine, "Current Time Itogi," which airs on Saturday. "Current Time America" airs from Washington and New York, offering content not otherwise available on state-controlled Russian media and provides a "reality check" on various political, economic, social, and cultural issues. It features live interviews with newsmakers and the latest in business, science and technology, medical, and entertainment news. A stringer network across the United States provides news and feature programming from major American cities. Current Time-branded content also includes a variety of digital efforts, particularly live video streams produced by VOA Russian's "America First Coverage Desk Project" launched in 2017. Millions of news consumers across the region tune in to VOA for live, unfiltered coverage of events in America,

primarily developments focusing on U.S.-Russia affairs and Russia's malicious influence in the region. The "America First Coverage Desk Project" engages highly active audiences with real-time analysis by U.S.-based experts and simultaneously translated presidential addresses, major policy pronouncements and speeches, debates, and congressional hearings. VOA Russian also produced a 26-episode documentary series, "Our American Story: Voices of Russians in America," built around families whose stories demonstrate the appeal of free-market capitalism and the role of citizens in a democracy, offering a counterpoint to everyday life in Russia. It was distributed via the Current Time Channel, social media and video sharing sites, and "over-the-top" (OTT) digitally delivered television platforms.

The service produced a video series focusing on the life of Russian orphans who were adopted by American families in the 1990s. Launched around the fifth anniversary of the infamous Dima Yakovlev law, which banned American adoptions of Russian orphans, the series featured interviews with adopted children that VOA's Russian Service filmed 15 years ago. It garnered more than one million video views on Facebook. VOA Russian also distributed a 10-part video series marking the 150th anniversary of the Alaska Purchase, when Russia sold Alaska to the United States. The series provided important insight into present-day life in Alaska—its economy, resources, and people—and offered a counterpoint to false narratives in Kremlin-sponsored media that Alaska was abandoned by U.S. authorities and that life in the area would be better had Alaska remained part of Russia. Other VOA Russian sample programs include "Briefing," a 10-minute daily digital digest of short, native video reports on trending topics in the United States, Russia, and the world; "Context," an episodic series offering explanatory journalism pieces focusing on the rhetorical manipulation of media and current Russian officials, as well as the past and present of the Kremlin's anti-Western propaganda; "U.S. News in 60 Seconds," a video product with quick, daily updates on the latest news in America; "Made in USA," a weekly video feature about American people and their lives; "Hi-Tech!," a youth-focused technology news segment; and "Hollywood Boulevard," a weekly video feature showcasing the latest releases from the American movie industry. According to the 2016 Gallup national survey of Russia, VOA's measured total weekly audience in any language was 3.1 percent of all adults (15 or older; this includes audience for Current Time). More than two-thirds of weekly users (68.5 percent) reported that VOA Russian had increased their understanding of current events, and two-thirds (66.9 percent) said it had increased their understanding of U.S.-Russia relations. The survey noted that while audience trust in Western broadcasters declined, the number of adults who consider VOA's content trustworthy grew from 56.1 percent in 2015 to 65.4 percent in 2016. The results from a BBG-Gallup survey conducted in May 2018 should be released later in 2018.

VOA UKRAINIAN SERVICE (LANGUAGE: UKRAINIAN)

Origin: 1949

Delivery Method: TV (affiliates), website, mobile site, social media, and apps

VOA Ukrainian is the leading international broadcaster in Ukraine, acting as a de facto Washington bureau for four major national television channels—Channel 5, First National TV, ICTV, and Channel 24. With a weekly audience of 14.6 percent of Ukrainian adults (estimated by a BBG-TNS national survey in mid-2016), VOA Ukrainian is consistently rated among the most credible, trustworthy, and influential sources of news, information, and analysis regarding U.S.-Ukraine relations, U.S. policy, and American life. The programming is an important counter-narrative for mass audiences in the country, which are targeted by an aggressive anti-Western misinformation campaign sponsored by Russia. Sample programs include “Chas-Time,” a daily, 15-minute TV news and information program; “Studio Washington,” a five-minute, daily news capsule for Russian-speaking Ukrainians; and “Window on America,” a weekly 20-minute magazine show. The Ukrainian Service also produces special reports and live interactives on a variety of subjects for Ukraine’s top-rated networks: ICTV, First National, Hromadske RTV, Channel 112, RFE/RL, and 1+1 TV. In addition to more than 5.4 million adult TV viewers every week, VOA Ukrainian caters to a very active and engaged audience through its online and social media presence. In 2017, its social video reports received an average of 613,658 weekly views on Facebook, along with an average of 33,406 weekly interactions on Facebook and 4,487 on Twitter. The service’s digital content is often republished by major Ukrainian news sites, including pravda.com.ua, ukr.net, and maidan.org. In 2017, VOA Ukrainian’s content was cited or republished some 5,500 times by Ukrainian media outlets. The service’s digital content is also syndicated to major news portals ukr.net and Noviye Vremya. VOA Ukrainian journalists actively use social media, particularly Facebook and Twitter, to engage strategic audiences, especially youth.

VOA TURKISH SERVICE (LANGUAGE: TURKISH)

Origin: 1942 (closed in 1945, reopened in 1948)

Delivery Method: TV (affiliates), website and mobile site, and social media

VOA Turkish is the only foreign broadcaster on Turkish TV, with programming carried by two channels, one being TGRT Haber news channel, a leading news network in Turkey. TGRT News television network is the seventh largest in Turkey and now carries five live, 20-minute VOA Turkish newscasts, Monday through Friday, and a 30-minute weekly magazine program. The second television affiliate is Ege TURK TV, on which the service has a 30-minute live “Studio Washington” broadcast, Monday through Friday, which is repeated four times during the day.

The VOA Turkish Service has been enhancing its “U.S. bureau” concept with a growing TV viewership in Turkey as a trusted, reliable, and high-quality content provider. The service’s “Washington bureau” concept has grown into a major reporting tool to Turkey with major TV stations requesting live TV reports from our reporters. VOA Turkish’s unique stories attract significant attention, along with its Facebook Live content. According to U.S.-based Freedom House in 2017, Turkey does not have a “free” press and is ranked 163rd out of 199 countries, down eight spots from its place in 2016. The 2018 purchase of all TV and newspaper outlets of Turkey’s largest media conglomerate by a pro-Erdogan businessman has brought nearly all media organizations under the government’s control. The Turkish government, using enhanced powers under a state of emergency, carried out a massive purge of media outlets accused of links to an attempted military coup and is continuing to press charges against journalists, accusing them of being supporters of either the coup attempt or the Kurdistan Workers’ Party (PKK), which is a U.S.-designated foreign terrorist organization. In July 2018, Turkey established a “presidential system,” which gave sweeping powers to President Erdogan. Turkey is currently “the world’s biggest prison for media professionals,” according to the 2017 World Press Freedom Index issued by Reporters Without Borders. VOA Turkish staff frequently provide commentary, analysis, and background information on major Washington news events for Turkish media outlets, including Bloomberg TV, Fox TV Turkey, HALK TV, NTV, CNN TURK, and HABER Turk. VOA Turkish also has an affiliation agreement with Mynet, one of the top three most popular news and entertainment portals in Turkey with more than 6.5 million registered members, and a partnership agreement with Daily Motion, a popular European video site. VOA Turkish’s digital presence includes a website, mobile app, Facebook fan page, and Twitter, YouTube, and Instagram accounts. It also sends a daily newsletter to nearly 3,000 subscribers and maintains two blogs. Digital measures for VOA Turkish from FY 2018 include a weekly digital audience of 76,847 (26.7 percent increase over 2017); weekly post engagement actions of 58,933 (7.7 percent increase), and weekly video views of 2.1 million (83.8 percent increase). VOA reaches 7.8 percent of Turkey’s adult population (15 or older) by television.

VOA ALBANIAN SERVICE (LANGUAGE: ALBANIAN)

Origin: 1943 (closed in 1945, reopened in 1951)

Delivery Method: TV (affiliates), website, mobile site, social media, and apps

Successfully leveraging television and increasingly popular digital media platforms, VOA’s Albanian Service continues to inform, engage, and influence far more people than any other international broadcaster in Albania, Kosovo, and the Albanian-speaking areas of Macedonia, Serbia, and Montenegro. The service plays a crucial role in bringing the audience unbiased, objective, and comprehensive news about the world and the region. It also communicates America’s democratic experience and U.S. foreign policy objectives in a region still vulnerable to internal and external destabilizing forces, including Russian influence, pervasive corruption, and violent extremism. In June 2017, VOA Albanian aired a 30-minute

documentary detailing Kosovo foreign fighters and their fate in Syria and Iraq. “Kosovo Foreign Fighters” included interviews with analysts and ex-fighters attempting to examine the roots of the phenomenon. The documentary was widely quoted by the domestic media, which faces challenges in covering this issue in an unbiased and standardized manner.

BBG questions on 2016 Gallup World Poll national surveys estimated that VOA Albanian TV and digital content reaches an estimated 60.5 percent of adults (15 or older) every week in Albania, 63.2 percent in Kosovo, and 7.2 percent in Macedonia. The surveys show the highest percentages of VOA users reporting that VOA news increased their understanding of U.S. foreign policy in Macedonia and Kosovo, about three-quarters (75.6 and 72.8 percent, respectively).

VOA Albanian's signature TV daily news program, “Ditari,” is carried by 19 TV affiliates in Albania, 11 in Macedonia, nine in Kosovo, two in Montenegro, and one in Serbia. The service provides special reports for two top-rated affiliates in Albania, News24 and Top Channel, which largely focus on U.S. perspectives on developments affecting the region. While focusing on television, the news medium of choice for Albanian-speaking audiences, VOA Albanian journalists also interact with engaged digital audiences that, in 2017, viewed a weekly average of 1.1 million video clips on the service's Facebook page—an increase of 94.6 percent from the previous year—and an average of 99,552 weekly views on its YouTube channel—an increase of 255 percent from the previous year. Among Albanian-language media outlets, VOA has the second largest audience on Twitter. During 2017, VOA's Albanian Service interviewed the presidents and prime ministers of both Albania and Kosovo, parliamentarians and cabinet members, and opposition leaders from the region. The service's exceptional access to key leaders and newsmakers in the region and wide republication of VOA interviews in local media demonstrate both the credibility and popularity of VOA as a news source in the region. In 2017, VOA's Albanian Service partnered with the reputable Balkan Investigative Reporting Network and co-produced impactful original investigative stories focusing on corruption, serving as a model for media behavior in areas affected by corruption, ethnic and political polarization, and increasing self-censorship.

VOA SERBIAN SERVICE (LANGUAGE: SERBIAN)

Origin: 1943

Delivery Method: TV (affiliates), website, mobile site, social media, and apps

VOA Serbian is the leading international broadcaster and an important source of free, accurate, and objective reporting to Serbia and other Serbian-speaking areas in the Balkans. According to data from BBG questions on the 2016 Gallup World Poll national survey, VOA content, distributed via more than 50 national and regional affiliates and online, reached 12 percent of adults (15 and older) in Serbia and 26.5 percent of adults in Montenegro weekly. Approximately 57.5 percent of weekly VOA Serbian users in Serbia and 77.6 percent of its users in ethnically fraught Kosovo say it increased their

understanding of American policies in a very competitive market that is exposed to aggressive anti-American views spread by nationalist and pro-Kremlin media.

The Serbian Service's main program is “Open Studio,” a daily 30-minute TV news and information program that airs Monday through Friday, offering newsmaker interviews and wide-ranging coverage of American affairs and global and regional developments. VOA Serbian responds weekly to requests for TV content regarding U.S. events and views on significant global developments from top local broadcasters such as N1 TV in Serbia and Montenegrin public service TV Montenegro. It also provides four regular weekly special reports or live interactives on current developments in U.S. politics and society, medicine, science, and technology—two for N1 TV and one each for TV Montenegro and Serbian public service broadcaster RTS.

In 2017, the service produced a six-part documentary series on different aspects of Russia's growing influence in Serbia, including soft power, media, and culture, as well as politics, economy, trade, and Serbia's energy dependency on Russia. The service also provided extensive coverage of Russian pressure and interference in Montenegro, as well as on the process of Montenegro's accession to NATO, which was finalized by the deposition of accession documents in Washington in June 2017. In Montenegro, VOA dominated the news cycle with national TV and online coverage providing fact-based reports, expert perspectives, and cost-benefit analysis of the country's membership in NATO amid strong opposition from the Russian disinformation apparatus. In September 2017, the president of Montenegro awarded his nation's premier honor, the National Award of Recognition, to the Voice of America for its contribution to free press in Montenegro.

VOA Serbian's TV programs and digital content distributed across desktop, mobile, and social platforms also reach and engage Serbian and other South Slavic diasporas in Europe and worldwide. Facebook users viewed VOA Serbian video 35,372 times weekly on average in 2017. VOA Serbian is among the top 10 Serbian media brands on YouTube. VOA's Serbian Service interviewed U.S. policymakers, regional experts, the presidents and prime ministers of both Serbia and Montenegro, parliamentarians and cabinet ministers, and opposition and NGO leaders. VOA Serbian's unprecedented access to key newsmakers in the target area, as well as wide citation and republication of its coverage in local media, highlights both the credibility and impact of VOA on the regional news agenda.

VOA BOSNIAN SERVICE (LANGUAGE: BOSNIAN)

Origin: 1996

Delivery Method: TV (affiliates), website, mobile site, social media, and apps

Through its cross-platform, multimedia programming, VOA's Bosnian Service aims to meet the informational needs of a sophisticated audience. VOA Bosnian communicates America's democratic experience, explains U.S. foreign policy interests, and strives to impact political discourse in an area that has been increasingly targeted

by violent extremism and negative Russian influences. According to the 2016 Gallup World Poll national survey, VOA reaches 13.4 percent of the country's adults (15 or older) weekly. VOA Bosnian is consistently recognized as a trusted and reliable source of news and information in a politically and ethnically divided country with an extremely polarized, biased media environment. According to a BBG-Gallup survey, more than half of those who watched VOA Bosnian programs weekly said that VOA contributed to their better understanding of American society and U.S. foreign policies. A sample program is "Studio Washington," a live, half-hour news and current affairs television program, which airs Monday through Friday by satellite and via affiliate stations throughout Bosnia-Herzegovina, including nationwide Face TV. VOA Bosnian also conducts a weekly interactive program with BHT1, Bosnia's public broadcasting station, which focuses on major political, social, and cultural issues and events in the United States, as well as U.S. perspectives on developments affecting the target audience.

In 2017, VOA Bosnian significantly expanded its digital media footprint. It received an average of 123,753 weekly views on Facebook. On YouTube, an original documentary series on challenges posed by radicalization in the Bosnian Muslim community and the Salafi movement received a total of 60,000 views. VOA's Bosnian Service partnered with the reputable Balkan Investigative Reporting Network to produce original investigative stories focused on corruption, transitional justice, and radicalization and to serve as a model for media behavior in areas affected by ethnic and political polarization and increasing self-censorship. At the same time, VOA Bosnian's investigative report uncovered that Milorad Dodik, the pro-Kremlin president of Bosnia's Serb-dominated entity, and his government paid some \$30 million over the past 10 years to nine U.S. firms to lobby for a number of issues aimed at boosting his secessionist agenda and disrupting Bosnia's Euro-Atlantic integration, a U.S. policy priority. The U.S. Treasury Department blacklisted Dodik in January 2017. The VOA story dominated the news agenda in the region for months after it was published. VOA Bosnian's stories are regularly cited and republished by leading Bosnian-language media outlets.

VOA AZERBAIJANI SERVICE (LANGUAGE: AZERBAIJANI)

Origin: 1982

Delivery Method: Radio, TV, website and mobile site, and social media

The VOA Azerbaijani Service seeks to retain and strengthen its role in the Azerbaijani media as a full-service multimedia news agency that provides news in various formats and on subjects that include political, social, economic, medical, technological, and cultural developments. Its television content features "American Review" and "World View," programs that present an American perspective on issues of interest to the target audience. VOA Azerbaijani intensively engages with the audience on social media platforms via Facebook Live reports, surveys, and proactive content sharing. VOA Azerbaijani is also a major source of news for Iranian Azeris. Sample programs include a 15-minute, daily audio package of two interviews or reports and a summary of top world news; a daily 5–6 minute

video news program; a weekly, 6–8 minute "Showbiz" program; and original internet video reports and interviews on issues relating to the state of human rights and democracy in Azerbaijan.

VOA GEORGIAN SERVICE (LANGUAGE: GEORGIAN)

Origin: 1951

Delivery Method: TV (affiliates), website, mobile site, social media, and apps

The VOA Georgian Service employs an interactive mix of television and digital programming to inform, engage, and connect with the audience in the target area, which has come under increased Russian pressure. It provides insights into American life, thought, and institutions, as well as analysis on Georgia's democratic evolution and its prospects for Euro-Atlantic integration. The service broadcasts "Washington Today," a weekly 20-minute magazine aired on Georgian public TV focusing on developments in the United States and featuring segments on American life and traditions, American perspectives on major developments in the target area, the Georgian diaspora, social issues, medicine, science, technology, and culture. VOA Georgian also provides weekly TV interactives and special reports for national networks—TV Pirveli, Maestro TV, and the public TV broadcaster's nightly newscast "Moambe," as well as Business Media Georgia and Achara TV—offering analysis, U.S. views on important regional developments, and insights into the American democratic experience. VOA Georgian's content is also carried by regional TV stations.

According to a March 2016 BBG-Gallup national survey, VOA reached 8.1 percent of adults (15 and older) in Georgia weekly. VOA Georgian's audience has increased mostly due to the success of TV programming. Nearly 86.7 percent of users found VOA Georgian content trustworthy, 87.1 percent said it had increased their understanding of current events; and 78.7 percent said it had increased their understanding of U.S. society. In addition to a desktop and mobile presence, VOA Georgian's digital media outreach expands the service's audience engagement with digital content across video-sharing sites such as YouTube and myvideo.ge (the target area's YouTube-like portal with more than one million unique users). In FY 2017, VOA Georgian received an average of 173,704 weekly views on Facebook, a 70 percent increase compared to the previous year. The service has also seen a significant increase in digital engagement actions, particularly on Facebook, where users engaged with VOA Georgian content 8,745 times weekly.

VOA ARMENIAN SERVICE (LANGUAGE: ARMENIAN)

Origin: 1951

Delivery Method: TV (affiliates), website, mobile site, social media, and apps

VOA's Armenian Service plays an important role by providing its audience with reliable, objective, and comprehensive news and information. It serves as a vital source of information about the United States, its society and institutions, and its policies toward Armenia and other former Soviet republics. The Armenian Service's

cross-platform programming, distributed via national TV affiliate Armenia TV and on digital platforms, has a weekly reach of 37.4 percent of Armenian adults (15 and older), measured by BBG questions on a 2016 Gallup World Poll national survey. The survey found that 63.9 percent of weekly users of the service's content on TV or online say that VOA Armenian increased their understanding of U.S. policies and American society. VOA Armenian broadcasts the "Armenian Daily Report," a television feed of approximately 10 minutes, Monday through Friday, which contains reports on U.S. and world events, U.S. foreign policy, business, science, and U.S.-Armenian relations. On Sundays, Armenia TV airs the service's "Window on America," a 20-minute program that blends stories on the Armenian diaspora, American culture, science, medicine, business, the environment, Hollywood highlights, and American pop music reviews. Armenia TV also broadcasts VOA's "Good Morning Armenia" segment, which is produced Monday through Friday.

In addition to desktop and mobile websites that expand its television coverage with digital multimedia content, the service shares video stories on its YouTube channel and engages its audience via Facebook and Twitter. In 2017, VOA Armenian's Facebook page recorded an average of 353,301 video views weekly, more than double the previous year's average. The stories produced by the service are regularly republished by Armenia's leading local media outlets, often dominating the news agenda with America-focused reporting.

VOA MACEDONIAN SERVICE (LANGUAGE: MACEDONIAN)

Origin: 1999

Delivery Method: TV (affiliates), website, mobile site, social media, and apps

The VOA Macedonian Service is the most widely distributed source of news, information, and analysis on U.S. foreign policy, U.S. interests, and American life that is available to Macedonian-speaking

television audiences in the Balkans. The added value that the service brings to the Macedonian media scene is its original and exclusive reporting, providing a panoptic view on U.S. policies and expert opinions on Macedonia's Euro-Atlantic prospects, thus promoting peace, freedom, and democracy and explaining U.S. foreign policy interests in the volatile Balkan region. BBG questions on the 2016 Gallup World Poll national survey of Macedonia estimated that VOA Macedonian content, distributed via TV affiliates and online, reaches 19 percent of adults (15 and older) in Macedonia every week. Fifty-eight percent of VOA Macedonian users report it increased their understanding of U.S. policies in the heavily politicized media market, which is exposed to aggressive, pro-Kremlin propaganda. VOA Macedonian's flagship TV program is the 10-minute Newsflash, which airs nationwide, Monday through Friday, on Telma, 24 Vesti, and 1TV channels, and on a number of regional and local TV stations throughout the country. The program focuses on news from the United States pertinent to the target audience, including coverage of the Macedonian diaspora. In addition, since April 2016, the service also provides live remotes to Telma TV, a nationwide network. The service maintains a website that expands its TV coverage with in-depth and feature reporting. In 2017, VOA Macedonian's website had an average of 15,000 weekly visits. Facebook users viewed VOA Macedonian video reports 162,711 times each week in 2017, a seven-fold increase from the previous year. Digital-first product "What Makes Headlines Today," a 60-second news capsule covering top U.S. stories, is syndicated to some of the most popular internet sites in Macedonia, such as time.mk, along with the website's top news articles.



U.S. PUBLIC DIPLOMACY THROUGH INTERNATIONAL ORGANIZATIONS

Secretary Pompeo poses with UN Secretary General Guterres
[State Department photo/Public domain]

BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS (IO)

	D&CP	American Salaries	Supplemental	BBG	Total
FY 2016	\$1.74 million	\$1.46 million	\$171,900	\$0	\$3.37 million
FY 2017	\$1.58 million	\$0	\$0	\$0	\$1.58 million

OVERVIEW

The Bureau of International Organization Affairs (IO) and its seven missions in New York, Geneva, Vienna, Rome, Paris, Montreal, and Nairobi play a central role in efforts to advance U.S. national interests, goals, and policies through engagement in the multilateral arena. Multilateral diplomacy offers unique opportunities to drive global action on transnational issues. The IO bureau strives to ensure that the United Nations (UN) and other international organizations continue to demonstrate relevance grounded in efficiency and accountability, measured in services delivered, progress accelerated, and lives saved and improved.

The IO bureau and its missions are distinct from bilateral relationships, which have traditionally been the primary channels for engaging foreign publics. While the original intent of IO's Public Diplomacy (PD) programs was to strengthen relationships with the professional staff of the UN and other international organizations, the proliferation of global threats and transnational challenges, coupled with the evolution of communication technologies, has led IO to expand its conduct of Public Diplomacy. The Bureau's Office of Public Affairs, Planning, and Coordination (IO/PPC) now also advances U.S. interests by communicating with global publics to highlight continuing U.S. leadership on the global stage, rally international support for urgently needed UN reform, reinforce U.S. calls for increased burden-sharing, and develop and expand engagement with youth audiences on U.S. multilateral priorities.

The office employs new media tools to extend U.S. messages on peace and security, human rights, development, and food security, and uses evaluation and planning tools to strengthen the bureau's strategic vision and planning process. In fiscal year (FY) 2017 it spent \$1.7 million on foreign public information and engagement activities.

IO/PPC currently has 10 staff members based in Washington, D.C., including four Foreign Service and six Civil Service (CS) employees organized into three teams: communications, congressional outreach, and effectiveness. Foreign Service Officers serve as Public Affairs Officers (PAOs) and Deputy PAOs at the U.S. missions to the UN in Geneva, Vienna, Paris, Rome, and New York. IO/PPC supports the Public Diplomacy needs of the U.S. missions to the UN in Montreal and Nairobi from Washington, D.C.

Vienna, Paris, and Rome coordinate closely with their tri-mission counterparts and other relevant missions. The U.S. Mission to the UN in New York is slightly different, with a mixture of Foreign

Service, Civil Service, and politically appointed staff members collectively managing active press and social media operations supporting a Cabinet-level ambassador. New York's PAO contributes to messaging efforts and complements them with targeted outreach and events design and support.

U.S. FOREIGN POLICY GOALS

The IO bureau and its missions work in concert to advance key U.S. national interests and priorities. IO uses coordinated multilateral action to address and manage varied and complex challenges to international peace and security that include conflicts and instability in Syria, Democratic People's Republic of Korea, Libya, South Sudan, Central African Republic, Mali, and beyond.

Responses to active conflicts, post-conflict environments, threats to global health, violent extremism, and other dangers to international stability are central to the agendas of bodies such as the UN Security Council, the International Atomic Energy Agency, the World Food Program, and the World Health Organization. Responses include peacekeeping and peace-building missions, robust humanitarian action, and efforts to address threats to airline safety and security through the International Civil Aviation Organization.

The United States is committed to ensuring international organizations are efficient, effective, and evolving to meet 21st century challenges. In this context, IO promotes the urgent need for meaningful reforms to the UN system in order to reduce costs, improve performance, maximize transparency and accountability, tackle the drivers of budget growth such as staff costs, and minimize increases in U.S. assessed contributions.

U.S. PUBLIC DIPLOMACY GOALS

IO and its missions use Public Diplomacy to highlight U.S. priorities and leadership in multilateral fora and advocate continuously for U.S. objectives. Active use of digital engagement platforms plays an important role in these efforts, with each IO mission maintaining Facebook, Twitter, Instagram and/or Flickr accounts. IO continually works to assess the impact of these outreach tools and refine targets and messages to advance specific policy goals.

SAMPLE PUBLIC DIPLOMACY PROGRAMS

United Nations General Assembly: the launch of the annual UN General Assembly (UNGA)—marked by a high-level week featuring the U.S. President and other world leaders—dominates IO’s program calendar. Planning for UNGA activities commences in June and occupies significant IO and New York resources through September.

U.S. Youth Observer to the United Nations: In 2013, IO launched a partnership with the United Nations Association to create an annual position for an American youth (aged 19–25 years) to serve as the U.S. Youth Observer to the United Nations. This position creates a useful linkage between U.S. multilateral priorities and young people worldwide. The Youth Observer participates in events at UNGA, youth conferences throughout the year, and relevant UN gatherings

that benefit from the voice of American youth. The popular program boasts a growing number of applicants each year and has generated significant new discussion among U.S. youth about global issues such as good governance, entrepreneurship, civil engagement, and active leadership. In 2017, the Youth Observer represented American youth at UNGA; the Global Entrepreneurship Summit in Hyderabad, India; and the Human Rights Council in Geneva.

Media Tours: Each year the U.S. Mission to Rome conducts a media tour that enables international journalists to report on U.S. involvement in development and agricultural projects globally and deepen their understanding of the root causes of food insecurity and efforts to combat it. The FY 2017 media tour focused on Indonesia and how the United States works with the Rome-based UN agencies to promote food security, health, and economic opportunity.

POST PROFILES

U.S. MISSION TO THE UNITED NATIONS IN NEW YORK (USUN)

USUN New York serves as the United States’ delegation to the United Nations headquarters and leads the U.S. government’s participation in the world body. In 1947, the United States mission was created by an act of Congress to assist the President and the Department of State in conducting United States policy at the United Nations.

USUN New York plays a prominent role in defining and pursuing U.S. foreign policy priorities. The U.S. UN Ambassador’s profile as a Cabinet official and advocacy on issues—such as international peace and security, UN reform and accountability, and human rights—create valuable Public Diplomacy opportunities.

U.S. UN Ambassador Nikki Haley’s public messaging, particularly on issues related to UN reform and effectiveness, reaches a domestic and global audience. U.S. foreign policy—like the foreign policy of many countries around the world—is rooted, at least in part, in

UN actions and perspectives, especially with regard to the legally binding Security Council decisions. Domestic and foreign media follow Security Council deliberations and actions closely, creating an important global platform for U.S. interests and diplomacy. The mission, in partnership with IO/PPC, amplifies those themes as an indication of renewed U.S. leadership designed to ensure that the UN contributes to U.S. national security and to commit the UN to improved performance and effectiveness.

U.S. MISSION TO THE UNITED NATIONS AND OTHER INTERNATIONAL ORGANIZATIONS IN GENEVA (USUN-GENEVA)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
D&CP	\$1.01 million	\$1.06 million	\$1.04 million	\$1.06 million	\$1.06 million
Supplemental	\$7,300	\$7,300	\$7,300	\$7,300	\$7,300

USUN Geneva advances U.S. policy at over 100 international organizations and manages U.S. relations with permanent missions representing over 160 different countries. The International Committee of the Red Cross, UN High Commissioner on Refugees, the UN Human Rights Council, the World Health Organization, the World Trade Organization, CERN, the International Telecommunications Union, the World Intellectual Property Organization, and the International Organization for Migration, and some of the world's biggest non-governmental groups (NGOs) are based in and around the old League of Nations building on Lake Léman. USUN Geneva supports Ambassador-level senior officials as representatives to the Conference on Disarmament and U.S. Special Representative for Biological and Toxin Weapons and the U.S. Permanent Representative to the

World Trade Organization and Deputy U.S. Trade Representative. The mission hosts U.S. government representatives from the Centers for Disease Control and Prevention (CDC), the Office of the U.S. Trade Representative, the Department of Health and Human Services (HHS), as well as an office of lawyers from the State Department's Office of Legal Affairs (L) to track and to shape evolving international laws and agreements.

The small Public Affairs Section creates programs around priority issues, highlighting U.S. commitment to human rights, gender equality, assistance to refugees, and UN reform. Given how dispersed its audiences are, the mission relies heavily on social media to distribute its messages and content to the world. .

U.S. MISSION TO THE UNITED NATIONS AGENCIES IN ROME (USUN ROME)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
D&CP	\$135,300	\$144,600	\$138,400	\$131,300	\$134,800
Supplemental	\$3,600	\$3,800	\$3,600	\$3,600	\$3,600

USUN Rome, as headquarters of the three principal organizations dedicated to food and agriculture, is at the center of international efforts to promote sustainable development and combat world hunger. As the largest contributor to the UN system worldwide, the United States has a large stake in ensuring that the organizations are well run and that their activities complement and enhance U.S. national and foreign policy objectives. USUN Rome serves as a link between

Rome-based international organizations and the U.S. government. With staff representing the Departments of State and Agriculture and the U.S. Agency for International Development (USAID), the mission works to advance UN efforts in the areas of emergency food aid, food safety standards, agriculture, fisheries, forests, and financing for rural development. USUN Rome also promotes the efficient functioning of the UN organizations.

U.S. MISSION TO THE UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION IN PARIS (UNESCO)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
D&CP	\$326,374	\$317,608	\$255,290	\$326,500	\$158,300
Supplemental	\$3,600	\$3,800	\$3,600	\$3,600	\$3,600

The U.S. Mission in Paris represents the United States Government at the United Nations Educational, Scientific, and Cultural Organization (UNESCO). Led by the U.S. Permanent Delegate to UNESCO, the U.S. Mission works to advance the President's priorities, as well as his vision to promote human rights, tolerance, and learning throughout the world. The Mission's staff work with fellow

Permanent Delegations and the UNESCO Secretariat on key policy initiatives in areas such as freedom of expression, education for girls and women, and science for development. It also facilitates public-private partnerships, supports Goodwill Ambassadors from the United States, and works to deepen the relationship of U.S. National Commissioners to UNESCO.

U.S. MISSION TO THE INTERNATIONAL ORGANIZATIONS IN VIENNA (UNVIE)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
D&CP	\$164,453	\$166,289	\$141,444	\$162,700	\$180,500
Supplemental	\$3,600	\$6,600	\$3,600	\$3,600	\$3,600

UNVIE's advances the President's commitment to reduce global threats and take advantage of global opportunities. UNVIE also monitors the use of more than \$200 million in U.S. contributions to international organizations in Vienna. The Joint Management Office at the U.S. Mission to Austria provides UNVIE with administrative support. UNVIE's staff includes representatives from the Department of State, the Department of Energy, Brookhaven National Laboratory, and the Nuclear Regulatory Commission. UNVIE receives over 1,000 U.S. government and national laboratory visitors per year, from Cabinet members to working-level colleagues who participate in the work of Vienna-based international organizations or consult

with UNVIE staff. UNVIE supports over 100 major policy meetings annually ranging in length from one day to two weeks.

The small Public Affairs Section creates programs highlighting the U.S. commitment to combatting crime and corruption and championing gender equality and space exploration. As the mission's audiences are geographically dispersed, UNVIE regularly reaches beyond international missions in Vienna to engage influential publics in their home countries, often partnering with bilateral missions to convey U.S. policy on issues ranging from outer space to peaceful uses of nuclear technology.

U.S. MISSION TO THE INTERNATIONAL CIVIL AVIATION ORGANIZATION IN MONTREAL (ICAO)

The International Civil Aviation Organization (ICAO) was created in 1944 by the Chicago Convention to promote the safe and orderly development of civil aviation around the world. The organization sets standards and regulations necessary for aviation safety, security, efficiency, and regularity, as well as for aviation environmental protection. The organization's headquarters is located in Montreal, with regional and sub-regional offices spread around the world, including in Bangkok, Dakar, Lima, Mexico City, and Paris.

The U.S. Mission to ICAO focuses on improving the safety, security, and sustainability of civil aviation. To help do this, the United States works with ICAO to set internationally applicable standards in key civil aviation sectors. ICAO and concerned member states support efforts to assist developing countries improve their national civil aviation systems and thus meet international standards.

U.S. MISSION TO THE UNITED NATIONS IN NAIROBI (USUN NAIROBI)

USUN Nairobi supports the U.S. representatives to the United States Permanent Mission to the UN Environment Program (UNEP) and UN Human Settlements Program (UN-HABITAT), both Nairobi-based organizations. The mission works cooperatively to advance the U.S. objective of protecting the environment while reducing poverty and promoting sustainable economic growth, as well as helping find sustainable solutions to the phenomenon of rapid urbanization. USUN Nairobi carries out this work through participation in the Committees of Permanent Representatives of UNEP and HABITAT, through informal consultation, and by serving as a link between these two Nairobi-based UN programs and the various

parts of the U.S. government that engage with them. In addition, the mission also contributes to the U.S. government's efforts to improve the overall efficiency and effectiveness of the UN through these two programs.



U.S. PUBLIC DIPLOMACY IN THE NEAR EAST REGION

Secretary Pompeo is Greeted by Saudi Foreign Minister Adel al-Jubeir Upon Arrival [State Department photo/ Public Domain]

BUREAU OF NEAR EASTERN AFFAIRS (NEA)

	D&CP	American Salaries	Supplemental	BBG	Total
FY 2016	\$31.45 million	\$15.34 million	\$17.97 million	\$90.33 million	\$155.10 million
FY 2017	\$32.54 million	\$18.99 million	\$16.91 million	\$93.12 million	\$161.56 million

The Bureau of Near Eastern Affairs (NEA) strategically employs the full range of Public Diplomacy (PD) programs to address the significant national security challenges facing the United States in the Near East and North Africa. PD officers in the field, in collaboration with their embassy and D.C.-based colleagues, safeguard American interests and values in the region by engaging audiences across the political and economic spectrum, identifying and strengthening ties with future leaders, and developing networks around mutual interests.

Young people between the ages of 15 and 29 make up more than 28 percent of the region's population, but job opportunities for this demographic are scarce. This dynamic makes U.S. exchange and study opportunities particularly attractive to young people—especially programs focused on educational opportunity, economic growth, English-language learning, and entrepreneurial skills. As evidence, the 2017 Open Doors report indicates that more than 100,000 students from the region studied in the United States during the 2016-2017 academic year.

Press officers at U.S. missions abroad work extensively—in Arabic, Hebrew, French, and English—with traditional media and social media platforms to present an accurate account of U.S. foreign policy and underscore shared values of peace, security, and prosperity. Through media and targeted education and outreach programs, PD officers also provide people vulnerable to radicalization with an alternative message of hope and opportunity.

Suspicion of U.S. intentions, high-threat security environments, and weakened civil society present serious challenges for NEA's PD efforts. Opinion polling in nearly every NEA country reveals a deep mistrust of U.S. policy and widespread differences with many fundamental U.S. values. Of the four countries polled for the 2017 Pew Research Center's Global Indicators Database, favorable views of the United States ranged from 15 percent in Jordan to 34 percent in Lebanon, with only Israel exhibiting a majority favorability rating at 81 percent.

U.S. FOREIGN POLICY GOALS

The NEA region is plagued by long-festering issues of political legitimacy, a lack of effective democratic institutions, economic stagnation, and sectarian differences, which have led to violent insurgencies, conflict, and instability. U.S. policy priorities in the region are to:

- Counter threats to the United States and regional security from violent extremist groups, especially the Islamic State of Iraq and Syria (ISIS) and Al Qaeda;
- Implement a comprehensive strategy to defeat ISIS so that it can no longer threaten the region, the United States, and its allies and partners around the world;
- Work closely with international allies and regional partners to isolate the Iranian regime, support Iranians seeking change, neutralize Iranian threats, and roll back Iranian influence;
- Promote U.S. commercial engagement and trade and support private sector-led economic growth and job creation to address the region's persistent high unemployment, providing young people in the region opportunities for the future;
- Support reforms across the Middle East and North Africa that enhance the rule of law, protections for human dignity, the professionalization of military and security services, and an open and free media;
- Strengthen civil society and nascent civil society groups and encourage governments to allow them to operate independent of government influence; and
- Advance Middle East peace while ensuring the long-term security of Israel.

Many countries in the region are suffering violence and unrest. For example, Yemen is experiencing instability and a humanitarian crisis as a Saudi-led military coalition attempts to protect the country's unity, sovereignty, and territorial integrity from an Iran-backed rebel group. In Libya dozens of militias are fighting for power and territory, even as the U.N. Special Representative, the United States, and allied governments work to strengthen the national unity government. In Syria, a seven-year-old civil war has led to the deaths of more than 400,000 people and the displacement of an additional 11 million Syrians, many to neighboring countries or Europe.

In response to these conditions, NEA is working in partnership with a global coalition of more than 60 countries to stabilize government institutions and promote economic growth throughout the region. Despite ongoing challenges, there are a number of success stories, including Tunisia's democratic transition, Morocco's relatively stable path to reform, and Jordan's economic and political progress even

while hosting a large number of displaced Syrians and maintaining a front line in the fight against ISIS. Israel remains the United States' closest regional ally and exemplifies how a pluralistic democracy can function amidst ongoing threats to its security.

U.S. PUBLIC DIPLOMACY IN THE NEAR EAST REGION

NEA Bureau and Mission Public Diplomacy teams are fully integrated into the State Department's efforts to support security, stability, and economic engagement with the region. Public diplomacy and public affairs programming aims to:

- Articulate U.S. foreign policy objectives clearly and persuasively;
- Counter extremist recruitment efforts, messaging, and ideology;
- Promote and support U.S. political, security, and economic interests with key audiences, underscoring economic opportunity and business ties;
- Build on areas of shared values to strengthen people-to-people ties between the region and the United States, with a special focus on educational engagement.

U.S. PUBLIC DIPLOMACY SPENDING

The largest Public Diplomacy programs in fiscal year FY 2017 were in Iraq (\$10.30 million), Israel (\$5.00 million), the Palestinian Territories (\$4.60 million), Egypt (\$3.30 million), and Saudi Arabia (\$3.25 million). Activities in Iraq were funded by Congress through the separate Overseas Contingency Operations supplemental appropriation.

SAMPLE PUBLIC DIPLOMACY PROGRAMS:

Countering ISIS and Other Violent Groups: Communications and people-to-people exchanges are critical aspects of the broader fight against ISIS. NEA has organized exchange programs for leaders from anti-ISIS coalition countries, training for government spokespersons to sharpen anti-extremist messaging, and social media workshops to coordinate anti-ISIS messaging and amplify narratives of tolerance and coexistence. Direct engagement takes many forms, from English-language instruction to sports, science, and cultural outreach programs for populations vulnerable to radicalization. NEA is supporting an independent Syrian radio team to broadcast nightly news and information programs covering the entire country, the first independent nation-wide radio broadcasts in Syria's history. Two Arabic-speaking American PD officers are embedded with the Sawab Center, a joint U.S.-United Arab Emirates (UAE) messaging platform in Abu Dhabi that works to counter ISIS's appeal to young people across the region. The center, founded in 2015, now has over 3.1 million total followers on Twitter, Facebook, Instagram, YouTube, and Vimeo. Sawab has also launched "Creative Minds for Good," a series of workshops to help activists throughout the Arab world produce online counter-extremist content that has

now been viewed over 10 million times on social media. The UAE has announced it is committed to continuing the Sawab partnership with the United States through 2020.

Supporting Entrepreneurship and Business Innovation: For the past six years, Coca-Cola and NEA have jointly sponsored an intensive summer institute at Indiana University's Kelley School of Business for young entrepreneurs from throughout the region. The three-and-a-half-week program provides the participants a basic understanding of American business practices and builds such key business skills as project management, budgeting, and pitch development and delivery. The program concludes with a "Day at State" for an overview of the State Department and meetings with U.S. foreign policy officials. NEA also partners with Atlas Corps on an innovative business internship program for young Palestinian and North African entrepreneurs that provides leadership skills to selected grantees who are subsequently placed with leading U.S. businesses for 16-week internships.

Egypt—Media Tour on North Korea: Despite escalating North Korean provocations during the summer of 2017 and worrisome developments in the Egypt-North Korea relationship, Egyptian media was not reporting on the serious threat North Korea posed to regional and global security. To address this issue, Embassy Cairo's Public Affairs Section worked closely with NEA, the Bureau of East Asian and Pacific Affairs, and the U.S. embassies in Tokyo and Seoul to organize a press tour for six Egyptian print journalists and a crew from a private television station to visit South Korea and Japan. The one-week tour resulted in dozens of fact-based news articles in Egypt's print and online media accurately illustrating the North Korean threat and highlighting the positive security cooperation between Egypt, the United States, Japan, and South Korea.

Kuwait—Cooperation on Higher Education: The United States and Kuwait signed an agreement for cooperation in the field of higher education during the September 2017 U.S.-Kuwait Strategic Dialogue, with a key focus being the Kuwaiti government's desire to increase the number of Kuwaiti students attending U.S. universities. Initiatives that the U.S. mission in Kuwait has organized under the agreement include U.S. university fairs; English-teacher training seminars; student advising sessions; workshops on teaching science, technology, engineering, and mathematics (STEM) facilitated by a U.S. speaker; a grant to build Kuwait's capacity to host American students and interns, especially in STEM areas; and enhanced outreach through traditional and social media to promote study in the United States.

Morocco—Imam Exchange: Working with the Baltimore-based Civilizations Exchange and Cooperation Foundation, Embassy Rabat's Public Affairs Section brought together imams and religious leaders of Moroccan descent resident in Belgium, France, Italy, the Netherlands, and Spain with religious and government leaders in Morocco to explore the theme "Promotion of Interfaith Relationship Building, Radicalization Prevention, and Countering Violent Extremism." At the workshop, participants shared best practices for engaging youth susceptible to radicalization and discussed new

approaches for connecting with disaffected Muslim youth as well as the importance of socioeconomic success for Muslim youth in combatting violent extremism. Participants reaffirmed their commitment to working with other community leaders of Moroccan descent to combat extremism and to collaborate with a broader range of stakeholders to foster resiliency and community engagement among European Muslim youth.

Qatar—Young Writers Program: In its fourth year, the Young Writers Program encourages Qatar’s youth to read, write, and think critically and creatively about important societal topics. A partnership with Qatar’s Ministry of Education and Higher Education and Virginia Commonwealth University Qatar, the program is the U.S. mission’s largest youth outreach effort in Qatar, with over 1,000 students participating annually across four program components: 1) teacher capacity-building sessions, 2) creative writing workshops, 3) the Young Writers Competition, and 4) the Young Writers Journal. Since the inaugural competition, the program has expanded to include 135 public K-12 schools.

Syria—Explosives Risk Education: The Public Diplomacy element of the State Department’s Syria Transition Assistance Recovery Team implemented a program to raise awareness among Syrian civilians of the high risk of unexploded ordnance and booby-traps designed to kill and maim as many people as possible that ISIS left

behind after its defeat in Raqqa. The initiative included posters, leaflets, and short informational videos, as well as in-person training sessions for civilians about the dangers of explosives and traps, what to look for, and what to do with suspected devices. The training sessions were conducted in numerous locations, including camps and schools for internally displaced persons. In addition to raising awareness about the risk of explosive devices, the information campaign also discredited efforts to promote a positive image of ISIS’s control of the city.

United Arab Emirates—Film and Digital Media Outreach: The U.S. mission in the UAE has capitalized on the country’s desire to become a regional film, television, and digital content creation hub to reach new audiences and orient a new generation of film and media professionals toward the United States. Leveraging ECA programs like Global Media Makers, the Middle East Media Initiative, and the American Film Showcase, post has provided high-quality training and professional development programs to aspiring UAE filmmakers. Strategic film screenings conducted in close cooperation with UAE cinema houses have reached broader audiences, particularly women and youth interested in entrepreneurship, astronomy, and other STEM-related topics. Through a partnership with Los Angeles-based Film Independent, the embassy has developed new relationships with the UAE’s growing community of influential digital media professionals.

Country Name	FY 2014		FY 2015		FY 2016		FY 2017	
	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental
Iraq	\$1.43 million	\$10.75 million	\$1.35 million	\$10.83 million	\$1.65 million	\$10.91 million	\$2,720	\$10.38 million
Israel	\$4.24 million	\$232,461	\$3.93 million	\$392,367	\$4.23 million	\$469,849	\$5.03 million	\$21,932
Palestinian	\$3.76 million	\$279,274	\$3.15 million	\$75,259	\$3.94 million	\$89,928	\$4.02 million	\$611,060
Egypt	\$2.70 million	\$203,746	\$3.21 million	\$265,134	\$3.03 million	\$258,450	\$3.29 million	\$196,673
Saudi Arabia	\$2.05 million	\$89,977	\$2.22 million	\$93,719	\$2.51 million	\$56,077	\$3.24 million	\$14,731
Morocco	\$2.16 million	\$198,879	\$2.80 million	\$5.39 million	\$2.27 million	\$157,781	\$2.65 million	\$164,514
Jordan	\$2.07 million	\$1.44 million	\$1.59 million	\$916,149	\$2.07 million	\$1.15 million	\$2.08 million	\$537,555
Lebanon	\$1.49 million	\$8,828	\$1.98 million	\$630,527	\$1.97 million	\$656,391	\$2.27 million	\$114,000
UAE	\$1.47 million	\$121,485	\$1.79 million	\$136,219	\$1.76 million	\$548,474	\$1.99 million	\$53,592
Algeria	\$689,956	\$99,268	\$1.36 million	\$96,832	\$1.40 million	\$19,650	\$1.41 million	\$41,282
Qatar	\$948,776	\$77,037	\$945,160	\$59,844	\$1.19 million	\$112,214	\$1.20 million	\$91,770
Tunisia	\$898,345	\$53,683	\$1.59 million	\$1.10 million	\$1.99	\$196,125	\$1.06 million	\$86,170
Bahrain	\$686,916	\$30,579	\$719,824	\$16,319	\$866,557	\$31,225	\$31,225	\$16,300
Kuwait	\$690,559	\$99,727	\$619,496	\$3.19 million	\$779,047	\$76,391	\$763,095	\$51,703
Yemen	\$1.14 million	\$224,905	\$670,797	\$47,566	\$576,157	\$1,452	\$791,570	\$2,940
Libya	\$330,517	\$4,164	\$620,600	\$41,747	\$567,146	\$106,473	\$698,214	\$736
Oman	\$456,752	\$30,945	\$492,136	\$11,460	\$534,028	\$112,225	\$566,747	\$62,632
Syria	\$214,051	\$-	\$175,361	\$3,000	\$131,782	\$95,553	\$142,889	\$345

	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017		FY 2018
	D&CP	D&CP	D&CP	D&CP	Supplemental	D&CP	Supplemental	D&CP
Total Post-Funding	\$26.50 million	\$27.43 million	\$29.21 million	\$31.45 million	\$24.27 million	\$32.54 million	\$16.91 million	\$31.25 million
Average Post-Funding	\$1.47 million	\$1.52 million	\$1.6 million	\$1.75 million	\$1.35 million	\$1.81 million	\$939,444	\$1.74 million

U.S. INTERNATIONAL MEDIA IN NEAR EAST ASIA

MIDDLE EAST BROADCASTING NETWORKS, INC (MBN)

Language: Arabic

MBN ALHURRA TV (LANGUAGE: ARABIC)

Origin: 2004

Delivery Method: HD satellite TV (Nilesat and Arabsat), website, mobile site, app, and social media

MBN's Alhurra (Arabic for "The Free One") reaches all 22 countries in the Arabic-speaking world, from the Atlantic Ocean to the Persian Gulf. In addition to reporting on world events, Alhurra provides context and analysis to give viewers a broader understanding of U.S. foreign policy impacting the region. The network highlights reporting from the United States to give viewers a better understanding of American culture and the American people. Alhurra has ramped up its investigative reports to uncover issues not found in the mainstream Arabic media, including the drug crisis in the United States and in the Middle East, as well as Hezbollah's influence in the region and the United States. With its headquarters located outside of Washington, D.C., Alhurra also has bureaus and production centers in Baghdad, Dubai, Beirut, Cairo, Jerusalem, Rabat, Erbil, and Washington, D.C. MBN has correspondents and stringers throughout the Middle East, as well as in Europe and the United States. Most recently, Alhurra has turned its focus towards bringing new independent and liberal opinions on-air to address some of the most marginalized topics in the region. In early 2018, MBN launched two programs that provide a distinctive voice to the crowded media marketplace. "Sam and Ammar" features Hudson Institute's Sam Tadros and Syrian human rights activist Ammar Abdulhamid, who take on news and current events from the region and around the world, providing their thoughts in a witty debate, but with a reformist, independent slant. On "Mokhtalaf Alayh" ("Debatable"), Egyptian luminary and respected author Ibrahim Essa brings his provocative commentary and insights regarding controversial political and ideological issues in the region, especially those related to political Islam and jihadism.

MBN ALHURRA IRAQ (LANGUAGE: ARABIC)

Origin: 2004

Delivery Method: satellite TV (Nilesat and Arabsat), terrestrial transmitters, website, mobile site, and social media

Alhurra-Iraq Television is broadcast via satellite as well as via terrestrial transmitters in five Iraqi cities. Alhurra-Iraq's news and current affairs programs concentrate on issues facing Iraqi viewers. The network was launched to report on the specific challenges facing

the Iraqi people and to give the United States a voice alongside the overwhelming anti-U.S. rhetoric found on the other Iraqi channels. Alhurra-Iraq programming includes a mix of current affairs and political and news programs that cover a variety of topics, including health, technology, business, democracy, sports, gender issues, culture, economics, and science. Programs are produced in Alhurra's Baghdad bureau and in Springfield, Virginia. A team of correspondents and freelancers across the country report on Iraqi news, provide analysis of Iraqi issues, and highlight Iraq's rich cultural history. Nearly 30 percent of the Alhurra-Iraq programming schedule is Iraq-specific, including almost all of primetime, which is anchored by a daily, hour-long, Iraq-centric newscast. A sample of programs on Alhurra-Iraq includes "Aliraq Alyoum" ("Iraq Today"), a daily newscast on the events happening in Iraq; "Beliraqi" ("In Iraqi"), a talk show that airs weekdays following the daily Iraqi newscast to provide viewers in-depth analysis of the most important political events in Iraq; and "Sheno Raayak-TV" ("What is Your Opinion"), a weekly call-in program that encourages Iraqis to share their opinion on a specific topic impacting the country. Alhurra-Iraq has a weekly reach of more than 20 percent and is one of the leading television networks in the country.

MBN RADIO SAWA (LANGUAGE: ARABIC)

Origin: 2002

Delivery Method: radio (AM, FM), website, mobile site, and social media

Radio Sawa targets Middle Eastern publics under the age of 35. Broadcasting 24/7, mostly on FM, it provides news and a blend of Western and Arabic popular music. Radio Sawa broadcasts nearly six hours of pan-Arab news and information each day via eight targeted, regional streams: 1) Iraq (FM and AM); 2) Levant, including Jordan and the West Bank (FM); 3) the Gulf (FM and AM); 4) Egypt (AM); 5) Morocco (FM); 6) Sudan, Libya, Djibouti, and Yemen (FM and AM); 7) Lebanon and Syria (FM); and 8) Mauritania (FM). Additionally, Radio Sawa Iraq broadcasts Iraq-specific news and information to Iraqis. Radio Sawa's website also provides news and information in Arabic in print, in addition to live broadcasts of its regional streams. MBN's Arabic-speaking editorial staff generates much of the news from a facility in Springfield, Virginia. Along with Alhurra, Radio Sawa's Iraq-based staff works out of a bureau in Baghdad and has correspondents and stringers throughout the Middle East, as well as in Europe and the United States. Sample programs of Radio Sawa include "Al-Mintaqa Al-Hurra" ("Free Zone"), Radio Sawa's signature program on freedom and democracy issues

in the Middle East and the only such program in the region featuring segments on the democratization process, elections, women's rights, human rights, and freedom of the press, among other subjects; "Isaal Al-Alaim Al-Yaoum" ("Ask The World Now"), which uses broadcast quotes from senior U.S. administration policymakers—including the President and Vice President—to answer questions about a range of policy issues pertinent to the overall U.S. relationship with the Middle East; and "Sheno Rayek-Radio" ("What is Your Opinion"), an hour-long, daily call-in program on Radio Sawa's Iraq stream during evening drive time.

Raise Your Voice Initiative

To establish an alternative to extremist narratives, MBN launched the Raise Your Voice—Iraq multimedia campaign in 2015.

Raise Your Voice-Iraq encourages Iraqi citizens to speak out and address extremist rhetoric and the underlying causes of terrorism. By asking thought-provoking questions, the campaign encourages Iraqis to propose solutions that undermine extremist narratives. The social media properties, call-in radio, and television programming provide forums for activists, youth, and others to share their ideas on topics such as sectarian relationships, religious freedom, and freedom of expression.

MBN DIGITAL (LANGUAGE: ARABIC)

Delivery Method: websites, mobile sites, apps, and social media

MBN Digital comprises four responsive websites and more than 20 social media accounts on platforms including Facebook, Twitter, YouTube, Instagram, and WhatsApp. The Alhurra and Radio Sawa websites (Alhurra.com and RadioSawa.com) include news and information from across the region, the United States, and the world. The two websites launch topical campaigns for special events, such as elections, and seek conversation and engagement with consumers. Alhurra and Radio Sawa's websites address topics not found in the traditional media, such as human rights, freedom of expression, and freedom of religion. Additionally, Alhurra.com created an op-ed section "From A Different Angle" that brings together some of the most noted and outspoken journalists, intellectuals, and human rights advocates from the Middle East and the United States. They share their thoughts on political, social, and cultural issues without limits, bringing a distinct perspective to the region and provoking discussion and debate on reformist topics. In addition to original reporting, Alhurra.com livestreams Alhurra and Alhurra-Iraq, and RadioSawa.com livestreams all eight of Radio Sawa's programs. MBN's Raise Your Voice-Iraq (irfaasawtak.com) and Maghreb Voices (maghrebvoices.com) websites encourage audiences in Iraq and the Maghreb (Libya, Morocco, Algeria, Tunisia, and Mauritania), respectively, to engage and interact with their readers on specific issues facing each region, helping to foster a more informed and engaged citizenry. The two sites and their Facebook pages employ community managers who encourage and facilitate discussions among the audience and focus on solutions to the most pressing topics.

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Language: Persian

RFE/RL RADIO FARDA (LANGUAGE: PERSIAN)

Origin: 2002

Delivery Method: radio (shortwave, medium wave, satellite), satellite TV, website, social media, and app

RFE/RL content currently reaches 15.7 percent of Iranian adults weekly, with the vast majority of this audience (15.4 percent of Iranians) attributable to the network's Persian-language service, Radio Farda. Radio Farda's weekly measured audience doubled between 2015 and 2017, mainly due to a surge in radio and online audiences. Programming includes professional news, analysis, and reporting on events in and related to Iran, in addition to news from the Middle East and the world. The service offers interviews with independently

minded civil society actors, intellectuals, and the political opposition, as well as daily cultural news, features, and topical programs supplemented by music that is banned in Iran. The Radio Farda website attracted a monthly average of more than 12 million visits and nearly 23 million monthly pages views in 2017, despite an official blockage of the website since 2003 that necessitates circumvention tools to access it. Radio Farda has also increased its video output, producing live, five-minute newscasts every hour for VOA's Persian TV stream from 8:00 a.m.–1:00 p.m. Tehran time, as well as "Breakfast With News," a one-hour TV show at 7:00 a.m. Tehran time. Additionally, Radio Farda broadcasts a program entitled "Taboo," a crosscutting weekly radio program that discusses and debates the taboos of Iranian society. The show generates hundreds of comments from listeners on Radio Farda's website.

VOICE OF AMERICA (VOA)

Languages: Persian, Kurdish

VOA PERSIAN SERVICE (LANGUAGE: PERSIAN)

Origin: 1979 (also 1942–1945; 1949–1960; and 1964–1966). TV network replaced radio in 2007.

Delivery Method: satellite TV, website, app, and social media

The VOA Persian Service provides 24/7 direct communication for the people of Iran, who have heavily censored internet access and limited access to free media. BBG research shows that 16 percent of the adult population in Iran uses VOA Persian weekly on TV or online for coverage of American, Iranian, regional, and international developments. Programs can be accessed on direct-to-home satellite, streaming sites, and a host of social media sites. VOA Persian maintains a comprehensive website with content available in text, audio, video, livestreaming, and video-on-demand; three YouTube channels that average almost 870,000 weekly video views combined; one of the top Facebook pages in Iran, with over 2.2 million video views per week; and an engaging Instagram account that receives 1.9 million video views and over 720,000 likes and comments each week.

VOA Persian highlights U.S. policies and critical issues within Iran, including anti-government protests, human rights, and democracy, in addition to featuring international achievements in the arts, culture, science, academics, and women's empowerment. The service also reports on U.S. values, culture, and society to deliver a comprehensive view of life in America and foster understanding of U.S. interests and policies. Sample programs include the daily "Early News" and "Late News" newscasts that feature top stories from around the world; "NewsHour," a flagship primetime news program that delves into the top stories of the day; "Straight Talk," an audience engagement show driven by social media; and "Tablet," a youthful, energetic show that originates from VOA's New York City bureau and focuses on cultural and social issues involving young people in Iran and the United States. An expansion of Farsi-language programming to Iran is being launched in early FY 2019—the first step in a multi-year plan to create a 24/7 satellite television and digital network (VOA 365) to confront the disinformation efforts of the Iranian regime and to enhance U.S. efforts to speak directly to the Iranian people during a pivotal time in U.S.-Iran relations. VOA is leading this project in cooperation with RFE/RL's Radio Farda.

VOA KURDISH SERVICE (LANGUAGE: KURDISH)

Origin: 1992

Delivery Method: radio (shortwave, AM, FM), TV, website, mobile site, and social media

The VOA Kurdish Service's primary target audience is Iraqi Kurds, but it also produces special programming relevant to Kurdish-speaking populations in Turkey, Syria, Iran, and Eurasia, as well as the approximately one million Kurds in Europe and North America. The Kurdish service has expanded its staffing in Washington, D.C., and its stringer network in the region in order to focus on extremism, ISIS activities, and U.S. policies toward the region and ISIS. BBG research from 2017 shows that the weekly audience reach among Iraqi Kurds is 8.5 percent. The Kurdish service's FM transmitters in Erbil, Sulaimania, Kirkuk, Mosul, Baghdad, and Basra broadcast VOA content, and its website streams video reports. It is the only international broadcaster that speaks to the Kurds of the Middle East in their main dialects: Sorani and Kurmanji. VOA Kurdish offers regional and international news coverage, interviews with experts and newsmakers, stringer reports, panel discussions with Kurds in the greater Middle East and in the diaspora, and call-in shows that link listeners with guests who discuss topics of interest. Sample programs include call-in shows on current affairs with expert guests taking calls from the Middle East and other areas of the world; "Kurd Connection," a 30-minute, twice-weekly TV and web program, which includes a roundup of news and features of interest to the Kurdish region and airs on affiliate NRT TV in Sulaimania; "Washington Eye," a weekly 40-minute TV show airing on Wednesdays through affiliate NRT in Northern Iraq; and "Kurd Vision," a weekly, 30-minute program that airs on Ozgur Gun TV in Diyarbakir, Turkey. VOA Kurdish also produces video content for its website, including "Mêvan û Mijar" ("Guest and Topic"), a 30-minute current affairs and news magazine show on world topics, mainly focused on the Kurdish region and the United States, and "Rojev" ("Agenda"), a 30-minute current affairs and news magazine show related to Iran and its minorities (e.g., Kurds, Arabs, Baluchis).



U.S. PUBLIC DIPLOMACY IN SOUTH AND CENTRAL ASIA

First Lady Melania Trump poses for a photo with 2017 International Women of Courage Awardee Sharmin Akter of Bangladesh during a ceremony at the U.S. Department of State in Washington, D.C., on March 29, 2017. [State Department photo/ Public Domain]

U.S. PUBLIC DIPLOMACY IN SOUTH AND CENTRAL ASIA (SCA)

(in millions)	D&CP	American Salaries	Supplemental	BBG	Total
FY 2016	\$21.68	\$14.43	\$54.12	\$40.10	\$130.33
FY 2017	\$25.76	\$15.41	\$66.12	\$44.87	\$152.16

U.S. FOREIGN POLICY GOALS

The South and Central Asia region is poised to become an important driver of global prosperity over the coming decades. The region lies at the crossroads of Asia, Europe, and the Middle East, spanning vital sea lanes to the south and burgeoning trade routes and energy flows to the north. Economies in South Asia have the potential to comprise as much as 50 percent of the global gross domestic product with about 500 million people throughout South Asia projected to enter the middle class by 2020. The region hosts nearly a quarter of the world's population, more than half of which is under the age of 25, and more than one third of the global Muslim population.

Yet the region also grapples with serious challenges, including foreign terrorist fighters, violent extremism, and Russian and Chinese influence that challenges our national interests. Democratic institutions are fragile in a number of countries. Pervasive corruption, a lack of economic opportunity, vulnerability to natural disasters, terrorism, narco-trafficking, and a host of other malign influences undermine security and stability throughout the region.

U.S. FOREIGN POLICY IN SOUTH AND CENTRAL ASIA

The Bureau of South and Central Asia Affairs (SCA) advances the objectives of the Administration's Indo-Pacific and South Asia regional strategies by prioritizing:

- A sustainable political settlement in Afghanistan;
- A rules-based economic and political order;
- India's rise as a global power that contributes to stability and development in the region;
- National self-reliance; and
- Resilience to Russian and Chinese coercive pressure.

During his November 2017 trip to Asia, President Trump reaffirmed U.S. leadership by promoting a "free and open Indo-Pacific region," seeking to leverage U.S. relationships with allies and partners, support India's peaceful rise, and promote a rules-based order. The Indo-Pacific Strategy aims to increase and diversify security

cooperation among countries in the region to bolster adherence to the rules-based system and respond to regional challenges. Tactical steps include expanding institutional security cooperation, deepening existing alliances and partnerships, and encouraging participation by new partners.

In alignment with regional cooperation and good governance, the conditions-based South Asia strategy aims to bolster stability and reassurance of continued U.S. support and commitment to the region. The centerpiece of the South Asia Strategy is to create an environment conducive to a political settlement between the Government of the Islamic Republic of Afghanistan and the Taliban, increased pressure on Pakistan to take action against militant groups operating from its territory, and close engagement with India to take a larger role in Afghanistan's development. SCA messaging and programs highlight the State Department's role in executing the strategy and the importance of diplomatic efforts alongside the U.S. and NATO military campaigns.

U.S. PUBLIC DIPLOMACY IN SOUTH AND CENTRAL ASIA

SCA's Office of Press and Public Diplomacy (SCA/PPD) informs, guides, and advances U.S. foreign policy objectives in the region through Public Diplomacy (PD) resources and expertise with the following priorities derived from the SCA/PPD's strategic plan:

- Strengthening democratic, inclusive, and secure societies;
- Improving access to accurate information; and
- Increasing educational and economic opportunities for the people of South and Central Asia in ways that are consistent with U.S. national interests.

Acting against violent extremism, countering disinformation, and promoting increased regional connectivity are integral to all three goals. SCA's PD efforts prioritize multi-country programming that increases cooperation among SCA countries on common regional and global challenges. To promote stability, the bureau emphasizes engaging women, disenfranchised youth, and other underserved or at-risk audiences in support of the South Asia Strategy and Indo-Pacific Strategy. Each policy emphasizes the U.S. commitment to the

region and provides a framework through which the United States supports regional efforts.

Across the region, English-language programs are in high demand by governments, professionals (particularly in media and journalism), and students. Due to the tight control wielded by political leaders in Central Asia, Public Affairs Sections at U.S. embassies in the region heavily rely on English-teaching programs to reach, engage, and impact citizens, as these programs are widely embraced by even the most authoritarian governments. In South Asia, English programming is important for increasing student and professional ties to the United States.

SCA's 102 American Spaces are vital platforms for outreach throughout the region, offering English-language programs, cultural initiatives, increased access to information, and programs to encourage conflict resolution and reconciliation. Youth and educational exchanges such as the Future Leaders Exchange Program, the Kennedy-Lugar Youth Exchange and Study Program, the International Visitor Leadership Program (IVLP), and the Fulbright and Humphrey Fellowships are effective means to develop relationships with emerging leaders that build long-term influence. There are more than 76,000 alumni of U.S.-sponsored exchange programs in the region, increasing receptivity to U.S. policy. Pakistan has the largest cohort, with more than 25,000 people in the Pakistan-U.S. Alumni Network, which has become an active, self-sustaining organization that strengthens civil society by promoting civic engagement, community service, and youth involvement in local affairs.

U.S. PUBLIC DIPLOMACY SPENDING IN SOUTH AND CENTRAL ASIA

PD funding in the region in FY 2017 was highly focused on Pakistan (\$16.84 million + Enduring Overseas Contingency Operations [OCO] funding), Afghanistan (\$11.28 million + Enduring OCO), and India (\$7.35 million). Kyrgyzstan was the highest-funded Central Asian mission at \$1.06 million, followed by Kazakhstan (\$1.01 million), Uzbekistan (\$742,000), Tajikistan (\$688,000), and Turkmenistan (\$564,000).

SAMPLE PUBLIC DIPLOMACY PROGRAMS

Programs that are helping to achieve the bureau's Public Diplomacy priorities include:

South and Central Asia Model UN (SCA MUN): The SCA MUN conference addressed key global U.S. government policy concerns—including narcotics trafficking, nuclear proliferation, radicalism, and the degradation of human rights—with 200 talented youth leaders from 15 countries in the region. In addition, the initiative built a network of young people interested in working collaboratively on regional issues and strengthened participants' advocacy skills and policy knowledge. Over the course of the conference, delegates debated current U.S. policy issues and reached consensus on a number of pressing topics, including countering violent extremism, reducing

poverty, and advancing nuclear non-proliferation. Other conference sessions featured expert policy briefings by U.S. government officials on such topics as food security, disaster preparedness, and countering violent extremism among youth, as well as targeted networking events that allowed the diverse group of youth leaders to build both personal and professional networks. The conference received extensive positive coverage in both traditional and social media.

Study with US: This low-cost pilot program is providing approximately 500 top Central Asian students with skills essential for being competitive in applying for admission to U.S. institutions of higher education. The program includes one year of counseling on U.S. university admission procedures, standardized test preparation, and study skills. As Central Asia is significantly underrepresented in the U.S. higher education system, the program supports SCA's efforts to increase the number of Central Asian students studying in the United States to boost American jobs tied to one of America's leading exports (\$39.4 billion in 2017). The program is currently being implemented in all five Central Asian nations (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan), in partnership with EducationUSA. If only four participants of the program self-fund their study in the United States, the program costs for all 500 students will be returned to the U.S. economy.

Afghanistan: A top strategic goal for Embassy Kabul is increasing Afghanistan's economic and diplomatic linkages with its neighbors to promote a strong socioeconomic system in the country and enhance regional stability. To advance this goal, Embassy Kabul's PD team uses a variety of programs to bring together Afghans and their counterparts from neighboring countries, including three annual U.S.-China-Afghanistan training programs for Afghan diplomats and Ministry of Agriculture officials; an annual conference on security in Afghanistan and the region; and a scholarship program that enables deserving Afghan students—especially women—to complete a five-year course of study at the American University of Central Asia in Bishkek. Other key PD programs in Afghanistan include a robust Fulbright Program, numerous IVLP professional exchange projects, English-language learning opportunities for disadvantaged youth, and scholarships for undergraduate study at the American University of Afghanistan in Kabul.

Priority American Space in Bangladesh: U.S. Embassy Dhaka's goals of countering violent extremism, promoting democracy and respect for human rights, and improving U.S.-Bangladesh relations require direct engagement with target audiences despite serious security challenges. Now in its fifth year of operations, Dhaka's American Space, the Edward M. Kennedy Center for Public Service and the Arts, has proven to be a highly successful and effective PD platform, reaching key Bangladeshi audiences otherwise inaccessible due to security restrictions. Since opening in 2012, the center has hosted more than 320,000 visitors at more than 4,500 events. The center's popularity is a result of strong programming, the use of cutting-edge technology, and an accessible downtown location. Its programming is deeply integrated into Embassy Dhaka's policy promotion strategy, with programming ideas originating from across the mission, as well as with the Bangladeshi audience.

Global Engagement Summit: In November 2017, Embassy New Delhi co-hosted the 2017 U.S. Global Entrepreneurship Summit (GES) in Hyderabad, bringing together more than 1,500 entrepreneurs, investors, and innovation advocates from around the globe to promote entrepreneurship as a vehicle for economic empowerment, prosperity, and global stability. Women made up 52.5 percent of the summit participants. In the lead-up to the event, New Delhi's PD team conducted a "Road to GES" campaign to promote the summit's theme of "Women First, Prosperity for All," with events focused on capacity building, mentoring, and networking. During the GES, the PD team amplified summit messages through press conferences, social media campaigns, and livestreamed events at the consulates. Embassy New Delhi followed the summit with additional women- and youth-focused entrepreneurial programs, such as expanding programming under the Nexus Startup Incubator to include entrepreneurs in Bangladesh, Bhutan, Nepal, and Sri Lanka.

Expo 2017: Astana, Kazakhstan, hosted the 2017 World's Fair, with the theme "Future Energy." In close coordination with the USA Pavilion, the U.S. mission in Kazakhstan organized more than 100 events focused on U.S. innovation and cultural collaboration—including high-tech hip-hop dance performances, rock concerts, and entrepreneurship workshops—that reached hundreds of thousands of Kazakhstanis. The privately funded 12,000 square foot USA Pavilion hosted nearly 500,000 visitors during the three month specialized Expo.

Go Viral Festival: To inspire Kazakhstani youth to look to the United States as a hub for innovation, entrepreneurship, and progressive thought, Embassy Almaty hosted over 1,000 creative young influencers at a South by Southwest-inspired three-day festival entitled "Go Viral." The festival featured talks on the latest trends in social media and innovation by speakers from the United States, Kazakhstan, and eight other countries from around the region.

Countering Violent Extremism in the Kyrgyz Republic (Kyrgyzstan): Embassy Bishkek uses a multi-tiered approach to prevent and interdict radicalization, such as visits by renowned Syrian-American Imam Mohamad Bashar Arafat, who strengthened ties and promoted tolerance and cooperation among people of diverse economic, religious, and ethnic backgrounds by engaging Central Asian spiritual leaders, community leaders, and civil society groups in areas most at risk of extremist recruiting. The embassy's PD staff also works directly with madrassas to train imams in English-language instruction, mediation and negotiation, human rights, rule of law, and tactics to restrict the spread of violent extremism. Working with a local implementing partner, the embassy is also helping madrasa graduates improve their career opportunities through vocational education.

Promoting U.S. Higher Education in Nepal: Embassy Kathmandu engaged in a sustained, strategic outreach effort to promote U.S. higher education, contributing to a 20 percent increase in the number of Nepali students enrolled in U.S. institutions of higher education and making Nepali students the fastest growing international population studying in the United States according to the 2017 Open Doors Report. Elements of Embassy Kathmandu's PD outreach efforts included webinars and other digital engagement

sessions, social media content that reached over 400,000 people and garnered more than 15,000 responses on the embassy's Facebook page, a series of "Get Inspired" programs featuring Nepali alumni who shared their experiences acclimating to U.S. universities and culture, and a "Journey to USA" television documentary series on Nepali students studying in America, which aired in primetime on Nepal's three leading TV channels reaching a combined audience of over 5 million people across Nepal per episode.

Pakistan: The U.S. embassy in Pakistan utilizes PD programs to build capacity and generate understanding of and support for the United States and U.S. foreign policy among key Pakistani audiences. Notable programs include competitive small grants, national conferences, and other activities for the 25,000 members of the Pakistani-U.S. Alumni Network; the largest U.S.-funded Fulbright program in the world and one of the largest English-language programs; a master's degree program and other training for Pakistani journalists at the Center for Excellence in Journalism in Karachi; the Start Up Cup entrepreneurship competition, which promoted and provided training and seed funding for promising entrepreneurs from throughout Pakistan; and a partnership between Mobility International USA and Pakistan's Special Talent Exchange Program to empower Pakistani people to advocate for disability rights.

National Reconciliation in Sri Lanka: Sri Lanka Unites (SLU), established in 2007 through U.S. Embassy funding, boasts more than 20,000 members who support youth-led conflict transformation through volunteerism and youth advocacy. In 2017, with support from Embassy Colombo's PD section, SLU used an "X Factor"-style talent search to produce "Beats of One Nation," an album featuring young musicians from each of the country's nine provinces promoting non-violence, unity, and diversity. Additionally, American Corners throughout the country emphasize tolerance and inclusion in all of their programming, providing a space for Sri Lankan youth from various ethnic and religious communities to build social bonds.

Media Support in Tajikistan: Now in its second year, the "English for Journalists" program provides English-language instruction to more than 200 journalists in Dushanbe and Khujand to enable them to use credible English-language news sites as secondary sources for their reporting, lessening their reliance on Russian news sources that are biased and riddled with anti-American disinformation. Tajikistan's eight American Spaces, which host more than 500,000 visitors each year, also help train the next generation of journalists in an effort to bolster independent media and provide the people of Tajikistan with greater access to accurate and balanced information about global events.

Turkmenistan: Turkmenistan remains one of the most challenging environments for conducting Public Diplomacy due to the government's firm control of all aspects of society. In Turkmenistan, four American Spaces log approximately 240,000 visits in total each year and represent the embassy's only unfettered opportunity to reach the Turkmen people directly with programs related to democracy, education counseling, and American culture. The American Center in Ashgabat, among the top 10 most heavily visited American Spaces in the world, provides the only free, uncensored internet access in the country, as well as free educational resources such as university

Country Name	FY 2015		FY 2016		FY 2017 Actual	
	D&CP	Supplemental	D&CP	Supplemental	D&CP	Supplemental
Afghanistan	\$2,263,836	\$43,038,876	\$64,355	\$58,392,280	\$11,279,000	\$27,450,000
Pakistan	\$2,066,644	\$47,604,767	\$90,931	\$53,070,868	\$16,840,000	\$17,000,000
India	\$7,974,716	\$1,414,529	\$8,526,440	\$815,721	\$7,345,788	\$295,575
Kyrgyzstan	\$1,381,852	\$839,511	\$1,995,142	\$850,961	\$1,063,580	\$1,043,590
Kazakhstan	\$2,889,127	\$476,132	\$2,250,626	\$835,915	\$1,005,713	\$1,042,547
Tajikistan	\$988,312	\$906,724	\$1,235,361	\$685,152	\$688,800	\$1,309,811
Bangladesh	\$1,878,464	\$61,070	\$2,486,310	\$52,422	\$1,841,845	\$145,500
Turkmenistan	\$953,170	\$881,291	\$1,258,627	\$968,607	\$564,725	\$1,186,623
Nepal	\$1,495,930	\$367,503	\$1,424,142	\$807,769	\$717,384	\$816,085
Uzbekistan	\$697,448	\$383,030	\$920,254	\$306,299	\$742,959	\$535,000
Sri Lanka & Maldives	\$1,762,009	\$263,298	\$1,432,656	\$134,976	\$677,920	\$240,067

U.S. INTERNATIONAL MEDIA IN SOUTH AND CENTRAL ASIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Languages: Dari, Pashto, Kazakh, Kyrgyz, Tajik, Turkmen, Uzbek

RFE/RL RADIO AZADI (LANGUAGES: PASHTO, DARI)

Origin: Dari 1985–1993, resumed 2002–present; Pashto 1987–1993, resumed 2002–present

Delivery Method: radio (FM, medium wave, shortwave, satellite), TV, website, social media, and apps

As a surrogate national public broadcaster that reaches 25 percent of the Afghan population across the country with its programs, RFE/RL's Afghan Service, Radio Azadi, provides in-depth coverage of local issues and events affecting the Afghan people's daily lives. While most local media are owned by powerful individuals or interest groups, Radio Azadi has become a symbol of fair and objective journalism in Afghanistan. Senior Afghan officials, including cabinet and parliament members, have stated that Radio Azadi helps to set their meetings' agenda and topics of discussion. News and information from Radio Azadi is trusted by more than 85 percent of weekly users.

The service's programming includes call-in shows on topics such as current affairs, health, and socioeconomic issues in which listeners participate directly and ask questions of authorities and analysts. It carries 27 regularly scheduled feature programs, each 10 to 15 minutes long, on subjects such as women's empowerment, youth, culture, political satire, and family matters. "Colors of Life" profiles the uncommon lives of ordinary people, while "In Search of Loved Ones" helps reunite families separated by war and dislocation. The weekly 45-minute show "New Thoughts" is focused on youth, their activities in society, and their participation in the political and democratic process. Thanks to a grant from the State Department's Bureau of International Narcotics and Law Enforcement Affairs, Radio Azadi has undertaken an anti-narcotics reporting project called "Caravan of Poison" in cooperation with Voice of America (VOA).

As internet access and use of new media continues to grow among younger, educated, and urban Afghans, Radio Azadi is enhancing interactivity and engagement with this important demographic. In 2017, there were an average of 245,000 visits to and 426,000 page

views of Radio Azadi's websites in Dari and Pashto recorded each week. For Radio Azadi's two pages on Facebook, an average of 1.8 million video views were recorded each week.

RFE/RL RADIO MASHAAL (LANGUAGE: PASHTO)

Origin: 2010

Delivery Method: radio (AM, shortwave), website, social media, and app

RFE/RL's service to Pakistan's tribal areas, Radio Mashaal, provides news and local coverage as an alternative to extremist propaganda in Pakistan's Khyber Pakhtunkhwa province and Federally Administered Tribal Areas (FATA) along the country's border with Afghanistan. Because radio is still the primary source of information in the region, Radio Mashaal successfully challenges extremist propaganda by holding live roundtable debates, organizing interactive call-in shows, and producing special features. In-depth political reporting features local policymakers and tribal elders, including well-known moderate Pashtun personalities who reject violence and extremism. Mashaal also provides an open platform for citizen engagement. Mashaal's programming targets youth, local elders, and religious leaders with reports on tolerance, security, and the development of local communities.

Radio Mashaal also is engaging youth with a robust digital strategy that has led to strong engagement on the service's social media platforms. In 2017, Mashaal's videos on Facebook attracted an average of nearly 1.6 million views each week, while videos posted to its YouTube channel, which until recently was blocked inside of Pakistan, received an average of 194,000 views each week. Additionally, Radio Mashaal provides extensive reporting as well as a platform for self-expression for women in the area, who are the most disadvantaged group in the traditional and religiously conservative society. Listeners also engage with Mashaal through Skype, Twitter, and three toll-free numbers during live call-in shows.

In January 2018, Pakistan's Interior Ministry cleared and sealed Radio Mashaal's offices in Islamabad on orders from the country's Inter-Services Intelligence agency; however, RFE/RL continues to report from the country despite interference from both the Pakistani government and extremist militants.

RFE/RL RADIO AZATTYK (LANGUAGE: KYRGYZ)

Origin: 1953

Delivery Method: radio (nationwide FM, satellite), TV (affiliates), website, social media, and apps

RFE/RL's Kyrgyz Service, Radio Azattyk, connects Kyrgyz society with informed reporting and debate on topics collectively neglected in Kyrgyzstan, such as interethnic tolerance, minority rights, abuse and torture within the justice system, Islamic radicalism, and corruption in the government. Azattyk has access to the main state and

private TV channels and radio stations, as well as affiliate relations with a dozen leading online media. Its measured weekly audience is 37 percent of the population.

In a media landscape dominated by Russian media promoting the Kremlin's account of domestic and foreign policy, as well as the rising influence of radical Islam in society, Radio Azattyk has retained its position of being a trustworthy and balanced journalistic organization providing audiences with unbiased, in-depth, and factual reporting. Sample weekly television programs include the political talk show "Inconvenient Questions" and the youth-oriented "Azattyk+." This programming reaches one in four Kyrgyz every week and is considered among the highest-quality programming on Kyrgyz national television. The service now produces five weekly TV programs from its new Bishkek TV studio and news bureau, which serves as a reporting hub for RFE/RL's Central Asian language services.

RFE/RL RADIO AZATLYK (LANGUAGE: TURKMEN)

Origin: 1953

Delivery Method: radio (shortwave, satellite), website, social media, and app

RFE/RL's Turkmen Service, Radio Azatlyk, offers Turkmen-speaking audiences professional and locally sourced information about current affairs within their society. It is the only international media broadcaster operating in Turkmenistan and providing news from inside the country, with original video reporting and photojournalism on key developments and topics concerning human rights, civil society, freedom of the press and expression, and conditions of religious and ethnic minorities. The service does not have a bureau in Turkmenistan and freelancers who work with it risk their lives and livelihoods to send in reports. Radio Azatlyk's coverage of food shortages, wage arrears, forced labor, homelessness, housing conditions, and travel restrictions on Turkmen citizens has, on several occasions, prompted government action to improve facilities and social services. In recent years, the service has added some reporting in Russian to broaden its reach to audiences in Turkmenistan who prefer to consume news in the Russian language.

RFE/RL RADIO OZODI (LANGUAGE: TAJIK)

Origin: 1953

Delivery Method: radio (shortwave, satellite), website, social media, and apps

RFE/RL's Tajik Service, Radio Ozodi, provides professional news and information in a largely government-controlled media environment. Radio Ozodi is one of the most trusted media outlets in Tajikistan, connecting citizens with their political and civil society leaders in support of greater pluralism and better governance. The main advantages of the service are its extensive access to important sources of

information, as well as its willingness to raise sensitive and relevant issues openly. YouTube, Skype, Facebook, Instagram, Odnoklassniki, and other new media tools also bring Ozodi's radio programs to an expanded audience. The service's extensive coverage of human rights abuses, torture, and other civil rights violations is frequently quoted by international organizations. Radio Ozodi's programming includes shows such as the 30-minute "News Journal"—focused on daily events including domestic, international, and regional news and features—and a youth program called "Oyandasoz."

RFE/RL RADIO AZATTYQ (LANGUAGE: KAZAKH)

Origin: 1953

Delivery Method: TV, website, social media, and app

RFE/RL's Kazakh Service, Radio Azattyq, reports on compelling stories that would receive little or no coverage from local media and provides a platform for audiences in Kazakhstan to engage and share ideas. Targeting young, educated, and active people in the country, the service delivers multimedia content digitally via its Kazakh and Russian-language websites, YouTube channel, mobile platforms, and social media. The service seeks to set the information agenda, offering objective news and perspectives in both Kazakh and Russian. The service puts special emphasis on visual elements and audience interaction. Each weekday, the service produces a 15-minute live TV news program "AzatNEWS" on Kazakhstan and world events. Radio Azattyq also produces a weekly "World Events" analytical TV program.

VOICE OF AMERICA (VOA)

Languages: Bangla, Dari, Pashto, Uzbek

VOA AFGHAN SERVICE (DARI AND PASHTO)

Origin: Dari—1980; Pashto—1982

Delivery Method: radio (shortwave, medium wave, FM), TV, website, mobile site, and social media

The service reaches more than 5 million weekly users in Afghanistan (over a quarter of all adults according to a BBG-Gallup national survey in 2016) and also targets Dari and Pashto populations in Pakistan, Iran, and the diaspora in the Middle East and Europe. It is one of the leading sources of daily news and information for Dari- and Pashto-speaking audiences. Its program topics include health, science, entertainment, sports, and women's rights. VOA Afghan is one of the country's leading content providers on the web and social media. The service averages 1.4 million website visits a day (790,000 Pashto, 570,000 Dari), and the VOA Dari and VOA Pashto Facebook pages have a combined total of 7.4 million "likes" as of July 2018. With media freedoms uncertain in Afghanistan, VOA aims to provide consistent, professional local and international news to

RFE/RL RADIO OZODLIK (LANGUAGE: UZBEK)

Origin: 1953

Delivery Method: radio (shortwave, satellite), website, social media, and apps

RFE/RL's Uzbek Service, Radio Ozodlik, is well known as a trustworthy news and information source in Uzbekistan. The service is a leader in the country among international broadcasters due to its wide network of contacts and sources in Uzbekistan, a professional reporting team in Prague, its dedication to the mission, and strategic focus on innovation and new media. In contrast to domestic media, Radio Ozodlik provides uncensored news and analysis that delves into the government's policies, creates an atmosphere of open debate, and provides an accurate account of world affairs. The service has pioneered the use of numerous online and messaging platforms, such as WhatsApp and Telegram, to reach and engage local audiences. The service has stood up several monitoring and accountability projects: "Telegram from You" makes use of citizen reports to alert authorities to acute domestic problems and has inspired Uzbek President Mirziyayev to launch a similar initiative to collect citizen complaints; "UzMonitor" tracks the government's progress in fulfilling its promises; and "Virtual Hotline" monitors the government's responsiveness to complaints registered with government agencies.

inform Afghans on the pace of reform and reconstruction efforts, women's and youth issues, business, agriculture, technology, health, education, security, human rights, and Western culture. VOA Ashna is the media outlet most trusted by its weekly users in Afghanistan (94.6 percent say they trust its news), and more than 90 percent of users say its reporting has increased their understanding of current events in Afghanistan (2016 survey). Sample programs include "TV Ashna," a dual-language program that features interviews with Afghan and American policymakers, news, features, and reports from Afghanistan and other cities worldwide; "Karwan," a weekly science and technology TV magazine; and "Radio Ashna," which provides original news reports from Afghanistan, world news round-ups, business and economic features, and topics of interest to Afghan women and youth. "TV Ashna" airs six days a week on Afghanistan's national TV network, RTA, and the weekly eight-minute "Health Box" program airs on Tolo TV.

VOA URDU SERVICE (LANGUAGE: URDU)

Origin: 1951

Delivery Method: radio (medium wave, FM), TV, website, mobile site, and social media

Targeting audiences within Pakistan, the Urdu-speaking population in India, and the Pakistani diaspora in the Middle East and Europe, VOA Urdu reaches 2.5 percent of adults in Pakistan (3.2 million people), according to a 2016 BBG-Gallup national survey. Its TV program “View 360” on AAJ News reaches an urban Pakistani audience with cable access and provides them with news on U.S.-Pakistan relations and current events, politics, education, health, and women’s and human rights with an American perspective.

VOA RADIO DEEWA (LANGUAGE: PASHTO)

Origin: 2006

Delivery Method: radio (shortwave, medium wave, satellite), TV, website, mobile site, and social media

VOA Deewa (“Light” in Pashto) provides news and information to around 50 million Pashtuns living in Khyber Pakhtunkhwa (including tribal regions formerly within the Federally Administered Tribal Areas (FATA)), Balochistan, and Karachi areas in Pakistan. Pashtuns make up 15 percent of the total 200 million population of Pakistan. VOA Deewa reaches almost one in four adults (23.6 percent) weekly in the FATA areas that could be surveyed, higher than any other international or local broadcaster (except Pakistan state-run radio), and enjoys the trust of 90 percent of its users, according to a 2015 BBG-Gallup survey. The target region lacks local independent sources of information on regional, international, and U.S. politics. Military narratives, jihadi agendas, and extremist groups’ propaganda are dominant in the local, state, and private media. VOA Deewa reaches out to this critical region and audience via the latest media tools, including digital platforms, direct-to-home satellite, internet, and radio, to inform and engage the audience on democracy, peace, and the challenges of extremism. The presence of more than 20 UN-declared terrorist groups in the border regions near Afghanistan—including ISIS, Al Qaida Lashkar-e-Tayyeba, and the Taliban—is a major foreign policy concern for the United States. The sanctuaries of the terrorist organizations in the target region pose a significant threat to U.S. interests across the world as well as to stability in Afghanistan, Pakistan, and India. VOA programming to the target region presents a unique and objective perspective on U.S. foreign policy, the regional political paradigm, and national and local developments. Sample programs include “Bibi Shereena,” a daily women’s radio-on-TV show that is VOA Deewa’s flagship program, featuring women’s struggles in conservative Pakistani and Afghan societies; “Newshour,” a daily radio-on-TV program providing updates and U.S. perspectives on events in the region; “Loya Khyber Pakhtunkhwa,” a daily radio-on-TV program tracking critical developments in the Pashtun belt near Afghanistan; “Washington to Khyber,” a weekly TV magazine show profiling top issues of the week with U.S. perspectives on regional developments; “Bazaar,” a weekly show engaging economists, agriculturalists, and merchants on the

latest market trends and farming trends; and health programming that is frequently considered a virtual health clinic in the region.

VOA BANGLA SERVICE (LANGUAGE: BANGLA)

Origin: 1958

Delivery Method: radio (medium wave, FM affiliates), TV (affiliate), website, mobile site, and social media

VOA’s Bangla Service provides news and information on radio, television, the internet, and social media and reaches 5.9 million listeners weekly, according to a survey in 2017. VOA’s main broadcasts reach Bangladesh and the Bangla-speaking Indian states of West Bengal, Assam, and Tripura, as well as several Arab and Muslim countries in the Middle East, North Africa, and Southeast Asia where Bangladeshi workers live. Sample programs include “Hello America,” which provides analysis of major social and political issues in the United States, Bangladesh, South Asia, and the world; “Straight from America,” a weekly video magazine program; “VOA 60 News,” a four-times-per-week video feature on U.S. politics and news; a U.S. politics/current affairs roundtable TV talk show with U.S. and South Asian experts; “Hello Washington,” a call-in show on radio and Facebook Live; “ALAPON” (“Let’s Talk”); weekly radio, web and Facebook features on women’s voices; and the radio-on-TV program “Learning English.” VOA Bangla plans to launch a new 15-minute, weekly TV show, “News from the U.S.,” which will cover U.S. current affairs, world news, and news analysis on its affiliate TV channel, CHANNEL24 News.

VOA UZBEK SERVICE (LANGUAGE: UZBEK)

Origin: 1972

Delivery Method: radio (affiliates in Kyrgyzstan and Northern Afghanistan), TV (affiliates in Kyrgyzstan and Northern Afghanistan), website, mobile site, and social media

Targeting audiences in Uzbekistan, Kyrgyzstan, Tajikistan, and ethnic Uzbek populations in Afghanistan and China, VOA Uzbek aims to provide professional news on political, economic, and social issues in an area where access to free media is limited. It also aims to provide a platform for reconciliation among Uzbek, Kyrgyz, and Tajik communities in the region and frequently produces special programs on issues relevant to ethnic Uzbeks in northern Afghanistan and western China. One program, “Exploring America—Amerika Manzaralari,” covers U.S. foreign policy, U.S. relations with Uzbekistan and the rest of Central Asia, and American life, education, and culture. A second TV program, “America Ovozi,” is a daily news brief looking at the latest global developments with headline news. “Washington Choyxonasi” (“Washington Tea House”) is a weekly web TV talk show about Uzbek immigrants’ lives in the United States and their success stories as Uzbek-Americans. These programs provide an objective perspective on U.S. culture and policy interests, which helps create a better-informed citizenry.



U.S. PUBLIC DIPLOMACY IN THE WESTERN HEMISPHERE REGION

Roxanne Cabral, Chargé D'affaires of the U.S. Embassy in Panama, donates an ultra-durable One World Futbol and shares women's empowerment tips with soccer players from Futbol Con Corazon, an organization that uses soccer to teach leadership skills and empower young girls from under-served communities.

BUREAU OF WESTERN HEMISPHERE AFFAIRS (WHA)

	D&CP	American Salaries	Supplemental	BBG	Total
FY 2016	\$46.95 million	\$14.82 million	\$1.84 million	\$25.38 million	\$88.98 million
FY 2017	\$49.31 million	\$14.18 million	\$1.39 million	\$22.95 million	\$87.83 million

U.S. diplomatic missions engage with governments, people, and institutions across the Americas and the Caribbean to ensure the safety of U.S. citizens and the advancement of U.S. interests in the region. U.S. PD activities are designed to engage local populations and promote extensive and constructive dialogues, building on the strong ties that exist in the region founded on common values, interests, and mutual respect.

Canadian, Latin American, and Caribbean audiences are tech-savvy and active on the web. U.S. Public Diplomacy officers take advantage of the benefits of increased connectivity, building upon the common interests, shared values, and strong ties that exist in the region. U.S. missions leverage professional and student exchanges to maintain a strong collaborative dialogue. Public Diplomacy activities mitigate negative perceptions, often viewed through the prism of policies dealing with immigration and drugs.

The Office of Public Diplomacy and Public Affairs in the Bureau of Western Hemisphere Affairs (WHA/PDA) supports and guides Public Diplomacy officers in the field. There are 116 American and 427 locally employed staff at U.S. embassies and consulates in 28 countries in the Western Hemisphere. WHA PD budgets for programs and staff, as well as the allocation of Educational and Cultural Affairs (ECA) and International Information Programs (IIP) resources, remain constrained, with some programs experiencing cuts.

U.S. FOREIGN POLICY GOALS

U.S. policy, as outlined in the National Security Strategy, aims to work with regional partners to build a stable and peaceful hemisphere that increases economic opportunities for all, improves governance, reduces the power of criminal organizations, and limits the malign influences of non-hemispheric forces.

The United States is committed to maintaining law and order in the hemisphere, including along U.S. borders, dismantling transnational criminal networks, and combatting terrorism. U.S. diplomats work with partners in the region to promote safe, legal, and orderly migration and address the underlying economic, human rights, and security conditions driving widespread migration. U.S. programs in the region work to deter criminal activity, strengthen law enforcement and the rule of law, and provide alternatives to delinquency and gang involvement. The United States also cooperates on public health to prevent the spread of infectious diseases, such as Zika.

U.S. diplomatic missions seek to enhance economic opportunity

and prosperity by engaging youth and women entrepreneurs and expanding educational partnerships. After decades of stability and democracy that supported economic growth throughout most of the Americas, some leaders in the region are challenging democratic values through governance that is autocratic, opaque, or corrupt. The United States supports free, fair, timely, and transparent elections across the hemisphere. The United States opposes practices that threaten freedom of the press, including censorship, closures of media outlets, threats to journalists, unnecessarily burdensome regulations, arbitrary allocations of state advertising, and politically motivated legal challenges. Respect for universal human rights is an enduring national interest.

U.S. PUBLIC DIPLOMACY GOALS

WHA's Public Diplomacy efforts focus on strategic communications and engagement with foreign audiences to advance U.S. national security, expand economic prosperity, and promote democracy. Peace, stability, prosperity, and democracy throughout the Western Hemisphere are essential to U.S. national security. Strategic bilateral objectives support a secure and democratic future for all citizens, expanded economic opportunity and prosperity, social inclusion, and clean and secure energy.

The United States uses an integrated approach to build the capacity of institutions and individuals and encourage economic inclusion for the most vulnerable and at risk. Community-based partnerships and approaches are a linchpin for addressing transnational organized crime and the lack of economic and educational opportunity, which pose serious threats to citizens' safety and regional stability. The United States also cooperates with its partners in the region on workforce development, sustainable business practices, and small business development to sustain economic expansion. Programs that connect young entrepreneurs, including women, with U.S. businesses and non-governmental organizations (NGOs), and educational partnerships targeting U.S. academic and industry needs, advance this effort.

In El Salvador, Guatemala, and Honduras (the Northern Triangle countries), Public Diplomacy programs, guided by mission objectives under the U.S. Strategy for Central America, support those countries' efforts to address the drivers of illegal immigration, illicit trafficking, and transnational crime by increasing economic prosperity, enhancing security, and improving governance. PD programming is strengthening Salvadoran, Guatemalan, and Honduran institutions, communities, and networks critical to promoting prosperity and citizen security—key factors for preventing illegal

immigration to the United States. PD programs also support the commitment of Northern Triangle governments to education, with a particular emphasis on exchange programs, English Access, and effective use of the Binational Centers. Overall, PD programs work not just to dissuade would-be illegal migrants but also to help build the capacity of Salvadorans, Guatemalans, and Hondurans so they can envision a fulfilling future at home.

The Public Affairs Section in Bogota supports Colombia's efforts to secure the conditions for a just and lasting peace following the 2016 Peace Accords. Public Diplomacy programming works to strengthen Colombian institutions, communities, and networks that are key to ensuring prosperity and social inclusion of the most vulnerable. U.S. PD programs also support the Colombian government's commitment to education, particularly the "Bilingual Colombia" initiative seeking to make Colombia a Spanish-English bilingual country by 2025, as well as the country's efforts to internationalize its higher education institutions and strengthen its technical schools.

Due to concerns regarding the health and safety of U.S. mission personnel in Cuba, the State Department ordered the departure of non-emergency personnel and family members from U.S. Embassy Havana in October 2017. Although there are currently no Public Diplomacy officers posted in Cuba, PD programs continue, albeit on a more limited basis, with other officers at post providing oversight of the locally engaged Public Affairs Section staff and WHA/PDA providing additional support from Washington, D.C. Ongoing PD activities seek to support Cuba's entrepreneurial sector, encourage the development of a broad-based civil society, promote the free flow of information, improve perceptions of the United States, foster people-to-people connections via social and traditional media, provide uncensored internet access at the American Center, and inform the public through outreach activities on consular issues, such as visas and immigration.

U.S. PUBLIC DIPLOMACY SPENDING

Due to their strategic importance as regional powers and population centers, the U.S. missions in Brazil and Mexico received the highest Public Diplomacy funding in the Western Hemisphere in FY 2017, at \$7.5 million and \$4.5 million, respectively. Argentina, Venezuela, Colombia, Canada, Peru, Ecuador, Bolivia, and Chile ranged from \$4 million to \$1.7 million. Uruguay, Haiti, Panama, El Salvador, Dominican Republic, Honduras, Guatemala, and Costa Rica ranged from \$1.4 million to \$1 million.

SAMPLE PUBLIC DIPLOMACY PROGRAMS

Young Leaders of the Americas Initiative (YLAI): The region's premier business and social entrepreneurship professional program seeks to expand ties between emerging entrepreneurs and civil society activists in Latin America and the Caribbean with U.S. counterparts to support economic growth. The second YLAI class of 250 professional fellows connected U.S. businesses with fledgling entrepreneurs who have expanded opportunities for women in the construction industry in Brazil, facilitated access to maker spaces

in the Dominican Republic and marketed upcycled glass products in Guatemala. Program alumni and U.S. business hosts are actively working in their home countries on ways to expand linkages with U.S. businesses and institutions to spur entrepreneurship. The YLAI Network, an open digital platform, now reaches over 35,000 members throughout the region and serves as a training, information, and professional network forum.

100,000 Strong: 100,000 Strong in the Americas is WHA's signature education diplomacy initiative. The initiative advances the U.S. policy goals of promoting regional security and economic prosperity, while also supporting the international engagement goals of U.S. universities, by creating dynamic partnerships among governments, the private sector, and foundations that enable U.S. universities and community colleges to work with their counterparts throughout the Americas to develop innovative new exchange and training programs.

Since 2013, the 100,000 Strong Innovation Fund has awarded 168 grants supporting research collaboration, academic mobility, and workforce development to over 300 teams of higher education institutions in 25 countries and 41 U.S. states. For example, the University of New Mexico, in partnership with Universidad La Salle México and Universidad Autónoma de Yucatán, used grant funding to launch the Innovation Academy, now in its third year, to provide research, leadership, and mentorship opportunities to women in science, technology, engineering and mathematics. Through the program, students from the United States and Mexico spend 30 days in intensive courses and develop and implement groundbreaking research on bilateral teams. Another grant supported an agricultural engineering partnership between La Salle University in Colombia and New Mexico State University focused on improving irrigation in communities impacted by conflict, which provided U.S. students and faculty valuable field experience while increasing economic opportunities in Colombia in support of the country's peace process.

Youth Ambassadors: The Youth Ambassadors Program is the State Department's flagship youth exchange in the Western Hemisphere to promote mutual understanding, increase leadership skills, and prepare youth to make a difference in their community. Celebrating 16 years since its launch, the program brings outstanding, underprivileged foreign high school students to the United States for a three-week program of leadership development, English study, homestays, and community service. More than 400 students and adult mentors from 25 countries across the Americas participate in the program annually. All alumni of the Youth Ambassadors program have completed high school and enrolled in university, compared to only 16 percent of their peers, an impressive demonstration of the program's impact. For the 2018 cohort, over 23,000 young Brazilians applied for the 50 slots allocated for their country. Similar excess demand throughout the region has led to successful spinoff programs at the post level, such as Brazil's English-immersion program. Alumni of the Youth Ambassadors program have become a key network of community influencers with which U.S. embassies and consulates collaborate to achieve strategic policy goals.

English Education: Developing bilingualism for workforce development and social inclusion is a top strategic priority for a majority of the governments in the WHA region, which makes the range of

State Department-sponsored English-language teaching and learning programs a key Public Diplomacy tool. Building English capacity in the region also serves U.S. policy interests by opening markets and creating new business opportunities, as well as enhancing digital literacy and access to information to counter misinformation in countries where democracy is under siege. Binational Centers are the premiere platforms for delivering English-language training in the Western Hemisphere, with over 45 million people visiting these self-sustaining American Spaces in 2017. The English Access Microscholarship Program, currently underway in 19 countries in WHA, provides a foundation of English-language skills to talented at-risk young people from economically disadvantaged communities, equipping them with skills that open doors for educational and

workforce opportunities. English-language training is helping to shape the values and world vision of the hemisphere's youth, as well as how they interrelate with and view Americans and the United States.

Tech Camps: WHA posts are using technology across sub-regions to connect diverse audiences interested in particular subjects. Tech Camps leverage digital technologies to tackle key issues in the region, bringing together relevant subject matter experts with technologists to identify platforms that can educate publics and facilitate timely and efficient information exchange. In 2017, Tech Camps were held in Mexico on press freedom, in Bolivia on entrepreneurship, and in Barbados on combatting mosquito-borne illnesses.

WESTERN HEMISPHERE REGION

PUBLIC DIPLOMACY SPENDING

	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	D&CP	D&CP	D&CP	D&CP	Supplemental*	D&CP	Supplemental*
Total Post Funding	\$43.31 million	\$46.69 million	\$43.80 million	\$46.95 million	\$1.84 million	\$49.31 million	\$1.39 million
Average Post Funding	\$1.49 million	\$1.61 million	\$1.51 million	\$1.68 million	\$65,823	\$1.76 million	\$49,643

*Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY 2016 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to public diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government Public Diplomacy programs.

Country Name	FY 2014		FY 2015		FY 2016		FY 2017	
	D&CP	Supplemental*	D&CP	Supplemental*	D&CP	Supplemental*	D&CP	Supplemental*
Brazil	\$8.10 million	\$1.43 million	\$5.93 million	\$727,273	\$6.63 million	\$239,031	\$7.51 million	\$31,526
Mexico	\$5.38 million	\$415,201	\$4.63 million	\$201,743	\$4.31 million	\$76,985	\$4.55 million	\$540,596
Argentina	\$3.21 million	\$726,357	\$2.92 million	\$260,966	\$3.58 million	\$73,792	\$4.02 million	\$12,703
Venezuela	\$2.51 million	\$21,718	\$3.07 million	\$493,077	\$3.34 million	\$22,721	\$3.89 million	\$10,222
Colombia	\$3.13 million	\$542,737	\$2.55 million	\$331,414	\$2.77 million	\$115,282	\$2.99 million	\$17,675
Peru	\$2.39 million	\$230,530	\$2.35 million	\$205,913	\$2.46 million	\$166,284	\$2.49 million	\$188,878
Canada	\$2.66 million	\$46,399	\$2.31 million	\$42,653	\$2.48 million	\$36,463	\$2.54 million	\$15,343
Bolivia	\$1.84 million	\$165,172	\$2.19 million	\$169,616	\$2.38 million	\$110,279	\$1.91 million	\$157,781
Ecuador	\$1.86 million	\$41,493	\$2.05 million	\$364,749	\$1.86 million	\$82,867	\$1.97 million	\$80,258
Chile	\$2.23 million	\$365,721	\$2.39 million	\$739,063	\$1.80 million	\$59,495	\$1.77 million	\$10,102
Costa Rica	\$1.06 million	\$90,329	\$1.03 million	\$93,778	\$1.44 million	\$27,070	\$1.03 million	\$47,341
Haiti	\$1.20 million	\$10,317	\$1.22 million	\$41,673	\$1.27 million	\$9,433	\$1.36 million	\$31,367
El Salvador	\$1.09 million	\$89,105	\$989,020	\$99,960	\$1.02 million	\$251,959	\$1.22 million	\$6,032
Uruguay	\$1.26 million	\$88,195	\$1.26 million	\$62,122	\$1.22 million	\$41,971	\$1.43 million	\$6,745
Cuba	\$456,666	\$15,851	\$479,360	\$33,582	\$1.24 million	\$19,299	\$926,114	\$2,284
Panama	\$1.21 million	\$35,156	\$1.19 million	\$29,731	\$1.16 million	\$17,456	\$1.12 million	\$11,007
Guatemala	\$1.12 million	\$47,426	\$1.02 million	\$13,201	\$1.15 million	\$25,959	\$1.12 million	\$5,587
Dominican Republic	\$1.08 million	\$24,739	\$1.05 million	\$22,223	\$1.14 million	\$27,008	\$1.20 million	\$9,644
Nicaragua	\$671,205	\$46,517	\$895,144	\$283,007	\$1.08 million	\$89,710	\$947,331	\$67,871
Honduras	\$811,741	\$125,964	\$864,612	\$186,566	\$1.3 million	\$18,568	\$1.15 million	\$4,455
Paraguay	\$798,539	\$118,908	\$750,455	\$71,457	\$819,277	\$139,273	\$719,625	\$7,194

Country Name	FY 2014		FY 2015		FY 2016		FY 2017	
Trinidad &	\$534,360	\$44,934	\$567,108	\$39,299	\$714,552	\$47,139	\$921,96	\$41,165
Barbados	\$857,486	\$20,978	\$641,146	\$30,405	\$657,004	\$20,512	\$668,711	\$73,319
The Bahamas	\$241,077	\$12,396	\$226,391	\$2,501	\$244,140	\$6,743	\$240,59	\$1,301
Suriname	\$153,552	\$26,527	\$133,765	\$16,374	\$150,262	\$7,422	\$165,115	\$800
Guayana	\$98,003	\$12,593	\$101,504	\$1,300	\$109,381	\$42,250	\$95,300	\$800
Belize	\$119,590	\$2,425	\$99,748	\$40,173	\$100,500	\$2,900	\$110,288	\$2,300

U.S. INTERNATIONAL MEDIA IN THE WESTERN HEMISPHERE

OFFICE OF CUBA BROADCASTING (OCB)

Language: Spanish

RADIO/TELEVISION MARTI (LANGUAGE: SPANISH)

Origin: 1985

Delivery Method: Radio (medium wave, shortwave), TV, website and mobile site, social media, DVDs and flash drives

Radio and TV Martí offer multiple channels of access to uncensored information and entertainment from within Cuba and from the United States, Latin America, and around the world. Under the Martí brand and its video, audio, and online products and services, the Office of Cuba Broadcasting (OCB) offers information not available to Cubans through the government-controlled media and empowers Cubans to participate in the exchange of information and perspectives. OCB also helps develop journalist professionalism inside Cuba.

Programming is based out of OCB's offices in Miami. OCB hires

Cuban journalists inside Cuba and has assembled the largest network of independent journalists inside the country who file stories via the internet, SMS, and phone. Despite some advances, Cuba continues to have some of the most restrictive internet access in the world. Internet penetration estimates vary widely from five percent to 30 percent. Although the country now has more than 500 Wi-Fi zones at a cost of CUC\$1 (in Cuban Convertible Pesos) per hour, that cost is still high compared to the average salary in Cuba. According to the last Cuban government census (March 1, 2018), Cuba has 4.5 million internet users; however, the Cuban government counts access to the national intranet as internet access. The Cuban intranet has limited content, and users may only use internal Nauta email. The International Telecommunications Union ranks Cuba 166th of 176 countries in terms of access and second to last in Latin America, where only Haiti is ranked lower. The communist government routinely censors sites critical of its agenda.

VOICE OF AMERICA (VOA)

Languages: Creole, Spanish

VOA SPANISH SERVICE (LANGUAGE: SPANISH)

Origin: 1960

Delivery Method: radio, TV, website, mobile site, and social media

The VOA Spanish Service targets audiences in 17 Spanish-speaking countries of Latin America. BBG-Gallup surveys show VOA Spanish has a weekly reach of more than 60 million adults, primarily through its affiliate network of more than 600 media partners. The service's affiliate-based U.S. bureau model provides high-reach media partners with customized content providing news and contextual information about the United States and the region. VOA Spanish has become a go-to media source for major networks in the Americas looking for objective and comprehensive news and information about the United States and U.S. relations with the region, as well as local, national, and international news and information. Programming also highlights U.S. culture, diaspora groups, business, and innovation. In addition to standalone television and radio programs, the service produces numerous television and radio packages each day for use in affiliate stations' newscasts, as well as daily live reporting on television and radio stations. The service focuses its news dissemination in nations that exhibit a constrained media environment, such as Venezuela and Nicaragua. It focuses

on issues of national importance, such as security, governance challenges, citizen security, trade, and immigration, and extensively covers diaspora communities in the United States. In addition, VOA Spanish emphasizes coverage of issues critical to audiences in Latin America. In Venezuela, the Spanish service has played a dual role in reporting the political and social unrest and humanitarian crisis while also broadcasting to Venezuelan audiences the way their story is being reported in the United States. The service has increased its coverage of Nicaragua, focusing on information from the United States as well as issues such as human rights, governance, and corruption. For the rest of Central America, VOA Spanish has a heightened focus on immigration, social, and economic issues, coupled with coverage of governance and corruption challenges in the region. Digital audiences, whose media consumption habits have been evolving in the region, are a primary focus, and the service has increased its partnerships with digital outlets. Journalists participate in training programs for the region, including digital design, journalism security, news management, and multimedia storytelling techniques.

VOA CREOLE SERVICE (LANGUAGE: CREOLE)

FY 2016: \$1.260 million (\$1.260 million with program delivery)

Origin: 1987

Delivery Method: Radio (FM Affiliates), radio on tv (affiliates), website and mobile site, and social media

The VOA Creole Service effectively fulfills the VOA mission in Haiti of providing news and information about the United States and the world by partnering with local affiliate stations that cannot afford to acquire such material on their own. Due to Haiti's close proximity and the long-standing U.S. role in the country, there is an appetite for such information from local audiences, which would go unfilled without VOA. VOA Creole remains the most reliable and trustworthy source of news and information for Creole speakers in Haiti.

BBG-Gallup survey research from 2016 shows the service reaches 24.2 percent of the adult population in Haiti weekly and that 91 percent of weekly listeners trust the news and information received from the Creole service. VOA Creole provides perspective on local and international stories. VOA also strengthens the professionalism of journalism through training of journalists in Haiti. In addition, the service has increased its focus on social media as a way to expand the media footprint and reach Haiti's young audience. VOA Creole plans to transition its current radio-on-TV program into a full-fledged television product in 2018, based on requests from affiliates in Haiti, primarily in the capital of Port-au-Prince, who now have television as well as radio stations and want VOA content. As Facebook and Instagram gain popularity in Haiti, VOA Creole also is developing a more robust presence on social media to reach the younger generation as almost half of Haiti's population is under the age of 25.

“... I’ve been trying my best to influence young people whenever I came in contact with them in public talks to do one thing: to make a practice of searching for the facts....”

SECRETARY GEORGE MARSHALL (1953)

“It is already clear that knowledge, communication, and information -- and the ability to use them effectively -- are profoundly transforming global economic, political, and security relationships.”

SECRETARY GEORGE SHULTZ (1987)

“...In our era of Public Diplomacy [it] is not simply nice to have it; it must be a core element in our foreign policy. For if American interests and values are to advance, we must make ourselves understood when we act to promote and protect them.”

SECRETARY MADELEINE ALBRIGHT (1999)

Congress established the Commission at the height of the Cold War to make sure that America’s story of freedom penetrated the Iron and Bamboo Curtains to give hope and inspiration to oppressed people. It worked.

SECRETARY COLIN POWELL (2003)

But in the end, I am convinced that those who get the privilege of sharing that kind of debate and who have the opportunity to get real information are in the end the richer for it, the better for it, and their societies are usually the stronger for it.

SECRETARY JOHN KERRY (2016)

The people of the world must know not only the policies, but also the principles for which the United States stands.

SECRETARY MICHAEL POMPEO (2018)